Sustainability Report 2014





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King Salman bin Abdulaziz Al Saud Custodian of The Two Holy Mosques



Prince Mohammed bin Nayef bin Abdulaziz Al-Saud Crown Prince



Prince Mohammad bin Salman bin Abdulaziz Al-Saud Deputy Crown Prince

About This Report

The Saudi Investment Bank (SAIB) is proud to present its fourth annual sustainability report, covering the calendar year 2014. In preparing this report, SAIB used the Global Reporting Initiative (GRI) G4 Guidelines and GRI G4 Financial Sector Disclosures. SAIB declares this report to be in accordance with GRI G4 Guidelines' Core option, and Appendix A contains a GRI Content Index.

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A Message from the Chairman



It is my pleasure to welcome you to The Saudi Investment Bank's fourth annual sustainability report. This report reflects the progress being made by the Bank to contribute to the sustainable growth of the Kingdom of Saudi Arabia through its provision of financial services to individuals and institutions.

The Saudi Economic Vision is comprised of a diversified, prosperous, and private-sector driven economy that provides job opportunities, quality education, health care, and necessary skills to ensure the well-being of all citizens, while also safe-guarding Islamic values and the Kingdom's cultural heritage. We are committed to contributing to the realization of this vision through our core business activities. By facilitating the flow of finances in society, SAIB enables customers and businesses to make investments, and to support employment and economic growth. We actively seek to invest in a diverse range of projects to strengthen the foundations of our national economy as well as our own lending and investment portfolios. Principles driven lending promotes the development of the private sector and contributes to national prosperity. Beyond our fundamental economic role, we continue to focus on improving our contribution to all elements of the national ambition through our internal operations. We invest significantly to build the skills and employability of young nationals within our own workforce, and support many projects to enhance health and education in the Kingdom through our community investment programs. Islamic values are at the core of our approach to corporate responsibility, and are manifested in the range of Shariahcompliant products and services we offer to our customers as well as the policies and practices we use to run our business.

SAIB's recognition with the King Khalid Award for Responsible Competitiveness in 2014 is a testament to our efforts to integrate social responsibility into every aspect of our business. The Award distinguishes SAIB for going beyond philanthropic initiatives to focus on aligning its Corporate Social Responsibility (CSR) practices with business imperatives such as promoting growth, improving profitability, enhancing brand and reputation, and deepening engagement with key stakeholders. While we are proud of the achievements that have earned us this honor, we are also aware of the steps we need to take to continue to integrate sustainability into our corporate strategy and governance. We believe that sustainability is an ongoing process.

Altogether, I am confident that, through our continued growth and commitment to conducting our business on the basis of key lofty principles, we will realize SAIB's full potential and create significant value for all of our stakeholders.

Abdallah Salih Jum'ah

Chairman

A Message from the CEO



The year 2014 has marked another year of robust growth for The Saudi Investment Bank. We have seen significant expansion of our retail, small business, and corporate banking customer bases, accompanied by strong financial results, which has in turn driven our investment in the growth of our own workforce, services, and infrastructure.

In the first pillar of our sustainability framework, "Nummow", we emphasize our commitment to sustainable, accessible, and inclusive growth that encompasses the Bank and its stakeholders. In 2014, we implemented a number of initiatives to deliver on this commitment. We continued to carry out a robust risk management approach, incorporating environmental and social concerns into our lending and investment decisions to ensure our growth is sustainable in the long term. We also enhanced the accessibility of our services with the installation of cash deposit machines, updates to our Flexx Click internet banking platform, and a new ATM emergency cash service. At the center of our efforts to increase financial inclusion was the launch of our "EasyPay" card-based payroll service, enabling the workforce of Saudi companies, particularly low-paid and often unbanked migrant workers, to receive a debit card providing access to a bank account provided by SAIB. At the end of 2014, almost 31,800 payroll cards had been distributed through the program.

To ensure that our employees grow with our bank to meet the evolving needs of our customers, we have invested in the SAIB e-learning Academy and SAIB Academy Training Center. We also endeavor to provide our employees with an environment where they can give their personal best; we are honored to have been recognized for our efforts in this area by the Great Place to Work Institute in 2014. We continue to invest particularly in training opportunities for young Saudi nationals and women to increase the inclusiveness of our own team as well as the national workforce - in 2014, women made up 15% of our workforce, young people between the ages of 18 and 30 constituted 42%, and Saudi nationals composed 78%. Through our focus on local procurement, we support the growth of other Saudi businesses in our supply chain, and with our social investment initiatives, including our flagship Flexxbike community bike-sharing program launched in 2014, we ensure that a portion of our profits are re-invested to benefit our local communities.

In 2014, our Board of Directors approved SAIB's new Five-Year Strategic Plan, which is aimed at "Building on Strength" with targets and objectives to drive growth out to 2019. We are confident the Plan will build on our current achievements to ensure our longterm profitability while creating value for all of our stakeholders, and we are fully committed to driving this agenda forward. We are excited by what the future will hold for our company and we look forward to engaging with you, our stakeholders, further on our sustainability journey.

Musaed Mohammad Al Mineefi

Chief Executive Officer



About The Saudi Investment Bank



The Saudi Investment Bank (SAIB) is a prominent financial institution that has been successfully operating in the Kingdom of Saudi Arabia for more than 38 years, with over 48 branches, including 12 ladies branches, located throughout the Kingdom.

We operate through Personal Banking, Corporate Banking, Treasury, and Asset Management and Brokerage segments.

Our Personal and Corporate Banking segments provide loans, deposits, and other credit products for individuals, small to medium-sized businesses and corporate and institutional customers. We also provide a range of Sharia compliant products and services including accounts, murabaha investments, and personal finance solutions.

Portfolio by Business Segments



Our Treasury segment provides money market services, investments, and other treasury services. The Asset Management and Brokerage segment is involved in dealing, managing, advising, and providing custody of securities services. We have also established successful joint-ventures and subsidiaries to offer services in the fields of investment banking, asset management, leasing, mortgage finance, and insurance.

To learn more about our products and services, please visit our website: <u>www.saib.com.sa/en</u>



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Vision and Mission

The expanding business mix of SAIB and its aspirations for the future requires a new vision to be articulated: Simplicity & Accessibility.

Our Vision

To offer the simplest and most accessible products and services to each of our customers.

Our Mission

What we are committed to do

Towards our customers

- We make banking simple and accessible for each of our customers.
- We are flexible, adaptive and responsive to deliver what suits our customers.
- We listen to our customers, understand their needs and preferences, to evolve and improve.

Towards our employees

- We value ideas, inputs, and initiatives.
- We empower our staff to bring out their best and go the extra mile.
- We recognize individual contribution and we support individual development.
- We enhance team spirit, which allows us to collectively build the smartest solutions.

SAIB Products and Services

Personal Banking

Personal Accounts

- Al Salah Current Account
- Salary Account
- Current Account
- Savings Accou
- Call Account

Deposits

- Murabaha Deposit
- Time Deposit

Personal Finance

- Shares Murabaha Finance
- Azraq Murabaha Finance
- Car Murabaha Finance

Al Asalah Home Finance

- Ijarah Home Finance
- Murabaha Home Finance

SAIB Cards

- Credit Card
- Cash Deposit Card
- Debit Card
- Payroll Card (EasyPay)

Payments and Transfers

- Sadad Payment Services
- Sarie Local Transfer Services
- Government Service Fees

Ladies Banking

Items in blue are Shariah-compliant

Corporate Banking

Syndicated Loans Working Capital Financing Trade Finance Services International Trade Solutions Project Financing

Shariah Compliant Financing Products

- Commodity Murabaha
- Letters of Credit Murabaha
- Murabaha Finance (Goods and Real Estate)
- Ijarah (Equipment and Real Estate)
- Istisna'a (Construction Finance)

Institutional Banking SAIB/Amex Corporate Credit Card

Cash Management Solutions

- Corporate Internet Banking
- Payroll Services
- Corporate Deposit Cards
- Cash Pick-Up Service
- Point of Sale

Small Business Products

- Al Asalah Current Account
- Kafalah Program

Treasury Products

- Deposits
- Interest Rate Derivatives
- Foreign Exchange and Foreign Exchange Derivatives
- Structured Products



Ownership

SAIB is a joint stock company publicly listed on the Saudi stock exchange. Saudi shareholders hold 90% of the stocks listed, while foreign shareholders hold 10% of the stock.



48 branches 12 57.5 bn 70.7 bn customer deposits 196,910 customers 1.3 m community investment 1,495

Corporate Governance

Effective governance is the foundation for achieving our strategy and supports the delivery of responsible, ethical, and sustainable business outcomes. The Deputy Chief Financial Officer has responsibility at the executive level for the bank's corporate governance. We are proud to have been distinguished with an honorable mention for the Hawkamah **Bank Corporate Governance Award in** 2014, which recognizes banks in the MENA region that have gone the extra mile in improving their Corporate Governance practices, beyond the legal and regulatory requirements imposed by their respective jurisdictions. The jury was impressed by the progress that the bank has made in its corporate governance practices in the past two years. Notable amongst the

changes made was the establishment of a Board risk committee in 2014. The area of corporate governance for which the bank scored highest was its Control Environment and Processes.

SAIB's governance structure provides oversight from the Board down on the risks and opportunities arising from our activities. The Board, composed of nine independent, non-executive members, is responsible for setting the direction, strategy, and financial objectives for SAIB and monitoring performance against those objectives. The Board also monitors compliance with regulatory and legislative requirements, internal policies and ethical standards. Four committees, the executive committee, nomination and remuneration



GRI G4-34

The Board Committees are supported by our Chief Executive Officer and various business and support services managers, who are responsible for the day-to-day oversight and management of key risks facing the business. For more information about our management team, please visit: www.saib.com.sa/en/sub-sections/ management-team

Executive Remuneration

The bank is comfortable that perverse incentives to take excessive risks are avoided in the executive bonus schemes that apply from time to time. These bonus schemes are designed to be sensitive to the risk appetite of the bank. The Board first determines the maximum available bonus and the remuneration committee of the Board then determines retrospectively the award to individual senior executives. The bank has incorporated a claw-back clause so as to recover excessive bonus payments if, in due course, they are shown to not have been merited in part or in full.



Company structure



2014 Highlights

King Khalid Award for Responsible Competitiveness	The second secon	25% increase in Personal Banking Customers	Recognition by the Great Place to Work Institute	Installation of Cash Deposit ATMs
15% Female Employment		Introduction of WOOW Rewards Program for Customers		
11% increase in SME clients	15% increase in our workforce		Establishment of FlexxBike Program	92% Customer Satisfaction
HAWKAMAH	Honorable Mention for Hawkamah Bank Corporate Governance Award		Launch of Al-Aqeeq SAIB Academy Training Center	Establishment of Corporate Banking Training Program
HOODELE MINTON	78% Saudization		43% Penetration of Flexx Click Internet Banking Services	Roll out of EasyPay Payroll Service

SAIB is proud to have been recognized for its sustainability management practices with the King Khalid Award for Responsible Competitiveness in 2014. The Responsible Competitiveness Award recognizes companies that go beyond philanthropy initiatives and focus on aligning Corporate Social Responsibility (CSR) practices with business imperatives, such as promoting growth, improving profitability, enhancing brand and reputation, and deepening engagement with key stakeholders. To qualify for the award, SAIB submitted a detailed questionnaire to demonstrating how it manages social and environmental issues throughout its core operations. Responses to this questionnaire were analyzed through an internationally-recognized framework and evaluation methodology, and the top three companies participating receive the prestigious award.

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SAIB has a significant opportunity in its ability to contribute to and shape sustainable development. As a bank, we play a fundamental role in society: we catalyze economic growth and stability by facilitating the flow of finances in society. We also have the power to influence the direction of that growth so that it becomes more sustainable, accessible, and inclusive through the design of our products and services and the projects and businesses we choose to finance.

Our approach to sustainability centers on the five focus areas of our sustainability framework, which capture our most material sustainability issues. The annual identification and prioritization of our material issues are informed by frequent dialogue with our stakeholders.



Our Stakeholders



Our success as a business depends largely on our ability to maintain good relations with our stakeholders. We strive to build lasting, trusting relationships through an open and constructive dialogue and by considering stakeholders' views when we make decisions. We also seek to provide timely, reliable, and fact-based information about ourselves, the financial sector and the economy so that our stakeholders have an informed basis for their views and decisions.

Our Stakeholders	How We Engage	Their Expectations	Our Response
Clients Our clients include 190,000 retail banking customers, in addition to 7,300 small businesses and 1,200 large companies utilizing our corporate banking and treasury services.	 Branches Flexx call contact center Mobile and online banking Website Social media channels Relationship managers Customer research Voice of Customer unit Customer Complaint Unit Customer satisfaction surveys 	 Innovative, high quality products and services 24/7 quality customer service Secure, accessible and easy banking Transparent and fair fees and charges Privacy Shariah compliance 	 Flexx Internet and mobile banking Flexx call contact center First Call Resolution Program 24/7 branch banking through video teller ATMs WOOW and Aseel loyalty programs Code of Conduct Privacy Policy Customer Awareness and Education unit Shariah compliance Customers Segmentation
Staff Nearly 1500 full-time employees.	 Employee engagement survey SAIB internal magazine Training and development Regular meetings Annual performance reviews HR helpdesk Secure channels for suggestions and feedback Recognition and awards programs Yammer (staff social media) 	 Equal opportunity & fairness Employee health, safety, and wellbeing Open & two-way communication with management Competitive salary & benefits Opportunities for training & career development Transparent and accountable management team 	 Employee grievance policy Safety training and inspections Employee satisfaction survey Employee Suggestions Program "My Idea" Thank you Program SAIB E-learning Academy Al-Aqeeq SAIB Academy Training Center Ask HR Creative Mornings Initiative
Shareholders SAIB's shareholders include the Saudi public, two Saudi government organizations, and three financial services companies.	 Annual general assembly Board of directors meetings Annual, semi-annual and quarterly reports Shareholder Relations team 	 Profitability and growth Strong, sustainable financial returns Excellent corporate reputation Sound corporate governance Transparent communication Compliance with all laws and regulations Strong risk management 	 Net income growth On-going development of the corporate governance framework Strengthening of risk management capabilities



Our Stakeholders	How We Engage	Their Expectations	Our Response
Environmental Groups The environment is a silent stakeholder that must be considered and protected in order to ensure long-term, sustainable operations. Environmental groups give voice to the needs of the environment.	 Engagements with various environmentally oriented non- governmental organizations (NGOs) Annual Sustainability Reports which publish environmental performance data 	 Minimization of waste and emissions Limited use of finite resources (energy, water, and paper) Improvement in measurement of resource consumption Incorporation of environmental criteria in financed projects 	 Water & power usage reduction Recycling initiative Reducing printing Electronic document archiving Funding of environmentally friendly products and services
Regulators SAIB is regulated and supervised by the Saudi Arabian Monetary Agency (SAMA) and the Capital Market Authority (CMA).	 Letter correspondences and email communications Meetings and onsite visits Regular reporting Participation in governmental initiatives and campaigns 	 Compliance to policies and regulations Reporting disclosures as per engagements Delivering best banking practices Investment in customer awareness and education initiatives (financial literacy) Consumer protection Alignment to Saudi Arabia National Strategy 	 SAIB's detailed compliance plan for the year overseen by its Audit and compliance committee Reporting performance for relevant disclosures such as Basel-III Seeking consultation to increase transparency and prevent non- compliance
Local Community This includes the Saudi Arabian society.	 Public reports Media relations activities Our own employees who are primarily nationals Charitable initiatives supporting important local issues Website Social media 	 Financial inclusion Financial education Affordable housing Advancing social development via investments in the community Developing local human resources and providing employment opportunities Minimizing environmental impacts Corporate responsibility 	 EasyPay Partnership with Real Estate Development Fund (REDF) Flexxbike program Community investment Lending for crucial sectors and projects in the economy Young Hire, Saudi Graduate and Saudi Fast Track (FATRA) programs for Saudi nationals
Suppliers Over 50 suppliers and contractors providing SAIB with goods and services.	Bidding and tendering	 Supplier communications Fair contract bidding and awarding processes Ethical business dealings Favoring local bids from local companies Timely payment 	 Maintain mutually beneficial cooperative relations Increase the number of suppliers with preference to local suppliers where possible

Our Approach to Materiality



The information from our stakeholder engagement provides essential input to our annual 'materiality assessment' – the process of identifying those issues that are core to the bank's sustainable development. Our materiality assessment guides our focus for reporting and informs our strategic approach.

In 2014, we engaged representatives of each division of our business to identify the material issues that are most important to our business and our stakeholders. They are the topics that are presented in this report. The issues have been analyzed on the basis of a comprehensive list of matters that may affect our business or be of concern to stakeholders. Sources for this list include GRI G4 aspects, GRI G4 sector disclosures, SASB disclosure topics for the financial sector, industry and sector benchmarks, and internal documents.

The material issues selected reflect our organization's significant economic, environmental, and social impacts, or they influence substantively the assessments and decisions of stakeholders. The issues with the highest level of materiality (in green) are of greatest importance to both organizational success and stakeholder expectations. These topics are a major focus of our organizational objectives and sustainability policy, and are clearly reported both internally and externally in our annual sustainability reports. The issues assigned a medium level of materiality (in orange) represent a range of topics that the organization must manage well and report on consistently. The issues given the lowest level of materiality (in red) are not currently of major strategic importance to the organization or stakeholders and thus will not be a focus for immediate action or extensive reporting.

All material issues change over time, as does knowledge about them, and new issues may arise. We will therefore review the materiality analysis process on a recurring basis. In the future, we will endeavor to engage our external stakeholders directly in our materiality assessment. The chart below offers a snapshot of SAIB's material issues in 2014.





	SAIB Material Issues	GRI Material Aspects	Chapter	Most Concerned Stakeholders
1	Customer Trust and Protection	Customer Privacy	4 – Customer Trust and Protection	Clients, Regulators
2	Quality of Services and Customer Satisfaction	Product and Service Labelling	3 – Customer Experience	Clients
3	Compliance with Regulations	Compliance	4 – Ethics and Integrity	Shareholders, Regulators
4	Accurate and Transparent Disclosure of Performance	N/A	4 – Ethics and Integrity	Shareholders, Regulators
5	Data Security	Customer Privacy	4 – Customer Trust and Protection	Clients
6	Financial Performance	Economic Performance	3 – Financial Performance	Shareholders
7	Governance and Accountability	Governance	1 – Corporate Governance 3 – Operational Efficiency	Staff, Shareholders, Regulators
8	Financial System Stability	N/A		Clients, Staff, Regulators, Local Community
9	Business Ethics and Prevention of Financial Crime	Anti-Corruption	4 – Ethics and Integrity	Shareholders, Regulators
10	Human and Labor Rights	Child Labor, Forced or Compulsory Labor, Security Practices	Appendix A: GRI G4 Content Index	Staff
11	Workforce Training and Education	Training and Education	5 – Employee Competency and Career Development	Staff
12	Community Investment and Engagement	Local Communities	7 – Community Investment	Clients, Local Community
13	Risk Management	N/A	Annual Report 2014 p. 12-13	Clients, Shareholders
14	Saudization	Market Presence	5 – Our Team	Staff, Shareholders, Local Community
15	ESG Risks in Lending and Investment	Products and Services, Investment	4 – Responsible Banking	Clients, Shareholders, Environmental Groups
16	Equal Opportunity and Anti-discrimination	Diversity and Equal Opportunity, Non-discrimination	5 – Our Team	Staff
17	Employee Satisfaction and Engagement	Employment, Occupational Health and Safety	5 – A Rewarding Workplace	Staff
18	Sustainable Procurement	Procurement Practices	7 – Local Procurement	Environment, Suppliers
19	Infrastructure and Accessibility	Indirect Economic Impacts	3 – Availability and Accessibility of Services	Clients
20	Adherence to Islamic Banking Principles	N/A		Clients, Staff
21	Reduction of Environmental Impact of Operations	Energy, Water, Effluents and Waste	6 – Our Environmental Impact	Environmental Groups







Our Sustainability Framework

Our Sustainability Framework represents the integrated approach we are taking to make our business more sustainable. The bank has identified five priority areas to organize our approach, tied to Islamic principles of good governance and management. The framework has been developed in alignment with our business strategy and our most material sustainability issues; the five areas shape the development of our sustainability strategy and are also reflected in the organization of our report.



Takleef (Responsibility)

{وقل اعملوا فسيرى الله عملكم رسوله والمؤمنون} سورة التوبة

Takleef means to be held responsible. For SAIB, this encompasses responsible banking practices, ethical conduct, and measures that protect our customers and earn their trust.

Nummow (Growth)

Nummow means to 'give life' and to 'grow'. In Arabic, it refers to a positive change. For the SAIB sustainability framework, Nummow represents the bank's efforts to create economic stability and growth, to build quality, accessible products and services, and to sustainably build on the Bank's financial performance. Nummow embodies sustainable, accessible, and inclusive growth that encompasses the Bank and its stakeholders.



Re'aya (Caring)

"كلكم راع وكلكم مسئول عن رعيته..." حديث نبوي

Re'aya refers to the establishment of strong relationships between one another. It encompasses the Bank's efforts to engage employees and work as one family to embody inclusiveness and respect, to develop our talents, and to preserve human rights.

Hifth (Environmental Protection)

{وتعاونوا على البر والتقوى سورة المائدة

إوالله يضاعف لمن يشاء } سورة البقرة

Hifth describes the sustainable use of natural resources by local communities. It entails the conservation of the environment by the Bank through its lending and investment decisions, and limiting emissions and waste and reducing consumption of electricity, water, and paper in its direct operations and suppliers.



Awn (Helping Others)

{ولا تسرفوا إنه لا يحب المسرفين} سورة الاعراف

Awn means to help and to offer what you can for others. It refers to SAIB's responsibility support to local communities. Awn encompasses our Zakat investments, community investment programs, and local procurement.



Sustainability Performance Summary 2014

	GRI	Unit	2013	2014
(Nummow) Growth				
Customer Experience				
Corporate Banking customers		#	1,061	1,205
Personal Banking customers		#	151,880	190,155
Small and Medium Enterprises (SMEs) customers		#	4,174	7,300
Payment accuracy		%	99.95%	99.95%
Payment timeliness		%	99.70%	99.80%
Customer satisfaction	PR5	%	89%	92%
Availability and Accessibility of Services				
ATMs		#	396	442
Penetration of Flexx Click Internet banking services		%	29.3	30.8
Net Loans and Advances		000s SAR	47,566,871	57,472,514
Financial Performance				
Net income for the year	EC1	000s SAR	1,286,834	1,436,479
Total assets		000s SAR	80,495,413	93,626,440
Takleef (Responsibility)				
Ethics and Integrity				
Incidents of non-compliance	S08	#	6	7
Re'aya (Workforce)				
OurTeam				
Total workforce	G49	#	1,319	1,495
Percentage of youth in workforce	LA12	%	43%	42%
Saudization among total workforce		%	76%	78%
Female employment	LA12	%	13%	15%

	GRI	Unit	2013	2014
A Rewarding Workplace				
Employee satisfaction	EC6	%	76%	No survey
Total employee turnover	LA1	%	14%	11%
Total salaries and benefits paid	EC1	SAR	357,527,789	448,089,937
Employee Competency and Career Development				
Average days of training per employee	LA9	#	8	10
Hifth (Environmental Protection)				
Our Environmental Impact				
Amount spent on electricity		SAR	7,430,766	8,211,304
Electricity expenditure per full-time employee		SAR	5712	5493
Amount spent on petrol fuel		SAR	36,571	37,019
Fuel expenditure per full-time employee		SAR	28	25
Paper consumption		kg	62,644	67,098
Paper recycled		kg	60,990	63,745
Amount spent on water		SAR	58,469	112,409
Water expenditure per full-time employee		SAR	45	75
Awn (Helping Others)				
Community Investment				
Community investment	S01	SAR	1,335,500	1,313,500
Local Procurement				
Amount of money spent on local contractors and suppliers	EC9	millions SAR	75	80
Percentage of procurement spending on locally-based suppliers	EC9	%	90	90



Nummow means to 'give life' and to 'grow'. In Arabic, it refers to a positive change. For the SAIB sustainability framework, Nummow represents the bank's efforts to create economic stability and growth, to build quality products and services, and to sustainably build on the Bank's financial performance. Nummow embodies sustainable, accessible, and inclusive growth that encompasses the Bank and its stakeholders.

As a bank, we act as a catalyst for economic growth by facilitating the flow of finances in society. We provide much of the financial infrastructure that makes money transfers easier, faster, and safer. We also provide the capital that businesses depend on to invest in growth and development. By reallocating capital from lenders to borrowers, we enable families, businesses, and institutions to make investments and create growth.

It is our goal to continue to fuel national economic growth and development as well as the growth of our own business by enhancing the quality and accessibility of our services, maximizing the efficiency of our operations, and delivering strong financial results. We also strive to direct that growth through the design of our products and services, and the projects and businesses we choose to finance. In doing so, we seek to create value for all of our stakeholders and contribute to a national economy that is strong, stable, and environmentally sustainable. In 2014, our Board of Directors approved SAIB's new Five-Year Strategic Plan, which is aimed at "Building on Strength" with targets and objectives to drive growth out to 2019. Over the course of the Plan period, our business units and support functions are committed to delivering on specific initiatives, a key component of which will be to deepen relationships with existing and new clients, and enter new market segments. We are confident the 2015-2019 Strategic Plan will ensure our long-term profitability while building value for all of our stakeholders. One key objective of the Plan is to extend the reach with and type of services we provide to small and medium enterprises (SMEs), which will in turn fuel job creation, economic diversity, and innovation. SAIB aims to reach over 1,000 new SMEs by 2015, achieving a 14% increase in its current base of small businesses.



Customer Experience



Our customers are at the heart of our operations. We believe that the safest route to long-term growth and profitability for our business is to make sure that our customers get the best possible banking experience with us. SAIB's Quality Assurance division is tasked with ensuring we deliver outstanding service to our customers. To do this, they seek to:

- Continuously engage and leverage client feedback at all key touch points of the client experience.
- Maintain a culture of customer-focused employees who are empowered and loyal to the bank.
- Maintain efficient processes that provide simplicity for our clients and that ensure end-to-end process ownership and collaboration.
- Strike the optimal balance to safeguard the integrity of the bank without unduly impacting the flow of business.
- Ensure uniformity and consistency in the look, feel, and touch of all physical premises.

In 2014, we saw healthy growth in our customer base, witnessing a 25% increase in our retail banking customers, a 14% increase in our corporate customers, and an 11% increase in our small business customers. The quality of our service delivery remained quite high with 99.95% payment accuracy and 99.80% payment timeliness.





*Figure has been restated as a result of improved measurement.

**1,750 of these SME customers were "discovered" to be incorrectly listed as Personal Banking customers in 2014.

Quality of Service Delivery	2013	2014
Payment accuracy (%)*	99.95%	99.95%
Payment timeliness (%) **	99.70%	99.80%

*We track all returned payments and identify reasons for return. Wherever it is the bank's error, they are classified as inaccurate transactions.

** Time taken to execute payments is tracked and wherever the time is beyond same day turnaround, they are classified as delayed payments.

Communicating with Our Customers

In order to provide our customers with the best possible banking experience, we must maintain clear channels of communication to receive and address customers' questions and complaints and fully understand their evolving needs and expectations. We communicate with our customers through our website, email, SMS alerts, social media channels, our Flexx call contact center and our relationship managers. Our Customer Complaint Unit at our head office, which handles and processes all customer complaints, has been certified to ISO 9001.

In 2014, to further enhance our customer communication and engagement, we improved our complaints resolution process at our Contact Center with our 'First Call Resolution' (FCR) program and also established 24/7 credit card support and fraud monitoring. We also launched a new Branch Teller Solution via Customer Relationship Management (CRM), which allows the branch team to serve our customers more quickly and effectively through the automation of processes and the centralization of customer information.

Our Voice of Customer (VOC) function conducts frequent customer satisfaction surveys to gauge our customer service performance – in 2014, we are pleased to have achieved 92% satisfaction with our overall performance. We grew the VOC function in 2014 by initiating on-boarding process surveys for new relationships, Point of Sale (PoS) installations, retail booked loans, and closed customer complaints. We also conducted surveys to capture our customers' input on our WooW and Aseel loyalty programs and our credit card products.



For our latest performance report from our Voice of Customer function, please visit: <u>www.saib.com.sa/en/complaints-report</u>

Developing New Products and Services

We continue to leverage the feedback we receive from our customers to develop new products and services to meet their evolving needs and expectations. In 2014, these included a number of items designed to make our financial services even more accessible for our customers:

- An ATM emergency cash service, which allows customers to withdraw their money 24 hours a day without the need of their cards.
- E-payroll services and e-trade services, which enable companies to pay salaries and execute their Letters of Credit and Letters of Guarantee electronically.
- Credit cards for select customers.
- AMEX co-branded corporate credit card.
- First banking app for Google Glass in KSA and the region, allowing customers to locate the nearest branch and ATM using their Google Glass.
- Cash deposit ATM.

Rewarding Customer Loyalty

SAIB is also committed to rewarding customer loyalty to our bank. Our Aseel Loyalty Program offers customers benefits every time they use a SAIB ATM card to pay at any of our participating merchants. And in 2014, we launched our WOOW Rewards program, which allows members to earn points by completing day-to-day banking transactions with SAIB. Membership is complimentary for our customers, who can then use the WOOW points they collect to redeem rewards from our online catalogue, which includes a variety of electronics, home appliances, fashion accessories, and gift vouchers from globally famous retailers, as well as hotel stays and plane tickets. For more information on our WOOW rewards program, please visit: <u>www.saib.com.sa/en/personalbanking/woow-rewards</u>

Availability and Accessibility of Services



We strive to make our services as simple and convenient to access as possible for our customers. We operate 48 branches throughout the Kingdom of Saudi Arabia, including 12 ladies branches, as well as 442 ATMs (10% more than in 2013). As many of our customers want to access our services on the go or outside normal business hours, we invest heavily in digital and mobile phone solutions so that customers can use our services whenever and wherever it suits them. SAIB has put in place an ambitious five year IT transformation strategy, focusing on supporting the Bank's retail and corporate growth, in addition to building strong linkages between the bank's other business units.

Ways to Bank at SAIB

- Flexx Click Internet Banking Service
- Flexx Touch SAIB Mobile App
- Flexx Call Phone Banking Services
- SMS Banking
- Branch operations
- 24-hour standard ATM services
- Cash deposit ATMs
- Interactive Teller Machine

For more information, please visit: www.saib.com.sa/en/main-section/flexxechannels-electronic-banking-services In 2014, as part of our investment in digital and mobile phone solutions, we updated our Internet banking services (Flexx Click) and implemented an Internet banking (IBK) campaign in all of our branches to encourage more customers to enroll in electronic banking. We were also one of the first Saudi banks to install an Interactive Teller Machine (ITM) at our head office, which will allow customers to complete over 95 percent of typical branch transactions right at the ATM, 24 hours a day, with the assistance of a live, remote teller. In addition, we have installed cash deposit machines at 25 of our branches.

Access Points	2012	2013	2014
ATMs		396	442
Online cash deposit ATMs	0	0	35
Interactive Teller Machines (ITMs)	0	0	1
ATM availability (%)	94.62%	95.95%	97.43%
Penetration of Telecommunications Service	ces (%)*	2013	2014
SMS alerts		93.1	95.2
Flexx Call Phone Banking Services		36.7	29.9
Flexx Click Internet Banking Services		29.3	42.6

*This is the percentage of personal and commercial banking customers who have at least one non-closed customer interaction account and are registered for SMS notification, phone enquiry service and internet enquiry service, respectively.

Transactions by mode	2013	2014	% Increase
Number of online transactions	488,631	962,757	97%
Number of ATM transactions	5,541,278	8,525,485	54%
Number of branch transactions	686,698	942,510	37%
Size of Loan Portfolio	2012	2013	2014

Operational Efficiency

To offer our customers the best banking experience, we must also continue to become more efficient and to simplify our operations. Our operations division is focused on the re-engineering of key processes, the automation of manual processes, and the provision of support for new products and services introduced by the bank. They seek to provide best-in-class operational solutions to the business by ensuring processing of transactions with a focus on timeliness, accuracy, controls, cost, and quality.

In 2014, SAIB has implemented several measures to improve performance management within the company. These have included the roll out of comprehensive monthly reports on financial and nonfinancial performance, and the provision of reporting tools for relationship managers to track their individual performance against key performance indicators.

In addition, our new CRM automation technology is designed to reduce paperwork, improve efficiency and create greater transparency and visibility. The system accomplishes this by:

- Monitoring progress in the prospecting and closing of new deals.
- Automating the onboarding and account opening process for new clients.
- Providing a transparent online dashboard showing all the needed information on a customer and his relationship with the bank.



Financial Performance



In order to support the economy and inspire confidence in the financial system, we must operate a profitable business. We strive to deliver a strong financial performance for our shareholders by executing our growth strategy while maintaining a disciplined approach to financial management.

Financial Performance (thousands SAR)















Return on equity (%)



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Takleef means to be held responsible. It is not possible to run a profitable bank if one does not behave in a responsible manner that inspires confidence among stakeholders. It is our responsibility to operate in a way that deserves the trust of our stakeholders and creates long-term value for shareholders, customers, employees, business partners, and society at large.

This means supporting financial inclusion, sharing accountability for the ethical use of our products and services, conducting our business in accordance with national regulations and international principles for ethical behavior, as well as protecting our customers' rights.

Responsible Banking

As a bank, part of our unique responsibility towards society is to support financial inclusion, that is, to ensure that everyone has access to financial services at an affordable cost, including savings and deposit services, and payment and transfer services. We also work to ensure that the money we lend and invest goes to organizations and projects that respect internationally recognized principles in the areas of human rights, the environment, and anti-corruption.

Supporting Financial Inclusion

The financial sector has a responsibility to ensure that citizens have access to banking services. Digitalization has made it possible for many more people to access financial services the world over; nonetheless, barriers remain for certain vulnerable groups. Therefore, SAIB has developed several products specifically targeted to increase access to key financial services in KSA.

Through our "EasyPay" card-based payroll service, we provide Saudi corporations with an internet-based payroll payment gateway compliant with the requirements of the Saudi government's Wage Protection System. This service enables the workforce of Saudi companies, particularly low-paid and often unbanked migrant workers, to receive a plastic card providing access to a bank account provided by SAIB. The employee's salary is paid into this account each month, and with the card in hand the employee can withdraw funds from an ATM in Saudi Arabia or direct his funds to be remitted to a pre-selected bank account for the employee's family in his home country. The service is offered in Urdu and Tagalog in addition to English and Arabic. SAIB is also working to introduce a new product to better facilitate the transfer of remittances. For more information about our EasyPay service, please visit:

www.saib.com.sa/en/personal-banking/ easypay

SAIB has also partnered with the Real Estate Development Fund (REDF) to operate a joint finance program to facilitate home ownership among more Saudis. REDF has committed to disburse a maximum of SAR 500,000 in additional mortgage finance funds, leaving SAIB to negotiate the terms of finance with customers and to deliver the funds.

Responsibility in Investment and Lending

It is our responsibility to ensure that the money we lend and invest goes to organizations that respect internationally recognized principles in the areas of human rights, the environment, and anticorruption. We have therefore committed ourselves to incorporating environmental, social and governance (ESG) issues in our investment and lending research and decision-making processes. SAIB has a comprehensive approach for assessing the risks and merits of potential loans. We include an assessment of a company's environmental and social impact as a normal part of our overall Know Your Customer (KYC) risk assessment process. The KYC process captures the complete image of a company: from shareholding to business activity to corporate governance to financial performance. We apply neither a positive nor a negative screen for ESG issues, but instead take a broad view of a potential borrower's position in the Saudi economy, including environmental and social considerations where relevant. Particular importance is given to governance criteria because our assessment of company management is a key pillar of our risk assessment approach.

GRI G4-DMA Indirect

GRI G4-EC8

Economic Impacts

GRI G4-DMA Products

GRI G4-DMA

Investment

and Services

GRI G4-EN27

Project financing typically requires more extensive analysis than ordinary corporate lending proposals, due to the specific circumstances we encounter on project finance:

- The business is new without any established track record.
- The sponsors backing a project provide only equity and pre-completion guarantees but do not guarantee the credit once the project enters into operations.
- The tenor of project financing is much greater than what we encounter for ordinary corporate credits.

For the present, SAIB is not a member adhering to the Equator Principles, a set of international guidelines for determining, assessing, and managing environmental and social risk in projects. However, the Saudi government and Saudi banks have agreed to a separate set of principles focused on environmental objectives, modelled on the Equator Principles, set forth by the Presidency of Meteorology and Environment in Saudi Arabia.

We set out specific guidelines for loans in terms of tenor, sector, exposure to Connected Parties, and exposure to various types of legal entities. Given the importance of infrastructure, public works, and industrial projects in the area of syndicated project finance loans, we pay attention to the environmental and social impact of these projects. High standards of corporate governance are required in view of the high degree of risk involved.

Additionally, all of our participations in major syndicated project finance facilities contain clauses focused on environmental concerns. In particular, the new Ma'aden Wad Al Shamal phosphate project term loan has documentation ensuring environmental protection. In 2014, we also worked closely with Saudi Polymers Co. to support their extension request for project completion of their term loans, which involved a site visit to their Jubail facilities with an inspection of the plants including environmental protection features. In a similar way, we have specifically supported 20 Saudi companies to develop and implement appropriate environmental management measures. The total portfolio of project financings involving environmental protection clauses amounts to approximately 3 billion SAR.

Our investment approach is similar to our approach for lending. The importance of social and environmental assessments. in the context of a broader view of a company's business model and position in the economy, remains a priority for SAIB, whether for investments or for loans. In our lending and investment decisions, we are ultimately guided by our broader objective to promote activities beneficial to the national economy, while complying with local laws and regulations relating to human rights, the environment, and anti-corruption. We seek opportunities to invest in and finance renewable energy technologies, as well as industrial development projects which will

lead to the creation of employment and trade. SAIB has an important relationship with ACWA Power International, which is heavily committed to renewable energy; we have extended facilities to one of its subsidiaries, Arabian Company for Water and Power Projects, for a total of 823.5 million SAR. We are also actively supporting small businesses and encouraging local talent to start business ventures.

Ultimately, through our risk policies, we seek to build diversified lending and investment portfolios. A breakdown of our loans and advances by sector can be seen below.



Ethics and Integrity



We are dedicated to ensuring that we conduct business in accordance with the laws and regulations of Saudi Arabia and that we follow international guidelines and recognized principles for ethical behavior, including the prevention of financial crime.

The Saudi Investment Bank is regulated and supervised by the Saudi Arabian Monetary Agency (SAMA), the central bank of the Kingdom of Saudi Arabia, and the Capital Market Authority (CMA), a regulatory financial institution that regulates the capital market and securities trade operations. SAIB engages frequently with SAMA and CMA to ensure it is progressing according to its detailed compliance plan. Over 95% of our staff have also completed training in Anti-Money Laundering, Compliance, Fraud, the Code of Conduct, Business Continuity Planning, and our Consumer Protection Principles.

The Internal Audit department monitors compliance with business procedures and reporting standards. In 2014, we had 7 incidents of non-compliance that resulted in penalties of 9,083,952 SAR, which have been paid in full to the relevant authorities. These issues have been examined and relayed back to management in order to limit and mitigate any future reoccurrence of such incidents.

Compliance with Regulations	2012	2013	2014
Incidents of non- compliance	2	6	7

Preventing Financial Crime

Financial crimes such as fraud, money laundering, and the financing of terror affect private individuals, companies, organizations, and even nations. These have a negative impact on the entire economic and social system through, at a minimum, the considerable loss of money incurred. SAIB has thus established robust mechanisms to prevent these crimes from occurring.

We have a Fraud Prevention and Detection Policy in place, and conduct annual fraud risk assessments for 5-6 high risk processes. In addition, our Operational Risk Management department conducts 8-10 operational risk assessments each year which also cover fraud risks at a high level. Our Fraud Prevention and Detection policy and procedure manual is based upon the following 9 principles communicated by SAMA:

- Strategy to combat and prevent fraud.
- Regulatory framework and responsibility structure.
- Fraud risk assessment.
- Promotion of fraud awareness.
- Internal control procedures.
- Follow up process.
- System of notification of fraud.
- Investigation standards.
- Code of conduct and disciplinary measures.

Our Fraud Prevention and Detection Department holds the main responsibility for implementing the policy; nonetheless, all SAIB employees are required to complete our e-learning training on Fraud Prevention and Detection. In 2014, we also conducted face-to-face training on fraud risk for three departments: Customer Care Unit, Retail Lending Unit, and the Command Center.

Training on Anti-Corruption

Percentage of employees trained in FDF's anti-corruption policies and procedures



SAMA requires all financial institutions operating in the Kingdom of Saudi Arabia to have Know Your Customer (KYC), Anti-Money Laundering (AML), and Combating Terrorism Financing (CTF) procedures in place. The Saudi Investment Bank fully complies with such guidelines. Our AML unit receives notification of suspicious transactions and inquiries from our Suspicious Activity Monitoring (SAM) and Customer Relationship Management (CRM) systems, Trade Products Department, payment department and branches, and monitors those transactions on daily basis. The AML unit also reviews our AML policies every two years or sooner when needed, and conducts a yearly self-assessment of AML functions.

Code of Conduct and Whistleblowing

The SAIB Code of Conduct sets forth general guidelines on how to behave in a number of areas, including inside information, conflicts of interest and whistleblowing. The Whistleblowing Policy at SAIB is designed to allow employees to report possible breaches of our Code of Conduct or other laws, rules, regulations and guidelines applicable to our operations to the CEO or the Head of Human Resources in good faith, without fear that their action may have adverse personal consequences. The policy is a critical component of our efforts to safeguard the Bank's integrity.

Financial Reporting and External Audit

SAIB complies with the Regulations for Companies, the Banking Control Law in the Kingdom of Saudi Arabia and the Bank's Article of Association, and prepares its consolidated financial statements annually in accordance with these rules and regulations. The Bank is externally audited by 2 independent joint auditors annually. Our financial and management policies, practices, systems, and performance are exhaustively examined in line with International Financial Reporting Standards and the Accounting Standards for Financial Institutions in the Kingdom of Saudi Arabia issued by SAMA. The 2014 external audit stated that all financial statements taken as a whole presented fairly, in all material aspects, the financial position of the Bank on December 31, 2014.


Customer Trust and Protection

Banking, more than any other industry, is about trust. The success of our business depends on the trust of our customers. We continuously strive to earn that trust through the protection of customer rights and transparent communication about our products and services to ensure that customers know the consequences of their financial decisions, including any risk of loss. We also recognize that ensuring our customer's privacy and the security of their personal information and finances is a key element of earning their trust.

SAIB recognizes the importance of planning for Business Continuity to safeguarding the trust and protection of our customers. An effective Business Continuity Plan (BCP) will facilitate the Bank in mitigating a serious disruptive crisis in a controlled, timely, and structured manner. It also helps the Bank to effectively manage any disruption in its operations and to recover as quickly and effectively as possible from an unforeseen disaster or emergency that may interrupt normal business operations in full or in part. The business continuity processes of the bank have been certified by ISO (ISO 22301) since 2012; SAIB is one of the first organizations world-wide to have obtained this certification. In 2014, the Bank has strengthened the training process for its Business Continuity Plan with a BCP e-learning module that all staff must complete.



Protection of Customer Rights and Access to Information

We have a number of policies in place to minimize potential conflicts of interest between SAIB and the customer and protect our customers' rights. We have established Banking Consumer Protection Principles, and also offer an e-learning course on the principles to enable our staff to integrate the principles into their day-to-day activities.

An important part of our work to protect customers is educating them about personal finance, thus giving them the best foundation for managing their own finances. In 2014, we instituted a Customer Awareness Unit to undertake the execution of the new customer awareness regulations instituted by SAMA. The main objectives of the Customer Awareness Unit are to raise customers' awareness of the benefits and risks of products available and their rights as a consumer, and to educate customers about responsible financial planning. SAIB's Quality department has created a three-year strategy and action plan for the Customer Awareness Unit (CAU) to realize these objectives.

We also have financial advisers who our customers may consult before making important financial decisions, and we have developed a Product Knowledge Guide and accompanying e-learning course for all our employees to ensure that they have the capacity to clearly explain our products and services to customers. We are also developing a page on our website that will include content to educate customers on financial planning and the risk involved in financial transactions. In the future, we plan to offer financial literacy awareness sessions in malls and universities.

GRI G4-DMA Customer Privacy

Customer Privacy and Data Security in the Digital Age

We are cognizant of the potential security and privacy threats posed by the introduction of new technology in the digital age. Digital and mobile banking applications are convenient and easy to use, but they also bear the risk of information security breaches and cyber-crime. To provide our customers with the ability to bank with confidence on digital platforms, we continue to embed measures to ensure that our customers' personal information and finances, as well as our business, are protected. SAIB experienced no breaches or losses of customer data in 2014. We have a Privacy Policy which sets out the rules protecting the personal information of individuals to ensure a consistent approach to privacy compliance. These rules govern the way in which we collect, use, disclose, store, secure and dispose of personal information. Through our Security Policy, we also maintain security standards and procedures to help prevent any unauthorized access to our customers' confidential information. We use a full range of systems security measures, including cryptography, filtering routers, intrusion detecting systems, virus detecting systems, firewalls, and trusted operating systems as part of our overall security architecture. In 2014, we also installed dynamic locks in more than 200 off-site ATMs to enhance their security. SAIB has also achieved ISO 27001 certification of its Information Security Management System and is compliant with PCI-DSS data security standards.

For more information on our privacy policy and data security measures, please visit: www.saib.com.sa/en/content/privacy-policy



Banking Consumer Protection Principles

The Banking Consumer Protection Principles, based on the G20 High-Level Principles on Financial Consumer Protection, apply to the activities of all banks operating under the supervision of SAMA, including SAIB.



Principle 1: Equitable and Fair Treatment

persons and groups.

Banks should deal fairly and honestly with consumers at all stages of their relationship, so that it is an integral part of the culture of a bank. Care should also be made and special attention given to the needs of vulnerable



Principle 2:

Disclosure and Transparency

Banks should provide up-todate information about products and services to consumers. This information should be easily accessible, clear, simple to understand, accurate, not misleading and include any potential risks for the consumer. It should include the rights and responsibilities of each party, including the mechanism for either party to end the banking relationship, as well as details of fees, pricing, and any potential penalties that the consumer may incur.



Principle 3:

Financial Education and Awareness

Banks should develop programs and appropriate mechanisms to help existing and future consumers develop the knowledge, skills and confidence to appropriately understand risks, including financial risks and opportunities, make informed choices, know where to go for assistance when they need it.



Principle 4: Behavior and Work Ethic

Banks should work in a professional manner for the benefit of clients during their relationship, where a bank is primarily responsible for the protection of the financial interests of the client.



Principle 5: Protection against Fraud

Banks should protect and monitor consumer deposits and savings and other similar financial assets through the development of control systems with a high level of efficiency and effectiveness to reduce fraud, embezzlement, or misuse.



Principle 6: Protection of Privacy

Consumers' financial and personal information should be protected through appropriate control and protection mechanisms. These mechanisms should define the purposes for which the data may be collected, processed, held, used, and disclosed (especially to third parties).



Principle 7: Complaints Handling

Consumers should have access to adequate complaints handling

mechanisms that are accessible, affordable, independent, fair, accountable, timely and efficient and based on SAMA rules.



Principle 8: Competition

Consumers should be able to search, compare, and, where appropriate, switch between products, services, and providers easily and clearly at a reasonable cost.



Principle 9: Third Parties

Banks and their authorized agents should have as an objective to work in the best interest of their consumers and be responsible for upholding financial consumer protection. Banks should also be responsible and accountable for the actions of their authorized agents.



Principle 10: Conflict of Interest

Banks should have a written policy on conflict of interest, and ensure that this policy will help to detect potential conflicts of interest. When the possibility of a conflict of interest arises between the bank and the third party, this should be disclosed to the consumer.

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Re'aya refers to the establishment of strong relationships between one another. PPT

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Our people are our greatest resource and asset when it comes to delivering high quality financial services and advice to customers. We thus strive to attract a vibrant, talented, and inclusive team of individuals and then create a rewarding workplace where they have the opportunity to learn and progress their career with us.

Our Team

In building our workforce, our first priority is to attract the best talent from the diversity our community offers, and place individuals in the best position for their experience and skillset. We further seek to maximize employment opportunities for young people, women and nationals, as this creates value for Saudi Arabia and our company simultaneously by building a more inclusive national workforce.

In 2014, we were the proud employer of nearly 1,500 skilled individuals. In the last few years, our workforce has grown substantially to meet the increased demand resulting from the bank's strong financial performance. In 2014, we hired almost 200 additional full-time employees, increasing our team by 13%. In 2015, we expect to increase our current team again by more than 20% to 1,836 employees.



Total Workforce



GRI G4-10

GRI G4-DMA Market Presence GRI G4-EC6 GRI G4-DMA Diversity G4-LA12 GRI G4-DMA GRI G4-22

Building an Inclusive Workforce

Over the past four years, young people between the ages of 18 and 30 have made up more than 40% of our workforce, while Saudi nationals now comprise 78% of our workforce in 2014. We pride ourselves on offering opportunities to promising young Saudi nationals and providing them with the support and development opportunities to grow their skills and succeed at SAIB. You can read more about our support for young Saudi hires in the section on Employee Competency and Career Development in this report.

We also endeavor to support the employment of women within our workforce throughout all tiers of management. We strive to continue our steady increase in female employment over time, with a target of 16% female employment in 2015.

To achieve both of these goals, SAIB has signed a Cooperative Training agreement with Al Yamama University in 2014, offering a ten-week training program, including both classroom and on-thejob training, to 10 female graduates with a business diploma.



Saudization

Saudization among total workforce



Female Employment*



*Figures from previous years have been restated as a result of improved measurement.

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A Rewarding Workplace

One of the most important factors in delivering the best possible banking experience for customers is ensuring that our employees are engaged, motivated, and passionate advocates for SAIB. We do this by maintaining open and frequent communication with employees, offering them competitive compensation, and helping them stay safe and healthy.

In 2014, SAIB was honored to be recognized as a "Great Place to Work" by the Great Pace to Work Institute. We were selected as one of the best workplaces in Saudi Arabia based upon an assessment of our value system, programs and practices, and the extent to which we provide a trusting workplace environment for our employees. Our evaluators conducted a confidential and anonymous survey of our employees, asking about behaviors that measure the way in which credibility, respect, and fairness are expressed in our workplace. They also collected data about the levels of pride and camaraderie at SAIB.

Communication and Engagement

We have a number of initiatives in place to allow for dialogue with our employees so that we may better understand and respond to their needs and expectations. We conduct a biennial employee satisfaction survey to gauge how well we are meeting employee needs and to identify any concerns. More informally, we also have an Employee Suggestions Program that allows employees to submit suggestions to our HR team for consideration. Employees made 184 suggestions in 2014,

approximately 40% of which were already being addressed through the bank's planned strategy, and 10% of which are now being considered for implementation. Through our 'Creative Mornings Initiative', our CEO meets and converses monthly with randomly selected staff to hear their ideas and concerns. Internal communications tools, such as newsletters, Intranet, and management meetings, are continually being evolved to help employees connect more effectively with each other and the organization. SAIB also facilitates open communication with its employees through our HR policy and code of conduct; an employee grievance policy is available

and published in the employee handbook. Team-building dinners for each department are conducted frequently.

We also seek to engage our employees through our Thank You Program, which aims to reward employees for outstanding efforts and achievements outside their current role and responsibilities. Employees can be nominated by their department head and are eligible to receive a Gold, Silver, or Bronze medal, as well as a gift voucher of SAR 500 to SAR 2000. SAIB also rewards its Saudi employees who have completed fifteen consecutive years with the bank.





Employee Satisfaction	2011	2012	2013	2014
Employee satisfaction (%)	49%	No survey	76%	No survey

Turnover

Total SAIB employee turnover (%) 16% 201 16% 202 20% 203 14% 204 11% Turnover by Gender 201 2012 2013 Female turnover (%) 16% 30% 20% 18% Male turnover (%) 16% 19% 13% 10%

Turnover by Level of Employment	2011	2012	2013	2014
Senior management turnover (%)	12%	10%	12%	8%
Middle management turnover (%)	12%	12%	9%	8%
Staff (non-management) turnover (%)	19%	27%	18%	15%

Turnover by Age	2011	2012	2013	2014
18-30	22%	29%	18%	15%
31-40	15%	17%	12%	9%
41-50	12%	10%	5%	5%
51 +	7%	8%	12%	5%

Benefits and Compensation

SAIB offers competitive salaries and benefits to attract, retain, and reward the best people in the industry. Our financial contribution to employees has grown year-on-year in alignment with the growth of our Bank and its scale of operations. We are proud to offer health and life insurance and participate in the Saudi Arabia social security fund in order to support our employees over the long term. We also offer our employees equity shares in the Bank under an Employee Stock Grant Plan. Under the terms of the Plan, employees are granted shares which vest over a four-year period. In addition, the Bank grants to its employees other types of security and savings plans that are based on mutual contributions by the Bank and the employees. These contributions are paid to the participating employees at the respective maturity date of each plan.

For more information on these employee schemes, please visit:

https://careers.saib.com.sa/content. php?ulid=81649-employee-sch&lid =brQuaGsVpo0RCKYGe1PMSkcyhh/ wnyG1KaKML6m::0RA=



Salaries and Benefits (SAR)*	2011	2012	2013	2014
Salaries paid	124,433,960	272,422,399	333,734,789	396,296,937
Benefits paid	78,587,366	9,386,000	23,793,000	51,793,000
Social security contributions	10,234,000	10,991,000	15,179,000	19,055,000
Staff health insurance	7,285,000	8,345,000	9,534,000	13,003,000

*Figures from previous years have been restated as a result of improved measurement.

Safety, Health, and Wellbeing

We take seriously our responsibility to keep our employees safe while they are at work. Every day we inspect the safety of our branches, and every month, we conduct safety orientations and send a safety awareness circular for all employees. We also conduct an advanced training for branch managers and operations every 6 months. Should any incident occur, we immediately analyze the incident and take action to prevent similar events from occurring. We are currently preparing for OHSAS 18001 certification. SAIB had zero lost time injuries in 2014.

We also seek to encourage our employees to live healthy, balanced lives. The Bank

has arranged a club membership with a leading Fitness Club at a subsidized rate for all of its employees. Our parental leave policy ensures that our female employees have the opportunity to experience the joy and fulfillment of parenthood and return to participate in the workforce. Mothers are entitled to ten weeks of maternity leave in total, prior to and following delivery.

Parental Leave (Female Employees)	2012	2013	2014
Employees that took parental leave	1	6	12
Employees who returned to work after parental leave	1	5	12
Employees retained one year after returning to work following parental leave		1	4
Rate of return to work following parental leave (%)	100%	83%	100%
Retention of employees after return from parental leave (%)		100%	80%



Employee Competency and Career Development

We invest significantly in the development of our people to further enhance their ability to understand our customers' financial needs and provide appropriate solutions. We especially seek to build the skills and employability of young people and nationals who demonstrate high potential but lack extensive experience.

The Saudi Investment Bank embraces a "Life-Long Learning" philosophy. Life-Long Learning is vital to the success of modern organizations, as rapidly changing technology requires that employees continuously adjust to new processes and procedures in their businesses. Given this philosophy, the Bank regularly reviews the training needs of all employees and endeavors to provide the resources and opportunities to fulfill those needs. The Bank continues to conduct training courses through a combination of e-learning and face-to-face training methods for all of the Bank's staff.

During 2014, the Bank launched its stand-alone 24/7 e-Learning portal known as "SAIB E-Learning Academy", and introduced four new e-learning courses, bringing the total to seven. These include courses on anti-money laundering, compliance, fraud, our Banking Consumer Protection Principles, business continuity planning, our Code of Conduct, and securing SAIB's information and protecting our privacy. All SAIB employees have access to online programs which align to SAIB's General Skills development path matrix. To date, 1,362 SAIB staff members of staff have been issued with licenses and have activated their e-Learning accounts.

SAIB also established its Al-Aqeeq SAIB Academy Training Center in 2014. The Academy is located on Alistithmar Investment Capital's premises, and contains 5 training halls and a model branch to train new staff on our banking systems. It also has a cafeteria and other services. Since its establishment, over 1400 staff have been trained at the Academy through programs that together cover more than 150 different banking and technical subjects.

Training	2012	2013	2014
Total days of training offered to employees	4,043	9,773	14,165
Total cost of training (SAR)	3,618,436	6,080,791	9,364,650
Average days of training per employee	Average cos (SAR)	t of training pe	er employee
2012 4	2012	3,410	
2013 8	2013	4,9	978
2014 10	2014		6,699
Training by Gender	2012	2013	2014
Average days of training per female employee	10	16	13
Average days of training per male employee	3	7	10
Training by Employment Level*	2012	2013	2014
Average days of training per senior manager	5	3	4
Average days of training per middle manager	4	7	8
Average days of training per staff	3	9	13

*Calculated by dividing the total number of training days and the total cost of training respectively by the actual number of staff who attended the training

Training and Development Opportunities for Saudi Nationals

SAIB provides numerous support and development opportunities to Saudi nationals to grow their skills and succeed at SAIB. In 2014, the bank continued to deliver its Young Hire, Saudi Graduate, and Saudi Fast Track (FATRA) programs. SAIB's Young Hire Program is a six week program designed to promote the development of newly hired Saudi graduates through a series of learning sessions at the Institute of Banking, simulated on-thejob training exercises in our SAIB "Model Branch" environment, and a succession of personal development training courses and exercises. Our Saudi Graduate Program is a twelve month program designed

to attract young Saudi nationals with a university degree and a strong academic background and help them develop their banking skills through extensive training and immersion in the banking environment. The Saudi FATRA program aims to enable more experienced Saudi staff to develop their business talents and assist them in entering the Bank's top management team in the future.

In 2014, the Bank also launched a Corporate Banking Training Program exclusively for new-to-bank Saudi national graduates. The program runs over a sixmonth period and covers all of the required major banking functions, systems and instruments, accounting aspects, statistical and technological tools, and regulatory frameworks, and also covers introductory treasury and risk management functions. It is co-delivered by the highly respected Saudi Arabian Institute of Banking and an internationally recognized Financial Services Training provider. At the end of the program, successful program participants will be offered permanent Trainee Corporate Banking Manager roles within SAIB's Corporate Banking Department based in Riyadh, Jeddah or Dammam.

For more information about our employee development programs, please visit: <u>https://careers.saib.com.sa/content.php?ulid=81649-growth___</u>



2

Hifth describes the sustainable use of natural resources by local communities. As a bank, we have an opportunity to support environmental protection through the investments we make and the credits we grant. Although this is viewed as a low priority by stakeholders in our materiality assessment, SAIB recognizes the growing importance of protecting the environment for future generations and seeks to demonstrate leadership on this front. We strive to incorporate concern for the climate and environment in our products and to conduct our own business in a way that minimizes our own footprint.

Our Environmental Impact



With 48 properties and 442 ATMs across KSA, SAIB is supporting an increasing customer base. As we continue to grow, however, we are aiming to reduce the environmental footprint of our operations.

Significant growth in the use of online banking services requires a growing technology infrastructure, supported by our data centers, which require large amounts of energy. With our numerous branches nationwide, we also invest considerably in fuel for travel. Our sector has traditionally been very paper-intensive as well, although more and more banks, including SAIB, are now shifting to online digital media and encouraging their customers to do the same. Finally, with a workforce approaching 1,500 individuals, we consume a significant quantity of both electricity and water to maintain our offices and the well-being of our staff.

Based on our impacts, we have identified the following significant environmental issues for the Bank: consumption of electricity, fuel, water, and paper. Unfortunately, we are currently only able to report our consumption of electricity, fuel and water in terms of our spending on these items. However, as the price of these items has remained stable for the past few years in Saudi Arabia, we are confident that spending is a reliable proxy for our consumption. We are presently building a system to capture our consumption of water, electricity and fuel directly; we expect to have this data in MWh, m3, and liters, respectively, for our 2015 report. This will in turn allow us to calculate our GHG emissions.

Energy Consumption

As part of our commitment to protect the environment, we work hard to reduce our CO2 emissions wherever we can. We are currently examining ways to optimize energy consumption in our buildings, and aim to purchase energy-efficient IT and office equipment as we replace our older equipment. We also seek to improve our energy efficiency by changing our behavior.

Electricity continues to be the main source of our impact on the environment, and thus constitutes an important area for improvement. To reduce our electricity consumption, we are currently in the process of replacing standard light bulbs with highly efficient LED bulbs throughout our offices and branches within KSA. In the past, we have also carried out awareness campaigns throughout the Bank on electricity usage. In order to minimize our fuel consumption for business travel, we are also reducing non-essential travel.

The table below illustrates our total expenditure on electricity for the past four years. The increase in electricity consumption can be directly attributed to the increase in our workforce, and an expansion of our branches across the Kingdom. The amount of electricity expenditure per full time employee has steadily decreased, as has the amount of petrol expenditure.

Energy Consumption	2011	2012	2013	2014
Amount spent on electricity (SAR)	7,393,487	7,366,884	7,430,766	8,211,304
Electricity expenditure per full-time employee (SAR)	7,544	6,451	5,712	5,493
Amount spent on petrol fuel (SAR)	44,125	41,101	36,571	37,019
Fuel expenditure per full-time employee	45	36	28	25

Paper Consumption and Recycling

SAIB continues to modify and digitize its policies and processes, which have traditionally been dependent on printing on and storage of paper documentation, in order to reduce our use of paper. Even though SAIB has seen more than a 50% increase in the number of banking transactions from 2013 to 2014, paper consumption at SAIB has grown only by 7% in the past year as a result of the digitization of a number of banking transactions and processes. By default, our ATMs will not print receipts unless a customer opts for a receipt, and messages in ATMs ask customers not to print receipts if not necessary. In the last quarter of 2013, we also began segregating, shredding, and recycling paper.

Presently, all other waste generated by SAIB is disposed of; however, the Bank is currently in the process of developing recycling programs for other materials, including plastic and electronics. We are also building a system to measure the total weight of all waste produced by the company for reporting in future years.

Paper Consumption*	2011	2012	2013	2014
Paper consumption (kg)**	55,372	59,102	62,644	67,098
Paper recycled (kg)***	26,440	26,350	60,990****	63,745

*Figures from previous years have been restated as a result of improved measurement.

**This includes A4 paper purchased across our operations.

***This includes any paper recycled throughout our properties, including magazines, newspapers, etc.

****Increase in amount of paper recycled from 2012 to 2013 is due to the expansion of our recycling program to include all branches.



Water Consumption

Saudi Arabia suffers from both water scarcity and extreme aridity; it is thus forced to rely on finite, diminishing groundwater resources and desalinization of seawater to meet the demands of its population. As the environmental and social costs of these activities are significant, it is imperative that we do the utmost to reduce our consumption of water and preserve the Kingdom's resources.

In 2014, we were able to collect and report water billing data across our operations for the first time;

in previous years, we have reported only on spending by our headquarters. This is the reason for the significant increase in spending from 2013 to 2014. From 2010 to 2013, we successfully reduced our spending on water at headquarters, despite growth in our operations and workforce, by increasing awareness among our employees and installing water efficient appliances, such as sensors on our taps. In 2015, the Bank is looking to conduct more activities to educate our customers and employees on the importance of water conservation.

Water Consumption	2011	2012	2013	2014
Amount spent on water (SAR)	51,939	57,466	58,469	112,409
Water expenditure per full-time employee	53	50	45	75



7 / AWN (HI DTHERS)

Awn means to help, and to offer what you can for others. We engage with and invest in the communities where we operate to help build opportunity and prosperity. Our community contribution incorporates investment in long-term community programs and partnerships, as well as the use of local suppliers.





Community Investment



SAIB invests in its communities through running programs, sponsoring events, and donating to charitable causes. We are committed to enhancing the impact of our community investments and aligning them with the objectives of our Sponsor Policy. In 2014, we invested 1,313,500 SAR in the community.

Community Investment (SAR)	2013	2014		
Community investment	1,335,500	1,313,500		
2014 Sponsored Events and Organizations	Community Inves	stment (SAR)		
Orphan Day	78,500			
Riyadh Municipality Eid Event	200,000			
Environment Day	10,000			
Deaf Club – Ramadan Event	30,000			
Riyadh Municipality National Event	100,000			
Taibah University Sponsorships	150,000			
Organization of Youth Marriage	30,000			
Taif University Sponsorships	500,000			
Riyadh College of Dentistry & Pharmacy	200,000			
Al Haya Charity Center	15,000			
Total	1,313,500			

SAIB receives numerous sponsor requests from societal organizations and nongovernmental organizations (NGOs) from all over the country every week. To guide our selection of initiatives for sponsorship, in 2012, we developed a Sponsor Policy. The Sponsor policy is designed to ensure that the community projects and activities we support are related to our core business and our employees' expertise, and can demonstrate a measurable impact. Every community project we support, whether in kind, financially or via our employee volunteering, satisfies the following requirements:

- 1. Thematic requirements: focus on financial education, career development, or environmental protection
- 2. Geographic requirements: all activities take place within The Kingdom of Saudi Arabia
- Process requirements: the social impact of the project must be measurable and long term

Below, we describe some of the highlights of our 2014 community investment program.

FlexxBike

At the end of 2014, SAIB launched FlexxBike, a non-profit bike-sharing program. The FlexxBike system, operated by SAIB, will feature 40 bikes distributed across 5 stations around Rivadh. Dammam. Jeddah. and Al Ahsa. Bikes are available 24/7, 365 days a year. The service is free of charge in Riyadh City, and in Damman, the first hour is for free and each additional hour costs 10 SAR. Each station has a solar-powered electronic registration terminal, a rental terminal supporting multiple languages, and a docking system that releases bikes for rental. Individuals may also register through the Flexxbike website or mobile app. Rental fees received from Flexxbike members will be returned to the community. The FlexxBike program's objective is to raise the cultural awareness of health and fitness . as well as promote cycling as a means of exercise and transportation.

SAIB founded the program, and is paying the full cost of building the stations and operating the program for 5 years. This includes the engagement of SAIB staff in all management and operational processes. So far, the bank has invested 3 million SAR in the program. In the future, SAIB plans to expand access to include more cities throughout KSA. For more information about Flexxbike, please visit: www.flexxbike.com/?lang=2

Supporting Orphans across the Kingdom

Since 2012, we have developed a strong partnership with Injaz Saudi Arabia. Through this partnership, we have carried out the training of Saudi orphans from across the Kingdom. We help provide them with practical skills in leadership, and help build awareness regarding their situation. We also provide training in specific target areas, such as entrepreneurship. By the end of 2014, we have successfully trained 577 orphans.

Sponsorship Highlights

In 2014, SAIB sponsored a number of other important events and causes, including:

- International Diabetes day event for staff and customers for the second year in 2014. The event was designed to build awareness and educate staff and customers about diabetes in a fun and interactive way.
- International Orphans Day along with the Ministry of Social Affairs.
- Supply of wheelchairs for King Faisal Specialist Hospital and Research Centre
- 30 Scholarships for students enrolled in Prince Sultan University.
- Itaam Ramadan campaign for leftover food. During the month of Ramadan, SAIB partnered with Itaam to educate housewives about the packing and distribution of leftover food to needy families and charitable organizations.
- Exhibition for small businesses.
- Corporate Social Responsibility Forum.
- 'Safe Driving, Life Saving' (SDLS) awareness campaign launched by the BMG foundation.

Local Procurement



Because we are a financial institution, our products are based on services and we have no production facilities. Our procurement spending is therefore mainly indirect, on items such as desktop hardware, network equipment, system hardware and software, utilities, and stationary. Nonetheless, our procurement spending generates a significant economic impact and supports the development and growth of other companies within the supply chain. We therefore seek to procure goods and services from local suppliers helps to boost national economic development. In 2014, SAIB matched its strong performance in this area in 2013, with local procurement making up 90% of all procurement value for the second year in a row.

Local Procurement

Amount of money spent on local contractors and suppliers (million SAR)



Percentage of procurement spending on locally-based suppliers



Number of locally based suppliers





Appendix A: GRI G4 Content Index

GENERAL STANDARD D	ISCLOSURES	
GENERAL STANDARD DISCLOSURES	Page	External Assurance
Strategy and Analysis		
G4- 1	6-7	No
Organizational Profile		
G4-3	The Saudi Investment Bank	No
G4- 4	8-9	No
G4-5	Riyadh, Saudi Arabia	No
G4- 6	Kingdom of Saudi Arabia (KSA)	No
G4-7	10	No
G4- 8	8	No
G4-9	22-23, 29	No
G4- 10	39-40, Information on the type of employee contract is not available at this time. SAIB will report on this information in its 2015 Sustainability Report.	No
G4- 11	Labor unions are not prevalent as per law.	No
G4-12	53	No
G4- 13	No significant change	No
G4- 14	39-41	No
G4- 15	There are no externally developed charters, principles, or other initiatives to which the organization subscribes or which it endorses.	No
G4- 16	SAMA Sanad Children's Cancer Support Association OtherWays Association – Global Green Award	No
Identified Material Asp		
G4- 17	The bank's consolidated financial statements include the financial statements of the Saudi Investment Bank and the following subsidiaries: Alistithmar for Financial Securities and Brokerage Company, Saudi Investment Real Estate Company, Saudi Investment First Company. Only the Saudi Investment Bank is covered by the report - none of its subsidiaries are included in the scope.	No
G4-18	17-19,58	No
G4- 19	17-19	No
G4- 20	17-19	No
G4- 21	17-19	No
G4- 22	25,40,43,48	No

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G4-27 516 Report Profile G4-29 January 1 - December 31, 2014 G4-29 2013 Sustainability Report G4-30 Annual G4-31 info@saib.com.sa G4-32 Core G4-33 No external assurance is sought G4-34 112 Efficiency Status Strange is sought Omission Sector Status Strange is Sought Efficiency Status Strange is Sought	G4- 25	Stakeholders are selected through an internal analysis ranking stakeholders by influence.		No
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Material Aspect: Market Presence G4-DMA 40 No	EC3	Annual Report p. 19		No
G4-DMA 40 No				No
	Material Aspect: Marke	t Presence		
	G4-DMA	40		No
EC6 40 No	EC6	40		No

Material Aspect: Indirect Economic Impacts			
G4-DMA	24, 27, 31, 32	No	
EC7	27	No	
EC8	24, 31-32	No	
Material Aspect: Procurement Practices			
G4-DMA	53	No	
EC9	53	No	

SPECIFIC STANDARD D	ISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	Page	Omissions	External Assurance
CATEGORY: ENVIRONM	ENTAL		
Material Aspect: Energ	У		
G4-DMA	47		No
G4-EN3	47		No
Material Aspect: Water			
G4-DMA	48		
G4-EN8	48		No
Material Aspect: Efflue	nts and Waste		
G4-DMA	48		
G4-EN22	There was no significant water discharges and water is directly purchased from utility companies. There are no treatments done to water as they are bought as fresh water or treated water.		No
G4-EN23	48		No
Material Aspect: Produ			
G4-DMA	26-28		
G4-EN27	26-28		No
CATEGORY: SOCIAL			
SUB-CATEGORY: LABO	R PRACTICES AND DECENT WORK		
Material Aspect: Emplo	yment		
G4-DMA	41-43		
G4-LA1	42		No
G4-LA2	No part-time employees		No
G4-LA3	43		No
Material Aspect: Occup	ational Health and Safety		
G4-DMA	43		
G4-LA6	SAIB has experienced zero employee safety incidents in 2014.		No
Material Aspect: Traini	ng and Education		
G4-DMA	44-45		
G4-LA9	44		No
G4-LA10	36		No
Material Aspect: Divers	ity and Equal Opportunity		
G4-DMA	40		
G4-LA12	40		No
SUB-CATEGORY: HUM			
Material Aspect: Invest			
G4-DMA	31-32		
G4-HR1	0		No
G4-HR2	0		No
Material Aspect: Non-o			
G4-DMA	40		
G4-HR3	SAIB is not aware of any incidents of discrimination in 2014		No

SPECIFIC STANDARD	Page	Omissions	External Assurance
DISCLOSURES			
Material Aspect: Child	Labor		
G4-DMA	SAIB follows all local laws and regulations relating to human rights in the areas where it operates. SAIB		
	neither condones nor permits child labor.		
G4-HR5	No instances of the practice have been reported.		No
Material Aspect: Force	d or Compulsory Labor		
G4-DMA	SAIB follows all local laws and regulations relating to human rights in the areas where it operates. SAIB		
	neither condones nor permits compulsory labor.		
G4-HR6	No instances of the practice have been reported.		No
SUB-CATEGORY: SOCIE	тү		
Material Aspect: Local	Communities		
G4-DMA	51-52		
G4-S01	51-52		No
G4-S02	SAIB is not aware of significant negative impact on local communities resulting from operations.		No
Material Aspect: Anti-	orruption		
G4-DMA	33-34		
G4-SO4	33-34		No
G4-S05	There was no confirmed incidents of corruption within employees and business partners. There are no		No
	public legal cases regarding corruption brought against the organization or its employees during the		
	reporting period.		
Material Aspect: Comp	liance		
G4-DMA	33-34		
G4-S08	33		No
SUB-CATEGORY: PROD			
Material Aspect: Produ	ct and Service Labelling		
G4-DMA	25-26		
G4-PR5	26		No
Material Aspect: Custo	mer Privacy		
G4-DMA	36		
G4-PR8	Zero breaches or loss of customer data have been reported.		No

Appendix B: Reporting Parameters



Profile: This is The Saudi Investment Bank's 2014 Annual Sustainability Report, highlighting the sustainability performance for the year 2013, and discusses the most material issues to the Bank and its stakeholders.

Boundary of the report: This report covers the sustainability performance of The Saudi Investment Bank including all of its branches in Saudi Arabia. Contractors and suppliers are not included in the information provided. In the future, we aim to evolve our aspect boundaries to include the suppliers and contractors and accordingly report their performance wherever applicable. **Comparability and Balance:** This report offers consistent data for various years so the reader can review performance over time and surmise trends. This report provides objective analysis of performance in alignment with industry trends.

Accuracy: The reported qualitative and quantitative data are sufficiently accurate for the readers to comprehend the quality of performance. The reported data is measured through internal management systems and should not be considered absolute representations of performance in the absence of secondary verification.

Assurance: This report is not externally assured. However, there were quality control procedures adhered to in data collection, processing, and compiling through internal management systems.





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