

TNB الوطني

Sustainability Report

Transforming Banking, Enriching Lives

2024

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Introduction to This Report

Welcome to The National Bank's (TNB) third Environmental, Social, and Governance (ESG) Report. This report presents a comprehensive overview of TNB's ESG performance and initiatives throughout 2024, reflecting the Bank's continued progress in embedding sustainability across its operations. As a pioneer in ESG reporting within Palestine's financial sector, TNB remains committed to transparency, responsible growth, and long-term value creation for all stakeholders.

Through this report, TNB reaffirms its alignment with global sustainability frameworks, including the Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (UN SDGs). The Bank's activities and disclosures this year are mapped against a selection of relevant SDGs, highlighting its contribution to advancing sustainable development in Palestine and beyond.



Reporting Boundaries

Unless stated otherwise, all financial and non-financial data in this report is for TNB, which covers all operations in Palestine.

Feedback

TNB welcomes all feedback on this report and the Bank's sustainability performance via any of the channels below:

✉ digitalsupport@tnb.ps

🗨 www.facebook.com/TNBPalestine

🌐 <https://ps.linkedin.com/company/tnbpalestine>

☎ 180011100 / #862

📍 Al-Masyoun, Ramallah, P.O. Box 700, PS

Forward-looking Statements

This report contains statements that may be deemed as "forward-looking statements" that express the way in which TNB intends to conduct its activities. Forward statements could be identified by the use of forward-looking terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that certain actions, events or results "may", "could", "should", "might", "will", or "would" be taken or be achieved.

TNB has made every effort to ensure that this report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond the Bank's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.

CEO Message



Salameh Khalil
Chief Executive Officer

It is an honor to present TNB's third ESG Report, a reflection of how we have continued to evolve through crisis, innovation, and our deep commitment to the communities we serve. This year's theme, "Transforming Banking, Enriching Lives," speaks to the heart of what we do. For us, banking is not just about numbers, it is about people. It is about building trust in uncertain times and delivering practical, inclusive solutions that support resilience across Palestine.

2024 tested our ability to act with purpose. In response to the humanitarian crisis, we reallocated over half of our annual net profits to urgent relief efforts across Gaza and the West Bank. We reached thousands through 36 targeted initiatives, working with partners to deliver food, medical aid, water, and life essentials where it was needed most.

We expanded access to banking for rural communities, women, and underserved groups. Through our responsible and responsive banking initiatives and financial literacy sessions, we helped thousands take their first steps into formal banking

with greater confidence. At the same time, we scaled our digital capabilities, delivering over 91,000 transactions through highly developed platforms that make banking more inclusive and accessible for all.

We continued advancing our environmental performance by investing in clean energy and improving operational efficiency. Through our share in the Noor Jericho Solar Park, TNB generated over 1.8 million kWh of renewable electricity in 2024, helping reduce emissions by 11%. Internally, we boosted energy efficiency, introduced building automation, and digitized 30 paper-based processes, all part of our effort to lower our footprint and build long-term resilience.

We also deepened our commitment to sustainable finance, embedding ESG principles into how we lend and invest. By supporting clients working toward lower emissions and more inclusive practices, we help build a more resilient economy. From green loans to mobile banking services, we're shaping a portfolio that serves both progress and people. Because for us, the future of banking lies in financing impact, not just profit.

Throughout the year, we focused on strengthening the foundation of our operations. We improved internal processes, deepened cross-team collaboration, and partnered with over 385 local suppliers to support economic continuity and national resilience. To further embed ESG into decision-making, we established our ESG Committee in 2024, a key step in enhancing oversight, accountability, and strategic direction. These efforts reflect our commitment to long-term stability and responsible growth, even amid uncertainty.

This year was defined by the dedication of our people, the driving force behind every achievement in this report. As we move forward, we remain committed to embedding sustainability into every part of our business. From climate action to digital access and financial inclusion, we will continue shaping a more inclusive, resilient Palestine, together with our clients, partners, and communities.

TNB at a Glance

The National Bank (TNB), listed on the Palestine Securities Exchange under the ticker symbol "TNB," is the second-largest bank in Palestine by capital and one of the fastest-growing financial institutions in the country. TNB offers a comprehensive suite of banking solutions across corporate, retail, investment, and micro, small, and medium enterprise (MSME) sectors, positioning itself as a trusted provider of integrated financial services.

With 38 branches and offices across the West Bank and Jerusalem, TNB has established a strong and growing national presence. Backed by an authorized capital of USD 115 million, the Bank has maintained its history of strong performance with a robust Capital Adequacy Ratio of 17.77%, exceeding the local and international requirements.

TNB has also led several pioneering mergers and acquisitions in the banking sector. In 2015, it became the first Palestinian bank to acquire the operations of a Jordanian bank by taking over Bank al Etihad's operations in Palestine. In 2018, TNB acquired a 25% stake in the Palestine Islamic Bank (PIB). In 2020, it further expanded its footprint by acquiring the operations of Jordan Commercial Bank (JCB) in Palestine.

Vision and Mission



Vision:

To be the most pioneering, innovative and robust bank.



Mission:

To create the opportunities of success for our community by being the most responsive bank.

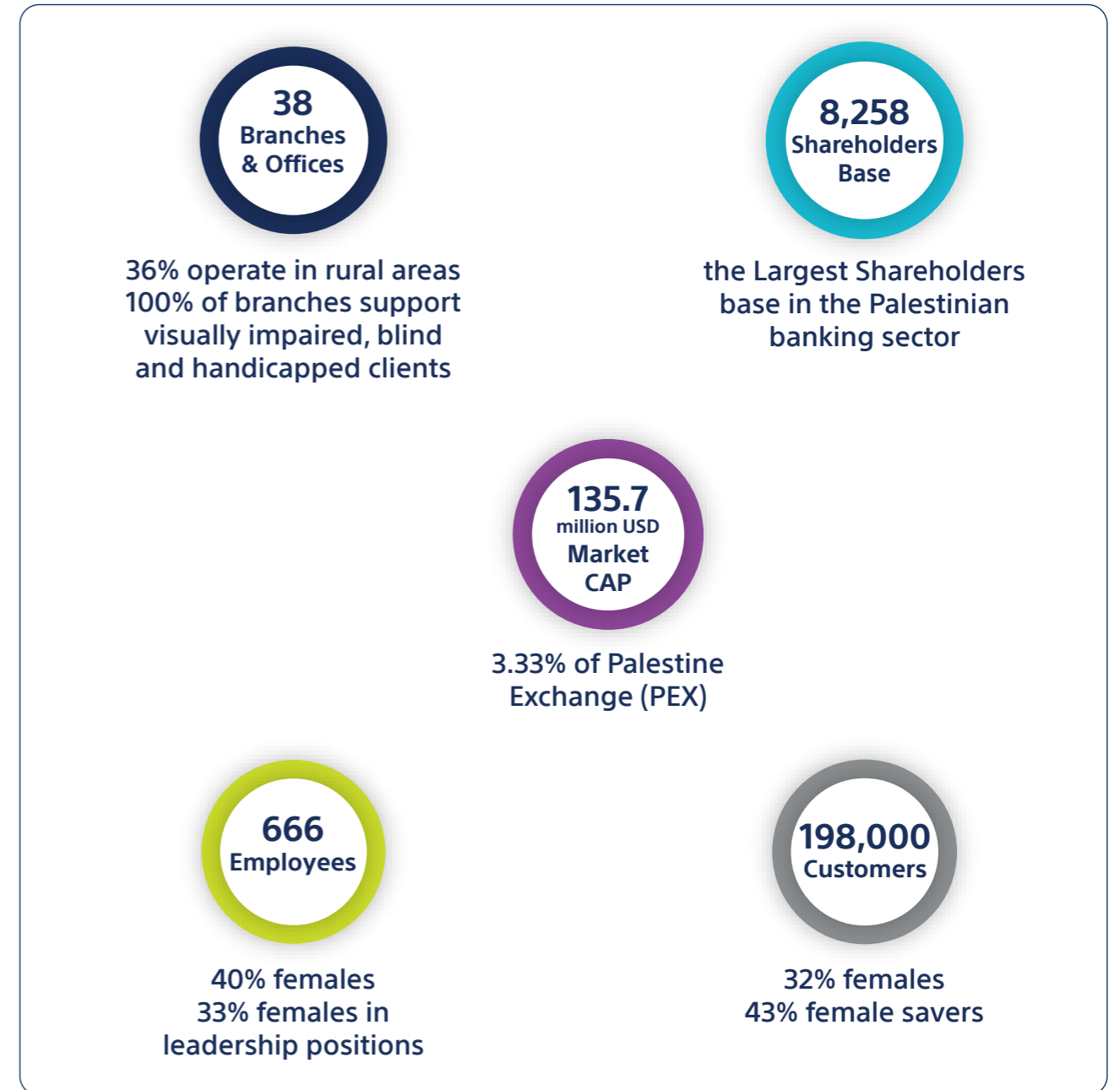
TNB's Profile

Since its establishment, TNB has continued to demonstrate its position as one of the most innovative and trusted providers of integrated national banking services for both corporate and retail clients. In addition to offering retail and corporate banking solutions, the Bank provides a wide range of services in investment, treasury, and financing for MSMEs.

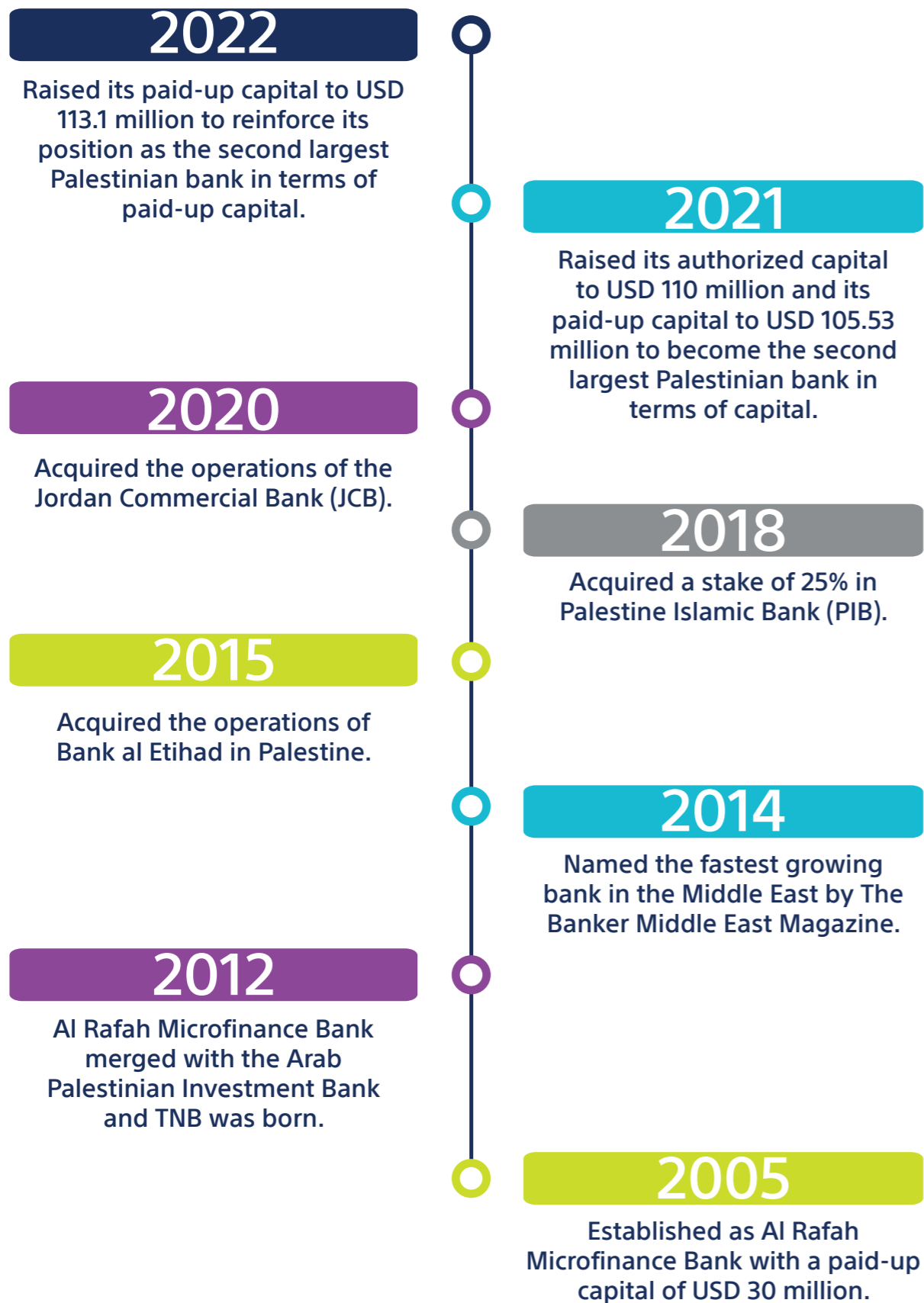
Operating under the slogan "**Confidently Forward**," TNB remains committed to delivering high-quality, modern, and advanced banking services that reflect the latest developments in global financial technology. The Bank aspires to be the financial institution of choice for Palestinian citizens seeking a secure, future-ready partner that combines stability with innovation.

As of 2024, TNB serves over 198,000 retail clients through its widespread network of 38 branches across the West Bank and Jerusalem, complemented by a robust ATM network located in key areas. The Bank continues to invest in digital transformation, offering secure and convenient services through Online Banking, the Mobile TNB app, and its pioneering Digital Service Center, Palestine's first of its kind.

Environmental responsibility remains a core pillar of TNB's values. The Bank was the first among Palestinian financial institutions to invest in renewable energy through its shareholding in the Noor Jericho Solar Park, meeting the majority of its electricity needs through clean, sustainable sources.



Evolution of TNB



Driving ESG

TNB remains deeply committed to fostering positive, lasting change and actively supports initiatives that contribute to the sustainable growth and long-term prosperity of Palestinian society. In 2024, the Bank continued to deliver impactful contributions, including financial support to students through educational donations, humanitarian aid to those affected by the war in Gaza, and tailored banking solutions for workers with limited access to financial services.

The governance of sustainability at TNB is overseen by the Board’s Nomination, Remuneration, and Corporate Governance Committee. Established in 2017, the Committee plays a central role in ensuring that ESG objectives are strategically aligned with the Bank’s vision and regulatory requirements. Its responsibilities include setting sustainability targets, monitoring implementation progress, and evaluating the outcomes of ESG initiatives. By embedding ESG oversight within its broader governance framework, TNB ensures that sustainability is integrated into its core business and decision-making processes.

TNB established a dedicated ESG Management Committee in 2024. This step aims to further strengthen internal accountability, enhance coordination across departments, and reinforce the Bank’s commitment to advancing ESG practices at both strategic and operational levels. Complementing this step, the Bank also enhanced its sustainability governance by actively involving Board members with expertise in ESG and risk management, further reinforcing its commitment to responsible and forward-looking leadership.

The Committee’s key roles include:

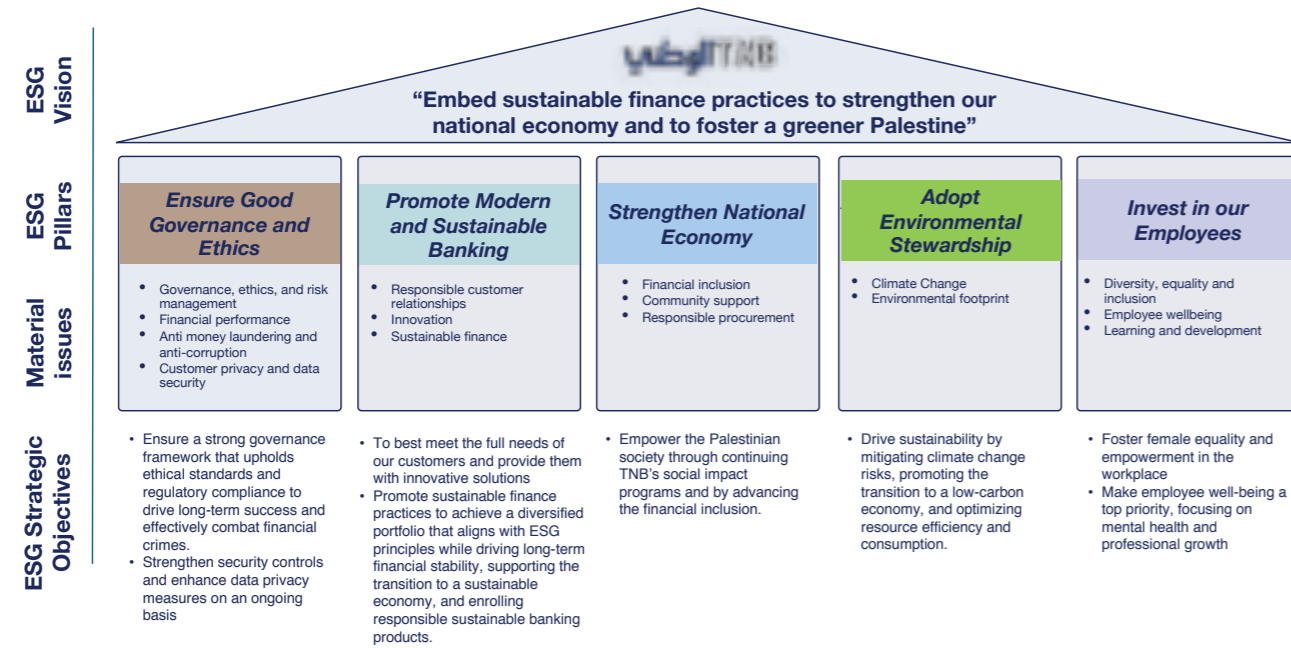
- Overseeing the development and implementation of the Bank’s ESG strategy.
- Guiding ESG-related policy development and governance practices.
- Monitoring ESG performance against defined goals and targets.
- Managing ESG-related risks and identifying emerging opportunities.
- Ensuring transparent ESG reporting and alignment with global standards.
- Supporting meaningful stakeholder engagement on ESG matters.

ESG Strategy

TNB’s ESG strategy is anchored in five core pillars that guide its approach to sustainability and responsible banking. Through this structured framework, the Bank seeks to advance environmental stewardship, deliver greater value to customers, operate efficiently, attract responsible investment, and elevate its market positioning.

The strategy reflects a forward-looking vision, one that integrates sustainability into all aspects of TNB’s business. By championing innovation, introducing sustainable financial solutions, engaging meaningfully with local communities, and embracing environmentally conscious practices, TNB is working to build a greener Palestine while creating long-term shared value.

This approach not only supports the Bank’s ambition to become a leader in ESG performance within the Palestinian banking sector but also reinforces its role as a catalyst for positive economic, social, and environmental impact.



Sustainability Framework

TNB’s ESG framework underpins the integration of ESG considerations across the Bank’s operations. It offers a structured approach to identifying priorities, setting measurable objectives, and demonstrating TNB’s sustainability commitments.

Grounded in five core pillars, the framework is aligned with TNB’s corporate mission, national development goals, stakeholder expectations, and investor interests. It also reflects adherence to leading global sustainability standards and reporting frameworks, underscoring the Bank’s commitment to transparency and responsible growth.



Materiality Assessment

In 2022, TNB conducted a materiality assessment to identify and prioritize the ESG topics most relevant to its business operations and stakeholders. This process involved evaluating both the actual and potential impacts of a broad range of ESG topics on key stakeholder groups, including customers, employees, investors, partners, suppliers, communities, and regulatory bodies.

The identified impacts were then consolidated into material topics and ranked according to their significance to the Bank’s long-term success and stakeholder expectations. As a result, fifteen priority ESG topics were established, as outlined below:

Material Topic	
1. Governance, Ethics, and Risk Management	9. Innovation
2. Financial Performance	10. Learning and Development
3. Customer Privacy and Data Security	11. Community Support
4. Climate Change	12. Diversity, Equality and Inclusion
5. Financial Inclusion	13. Environmental Footprint
6. Sustainable Finance	14. Employee Wellbeing
7. Anti-Money Laundering and Anti-Corruption	15. Responsible Procurement
8. Responsible Customer Relationships	

Stakeholders

TNB places strong emphasis on building and maintaining meaningful relationships with its stakeholders, recognizing their critical role in the Bank’s continued success. To support this, the Bank engages regularly with key individuals and institutions through open dialogue, collaborative initiatives, and responsive communication channels.

TNB also actively seeks stakeholder feedback to better understand emerging expectations and concerns. Dedicated teams across the Bank are responsible for ensuring that engagement is effective, timely, and aligned with TNB’s strategic objectives, reinforcing trust and transparency across all interactions.

For more information on TNB’s stakeholder engagement, [visit page Appendix C. Stakeholder Map](#)



ESG Highlights

Upholding Governance Excellence	Pioneering Sustainable Banking Solutions	Advancing Communities and Economy	Banking for a Greener Future	Fostering an Empowered Workforce
Achieved ISO 27001 certification for Information Security Management	Fixed income portfolio rose to USD 52.4M	Contributed over 50% of annual net profit to humanitarian relief initiatives in 2024	Reduced GHG emissions by over 10% , from 1,879 tons in 2023 to 1,678 tons in 2024	Achieved a 46% increase in training hours in 2024 compared to 2023
Launched automated systems for compliance monitoring, risk management, and anti-money laundering (AML)	Launched new core banking system, more developed online banking app and services to boost efficiency	Reached 51% more participants through financial literacy programs in 2024 compared to 2023	Generated 1,807,509 kWh of solar energy through the Noor Jericho Solar Plant in 2024	Appointed 1 woman to a C-level position
Successfully completed 100% of the internal risk-based audit plan	Resolved 100% of customer complaints	Participated in Open Financial Days with PMA to boost financial literacy and inclusion	Recycled 900 kg of paper as part of waste reduction efforts	Increased employee satisfaction to 74.6% , up from 69.6% in 2022
Maintained a zero-tolerance policy for corruption	Customer satisfaction hit a record 98% in 2024	26% increase in local supplier engagement	Lowered electricity consumption by 15% , reaching 1,017,726 kWh	Doubled training hours for female employees, reaching 1,200 hours
	Over 91,000 services delivered via digital channels			

Upholding Governance Excellence

Material Topics:

- Governance, Ethics, and Risk Management
- Financial Performance
- Customer Privacy and Data Security
- Anti-Money Laundering and Anti-Corruption

Alignment with UN SDGs:



Highlights:

- Achieved ISO 27001 certification for Information Security Management
- Launched automated systems for compliance monitoring, risk management, and anti-money laundering (AML)
- Successfully completed 100% of the internal risk-based audit plan
- Maintained a zero-tolerance policy for corruption

TNB remains committed to upholding strong governance and ethical business practices, maintaining high standards to deliver a secure, transparent, and trustworthy experience for all stakeholders. In 2024, the Bank continued to strengthen its regulatory and internal control frameworks, ensuring full compliance with applicable laws and reinforcing a culture of accountability across all departments. This enables TNB to manage risks effectively, maintain business continuity, and safeguard its reputation in an increasingly dynamic environment.

The Bank also deepened its commitment to customer data protection, reinforced its anti-money laundering and anti-corruption controls, and enhanced internal audit practices to ensure robust oversight. Through these efforts, TNB continues to promote integrity, protect stakeholder interests, and uphold its position as a leading and responsible financial institution in Palestine.

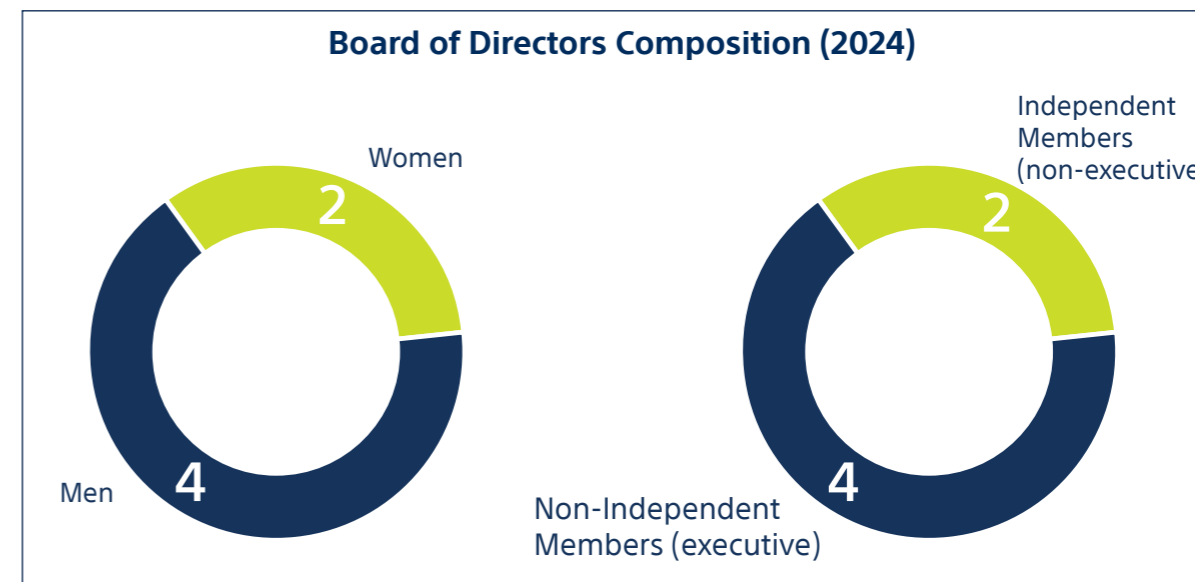
Board of Directors

At TNB, effective governance begins at the highest level of leadership. The Board of Directors plays a central role in setting the strategic direction of the Bank and ensuring that governance practices are aligned with national regulations and international standards. In 2024, TNB continued to strengthen its governance framework in alignment with the Palestine Monetary Authority’s (PMA) Governance Guide, ensuring that Board activities remain transparent, accountable, and responsive to stakeholder expectations.

The Board’s mandate is clearly defined through the Bank’s internal governance charter, which outlines its fiduciary responsibilities, oversight functions, and accountability to shareholders. Board members are elected every four years in accordance with applicable laws. The election process is designed to uphold fairness and transparency, with advance announcements made through newspapers and the Bank’s official website. TNB facilitates shareholder participation by issuing proxy forms and publishing the General Assembly agenda, enabling eligible stakeholders to vote. Each share carries equal voting rights, and election outcomes are subject to ratification by the PMA to confirm compliance with regulatory standards.

In 2024, TNB began the process of developing formal diversity policies that will set clear targets for female representation on the Board. As part of this ongoing effort, the Bank is adopting inclusive recruitment practices to identify and attract qualified female candidates, reinforcing its alignment with broader ESG and governance objectives.

The Board continues to advance diversity and balanced representation within its composition. With a total of six members, the Board is guided by TNB’s Board Diversity Policy, which encourages the inclusion of individuals with diverse backgrounds, experiences, and perspectives. As part of this commitment, TNB actively promotes gender diversity and has established internal targets to increase female representation on the Board.



The Board operates through six specialized committees to ensure effective oversight and strategic guidance. These include three Executive Committees, Credit, Investment, and Digital Transformation, and three Regulatory Committees, Internal Audit, Risk and Compliance, and Nomination, Remuneration, and Corporate Governance. Each committee is mandated to guide policy, monitor risk, and support decision-making in its respective domain. For more information on TNB’s Board committees, please visit TNB’s 2024 Annual Report.

Sustainability governance is embedded at the Board level, with oversight of ESG integration across the Bank’s operations. Sustainability-related matters are reviewed through dedicated sessions and committee discussions. Through ongoing engagement with management and stakeholders, the Board ensures that ESG considerations are effectively incorporated into corporate strategy, risk management, and long-term value creation.

Governance, Ethics, and Risk Management

In 2024, TNB significantly strengthened its governance and compliance framework through the deployment of three major systems: an automated compliance monitoring system, an AML system, and a risk management platform. These systems collectively real-time breach tracking and improved both reporting accuracy and operational efficiency across the Bank. This advancement reflects TNB’s proactive approach to regulatory adherence and internal controls.

The Bank also continues to deepen its collaboration with PMA, actively engaging in regulatory discussions and working groups to anticipate and adapt to emerging compliance requirements. Internally, enhanced monitoring mechanisms were deployed across all banking activities to proactively identify and mitigate risks, ensuring continued alignment with regulatory standards.

To reinforce its culture of ethics and accountability, TNB conducted a series of awareness sessions and targeted training programs throughout the year. These initiatives equipped employees with practical knowledge of ethical banking practices and deepened their understanding of compliance responsibilities. The awareness efforts were further supported by informational materials, training videos, and internal communication campaigns.

Compliance

All reported cases are handled confidentially by the Compliance Department and escalated to senior management or the Risk and Compliance Committee of the Board when necessary. To ensure oversight, periodic summary reports on complaints and corrective actions are submitted to the leadership team.

In 2024, TNB proactively addressed the financial challenges faced by public sector employees due to irregular salary disbursements amid ongoing economic pressures. Recognizing the issue early, the Bank prioritized it and began offering tailored credit solutions in line with PMA guidelines, even before any formal complaints were received. TNB also engaged directly with affected customers to ensure their needs were met with flexibility and care. This approach highlights the Bank’s commitment to responsible lending, foresight, and its dedication to supporting customers during times of financial distress.

Case Study: The Launch of TNB’s ESG Management Committee

In 2024, TNB took a significant step toward strengthening its sustainability governance by establishing a dedicated ESG Management Committee. The Committee was created to enhance internal accountability, improve cross-departmental coordination, and ensure that ESG principles are embedded across the Bank’s strategic and operational activities.

The Committee is responsible for overseeing the development and execution of TNB’s ESG strategy, guiding policy and governance practices, monitoring performance against defined targets, and managing related risks and opportunities. It also plays a key role in ensuring transparent reporting and facilitating meaningful stakeholder engagement in line with global standards.

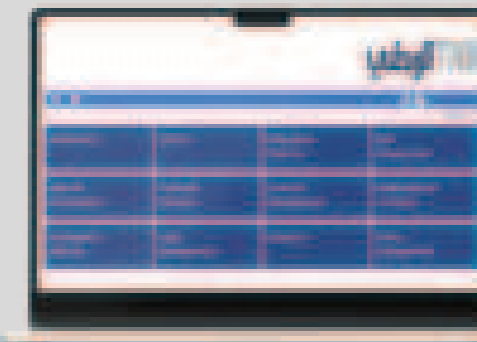
The formation of this Committee marks a critical milestone in TNB’s sustainability journey, reinforcing its long-term commitment to responsible growth, resilience, and value creation for all stakeholders.



Case Study: Automated Compliance System Implementation

TNB implemented an automated compliance monitoring system to strengthen regulatory oversight, enhance operational efficiency, and improve communication with the PMA. This initiative was driven by the growing complexity of banking operations and the inefficiencies of manual compliance processes.

To begin, the Bank conducted a comprehensive assessment of its existing compliance workflows to identify gaps and areas for automation. Based on this assessment, the system was integrated with existing banking processes to enable real-time monitoring and automated reporting. In addition to tracking compliance activities, the system also facilitates the management of customer complaints and streamlines communication with the PMA.



Training and support were provided to compliance staff and relevant teams to ensure smooth adoption. The implementation resulted in a clear reduction in manual compliance monitoring efforts and improved the accuracy and efficiency of report generation. It also supported better management of customer complaints and regulatory communications. TNB plans to continue refining the system and gradually expand its coverage to additional compliance areas.

Ethical Conduct

TNB is committed to fostering a culture of integrity, transparency, and accountability throughout the organization. Upholding high ethical standards begins with strong leadership and clear expectations and is embedded across TNB’s governance and operational practices.

To evaluate and continuously improve the performance of its leadership, TNB conducts an annual Board Effectiveness Assessment, covering the Board and its committees. This ensures that governance practices remain responsive, aligned with best practices, and fit for purpose in a dynamic financial environment. For more information, please visit TNB’s [2022 ESG Report](#).

At the employee level, ethical behavior is anchored by TNB’s Code of Conduct, a foundational document that every new hire is required to review and sign as part of the mandatory onboarding process. During induction, employees undergo targeted training to ensure full understanding of the Bank’s values, ethical expectations, and decision-making principles. This approach helps embed a strong sense of integrity and responsibility from day one.

TNB continuously reinforces these standards through annual refresher training and regular internal communications. This helps ensure that employees, especially those in branches and business units, remain up to date with the Code of Conduct and relevant regulatory developments. In 2024, the Bank achieved 100% Code of Conduct training coverage for all new employees, including management and front-line staff.

To support a safe and transparent workplace, TNB has implemented a Board-approved Whistleblowing Policy that enables employees to report misconduct or unethical behavior without fear of retaliation. The policy outlines clear reporting procedures, ensures confidentiality, and protects whistleblowers. Awareness is promoted through newsletters, training videos, and internal campaigns, fostering a strong speak-up culture. This policy plays a critical role in upholding integrity across the organization by encouraging employees to voice concerns confidently and securely.

Although TNB does not currently have a standalone public Human Rights Policy, its core principles are embedded in the Bank’s internal practices. The Code of Conduct affirms TNB’s commitment to ethical conduct, respect for human dignity, and protection of fundamental rights. These principles are further supported by internal policies such as the Sexual Harassment and Anti-Violence Policy, and are integrated across operations and governance frameworks, ensuring alignment with international human rights standards.

In addition, TNB is firmly committed to upholding the rights of all employees to work in a safe, respectful, and inclusive environment. One that is free from any form of discrimination, harassment, exploitation, or abuse. The Bank ensures that employees are not only aware of their rights but are also empowered to report any violations through confidential channels without fear of retaliation.

Risk Management

TNB adopts a proactive and integrated risk management framework to anticipate and address threats across credit, market, liquidity, financial, operational, environmental, and technological domains. Over the past two years, the Bank has steadily strengthened its internal systems, including the deployment of an integrated risk management system, and embedded a culture of risk awareness.

The Risk Management Department operates under a comprehensive set of Board-approved policies, which are regularly reviewed to align with regulatory requirements and emerging exposures. These policies also encompass environmental and climate-related risks, which are integrated into the Bank’s Internal Capital Adequacy Assessment Process (ICAAP) and credit evaluations. These risks are assessed using the Bank’s ‘5 Cs’ approach, which considers client income stability, legal and governance standing, and reputational exposure, ensuring responsible and informed lending decisions. In 2024, the Bank finalized its ICAAP report, ensuring a forward-looking approach to capital adequacy amid financial and sustainability-related risks.

Building on this progress, the Risk Management Department delivered a wide range of strategic initiatives in 2024 to enhance resilience, align with international standards, and reinforce the Bank’s position as a well-governed financial institution.

Strengthening Systems and Controls

TNB introduced a fully integrated risk management system, enabling department-level self-assessments and strengthening ownership of compliance and controls across all functions, including compliance, information security, and reputational risk. A new credit rating model was deployed to assess client risk using behavioural and financial data, generating a numerical score that reflects creditworthiness.



An early warning system was also established using Business Intelligence (BI) tools to track key credit risk indicators such as defaults and sector concentration, aligned with the Bank’s risk appetite. Stress testing is conducted regularly to assess potential impacts on capital adequacy under various scenarios.

To enhance data security, TNB rolled out a data classification system and dedicated operational and credit risk platforms. Risk dashboards now provide real-time visibility into credit, market, and liquidity exposures, enabling faster response to emerging risks.

Embedding a Risk-Aware Culture

To build internal capabilities, employees across departments received specialized training, and several obtained professional certifications. Awareness campaigns, phishing simulations, and cybersecurity sessions contributed to improved resilience and decision-making. TNB also launched customer-focused campaigns on fraud prevention and cybersecurity, reinforcing its commitment to client protection.

Case Study: Risk Awareness Program

In 2024, TNB launched a structured Risk Awareness Program to strengthen its risk culture among employees and customers. The initiative covered IT and cybersecurity, fraud prevention, and natural disaster readiness through workshops, videos, quizzes, and campaigns.

A key feature was the introduction of a dedicated online platform for employees, offering continuous access to training materials, quizzes, and updated policies. The platform also supports ongoing awareness sessions throughout the year to reinforce learning.

Although measuring immediate impact remains challenging, the program has already led to tangible improvements in emergency preparedness, reduced phishing simulation failure rates, and a measurable decline in both fraud cases and operational errors. Looking ahead, TNB plans to integrate AI features into the platform to tailor learning experiences to employee roles and behaviour, further strengthening risk awareness and response.



Enhancing Governance, Continuity, and Resilience

TNB comprehensively reviewed and updated its risk-related policies and procedures in 2024. Business continuity was tested through evacuation simulations, site simulations, and activation of alternate operational sites—ensuring readiness for service disruptions. Governance and internal control evaluations further strengthened audit and compliance frameworks.

Oversight and Strategic Partnerships

TNB’s risk oversight is led by multiple specialized committees:

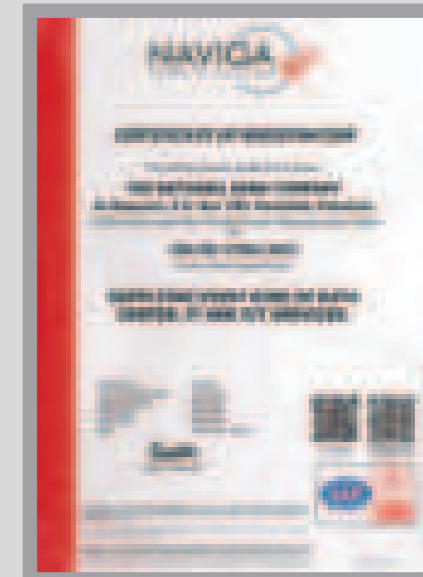
- **Risk and Compliance Committee (Board-level):** Oversees ICAAP, stress testing, and operational risk, credit risk, market and liquidity risk, and cybersecurity risk.
- **Assets and Liabilities Committee:** Manages liquidity, market exposure, and investments.
- **Business Continuity Committee:** Identifies and safeguards mission-critical operations.
- **Information Security Steering Committee:** Oversees cybersecurity and incident response, and oversees the development and implementation of the business continuity plan to ensure operational resilience during disruption.
- **Crisis Management & Occupational Safety Committees:** Ensure safety preparedness and implement effective response plans to manage crises and minimize operational disruption.

Externally, TNB partners with companies to ensure ongoing cybersecurity monitoring and compliance with global standards such as PCI-DSS and ISO 27001. Together, these initiatives form a robust, enterprise-wide risk governance framework that ensures TNB remains resilient, compliant, and aligned with responsible banking principles.

Case Study: Achieving ISO 27001 Certification

In 2024, TNB achieved ISO 27001 certification, marking a major milestone in its commitment to information security. This globally recognized standard affirms that the Bank has implemented a robust Information Security Management System (ISMS) aligned with international best practices. The certification process involved a comprehensive review of internal controls, risk assessments, and staff training to ensure the protection of sensitive data and systems across the organization.

The certification has strengthened TNB’s ability to identify, manage, and respond to cyber threats while increasing stakeholder confidence in the Bank’s digital resilience. Moving forward, the Bank will continue enhancing its ISMS to adapt to emerging risks and evolving regulatory requirements.



Anti-Money Laundering and Anti-Corruption

Anti-Money Laundering

TNB continues to strengthen its Anti-Money Laundering (AML) and CFT framework in line with Financial Action Task Force (FATF) recommendations and the requirements of the PMA. The Bank adopts a risk-based approach to detect and mitigate financial crime, employing enhanced due diligence, Know Your Customer (KYC) protocols, and daily screening against international sanctions lists, including those issued by the United Nations (UN), European Union (EU), and U.S. Office of Foreign Assets Control (US-OFAC). These checks are applied prior to onboarding and throughout the customer lifecycle.

TNB’s AML/CFT function is subject to regular internal reviews and audits. In 2024, the effectiveness of the Bank’s AML environment and risk assessment methodology was independently validated by PwC and EY. Staff training remains a priority, with AML/CFT awareness reinforced through in-house sessions, circulars, and third-party training certifications.

Case Study: Deployment of AML/CFT Advanced Systems

In 2024, TNB significantly enhanced its AML/CFT controls through the implementation of multiple integrated systems. A behavior-based transaction monitoring tool was deployed to proactively identify unusual activity and strengthen anti-money laundering measures. A real-time client screening system was introduced to screen customers against updated sanctions lists, ensuring ongoing compliance with regulatory requirements. Additionally, a customer risk classification system was developed to assess client profiles using predefined criteria aligned with the Bank’s risk acceptance policy.

To further streamline operations, TNB automated the approval process for high-risk customers, reducing manual intervention and accelerating decision-making.

These tools collectively improved detection speed, risk accuracy, and operational efficiency, forming a more robust defense against financial crime.



Anti-Corruption

TNB maintains a zero-tolerance policy toward bribery, fraud, and corruption. Its Anti-Bribery and Corruption (ABC) Policy, approved by the Board of Directors, is aligned with international frameworks such as the United Nations Convention Against Corruption (UNCAC) and the Wolfsberg Principles. The policy is supported by TNB’s Code of Conduct and Whistleblowing Policy, which ensure that employees can report violations confidentially and without fear of retaliation.

In 2024, TNB reinforced its culture of integrity through targeted employee training, internal awareness campaigns, and clear communication of its Conflict of Interest Policy. Internal controls, periodic audits, and documented enforcement measures ensure that misconduct is identified and addressed. All staff are regularly reminded of their ethical obligations, and the Bank continues to strengthen mechanisms for detection, reporting, and prevention of corruption.

Internal Audit and Oversight

The Internal Audit Department serves as a cornerstone of TNB’s governance delivering independent and objective assurance on the strength and resilience of the Bank’s internal control environment. Through rigorous risk-based audits, the Department systematically evaluates IT governance, cybersecurity measures, and information security protocols. It also conducts in depth reviews of vendor management practices, assesses governance structures, and ensures strict adherence to regulatory obligations and internal policies.

All audit outcomes are reported directly and independently to the Board Audit Committee and/or the Board of Directors. This high level of transparency reflects TNB’s strong commitment to ethical conduct, regulatory compliance, and sound corporate governance, foundational elements of the Bank’s ESG vision.

In 2024, the department successfully completed 100% of its risk-based audit plan, despite disruptions caused by the conflict. The team adopted Agile Audit methodologies to improve responsiveness to emerging risks, conducted general evaluations using the CAMELS framework, and reduced audit cycle times to increase effectiveness.

The department also supported the rollout of the BANKS system by leading risk and control workshops and improving data integrity. Technology adoption advanced through the use of Audit Command Language (ACL) audit analytics software, and coordination with executive departments and regulators was strengthened to enhance governance oversight.

Professional development remained a priority. Six team members enrolled in internationally recognized certifications such as Certified Internal Auditor (CIA) and Certified Information Systems Auditor (CISA), with one passing Part I of the CIA exam. These efforts underscore the department’s commitment to audit excellence and high standards.

As part of TNB’s growing ESG agenda, the department has scheduled a supplier audit for 2025 to evaluate alignment with ESG criteria, marking a milestone in the Bank’s responsible sourcing efforts.

Financial Performance

The Finance Department is responsible for managing TNB’s financial operations, with a focus on accurate reporting, regulatory compliance, and maintaining robust internal controls. It also manages the Bank’s Tax Policy, maintaining full adherence to applicable tax laws and regulations.

In 2024, TNB achieved notable progress in treasury operations, investment performance, and internal financial management. The Treasury Department focused on strengthening client relationships and boosting deposit volumes by offering competitive exchange rates and favorable terms. These initiatives not only deepened engagement with existing clients but also attracted new ones, contributing to improved liquidity and deposit growth.

Foreign exchange operations generated USD 4.7 million in profit, driven by strategic market positioning and effective responses to currency fluctuations. In parallel, surplus liquidity was successfully deployed in short-term money market instruments, reinforcing income stability and enhancing the Bank’s financial resilience.

The weekly Exchange Rates Fluctuations Newsletter remained a key public-facing financial education tool in 2024. Tailored to Palestine’s unique currency environment, the newsletter builds awareness around currency behaviors and supports informed financial decision-making.

Enhancing Internal Financial Management

TNB implemented several initiatives in 2024 to strengthen financial efficiency, accuracy, and continuity. A barcode-based asset management system automated functions such as depreciation, disposal, and procurement, improving asset visibility and reducing manual errors. Historical data from legacy mergers was consolidated in-house, enabling faster access to financial records and decreasing reliance on external consultants.

For the fourth consecutive year, the financial statements prepared by TNB required no changes during the audit process, underscoring the effectiveness of the Bank’s internal control systems. A new revenue assurance function was launched to recover missed commissions, particularly on bounced checks and account services. Additionally, a cutting-edge live business intelligence system was deployed, significantly enhancing real-time visibility into key banking metrics such as deposits, loans, and transaction activity. This enabled faster decision-making, improved monitoring, and more agile responses to customer and operational needs. This improved monitoring supported timely decision-making and enhanced financial oversight across the institution.

Driving Digital Transformation in Finance

TNB advanced its digitalization agenda by transitioning monthly financial reports, approvals, and transaction workflows to fully electronic formats, eliminating paper use and improving efficiency.

The Bank will continue advancing automation across accruals, forms, and approvals using internal systems, while also investing in employee development through coaching and expanded roles to support its evolving financial operations.

TNB launched a bank-wide asset management initiative to address long-standing challenges in tracking and managing physical assets across more than 80 locations. Over time, assets had accumulated through purchases and acquisitions, but controls remained limited until the launch of this project.

Led by the Finance and Admin Departments, the initiative involved a full physical asset count, disposal of obsolete items, and cost allocation for each asset. The finalized asset register was integrated into TNB’s SAP ERP system, enabling automated tracking, depreciation, and reporting. The Bank’s new barcode-based system now enables real-time tracking of fixed assets, while dashboards and automation tools support revenue monitoring and faster decision-making.

As a result, TNB now maintains a centralized and accurate asset register that enhances financial transparency, reduces the need for manual oversight, and strengthens operational efficiency and economic performance.

Financial Summary

In 2024, TNB recorded a decline in total revenues to USD 55 million, down from USD 64.5 million in 2023, reflecting the impact of a challenging economic and political environment due to war on Gaza. Despite this downturn, the Bank effectively reduced operating costs and employee compensation to maintain operational efficiency.

Taxes and other payments to the government rose significantly, reaching 415% of net profit due to extraordinary adjustments and compliance measures introduced during the year.

Economic Performance	2022	2023	2024
Revenues (USD)	65,455,771	64,481,698	55,025,114
Operating costs (USD)	41,380,600	42,933,840	38,643,417
Employee compensation (USD)	22,927,564	23,031,862	20,756,477
Percentage of payments to government-expense*	43%	57%	415%

*Payments to government data was revised due to recalculations.

In terms of financing activity, TNB recalibrated its lending strategy to reflect heightened market risks. Total financing provided to businesses declined from USD 343 million in 2023 to USD 266 million in 2024. Support for MSMEs fell by 27%, while commercial financing declined to USD 222 million. These reductions illustrate TNB’s cautious approach in a volatile environment, prioritizing financial stability while continuing to support business continuity and long-term economic resilience.

Economic Total financing to companies by size	2022	2023	2024
Micro, small, medium (USD)	68,236,927	61,213,313	44,470,326*
Commercial (USD)	288,059,254	281,935,701	221,907,077
Total (USD)	356,296,181	343,149,014	266,377,403

* The decline in financing to MSMEs in 2024 is primarily attributed to the impact of the ongoing conflict, which significantly disrupted business operations and reduced financing demand and disbursement capacity across the sector. In addition, a reclassification was applied for MSMEs and commercial clients.

1.399
billion
Total Assets

1.128
billion
Customer Deposits

871
million
Credit Facilities

For further details on the Bank’s financial performance in 2024, please refer to the [2024 Annual Report](#).

Case Study: Treasury Cash Flow Management

During the war on Gaza, TNB’s Treasury Department faced heightened deposit withdrawals and difficulties transferring shekels to Israeli banks. In response, the team implemented flexible liquidity strategies and maintained close coordination with the Palestinian Monetary Authority to ensure regulatory compliance and operational continuity.

Key measures included:

- **Flexible Liquidity Management:** Adjusting liquidity policies to maintain sufficient cash reserves and meet withdrawal demands without compromising stability.
- **Enhanced Use of Local Resources:** Prioritizing internal liquidity sources to navigate limitations in cross-border transfers.
- **Regulatory Coordination:** Working closely with the PMA and local authorities to comply with emergency regulations and sustain operations.
- **Risk Assessment and Contingency Planning:** Regularly evaluating risks and preparing emergency response plans to adapt to evolving conditions.

These measures helped the Bank maintain stable cash flows and provide uninterrupted service, reinforcing customer trust during a period of crisis. While logistical constraints and digital infrastructure challenges persist, the experience demonstrated TNB’s resilience and adaptability.

As Chief Treasury Director Firas Shoman noted, “Our strategies in cash flow management and digital banking have demonstrated our ability to adapt to significant challenges, ensuring uninterrupted service for our customers during the most difficult times.”

Case Study: Digital Tuition Payment Campaign

A university tuition payment campaign was launched via the E-SADAD platform through its mobile application, aiming to encourage the usage of e-payment systems and enhance financial inclusion for Palestinian students with limited access to banking services. The campaign simplified account opening and allowed students to pay tuition electronically, while entering them into a draw to win back their fees. Students who opened new accounts and used them for tuition payment received additional chances to win.

The initiative was supported by cross-departmental coordination, system integration, and continuous monitoring. As a result, it led to increased account openings, higher volumes of electronic tuition payments, and greater awareness of TNB’s digital services among youth.



Case Study: Establishing a Revenue Assurance Function

Revenue Assurance function was established within the Finance Department to prevent revenue leakage and ensure accurate financial reporting, an emerging role in banking. The position was filled by an employee reallocated after the 2023 core system upgrade and supported with clear procedures and coaching.

Since its launch, the function has issued over five internal reports and recovered more than USD 210,000. TNB is now recognized as a pioneer in this area within the Palestinian banking sector, attracting interest from peer institutions.

Customer Privacy and Data Security

TNB is strongly committed to safeguarding the privacy and security of its customers' personal and financial data. The Bank maintains a publicly accessible Data Privacy Policy on its official website, ensuring full compliance with PMA regulations and alignment with global standards, including PCI-DSS and ISO 27001. The Bank upholds a high standard of data protection and achieved ISO 27001 certification in 2024 for its Information Security Management System (ISMS).

To ensure ongoing compliance and effectiveness, TNB conducts annual internal audits of its privacy and security framework. Following the ISO certification, a dedicated audit mission was launched to assess the ISMS against international benchmarks. The Bank's Information Security Section, which sits within the IT Department and reports directly to the Chief Technology Officer (CTO), is responsible for daily oversight. The CTO also leads broader digital transformation and fintech initiatives. In parallel, an independent Information Security function within the Risk Department provides governance oversight, ensuring a holistic and well-coordinated approach to information security across the organization.

The Board of Directors provides strategic oversight of data privacy, cybersecurity, and fraud risk management through regular updates via the Risk Committee. In 2024, the Board approved key governance tools, including the Information Security Policy and the Data Loss Prevention (DLP) project, strengthening institutional alignment with regulatory expectations and best practices.



TNB empowers its customers with control over their data. Customers have the right to access their personal information, request corrections, withdraw consent for processing unless such processing is legally required, and request cessation of data use. These rights are clearly defined in the Bank's Data Privacy Policy, which explains how personal information is collected, used, and stored for service delivery, regulatory compliance, and product personalization. TNB does not share personal data with third parties without customer consent and is committed to transparency regarding data usage.

Cybersecurity is a foundational element of TNB's operational resilience. The Bank has implemented robust security measures, including regular vulnerability scans, penetration testing, DDoS protection, and security assessments of both internal and customer-facing systems. Annual red teaming exercises further test and strengthen the Bank's defenses. In the event of a breach, a formal incident response protocol is activated. For instance, in a recent incident involving employee data, the Bank immediately secured accounts, reset passwords, and launched a full investigation to contain the breach and mitigate risk.

To stay ahead of emerging threats, TNB employs advanced threat detection tools such as dark web monitoring and brand reputation surveillance. A customer risk profiling system also supports compliance, fraud prevention, and service personalization. In 2024, the Bank partnered with its Risk and Public Relations teams to launch a comprehensive cybersecurity awareness campaign, using social media, mobile banking, and SMS channels to educate customers. These efforts were intensified during Cybersecurity Awareness Month in October and remain ongoing.

Internally, TNB ensures staff are equipped to uphold data security standards. Privacy training is mandatory for new hires and refreshed annually for employees handling sensitive information. Training covers privacy obligations, secure data handling, and response procedures in line with regulatory and security standards. These are reinforced through continuous awareness initiatives, such as reminders, e-learning modules, and policy updates, embedding privacy and security into the Bank's culture.

For three consecutive years, TNB reported zero data breach incidents, demonstrating the effectiveness of its cybersecurity monitoring capabilities. These improvements result from sustained investment in technology and the development of a dedicated team that conducts in-depth investigations across surface and dark web channels. The Bank's enhanced ability to detect, assess, and respond to threats reflects a strengthened security posture and a firm commitment to protecting customer data.

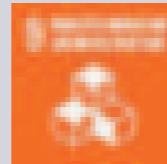
Data Security & Customer Privacy	2022	2023	2024
Number of data security breaches	0	0	0

Pioneering Sustainable Banking Solutions

Material Topics:

- Sustainable Finance
- Responsible Customer Relationships
- Innovation

Alignment with UN SDGs:



Highlights:

- Fixed income portfolio rose to USD 52.4M
- Launched new core banking system, more developed online banking app and services to boost efficiency
- Resolved 100% of customer complaints
- Customer satisfaction hit a record 98% in 2024
- Over 91,000 services delivered via digital channels

In 2024, TNB reinforced its position as a driver of sustainable development by embedding ESG principles into its lending and investment practices. Sustainable finance remained at the core of the Bank’s strategy, supporting the national economy through tailored credit solutions for SMEs, youth, and underserved segments. By integrating ESG criteria across its credit portfolio and offering innovative, inclusive financial services, TNB aims to generate long-term value for customers and stakeholders while promoting responsible growth and community well-being.

Sustainable Finance

Investment

TNB’s sustainable finance strategy underscores its long-term commitment to integrating ESG principles into investment practices. By embedding sustainability into portfolio decisions, the Bank aims to allocate capital responsibly, enhance the ESG performance of its fixed income investments through dedicated monitoring frameworks, and improve transparency around the impact of its financial activities. These efforts ensure that stakeholders are informed about the ESG value generated, reinforcing the Bank’s role in advancing sustainable development and national economic priorities.

In 2024, TNB advanced its responsible investment practices, with the fixed income portfolio increasing from USD 51.29 million to USD 52.39 million. Of this, USD 32.6 million was assessed using ESG scoring, marking a 22.5% year-on-year rise. The portfolio maintained a weighted ESG score of 3.8, reflecting its sustained alignment with global ESG standards and the Bank’s proactive commitment to sustainable investing. The scoring is based on Bloomberg’s ESG Methodology, which rates assets on a scale from 0 to 10, with 10 indicating the highest level of ESG performance.

TNB is committed to embedding ESG considerations into its financing and investment practices to support sustainable growth and manage long-term risks. Integrating ESG factors into credit assessments and investment decisions enhances the Bank’s ability to

evaluate creditworthiness, promote responsible business conduct, and ensure alignment with both national regulations and international standards. This approach enables TNB to channel capital toward businesses and projects that create positive environmental and social outcomes while maintaining strong governance.

The Bank’s sustainable finance strategy is built around three key pillars:

- Integrating ESG scoring into fixed income investments to guide responsible capital allocation
- Deploying monitoring and evaluation frameworks to track ESG performance and enhance portfolio quality
- Increasing transparency by regularly disclosing the ESG impacts of its financial activities

Together, these efforts reflect the Bank’s growing commitment to sustainability and help stakeholders understand the tangible benefits of TNB’s ESG-aligned approach.

Lending

TNB continues to strengthen its lending practices by applying clear sustainability criteria and risk management processes. The Bank regularly evaluates ESG risks across its loan portfolio and integrates emerging trends, such as climate change and resource constraints, into credit assessments.

To guide lending decisions, TNB has adopted key policies that support responsible financing. These include a Resource Efficiency Policy that supports businesses focused on conserving natural resources and reducing waste, as well as internal guidelines that encourage financing for projects aligned with sustainable development, such as renewable energy and low-emission technologies.

ESG criteria are applied throughout the credit process to ensure TNB finances businesses that demonstrate strong sustainability performance:

- **Environmental:** The Bank supports clients who work to lower emissions, conserve energy, manage waste, and adopt cleaner technologies. Environmental impact is factored into loan assessments.
- **Social:** TNB provides loans to civil society institutions such as schools, universities and hospitals, contributing to the development of these institutions and their effective operation.
- **Governance:** The Bank expects transparency, ethical practices, and strong internal controls from borrowers. Regular engagement helps ensure clients meet these expectations.

TNB stays in close contact with borrowers to monitor ESG performance and provide support where needed. This includes reviewing indicators like energy use, emissions, and workforce practices.

The Bank also offers green financing for projects such as renewable energy systems, energy efficiency upgrades, and other environmentally responsible initiatives. In 2024, TNB’s total green lending reached USD 1,276,730, reflecting its continued focus on supporting projects with clear environmental and social value.

Responsible Customer Relationships

Maintaining responsible customer relationships is fundamental to building trust, driving satisfaction, and securing TNB’s long-term success and reputation. The Bank places strong emphasis on open communication, proactive engagement, and service excellence to ensure its customers are well-informed, supported, and heard.

In 2024, TNB launched a new core banking system to enhance operational efficiency and elevate the customer experience. The transition was accompanied by a comprehensive communication plan designed to guide both customers and employees through the changes. Key components of this plan included detailed bulletins, SMS and email notifications, user manuals for TNB Online and Mobile Banking, Q&A guides for branch staff and the Digital Service Center, and formal communications directed at correspondent banks, the Ministry of Finance, corporate clients, and high-net-worth individuals.

Customer engagement remained a central focus. TNB continues to provide multiple, accessible channels for feedback and issue resolution, including phone, email, website forms, WhatsApp, Messenger, in-person visits to the Compliance Office, and physical suggestions and complaints boxes at every branch. In-branch visits are conducted regularly to assess service quality, while follow-up calls are made to customers who have submitted complaints to confirm satisfaction with the resolution process. The Organizational Excellence Department also supports these efforts by carrying out field visits to branches, identifying and addressing challenges on-site to drive continuous improvement. As of 2024, TNB resolved 100% of all registered customer complaints.

Despite mobility challenges caused by frequent security incidents, movement restrictions, and regional instability, particularly in areas such as Tulkarm, Nablus, and Jenin, TNB maintained its field engagement efforts, demonstrating its resilience and commitment to customer service.

In parallel, TNB is streamlining operations through expanded automation of retail banking workflows. These efforts are supported by a strong commitment to transparency. In line with regulatory requirements, all products and services are clearly communicated via the Bank’s website, social media platforms, mobile apps, brochures, and in-branch displays, ensuring that pricing and fees are visible and understandable.

TNB’s ongoing commitment to customer experience is reflected in its steadily improving satisfaction rates, which rose from 95% in 2022 to 96.5% in 2023, and reached an all-time high of 98% in 2024. This positive trend underscores the Bank’s dedication to responsive service, inclusive engagement, and customer-centric innovation.

Customer Experience	2022	2023	2024
Customer satisfaction	95%	96.5%	98%
Number of customer complaints	687	542	598
Percentage of customer complaints resolved	100%	100%	100%

Looking ahead, TNB aims to further enhance customer satisfaction by developing improved measurement methods and refining its internal processes to reduce transaction turnaround times and accelerate service delivery.

Case Study: TNB Streamlines Branch Operations

TNB launched a comprehensive branch assessment initiative to enhance operational efficiency, improve customer experience, and optimize resource allocation across its network. Delivered within a tight timeframe, the initiative included detailed scoping, data collection, and the development of a weighted criteria matrix to assess each branch’s size, function, and staffing needs.

By applying this structured approach, TNB categorized branches based on actual performance indicators, enabling more accurate staffing decisions and the consolidation of redundant roles where necessary. The results provided clearer operational insights and served as a reference for other departments.

This initiative helped reduce overhead costs, boost efficiency through automation, and ensure branches were appropriately resourced to better serve customers.

Case Study: Enhancing Service Quality

As part of its commitment to service excellence, TNB launched a program of regular employee training and evaluation based on pre-approved service quality standards. The initiative aims to strengthen employees’ customer relationship management skills, enhance the overall banking experience, address feedback received from customers, and reinforce long-term customer retention and satisfaction. It also plays a key role in building customer trust and attracting new clients.

The program includes direct outreach through phone interviews and in-branch discussions with various customer segments, new and long-term clients, customers who submitted complaints, account closure cases, and users of the Digital Service Center. These interactions serve to evaluate satisfaction with TNB’s services, products, and staff interactions, while also providing insights into the key drivers of customer loyalty. Engaging with clients at risk of leaving the Bank allows TNB to proactively address concerns and retain relationships.

Innovation

TNB made steady progress in 2024 toward strengthening its digital infrastructure and delivering a better, faster banking experience for customers. In line with its theme of Transforming Banking, Enriching Lives, the Bank focused on technology as a tool for both operational excellence and social impact. The Bank continued to roll out its digital strategy, focused on simplifying internal processes, expanding digital access, and offering secure, customer-friendly services.

A key milestone was the launch of the new core banking system and the PayLogic platform. These upgrades helped resolve legacy issues, improve integration across digital services, and support more seamless banking operations. At the same time, server capacity was increased, disaster recovery systems were upgraded, and the overall infrastructure was strengthened to ensure stable and reliable service.

Digital services saw major improvements. TNB launched a new mobile banking platform, card management system, expanded ATM coverage, and revamped its Digital Service Center. The center now handles all incoming calls from branches and was supported by

the rollout of softphones, a new Interactive Voice Response (IVR) system, and a dedicated contact number (#862) under the TAG-NAME service. Additional upgrades included the launch of real-time Anti-Money Laundering (AML) screening to enhance compliance, the integration of the IBURAQ platform, an instant e-payment solution that enables fast money transfers between banks, and the connection of E-SADAD, a digital bill payment service that allows customers to pay utility and government bills electronically, to the PMA Gateway, which ensures faster, more secure, and centrally regulated transaction processing.



Internally, the Bank automated 41 workflows using low-code tools and replaced manual forms with electronic ones across departments. Document archiving was also centralized and digitized. These efforts reduced paperwork, cut down on errors, and made internal operations more efficient. This push for automation also helped reduce environmental impact, demonstrating that operational transformation can go hand-in-hand with sustainability.

To improve customer experience, TNB focused on faster service, multiple access channels, and both digital and human support. Staff were trained regularly, and customer feedback was gathered through field visits and real-time surveys. In 2024, more than 91,000 services were delivered through digital communication channels, showing growing demand and adoption.

In 2024, the Bank achieved a major cybersecurity milestone by obtaining the internationally recognised ISO 27001 certification for information security management—demonstrating its strong commitment to protecting customer data and digital assets. It also renewed its PCI-DSS compliance and strengthened its cyber defences with advanced tools, including Secure Socket Layer (SSL) encryption, Microsoft SIEM, and Data Loss Prevention systems. To ensure continued resilience, regular security assessments were conducted to proactively address emerging threats. New services were launched to improve digital access and reach more users:

- FREE-G: mobile banking with no Wi-Fi or data charges, enabling access to banking services through secure channel and reaching out to rural areas where there's no internet access.
- Two-factor authentication for added security.
- Improved bill payments and money transfers through E-SADAD and IBURAQ.
- TNB promoted these tools through awareness campaigns, especially targeting areas with limited banking access.

On the innovation front, TNB partnered with Flow Accelerator's Orange Corners Program (2024–2025) to support young entrepreneurs and fintech startups. Staff also received training in new technologies like AI, blockchain, and cloud computing to keep pace with the Bank's digital goals.

TNB's digital journey also supported financial inclusion and sustainability. The Bank continued offering:

- Free of charge accounts and mobile banking for underserved communities.
- Microloans to small businesses.
- Community investments such as affordable housing.

At the same time, TNB financed projects in solar energy, sustainable agriculture, and land efficiency. Paperless banking was encouraged throughout the year. Looking ahead, the Bank plans to offer new green finance options, including loans for clean technologies like electric vehicles.

Case Study: Driving Innovation Through Youth

As part of its commitment to digital transformation and youth empowerment, TNB partnered with Flow Accelerator in the Orange Corners 2025 Program, supported by the Dutch government. The initiative aims to equip young Palestinian entrepreneurs with the tools, mentorship, and market access needed to turn fintech ideas into scalable digital solutions.



Impact Highlights:

- **Youth Empowerment:** Participants receive targeted training, mentorship, and support to develop fintech innovations.
- **Digital Innovation:** The program helps transform fintech concepts into viable, market-ready platforms.
- **Global Exposure:** Entrepreneurs gain access to international networks of investors and industry leaders.
- **Job Creation:** The initiative fosters economic opportunities and reduces youth unemployment.
- **Fintech Ecosystem Growth:** By advancing digital finance, it positions Palestine as a potential regional hub for innovation.

This partnership reflects TNB's strategic role in shaping Palestine's digital economy and supporting the next generation of fintech leaders.

Case Study: Transforming into a New Core Banking System

In 2024, TNB achieved a major milestone in its digital transformation journey by replacing its legacy core banking system. The upgrade was essential to overcome long-standing inefficiencies, modernize outdated infrastructure, and improve the Bank’s overall flexibility, compliance, and digital readiness.

The implementation process was carefully managed from start to finish. It involved tailoring the system to fit operational needs, ensuring secure and accurate data migration, and running thorough User Acceptance Testing (UAT). TNB also worked to ensure the system aligned with regulatory and security requirements while integrating smoothly with existing platforms like AML and card systems.

The new system delivered noticeable improvements. Transaction speed increased, compliance controls were strengthened, and the integration with digital and payment services became more seamless.

While the project faced challenges, such as limited customization options and slower-than-expected vendor response, TNB is taking steps to improve system agility through middleware solutions and enhanced Application programming interface (API) integration. As one project lead noted, the upgrade has laid the groundwork for future innovation and stronger operational performance.



Case Study: Shift to Automated E-Forms

TNB launched an e-forms automation initiative as part of its broader digital transformation efforts to digitize manual services, enhance efficiency, and reduce paper use across operations. The project aimed to streamline internal workflows while contributing to the Bank’s environmental sustainability goals.



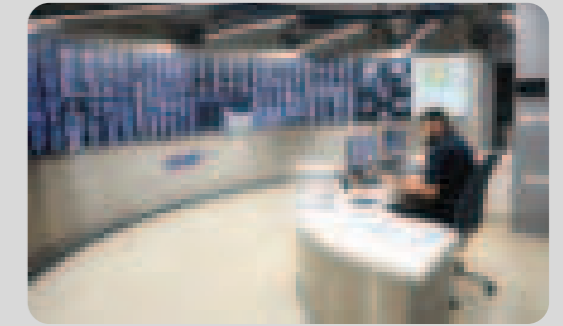
A key challenge was identifying which services would yield the highest impact when automated while managing a phased rollout over a two-year period. TNB carried out a detailed review of existing services and integrated the e-forms with its core banking system, document management tools, and customer service platforms. Adoption was supported through internal awareness efforts and targeted staff training.

So far, 30 e-forms and procedures have been successfully deployed, leading to faster service delivery, improved customer experience, and a noticeable drop in paper consumption. Although the transition from manual to digital processes presented early challenges, especially in mapping complex services and adjusting staff workflows, the initiative has laid a strong foundation for future growth. Another 32 e-forms are already in the pipeline.

As one team member shared, “This initiative is a major step toward our goal of becoming a fully digital bank.”

Case Study: Central Control Room Implementation

TNB established a state-of-the-art Central Control Room at its General Administration Building in Al-Masyoun to enhance security across its headquarters, branches, and ATMs. The project included system design, vendor coordination, infrastructure upgrades, and equipment procurement from South Korea, all completed on schedule despite political and logistical challenges.



The new control room enables 24/7 real-time surveillance, faster emergency response, and enhanced coverage, especially in previously low-visibility areas. Featuring high-definition video walls, AI-driven analytics, and an ergonomic setup, the system significantly improves operational efficiency, reduces reliance on manual monitoring, and strengthens safety for employees, customers, and assets.

Advancing Communities and Economy

Material Topics:

- Financial Inclusion
- Community Support
- Responsible Procurement

Alignment with UN SDGs:



Highlights:

- Contributed over 50% of annual net profit to humanitarian relief initiatives in 2024
- Reached 51% more participants through financial literacy programs in 2024 compared to 2023
- Maintained 36 active CSR initiatives

TNB's ESG strategy remains centered on enhancing the accessibility and affordability of its financial services, with continued efforts to promote financial inclusion across underserved segments of society. In 2024, the Bank strengthened its outreach to youth, students, and individuals with disabilities, reinforcing its commitment to inclusive and accessible banking. It also maintained a strong focus on the SME sector, offering tailored financial products, advisory support, and ESG-aligned lending criteria to encourage sustainable business growth.

TNB plays an active role in supporting the national economy through its diverse lending portfolio, which is designed to meet the evolving needs of individuals, entrepreneurs, and businesses across Palestine. By strategically directing capital to priority sectors, the Bank contributes to economic resilience, job creation, and long-term development.

Social responsibility continues to be embedded across operations and decision-making. Local supplier qualification programs and inclusive service design reflect a broader aim to empower communities and contribute to Palestine's economic advancement.

Financial Inclusion

As a member of the Financial Inclusion National Committee in Palestine, TNB remains committed to supporting the development of a financial sector that serves the diverse needs of society and contributes to individual and collective well-being. The Bank aims to break down access barriers and promote financial empowerment across the communities it serves.

TNB continues to enhance the accessibility of its services to ensure that individuals with visual and physical impairments can manage their finances independently. It has introduced inclusive features such as audio-enabled ATMs, accessible website functions, and accessible formats for forms, brochures, and contracts. Tools like the "Basira" application further support visually impaired clients by providing audio readings of key

documents. These developments reflect TNB's broader goal of creating a barrier-free banking experience for all.

TNB continues to promote financial inclusion by extending its services to rural and underbanked communities, with 36% of its branches and 30% of ATMs located in these areas. The Bank also prioritizes gender financial inclusion, with women and girls comprising 32% of the client base and holding 43% of all savings accounts, an increase of 2% compared to 2023.

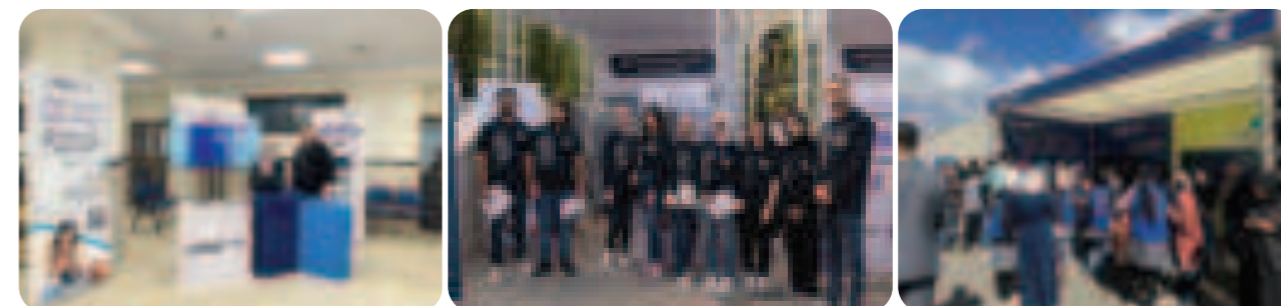


Youth Engagement and Financial Literacy

In 2024, TNB reinforced this commitment by actively participating in the PMA's national financial inclusion campaign, with a particular focus on engaging youth. As part of this effort, the Bank hosted a series of Open Financial Days at nine university campuses across the West Bank, resulting in the opening of Financial Inclusion Accounts for students aged 16 and above. 53% of these accounts were opened by female students. These activities support the early adoption of formal banking and encourage lasting financial literacy.

During the events, the Bank opened 275 Financial Inclusion Accounts for students aged 16 and above, with 53% of these accounts opened by female students. These activities support the early adoption of formal banking and encourage lasting financial literacy.

To further strengthen the initiative, TNB trained 18 university student volunteers who helped deliver the campaign and engage their peers on-site. Each volunteer received an official certificate recognizing their contribution and documented volunteer hours.



Inclusive Banking Services and Accessibility

TNB ensures equitable access to banking by expanding its network into low-populated and economically disadvantaged areas. It also participates in the National Switch System (194), which allows clients to use ATMs of other banks without fees, encouraging more widespread use of financial services.

To better serve people with disabilities, TNB ensures that all branches and ATMs are accessible and offers services such as the "Basira" application, which reads forms and contracts aloud. The Bank also introduced audio-enabled website and ATM features, and accessible document formats, creating a more inclusive banking experience.

Empowering SMEs and Advancing Gender Inclusion

TNB continues to play a pivotal role in supporting the growth and resilience of small and medium-sized enterprises (SMEs) in Palestine, recognizing their vital contribution to

national economic development. Through a combination of tailored financial products and advisory services, the Bank ensures that SMEs have access to the resources they need to succeed. These offerings include working capital loans, equipment financing, credit lines, and digital banking solutions designed to simplify financial management.

To reinforce responsible financing, TNB uses a structured ESG assessment for SME loans. This includes initial screenings, in-depth evaluations across ESG dimensions, and regular site visits to validate on-ground practices, ensuring funding is aligned with sustainable business practices.

Promoting Financial Inclusion and Customer Support

In 2024, TNB remained committed to customer support amid Palestine’s difficult political and economic environment. The Bank offered flexible financing and restructured loans for clients experiencing financial hardship, helping to ease economic burdens.

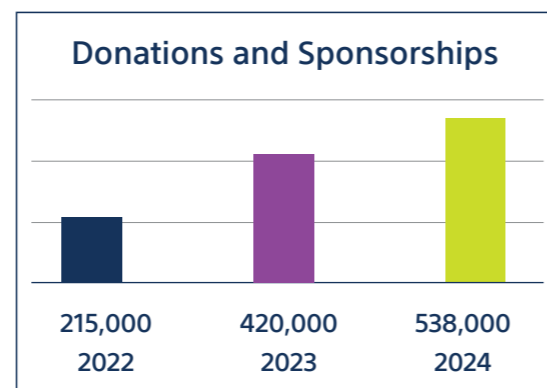
TNB carried out university outreach to facilitate account openings and tuition payments, while in-branch promotions encouraged app use and card activation. Sales competitions helped increase credit card and deposit uptake through incentives for high-performing staff. Additionally, the Bank promoted the use of its IBURAQ instant payment system and enhanced its Automated Bill Payment Service E-Sadad, in coordination with PMA.

In 2024, TNB expanded its financial literacy outreach, with an increase of over 51% compared to 2023. These efforts reflect the Bank’s ongoing commitment to promoting financial inclusion and empowering communities through accessible education.

Financial Literacy	2022	2023	2024
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	2,125	2,055	3,114

Community Support

In response to the humanitarian crisis following the outbreak of war in 2024, TNB swiftly redirected its focus to deliver immediate relief to affected communities. The Bank significantly increased its Corporate Social Responsibility (CSR) budget, allocating 52% of annual net profit to humanitarian initiatives. This enabled the rapid distribution of essential supplies, direct support for displaced families, and strategic partnerships with trusted organizations to maximize on-the-ground impact.



As a result of these actions, TNB disbursed USD 537,717 in CSR donations across 36 initiatives addressing urgent humanitarian needs in Gaza and the West Bank in 2024, making it the second-largest donor among Palestinian banks and marking a 28% increase on the USD 420,000 given in 2023. Although the Bank had budgeted USD 360,000 for donations and sponsorships, it exceeded that plan to meet community needs, underscoring its steadfast commitment to social responsibility despite financial pressures.

To ensure alignment with strategic priorities, TNB’s CSR efforts are guided by a dedicated CSR Committee composed of executive managers from across departments. All CSR proposals undergo thorough evaluation based on impact, alignment with TNB’s mission and vision, and long-term value to society. The Public Relations Department oversees this framework, supported by formal CSR policies and procedures that promote transparency and accountability across all stages, from request intake to execution and documentation. TNB’s CSR approach aligns closely with its corporate strategy, ensuring that all sponsored initiatives contribute to broader sustainable development goals.

The Bank also ensures employee involvement in social impact through community initiatives such as donation drives (e.g., food packages) and regular participation in volunteer activities. These efforts not only benefit the wider community but also foster a sense of pride and purpose among employees. Key initiatives included the “My Blood is Palestinian” blood donation campaign for Gaza hospitals, the “Convoys of Goodness” Ramadan food aid distribution of over 80 tons of essentials across the West Bank, and emergency support in Gaza through the provision of clean water, bread, and over 12,000 hot meals. These initiatives were made possible through the active involvement of TNB employees and partners, reflecting the Bank’s deep-rooted dedication to supporting the Palestinian people during times of crisis.

TNB actively collaborates with Injaz Palestine on the “Students Company” project, where Bank volunteers supervise the establishment of real companies by school and university students over the course of a year. This hands-on initiative helps youth develop entrepreneurial thinking and practical business skills, further reinforcing TNB’s commitment to education and innovation.

Finally, TNB continued to support student development and university partnerships, offering hands-on internships and mentorship opportunities in real banking environments. The Bank collaborates with institutions following the dual studies model, jointly shaping curriculum content and bridging the gap between academic knowledge and practical financial skills.

Case Study: Blood Donation for Gaza – “My Blood is Palestinian”

In response to the critical blood shortage in Gaza’s hospitals, TNB partnered with the Palestinian Ministry of Health’s Central Blood Bank and the Rahma Foundation to launch the “My Blood is Palestinian” campaign. Employees across the Bank’s three main offices participated in the initiative, donating blood that was transferred directly to hospitals in Gaza to support emergency care for injured individuals.



The campaign demonstrated TNB’s ability to mobilize swiftly in times of crisis, reinforcing its deep commitment to humanitarian support and its role as a trusted community partner in strengthening the Palestinian healthcare system.

Case Study: Convoys of Goodness – Food Aid During Ramadan

In Ramadan 2024, TNB launched the “Convoys of Goodness” initiative to support families facing food insecurity in the West Bank. In collaboration with local authorities, the Bank distributed over 80 tons of food to vulnerable communities across multiple governorates. Distribution was coordinated with local partners and TNB employees, ensuring timely delivery to those most in need.



Case Study: Delivering Clean Water, Bread, and Hot Meals in Gaza

In response to the worsening humanitarian crisis in Gaza, TNB partnered with the MA’AN Development Center to provide urgent relief. The Bank supplied clean drinking water to over 64,000 displaced individuals in northern Gaza and ensured the delivery of bread to families cut off from food supplies due to disrupted logistics.

During Ramadan 2024, TNB also helped serve over 12,000 hot meals daily, reaching more than 55,000 displaced individuals across shelter centers in the northern, southern, and central governorates. These efforts were supported by both TNB employees and MA’AN volunteers, who managed community kitchens on the ground.



Case Study: Greening the Streets of Al-Masyoun

In 2024, TNB signed an MoU with the Ramallah Municipality to adopt and beautify two streets surrounding its headquarters in Al-Masyoun. This initiative reflects TNB’s commitment to sustainability, urban enhancement, and public-private collaboration. TNB employees also participated in the initiative, reinforcing a culture of environmental responsibility across the Bank.



Responsible Procurement

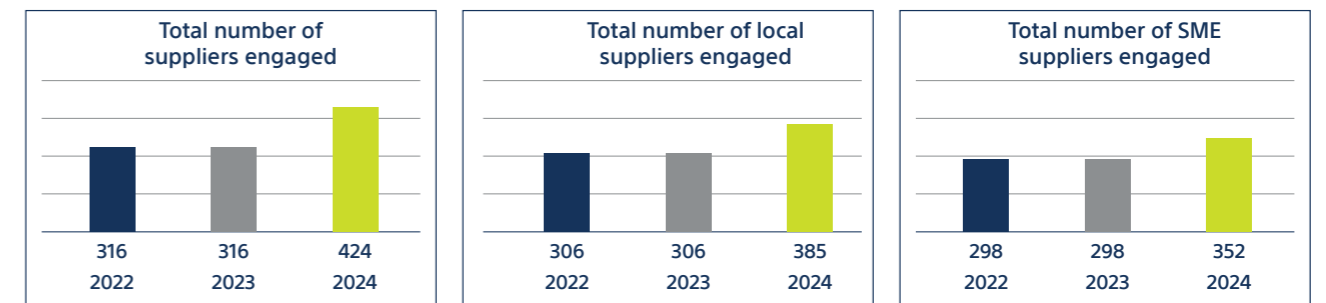
TNB recognizes the vital role of local procurement in strengthening the national economy, supporting small and medium enterprises, and fostering community development. The Bank actively prioritizes local suppliers and has taken deliberate steps to enhance supplier engagement, transparency, and efficiency in its procurement processes.

To facilitate this, TNB launched a Supplier Qualification webpage on its official website, inviting local vendors to register and submit comprehensive company profiles detailing their services. This initiative enables the Bank to better match service needs with supplier capabilities and expand its network of qualified vendors. The qualification process was also promoted via social media platforms and email distribution lists to ensure broad visibility and encourage participation from across the local business community.

In parallel, tenders are announced through various media channels to foster open competition and build strong, transparent relationships with local partners. These efforts contribute to national economic growth while promoting responsible and sustainable procurement practices.

However, the Bank faced notable challenges in 2024. In the aftermath of the war on Gaza, supply chain disruptions delayed the import of goods, while inflation and price volatility added further complexity to procurement planning and vendor negotiations. Despite these pressures, TNB remained committed to its local-first approach, maintaining procurement resilience and ensuring operational continuity.

In 2024, TNB strengthened its procurement efforts, engaging a total of 424 suppliers, up from 316 in 2023. Local supplier participation increased from 306 to 385, while the number of SME suppliers rose from 298 to 352, reflecting continued support for the local economy and small businesses. The number of women-owned suppliers remained steady at five in both years.

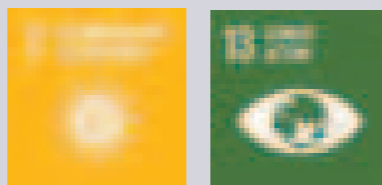


Banking for a Greener Future

Material Topics:

- Climate Change
- Environmental Footprint

Alignment with UN SDGs:



Highlights:

- Reduced GHG emissions by over 10%, from 1,879 tons in 2023 to 1,678 tons in 2024
- Generated 1,807,509 kWh of solar energy through the Noor Jericho Solar Plant in 2024
- Lowered electricity consumption by 15%, reaching 1,017,726 kWh

TNB recognizes its responsibility in driving environmental stewardship within the financial sector and beyond. As a leading national bank, we are committed to embedding sustainability into our operations, services, and investment decisions. In 2024, we continued to build on our environmental commitments by advancing renewable energy investments, particularly in solar energy, while integrating resource efficiency across our facilities and daily operations.

Through practical actions such as reducing paper and water consumption, sourcing clean energy, and promoting circular economy principles, TNB strives to minimize its environmental footprint and set a positive example for sustainable banking practices in Palestine.

Climate Change

TNB recognizes the urgent need for climate action and the pivotal role that the financial sector must play in enabling a low-carbon, climate-resilient future. As a responsible institution, the Bank is committed to supporting projects and investments that mitigate climate risks and promote environmental sustainability. This includes financing climate-resilient initiatives and investing in green infrastructure, such as the Noor Jericho Solar Park, which contributes to increasing the share of clean energy in Palestine's national grid. Through these efforts, TNB aims to align its operations and influence with national and global climate goals.



In line with its long-standing sustainability vision and national efforts toward energy independence, TNB became the first bank in Palestine to invest in solar energy, securing a 1.17 MW share in the Noor Jericho photovoltaic (PV) plant in 2019. This strategic investment supplies clean electricity to the Bank's headquarters and branches connected through the Jerusalem District Electricity Company (JDECO) network.

Between 2020 and 2024, the solar plant generated a consistent supply of clean electricity for TNB's operations, including 1,807,509 kWh in 2024 alone. Over this period, the investment has contributed to the reduction of 4,533 tons of carbon dioxide (CO₂) emissions, reinforcing the Bank's tangible impact in supporting a just energy transition and reducing its operational carbon footprint.

TNB also operates a wheeling PV station in Jericho that delivers solar energy through the national grid, contributing to a more diversified and cleaner electricity mix in Palestine. By using wheeled energy, the Bank benefits from a lower grid emission factor, supporting its carbon reduction efforts and broader sustainability goals.

TNB is also exploring opportunities to expand its involvement in the Noor Jericho Solar Park as part of its ongoing shift toward clean energy. Through these initiatives, TNB stands out as the first bank in Palestine to make significant use of solar power to meet its operational energy needs.

Positive Impact from Sustainable Investments

Among its ESG-linked investments, the Noor Jericho Park continued to deliver measurable environmental outcomes in 2024. This year, renewable energy production from the Noor Jericho Solar Plant reached its highest level to date, increasing to 1,807,509 kWh, up from 1,799,440 kWh in 2023.

The project contributed to the avoidance of approximately 1,084,505 kilograms of CO₂ emissions, along with 4,157 kilograms of nitrogen oxide (NO_x) and 6,507 kilograms of sulfur dioxide (SO₂) in 2024. These reductions reflect improved environmental performance and have contributed positively to air quality and public health. They underscore TNB's continued commitment to environmentally responsible investments and its broader role in advancing climate action and sustainable development.

Noor Jericho Solar Plant	2022	2023	2024
Renewable Energy Generated from Noor Jericho Solar Plant (kWh)	1,799,824	1,799,440	1,807,509
CO ₂ (Kg)	1,079,894	1,079,664	1,084,505
SO ₂ (Kg)	6,479	6,478	6,507
NO _x (Kg)	4,140	4,139	4,157

Beyond clean energy investment, TNB also continues to embed sustainable practices into its operations, ensuring alignment with international environmental standards. As part of the Bank's supervisory department's regrouping project, smart environmental solutions were introduced to reduce energy consumption and enhance operational efficiency. By deploying advanced Building Management Systems (BMS) and KNX (Konnex connectivity) technologies, the lighting and HVAC systems in the General Administration Building are now automated based on employee working hours and natural daylight. These upgrades have led to measurable reductions in energy use and operational costs, further supporting TNB's sustainability goals.

Through these integrated efforts, combining renewable energy investment, climate-conscious infrastructure upgrades, and operational efficiencies, TNB is actively advancing its climate agenda and aligning with global best practices for environmental responsibility.

In 2024, TNB achieved a notable improvement in its Greenhouse Gas (GHG) emissions profile. Total GHG emissions decreased by over 10% from 1,879 tons of CO₂e in 2023 to 1,678 tons in 2024, primarily due to a reduction in both Scope 1 and Scope 2 emissions. Indirect emissions (Scope 2) saw a meaningful drop to 1,625 tons, reflecting increased reliance on renewable energy sources. Additionally, GHG emissions intensity improved from 0.197 to 0.176 tons of CO₂e per m² of space, demonstrating greater operational efficiency and the impact of TNB’s decarbonization measures.

GHG Emissions	2022	2023	2024
Direct GHG emissions (Scope 1)* (Tons of CO ₂ eq)	43	62	52
Indirect GHG emissions (Scope 2)** (Tons of CO ₂ eq)	1,793	1,817	1,625
Total GHG emissions (Tons of CO ₂ eq)	1,835	1,879	1,678
GHG emissions intensity (Tons of CO ₂ eq/ m ² of space)	0.245	0.197	0.176

*UK Government GHG Conversion Factors were used to calculate scope 1 emissions.

**IEA Emission Factors Database was used to calculate scope 2 emissions. Figures for scope 2 include renewable energy consumption.

The Bank’s total energy consumption decreased from 12,309 GJ in 2023 to 10,215 GJ in 2024. This reduction was driven by lower petrol and diesel usage, petrol consumption declined by 14%, and diesel by 16% year-on-year. Additionally, electricity consumption decreased by 15%, reflecting the Bank’s operational optimizations and improved energy management systems.

Energy Consumption	2022	2023	2024
Total number of premises	62	66	66
Total m ² of space across all facilities (office, storage, facilities, etc.)	7,485	9,557	9,557
Direct energy consumption			
Petrol consumption from operations and vehicles (Litres)	7,800	6,870	5,891
Diesel consumption from operations and vehicles (Litres)	9,000	17,200	14,410
Energy consumption from fuel consumption (GJ)	606	889	762
Indirect energy consumption			
Electricity consumption (office, storage, facilities, etc.) (kWh)	1,141,060	1,197,529	1,017,726
Renewable energy consumption (office, storage, facilities, etc.) (kWh)	1,989,098	1,974,804	1,819,829
Energy consumption			
Energy consumption (GJ)	11,875	12,309	10,215

Environmental Footprint

TNB is committed to minimizing its environmental footprint and contributing positively to sustainable development in Palestine. Since joining the United Nations Global Compact (UNGC) in 2013, the Bank has aligned its operations with the UNGC’s ten principles, including those focused on environmental protection. In line with this commitment, TNB has developed a range of responsible and sustainable lending products tailored to the evolving needs of Palestinian society.

Internally, TNB fosters an environmentally conscious workplace by promoting the use of digital banking services and regularly sharing environmental awareness messages with employees. These efforts aim to embed eco-friendly habits across the organization.

Environmental Training and Awareness

TNB places strong emphasis on environmental sustainability and actively provides environmental management training to employees across all levels of the organization. These programs are designed to raise awareness of environmental issues, promote sustainable practices, and ensure compliance with relevant regulations.

In 2024, TNB implemented a series of targeted training initiatives focused on environmental management, including:

- 1. Environmental Compliance and Risk Management Training:** This program aimed to educate employees on environmental laws, regulatory standards, and best practices—particularly in the areas of energy production and consumption. It focused on identifying environmental risks, implementing mitigation strategies, and ensuring compliance with national and international environmental frameworks. Participants included staff from operations, facility management, and regulatory departments.
- 2. Sustainability and Environmental Awareness Programs:** Rolled out Bank-wide, these programs aimed to instill a deeper understanding of sustainability and TNB’s environmental objectives. Interactive sessions covered topics such as climate change, resource conservation, and the Bank’s role in supporting a greener future. All employees, regardless of department or seniority, were invited to participate, reinforcing a culture of sustainability across the organization.

These initiatives reflect TNB’s ongoing commitment to environmental stewardship. By equipping employees, from frontline staff to senior leadership, with the knowledge and tools to reduce environmental impact, the Bank ensures that sustainability is embedded in its operations and decision-making processes.

Waste Management

In 2024, TNB implemented a series of initiatives aimed at reducing paper waste and minimizing its environmental footprint. Key measures included:

- Promoting electronic documentation and communication to reduce reliance on printed materials.
- Introducing an option on ATM receipts for customers to opt out of printing, reducing unnecessary paper use.
- Utilizing the SAP ERP system, a centralized enterprise resource planning platform used to manage business operations and automate routine processes, to digitize

operational workflows, resulting in decreased paper consumption and reduced usage of printer cartridges.

The introduction of the SAP ERP system has allowed branches and departments to process purchase requests electronically, significantly decreasing paper usage. In parallel, TNB has continued to automate financial transactions using a low-code platform, further reducing dependency on paper and ink. Plans are also underway to roll out a centralized printing system across headquarters and branches to better regulate print volumes and reduce unnecessary printing.

In 2024, total paper consumption increased to 40,775 kg, primarily due to the implementation of several large-scale projects and extensive administrative and renovation work across branches and administrative offices. As part of its sustainability commitment, 900 kg of paper was securely processed for recycling, reinforcing TNB's dedication to responsible resource management and waste reduction.

Material Consumption	2022	2023	2024
Total paper consumption (Kg)	33,000	35,000	40,775

Water Management

TNB is committed to improving resource efficiency, with a focus on responsible water use across its operations. Efforts include regulating irrigation through an automated system that operates at scheduled times, monitoring and maintaining water networks, and replacing damaged tanks. The Bank also promotes reduced water consumption through ongoing staff awareness and education initiatives. TNB recorded a consistent decrease in water consumption over the past three years. In 2024, total water use dropped to 4,681 m³, down from 5,203 m³ in 2023. This reduction is largely attributed to preventive maintenance work carried out at the Bank's headquarters and branches, as well as the replacement of damaged water tanks.

Water Consumption	2022	2023	2024
Total water consumption (m ³)	7,006	5,203	4,681

Fostering an Empowered Workforce

Material Topics:

- Learning and Development
- Diversity, Equality, and Inclusion
- Employee Wellbeing

Alignment with UN SDGs:



Highlights:

- Achieved a 46% increase in training hours in 2024 compared to 2023
- Appointed 1 woman to a C-level position
- Increased employee satisfaction to 74.6%, up from 69.6% in 2022
- Doubled training hours for female employees

TNB believes that a diverse, inclusive, and equitable workplace is essential to empowering employees and driving innovation. The Bank is committed to maintaining a positive and socially responsible work environment, one that is free from discrimination and harassment. Through ongoing investment in diversity, equity, and inclusion initiatives, TNB supports employee well-being and development while fostering greater productivity, creativity, and stakeholder confidence.

Learning and Development

At TNB, we recognize the expertise and potential of our employees and remain committed to supporting their continuous growth. In 2024, the Bank advanced its career development framework by promoting equal access to advancement opportunities for both male and female employees. Initiatives such as job rotation were introduced across key positions to support leadership continuity and prepare employees for greater responsibilities.

To uphold high service standards, the Bank continues to invest in employee development. New joiners and staff requiring additional support receive targeted training, while the weekly internal newsletter, Keep in Mind, reinforces a culture of service excellence.

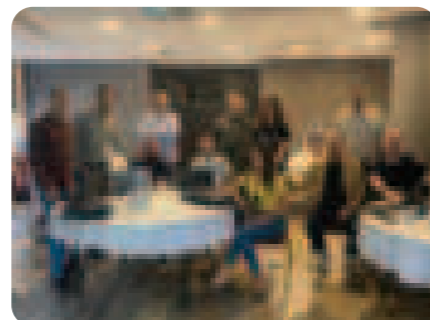
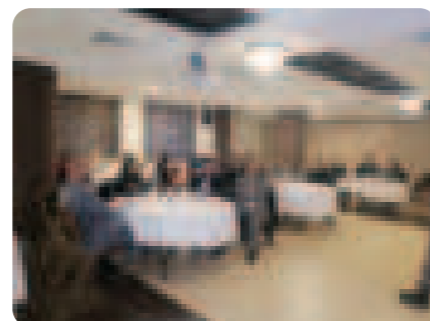
Despite a temporary hiring freeze, the Bank ensured business continuity by reassigning responsibilities among existing staff and limiting new recruitment to critical roles. In parallel, TNB began revising its organizational structure and job descriptions to better align with evolving strategic goals.

To strengthen performance and maintain motivation, the Bank preserved its annual salary increase system, anchored in transparent, measurable criteria from performance evaluations. A KPI-based performance management system was also introduced to reinforce accountability, track individual contributions, and foster a results-driven culture.

TNB's learning and development strategy is guided by an annual training plan developed by the Human Capital Department. The plan is informed by a comprehensive Training Needs Assessment, incorporating insights from surveys, interviews, performance reviews, and employee requests. This ensures that learning remains targeted, relevant, and aligned with both business needs and individual aspirations.

The annual training plan is structured to address:

- Skill gaps and performance improvement needs
- Upskilling for new initiatives and projects
- Familiarization with new products and services
- Compliance with regulations and policies
- Preparation for professional certification programs
- Readiness for digital transformation and IT tools
- Soft skills such as communication, leadership, and emotional intelligence



Training programs are delivered through internal sessions, external courses, and digital platforms. While training is tailored to specific roles, core programs provided to all employees include:

- **Governance Framework Training** – Understanding internal governance, policies, and compliance
- **Customer Care Program** – Enhancing service quality and complaint resolution
- **Sustainability Training** – Fostering ethical conduct and stakeholder engagement
- **Cybersecurity Awareness** – Promoting digital safety and risk awareness
- **Physical Security Training** – Supporting emergency preparedness and workplace safety

To reflect diverse employee functions, training is further tailored across key segments:

- **Control departments** – Including compliance, audit, risk, and internal control
- **Branches and sales teams** – Focused on service, product knowledge, and customer interaction
- **Support functions** – Covering administrative, technical, and operational roles

Internal trainers also support the delivery of updated content related to products, policies, and systems. In 2024, the Bank broadened its training focus to include ESG topics. Employees participated in sessions on sustainable finance, climate risk, regulatory ESG requirements, and integrating ESG considerations into decision-making.

These development initiatives play a key role in preparing employees to contribute meaningfully to TNB's strategic ambitions, strengthening the Bank's foundation for responsible growth and supporting its vision of transforming banking and enriching lives.

In 2024, the Bank's focus has been on preparing employees for the transition to the new Banking System, which was officially deployed in February. Training efforts began in January and continued post-launch, starting with mental preparation and followed by targeted initiatives to ensure all employees understood the system's functionalities and could use it effectively in their daily tasks.

In 2024, TNB expanded its investment in training and development, delivering a total of 3,000 training hours, a 46% increase compared to 2023. The number of training hours for female employees more than doubled, rising from 588 hours in 2023 to 1,200 hours in 2024, indicating TNB's commitment to gender inclusion and equitable access to professional development. This growth reflects the Bank's strengthened focus on upskilling employees in alignment with strategic priorities and evolving operational needs.

100%
of employees received a regular performance and career development review during 2024.

Training and Development	2022	2023	2024
Total training delivered (hours)	1,800	2,055	3,000
Total number of training for females (hours)	700	588	1,200
Total number of training for males (hours)	1,100	1,467	1,800

Diversity, Equality, and Inclusion

TNB is committed to upholding the principles of equality and inclusivity across all aspects of its operations. As part of this commitment, the Bank has implemented a comprehensive Hiring Policy that sets out clear procedures for fair, transparent, and merit-based recruitment. This policy ensures that candidates are evaluated consistently and equitably, in line with the Bank’s evolving workforce needs.

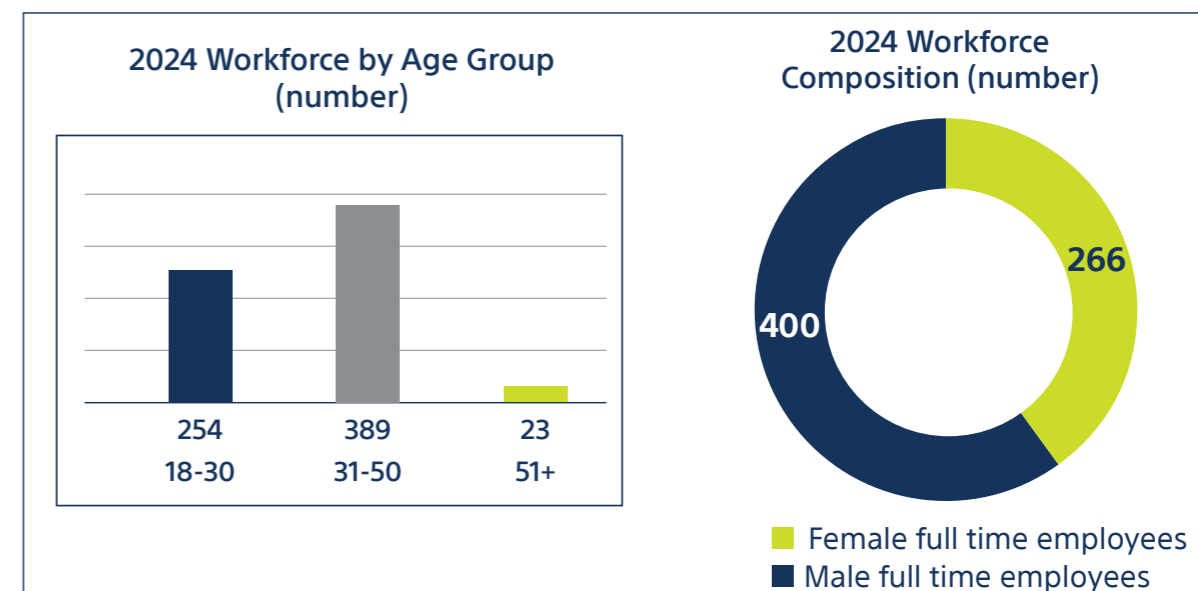
Promoting gender equality is a central pillar of TNB’s corporate strategy—reflected in both its internal practices and its broader impact through banking services and community initiatives. To strengthen this commitment, in 2025 TNB has adopted the Women’s Empowerment Principles (WEPs), a globally recognized framework that provides guidance on advancing gender equality across the workplace, marketplace, and community.

Within the organization, TNB continues to foster a culture that actively supports the growth and advancement of female talent. We firmly believe that gender should never be a barrier to leadership and have implemented targeted initiatives to ensure women have equal access to professional development and career progression opportunities at all levels.

In 2024, TNB announced the appointment of several women to leadership positions across various departments and functions. This included one senior-level appointment and 16 new female leaders in middle management. These advancements not only demonstrate our ongoing commitment to gender diversity but also highlight the tangible progress we have made in creating a more inclusive and equitable work environment. Our Human Capital team remains instrumental in driving this progress by supporting female talent throughout every stage of their career journey. The Bank also launched a Diversity and Inclusion Awareness Program focused on fostering equality, community engagement, and innovation through inclusive practices.

TNB is also deeply committed to maintaining a workplace grounded in integrity, respect, and ethical behavior. To uphold these values, the Bank has implemented two key policies: the Whistleblowing Policy and the Sexual Harassment and Violence Policy, both designed to proactively prevent, identify, and address any form of misconduct. Zero incidents were recorded in 2024, reflecting the effectiveness of these preventive measures and the strength of our organizational culture.

Zero cases of discrimination were reported for the third consecutive year.



Employee Wellbeing

At TNB, employee wellbeing remains a key priority and an important part of how the Bank fosters a supportive and high-performing workplace. Throughout 2024, the Bank continued to roll out a range of initiatives aimed at improving health, work-life balance, and overall job satisfaction.

To make healthcare more accessible and reliable, TNB introduced a directly managed health insurance fund covering all employees across its branches and offices. This approach replaced third-party providers and made approvals quicker, coverage limits clearer, and the overall service more consistent. The fund also offers personalised insurance cards, SMS alerts for visits, and access to a wide medical network under the Palestinian Authority.

Given the security situation in some areas, the Bank activated its emergency response plan and introduced alternative work arrangements to minimise travel. A flexible remote work policy was also put in place, allowing employees to work from home up to two days a week, depending on their needs. This helped maintain operations while offering better work-life balance.

The Bank also launched several internal engagement activities to boost morale and build stronger connections across teams:

- A year-long social media challenge with prizes like smartwatches and AirPods to encourage friendly participation.
- A plan for management to visit branches and connect directly with teams—though not fully implemented due to travel restrictions, the effort shows the Bank’s commitment to open communication.
- A financial wellbeing project that assessed employee debt burdens and offered personalised advice where needed.

TNB also maintained an open-door approach to feedback and training. New employees and those with lower performance evaluations were offered additional support, while weekly “Khalleha B-Balak” bulletins helped reinforce customer service values across the Bank.

The Bank continued to ensure a respectful and fair workplace. It has policies in place for whistleblowing and sexual harassment, and no incidents were reported in 2024. A formal grievance policy was also launched, giving employees a private way to raise any concerns related to management decisions through the MenaME system. No grievances were reported this year.

TNB complies with all Palestinian labour laws and offers full parental support—70 paid days of maternity leave and one paid day of paternity leave. Although there are no part-time roles at present, full-time employees receive a well-rounded benefits package that includes health insurance, a provident fund, paid leave, bonuses, and end-of-service benefits.

Despite the ongoing challenges posed by the war, employees remain actively engaged through consistent participation in policy and procedure circulars, as well as involvement in organizational events held throughout the year. Furthermore, regular competitions are conducted to foster interaction, strengthen engagement, and promote a collaborative workplace culture.

Employee satisfaction is measured annually through a company-wide survey that assesses five key areas: work environment, development and training, communication and organizational culture, engagement, and direct supervision.

Employee Wellbeing and Engagement	2022	2023	2024
Number of communications delivered to employees	128	97	103
Employee satisfaction score*	69.6%	N/A*	74.6%

* Employee satisfaction survey was not conducted in 2023 due to the war.

* Employees satisfaction score is measured based on several work-related aspects. Results are then aggregated into an overall score.

Appendices

Appendix A. GRI Content Index

Statement of use	The National Bank has reported in accordance with the GRI Standards for the period of 1st January to 31st December, 2024.		
GRI 1 used	GRI 1: Foundation 2021		
Applicable GRI Sector Standard(s)	None		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	
General disclosures	2-1 Organizational details	6, 7			A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.
	2-2 Entities included in the organization's sustainability reporting	7			
	2-3 Reporting period, frequency and contact point	3			
	2-4 Restatements of information	No restatements in this report			
	2-5 External assurance	No external assurance			
	2-6 Activities, value chain and other business relationships	6, 7			
	2-7 Employees	52			
	2-8 Workers who are not employees	52			
	2-9 Governance structure and composition	14-16			
	2-10 Nomination and selection of the highest governance body	14, 15			
	2-11 Chair of the highest governance body	14			
	2-12 Role of the highest governance body in overseeing the management of impacts	14			
	2-13 Delegation of responsibility for managing impacts	14			
	2-14 Role of the highest governance body in sustainability reporting	14			
	2-15 Conflicts of interest	22			
	2-16 Communication of critical concerns	53			
	2-17 Collective knowledge of the highest governance body	TNB Annual Report pages 22-27			
	2-18 Evaluation of the performance of the highest governance body	58			
	2-19 Remuneration policies	15			
	2-20 Process to determine remuneration	15			
2-21 Annual total compensation ratio	Not disclosed				
2-22 Statement on sustainable development strategy	9, 10				
2-23 Policy commitments	15, 18, 22, 24, 28, 29, 31, 51				
2-24 Embedding policy commitments	15, 18, 22, 24, 28, 29, 31, 51				
2-25 Processes to remediate negative impacts	53				
2-26 Mechanisms for seeking advice and raising concerns	53				
2-27 Compliance with laws and regulations	16				
2-28 Membership associations	71				
2-29 Approach to stakeholder engagement	12				
2-30 Collective bargaining agreements	-				
GRI 2: General Disclosures 2021					

Material topics	GRI 3: Material Topics 2021		GRI SECTOR STANDARD REF. NO.
	3-1 Process to determine material topics	3-2 List of material topics	
Governance, Ethics, and Risk Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	15-19	
	205-1 Operations assessed for risks related to corruption	21, 22	
	205-2 Communication and training about anti-corruption policies and procedures	21, 22	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	22	
Financial Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	24, 25	
	201-1 Direct economic value generated and distributed	25	
Customer Privacy and Data Security			
GRI 3: Material Topics 2021	3-3 Management of material topics	28, 29	
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	29	
Climate Change			
GRI 3: Material Topics 2021	3-3 Management of material topics	43, 44	
	305-1 Direct (Scope 1) GHG emissions	45	
	305-2 Energy indirect (Scope 2) GHG emissions	45	
	305-4 GHG emissions intensity	45	
	305-5 Reduction of GHG emissions	45	
Learning and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	49, 50	
	404-1 Average hours of training per year per employee	66	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	49, 50	
	Community Support		
GRI 3: Material Topics 2021	3-3 Management of material topics	39-41	
	413-1 Operations with local community engagement, impact assessments, and development programs	39-41	
Diversity, Equality and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	51, 52	
	405-1 Diversity of governance bodies and employees	15	
Environmental Footprint			
GRI 3: Material Topics 2021	3-3 Management of material topics	46, 47	
	302-1 Energy consumption within the organization	45	
	302-3 Energy intensity	45	
	302-4 Reduction of energy consumption	45	
	303-5 Water consumption	47	
GRI 303: Water and Effluents 2018	306-1 Waste generation and significant waste-related impacts	46, 47	
	306-2 Management of significant waste-related impacts	46, 47	
GRI 306: Waste 2020	306-3 Waste generated	46, 47	

Employee Wellbeing									
GRI 3: Material Topics 2021	3-3 Management of material topics					52, 53			
	401-1 New employee hires and employee turnover					67			
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees					53			
	401-3 Parental leave					67			
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health					53			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken					52			
Responsible Procurement									
GRI 3: Material Topics 2021	3-3 Management of material topics					42			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers					42			
We also report on topics that are not covered by the GRI standards									
Financial Inclusion									
GRI 3: Material Topics 2021	3-3 Management of material topics					37, 38			
Sustainable Finance									
GRI 3: Material Topics 2021	3-3 Management of material topics					30, 31			
Anti-Money Laundering and Anti-Corruption									
GRI 3: Material Topics 2021	3-3 Management of material topics					21, 22			
Responsible Customer Relationships									
GRI 3: Material Topics 2021	3-3 Management of material topics					32			
Innovation									
GRI 3: Material Topics 2021	3-3 Management of material topics					33, 34			

Appendix B. Data Coverage Tables

Upholding Governance Excellence

Board of Directors

Board of Directors	2022	2023	2024
Total number of Board members	11	6	6
Total number of independent members	3	2	2
Total number of non-independent members	9	4	4
Total number of executive members	6	4	4
Total number of non-executive members	1	2	2
Total Board seats occupied by women	2	2	2
Total Board seats occupied by men	9	4	4

Board of Directors Training and Evaluation	2022	2023	2024
Total number for training hours delivered to board members (Hours)	0	0	0
Total number of board members that received training on anti-corruption (Hours)	0	0	0

Non-compliance with Laws and Regulations	2022	2023	2024
Total incidents of non-compliance with laws and regulations	0	0	0
Total number of non-monetary sanctions	0	0	0
The monetary value of large fines for non-compliance (USD)	0	0	0
Percentage of legal and regulatory fines and settlements that resulted from whistleblowing actions	0%	0%	0%

Internal compliance monitoring and reporting	2022	2023	2024
Number of inquiries, complaints, or issues received by the legal and compliance office through an internal monitoring or reporting system	687	542	598
Percentage of inquiries, complaints, or issues received by the legal and compliance office through an internal monitoring or reporting system that were substantiated	48%	47%	57%

Financial Performance

Economic Performance	2022	2023	2024
Economic Performance			
Revenues (USD)	65,455,771	64,481,698	55,025,114
Economic value distributed			
Operating costs (USD)	41,380,600	42,933,840	38,643,417
Employee compensation (USD)	22,927,564	23,031,862	20,756,477
Percentage of payments to government-expense*	43%	57%	415%

*Payments to government data was revised due to recalculations.

Total Financing to Companies by Size*	2022	2023	2024
Micro, small, medium (USD)	68,236,927	61,213,313	44,470,326
Commercial (USD)	288,059,254	281,935,701	221,907,077
Total (USD)	356,296,181	343,149,014	266,377,403

*Micro, Small and Medium enterprises are merged in one portfolio (MSMEs).

SME Banking Information	2022	2023	2024
Number of microprojects	464	488	439
Number of SMEs customers	241	228	214
Small and medium-sized enterprises portfolio (USD)	57,774,190	59,422,940	44,802,555

Retail Banking	2022	2023	2024
Total number of retail banking customers	156,000	183,000	198,000
Total value of retail banking loan portfolio* (USD)	260,173,983	266,082,853	258,584,135

* The value of the portfolio as a percentage of the total, or as a total monetary value based on "on-balance sheet" assets.

Corporate Banking	2022	2023	2024
Total number of corporate and institutional banking customers	219	188	215
Total value of corporate and institutional banking portfolio	286,967,407	292,367,743	222,451,242.97

Customer Privacy and Data Security

Data Security & Customer Privacy	2022	2023	2024
Data Security Breaches			
Number of data security breaches	0	0	0
Number of data security breaches involving customers' personally identifiable information	0	0	0
Percentage of data security breaches involving customers' personally identifiable information	0	0	0
Customer Privacy			
Number of account holders whose information is used for secondary purposes	0	0	0
Team Competency			
Number of professional certifications in the information security, continuity, and privacy field	2	4	2

Anti-Money Laundering and Anti-Corruption

Anti-Money Laundering	2022	2023	2024
Percentage of business units analyzed for risks related to money laundering and CTF	N/A	N/A	N/A
Percentage of transactions screened for money laundering	100%	100%	100%

Anti-Corruption	2022	2023	2024
Percentage of business units analyzed for risks related to corruption	50%	100%	100%
Percentage of operations assessed for risks related to corruption	50%	100%	100%
Total number of confirmed incidents of corruption	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0

Anti-Corruption Training	2022	2023	2024
Total number of employees the organization's anti-corruption policies and procedures have been communicated to	320	380	600*
Percentage of employees that the organization's anti-corruption policies and procedures have been communicated to	N/A	N/A	100%
Total number of governance body members that have received training on anti-corruption, broken down by region	N/A	N/A	N/A
Percentage of governance body members that have received training on anti-corruption, broken down by region	N/A	N/A	N/A

* 600 is the total eligible employees for trainings excluding security and services officers.

Pioneering Sustainable Banking Solutions

Sustainable Finance

Integrating environmental, social and governance risk factors into credit risk analysis	2022	2023	2024
The amount of lending and project financing using the following:			
Integrating ESG [1] factors	8,956,496	17,120,393	19,901,957
Lending and financing under sustainability [2]	8,956,496	17,120,393*	19,901,957
The percentage of lending and project financing using the following:			
Integrating ESG factors	9.5% excluding the Public Sector	22%	26%

*2023 lending and financing data covers the entire year except for the last three months, when lending was halted due to the war

1 The systematic and explicit inclusion of ESG factors in traditional basic financial analysis

2 Lending and project financing is identified under sustainability. The bank sets the priorities and encourages enterprises and /or projects address key sustainability trends.

Total green lending	2022	2023	2024
Total value of green lending: renewable energy, energy efficiency, green real estate / efficient buildings, sustainable waste management, clean transportation, sustainable water management, climate change adaptation, decarbonizing technologies (USD)	2,144,697	2,218,474	1,276,730
Total loans to companies in the following GICS sectors:			
Industrials (USD)	9,665,024	11,799,956	17,938,603
Infrastructure (sub-sector) (USD)	204,879,211	212,053,949	222,950,398
Utilities (USD)	140,626,260	90,193,753	99,876,631
Healthcare (USD)	29,035,406	20,390,775	23,839,469
Financials (USD)	3,579,790	21,578,686	19,878,963
Telecommunication Services (USD)	3,147,492	1,177,565	6,476,259

Responsible Customer Relationships

Customer Complaints	2022	2023	2024
Overall customer satisfaction	95%	96.5%	98%
Number of complaints received	687	542	598
Percentage of customer complaints resolved	100%	100%	100%
First call resolution (FCR)	32.5%	34.5%	46%
Average response rate for client complaints (business days)	4.57	5.14	2.85

Innovation

Digitalization	2022	2023	2024
Digitally active customers	64,686	61,096	70,344
New customers onboarded digitally	136	110	0
Credit cards sold digitally	N/A	58	39
Number of products offered digitally	5	6	7

Transactions	2022	2023	2024
Number of branch transactions	1,239,679	1,428,741	1,665,471
Number of online/mobile transactions	88,630	119,977	696,751
Number of online/mobile active customers	24,879	26,928	35,363
Number of total completed tickets through digital service center	84,000	85,500	91,200

Advancing Communities and Economy

Financial Inclusion

Financial Inclusion	2022	2023	2024
Percentage of branches in low populated and economically disadvantaged areas	38%	38%	36%
Percentage of ATMs in low populated and economically disadvantaged areas	27%	31%	30%

Women Access to Finance	2022	2023	2024
Female Savings Accounts	64%	41%	43%
Female Current Accounts	24%	21%	18%
Female Customers at TNB	33%	32%	32%

Financial Literacy	2022	2023	2024
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	2,125	2,055	3,114

Community Support

Donations and Sponsorships	2022	2023	2024
Number of projects sponsored	30	55	36
Donations and sponsorships (USD)	215,000	420,000	537,717
Percentage of donations and sponsorships as of net profit	1%	3%	52%

Responsible Procurement

Local Procurement	2022	2023	2024
Total number of suppliers engaged	302	316	424
Total number of local suppliers engaged	285	306	385
Total number of SME suppliers engaged	288	298	352
Total number of women-owned suppliers engaged	5	5	5
Total procurement spending	N/A	16,547,119	13,032,205
Procurement spending on local suppliers	N/A	15,047,850	11,290,350
Percentage of spending on local suppliers	96%	90%	87%
Number of suppliers assessed against sourcing code of conduct	5	5	6

Banking for a Greener Future

Climate Change

Energy Consumption	2022	2023	2024
Total number of premises	62	66	66
Total m2 of space across all facilities (office, storage, facilities, etc.) (m2)	7,485	9,557	9,557
Direct energy consumption			
Petrol consumption from operations and vehicles (Litres)	7,800	6,870	5,891
Diesel consumption from operations and vehicles (Litres)	9,000	17,200	14,410
Energy consumption from fuel consumption (GJ)	606	889	762
Indirect energy consumption			
Electricity consumption (office, storage, facilities, etc.) (kWh)	1,141,060	1,197,529	1,017,726
Renewable energy consumption (office, storage, facilities, etc.) (kWh)	1,989,098	1,974,804	1,819,829
Energy consumption			
Energy consumption (GJ)	11,875	12,309	10,215

Carbon and GHG Emissions	2022	2023	2024
Production (kWh)	1,799,824	1,799,440	1,807,509
CO2 (Kg)	1,079,894	1,079,664	1,084,505
SO2 (Kg)	6,479	6,478	6,507
NOx (Kg)	4,140	4,139	4,157

GHG Emissions	2022	2023	2024
Direct GHG emissions (Scope 1)* (tons of CO2eq)	43	62	52
Indirect GHG emissions (Scope 2)** (tons of CO2eq)	1,793	1,817	1,625
Total GHG emissions (tons of CO2eq)	1,835	1,879	1,678
GHG emissions intensity (tons of CO2eq/ m2 of space)	0.245	0.197	0.176

*UK Government GHG Conversion Factors were used to calculate scope 1 emissions.

**IEA Emission Factors Database was used to calculate scope 2 emissions. Figures for scope 2 include renewable energy consumption.

Environmental Footprint

Material Consumption	2022	2023	2024
Total paper consumption (Kg)	33,000	35,000	40,775
Total paper recycled (Kg)	N/A	N/A	900

Waste	2022	2023	2024
Waste			
• Non-hazardous waste (Tons)	N/A	N/A	N/A
• Hazardous waste (Tons)	N/A	N/A	N/A
• Total waste produced (Tons)	N/A	N/A	N/A
Waste recycled			
• Non-hazardous waste recycled (Tons)	N/A	N/A	N/A
• Hazardous waste recycled (Tons)	N/A	N/A	N/A

Water Consumption	2022	2023	2024
Total water consumption (m3)	7,006	5,203	4,681

Fostering an Empowered Workforce

Learning and Development

Training & Development	2022	2023	2024
Number of training delivered	54	80	54
Total number of training for females (Hours)	700	588	1,200
Total number of training for males (Hours)	1,100	1,467	1,800
Total number of training for total workforce (Hours)	1,800	2,055	3,000
Average hours of training per year per female employee (Hours)	2.49	2.00	4.51
Average hours of training per year per male employee (Hours)	2.52	3.40	4.50
Average hours of training per year per employee (Hours)	2.51	2.83	4.50

Diversity, Equality, and Inclusion

Human Capital & Composition	2022	2023	2024
Full-time employees	718	725	666
Female full-time employees	281	294	266
Male full-time employees	437	431	400

Workforce by Category & Gender	2022	2023	2024
Senior Management	11	10	13
Male employees in senior management	11	10	12
Female employees in senior management	0	0	1
Middle Management	75	77	80
Female employees in middle management	14	13	16
Male employees in middle management	61	64	64

Workforce by Age Group	2022	2023	2024
18-30	354	334	254
31-50	345	368	389
51+	19	23	23

Workforce by Nationality	2022	2023	2024
Percentage of Nationalization among total workforce	100%	100%	100%
Number of full-time national employees	718	725	666
Female national employees	281	294	266
Male national employees	437	431	400
National full-time employees in senior management	11	10	13
Percentage of Nationalization of senior management	100%	100%	100%

Hiring	2022	2023	2024
Total number of new employees who joined the organization	163	116	27
Total number of new employees who joined the organization (female)	71	52	9
Total number of new employees who joined the organization (male)	92	64	18
Total number of new employees who joined the organization (18-30)	126	91	22
Total number of new employees who joined the organization (41-50)	37	24	5
Total number of new employees who joined the organization (51+)	0	1	0

Turnover	2022	2023	2024
Total number of employees who left the organization	134	108	85
Total number of employees who left the organization (female)	39	38	35
Total number of employees who left the organization (male)	95	70	50
Total number of employees who left the organization (18-30)	88	59	40
Total number of employees who left the organization (31-50)	46	49	42
Total number of employees who left the organization (51+)	0	0	3
Total number of employees who left the organization (Senior management)	0	2	4
Total number of employees who left the organization (Middle management)	0	19	20
Total number of employees who left the organization (Staff)	134	87	61

Parental Leave	2022	2023	2024
Number of employees that took parental leave	42	66	79
Number of employees who returned to work after parental leave ended (return to work)	41	62	74
Number of employees returned from parental leave who were still employed twelve months after return to work (retention)	41	59	74
Return to work rate	98%	94%	94%
Retention rate	98%	89%	94%

Employee Wellbeing

Employee Wellbeing & Engagement	2022	2023	2024
Number of communications delivered to employees	128	97	103
Employee satisfaction score*	69.6%	N/A*	74.6%
Number of employee absences (days)	20,956	21,097	20,193

* in 2023, employee satisfaction survey was not conducted due to the war.

* Employees satisfaction score is measured based on several work-related aspects. Results are aggregated into an overall score.

Performance Review, Employee Benefits & Labor/ Management Relations	2022	2023	2024
Percentage of total employees who received a regular performance and career development review during the reporting period	100%	100%	100%
Percentage of female employees	100%	100%	100%
Percentage of male employees	100%	100%	100%
Percentage of senior management employees	100%	100%	100%
Percentage of middle management employees	100%	100%	100%

Employee Wages & Benefits*	2022	2023	2024
Ratio of male entry level wage to minimum wage	1.4: 1	1.4: 1	1.49:1
Ratio of female entry level wage to minimum wage	1.4: 1	1.4: 1	1.49:1
Ratio of basic salary/remuneration of women to men	1:1.75	1:1.72	1:1.67
Ratio of basic salary/remuneration of women to men in senior management	1:1.61	1:1.30	1:1.87
Ratio of basic salary/remuneration of women to men in middle management	1:1.23	1:1.19	1:1.28

*The higher average wages for males reflect the current distribution of leadership roles. As the bank increases female representation in leadership roles this gap is expected to decrease

Grievances	2022	2023	2024
Number of grievances filed	1	0	0
Number of these grievance addressed or resolved	1	0	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	0	0	0

Non-discrimination	2022	2023	2024
Number of incidents of discrimination reported	0	0	0
Number of incidents of discrimination reviewed	0	0	0
Number of incidents of discrimination resolved	0	0	0

Health & Safety	2022	2023	2024
Total employee hours	1,211,671	1,236,167	1,318,680
Total contractor hours	NA	NA	NA
Employee fatalities	0	0	0
Contractor fatalities	NA	NA	NA
Employee total recordable injuries	NA	NA	NA
Contractor total recordable injuries	NA	NA	NA
Number of employee lost-time injuries	0	7	1
Number of contractor lost-time injuries	NA	NA	NA
Employee occupational illness (Days)	211	197	27
Contractor occupational illness (Days)	NA	NA	NA
Total number of health and safety audits	1	1	1
Total hours of HSE training provided (Hours)	NA	NA	NA

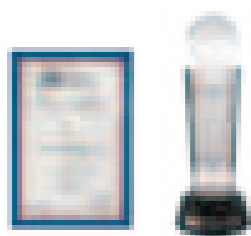
Appendix C. Stakeholder Map

Stakeholder Group	Modes of Engagement
Clients	Branches, ATMs, Digital Service Center, Social Media, Live Chat, Website, Online & Mobile Banking Services, Events, financial education, responsible lending, responsible banking products, awareness programs, workshops, financial results on quarterly basis, community development, field visits, campaigns, CSR.
Investors	Annual General Assembly Meetings, Annual Report, Digital Annual Report, disclosures, Website, financial results on quarterly bases, presentations, external audit, board of directors, board committees, IR Department.
Employees	Emails, Facebook Group, Mename System, whistleblowing, trainings, employee volunteering program, retreats, events, social gatherings, awareness programs, community development, internal audit, community development.
Suppliers and vendors	Emails, announcements, website, internal audit, whistleblowing.
Regulatory bodies (PMA, PCMA...etc)	Compliance Department, Executive Management, meetings, collaborations, workshops, disclosures.
Partners	Collaborations, events, meetings, reporting, documentation, calls, field visits.

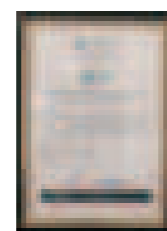
Appendix D. Awards, Memberships, and Certifications

TNB's commitment to excellence has been recognized through several prestigious awards, including:

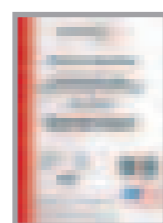
- Aman's Transparency and Integrity Award, 2012
- The Banker Middle East's Best Treasury Management Award, 2014
- The Fastest Growing Bank in Palestine Award by CPI Financial/Banker Middle East, 2014
- Best Treasury Management in Palestine Award, CPI Financial/Banker Middle East, 2015
- Union of Arab Banks Award for the Largest Shareholder Base, 2015
- The Fastest Growing Bank in Palestine Award by CPI Financial/Banker Middle East, 2016
- The Fastest Growing Bank in Palestine Award by CPI Financial/Banker Middle East, 2017
- The Best Female Empowerment Bank, CPI Financial/Banker Middle East, 2017
- The Innovation Award for Empowering Women Economically, Union of Arab Banks, 2017
- International Finance Magazine Award, 2018, as the Most Innovative Bank in Palestine
- Most Innovative Bank in Palestine Award, The International Finance Magazine, 2019
- International Finance Magazine Award, 2019, as the Most Innovative Bank in Palestine
- The Best Digital Banking Service/ Peacock Award, 2022
- PCI-DSS (Payment Card Industry Data Security Standard) certificate, 2022, 2023 and 2024
- ISO/IEC 27001:2022 certificate for Information Security, 2024



International Finance Magazine award in 2018, as the Most Innovative Bank in Palestine



PCI-DSS Certificate in 2022, 2023 and 2024



ISO/IEC 27001:2022 certificate in 2024



Award for the Largest Shareholder Base for 2015



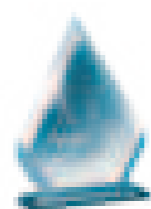
Best Female Empowerment Bank award in the Middle East in 2017



Union of Arab Banks Innovation Award for Women Economic Empowerment in 2017



Aman's Integrity award in 2012



Best Treasury Management award for 2014



Fastest Growing Bank in Palestine award in 2014, 2016 and 2017

Appendix E. Acronyms

ABC	Anti-Bribery and Corruption
ACL	Audit Command Language
AI	Artificial Intelligence
AML	Anti-Money Laundering
API	Application programming interface
ATM	Automated Teller Machine
BI	Business Intelligence
BMS	Building Management Systems
CEO	Chief Executive Officer
CIA	Certified Internal Auditor
CISA	Certified Information Systems Auditor
CO ₂	Carbon Dioxide
CSR	Corporate Social Responsibility
CTO	Chief Technology Officer
DLP	Data loss Prevention
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
EU	European Union
FATF	Financial Action Task Force
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GJ	Gigajoule
GRI	Global Reporting Initiative
ICAAP	Internal Capital Adequacy Assessment Process
ILO	International Labour Organization
ILS	New Israeli Shekel
ISMS	Information Security Management System
IT	Information Technology
IVR	Interactive Voice Response
JCB	Jordan Commercial Bank
JDECO	Jerusalem District Electricity Company
Kg	kilograms
KPI	Key Performance Indicator

kWh	Kilowatt Hours
KYC	Know Your Customer
MSME	Micro, Small, and Medium Enterprises
MW	Megawatt
NO _x	Nitrogen Oxide
OFAC	Office of Foreign Assets Control
OPIC	Overseas Private Investment Corporation
PIB	Palestine Islamic Bank
PMA	Palestine Monetary Authority
PV	Photovoltaic
SAP	Systems, Applications, and Products in Data Processing
SME	Small and Medium-sized Enterprises
SMS	Short Message Service
SO ₂	Sulfur Dioxide
SSL	Secure Socket Layer
TNB	The National Bank
UAT	User Acceptance Testing
UN	United Nations
UN SDGs	United Nations Sustainable Development Goals
UNCAC	United Nations Convention Against Corruption
UNGC	United Nations Global Compact
US	United States
USD	United States Dollar
WEP	Women’s Empowerment Principles

Appendix F. Definition of Material Topics

Material Topic	Definition
Governance, Ethics, and Risk Management	Governance refers to a set of practices and processes that help organizations to be supervised and managed effectively and efficiently. This includes the organization structure which starts with the Board of Directors, executive management, unit functions and any stakeholder.
	The material topic describes business ethics, transparency, and an open line of communication for positive and negative data with stakeholders in a regular, timely, open, and complete manner. It also encompasses Human rights which, defined by the ILO as the basic rights of humans, incorporating freedom of association and the right to collective bargaining, elimination of forced or compulsory labor, abolition of child labor, and the respect for international labor standards.
	Risk management involves identifying, assessing, and prioritizing risks, followed by strategically allocating resources to minimize, monitor, and control the probability or impact of unfortunate events or to maximize the realization of opportunities.
Financial Performance	Refers to our overall profit and losses, including the overall performance and the relative success of individual departments/ business streams and their associated processes in terms of generating and managing revenue.
Customer Privacy and Data Security	Refers to using special security measures, including policies, procedures, and efforts, to make all data safe, increase cybersecurity and eliminate data breaches.
Anti-money Laundering and Anti-corruption	Anti-money Laundering (AML) refers to the policies and procedures, including compliance programs and due diligence measures, to combat money laundering. It also includes training programs for employees, efforts to protect stakeholders from potential harm, and collaborations with law enforcement agencies and other stakeholders to combat financial crime.
	Anti-corruption refers to the policies and procedures in place to prevent and detect corruption, fraud, and bribery, which include compliance with relevant laws and regulations, due diligence on customers and transactions, monitoring and reporting of suspicious activities, and employee training and awareness-raising on anticorruption matters. The material topic also includes compliance which refers to the fulfilment with regulations, laws, internal policies, procedures, standards, and Code of Conduct. This comprises any sanctioning of misbehavior and any instances of non-compliance that occurred during the reporting period.

Responsible Customer Relationships	Refers to the level of satisfaction of clients with the Bank’s products and services and includes efforts to constantly provide outstanding customer service, managing complaints, and assess levels of customer satisfaction. It encompasses efforts to market products in a responsible manner and ensure transparent and informative communication.
Sustainable Finance	Refers to financing activities that support sustainable development and help address ESG challenges. Sustainable finance includes offering a broad range of sustainable financial products and services, including green/social bonds, sustainability-linked loans, and green/social credit/debit cards. Sustainable finance denotes how ESG factors can be integrated in lending and investment activities.
Climate Change	The strategies and practices that organizations undertake to mitigate the risks and adapt to the impacts of climate change. It encompasses a range of activities, including reducing greenhouse gas emissions and adopting low-carbon technologies. This includes the proactive, organized, and systematic efforts to minimize greenhouse gas emissions that contribute to global warming when released into the atmosphere.
Innovation	Refers to digitalizing the Bank’s operations: core or non-core. It starts from the onboarding of clients and includes servicing and closing of accounts. It entails paperless transactions and applications, etc. It also includes the application of new technologies and processes that solve a particular problem which ultimately improves products and processes.
Learning and Development	Refers to the Bank’s strategies, initiatives and programs designed to develop the knowledge, skills, and capabilities of its employees to enhance their skills. This includes programs, courses, and sessions related to improving employees’ overall capacities.
Diversity and Inclusion	Refers to building a diverse work environment that nurtures people’s differences and offers equal opportunities and fosters a sense of belonging. This is achieved through creating a workplace that values and respects the differences among people, including their backgrounds, experiences, nationalities, and perspective. This topic aims to promote equity, fairness, non-discrimination, and opportunity for all individuals, regardless of their gender, race, ethnicity, age, sexual orientation, religion, disability, or other personal characteristics. This includes fair compensation and grievance redressal.

Community Support	Refers to the programs and initiatives that aim to positively benefit the health and wellbeing of communities and society. This includes supporting the various social and humanitarian organizations in the form of in-kind or monetary donations as well as employee volunteering. Also refers to the overall contribution to the local economy, particularly local business development, strengthening the diversification of the local economy, strengthening the local job market and human capacities including nationalization efforts.
Financial Inclusion	Refers to the availability of access for individuals and businesses to useful and affordable financial products and services that meet their needs while also being delivered in a responsible and sustainable way and includes transactions, payments, savings, credit, and insurance. This also includes supporting the growth and development of SMEs by providing access to finance, advisory services, and payment solutions. Financial inclusion involves affording financial services to underserved and marginalized communities such as people of determination, people in rural areas, women and youth. In addition, this material topic also includes financial literacy which can be defined as equipping individuals with the financial knowledge and skillset needed to make better financial decisions.
Employee Wellbeing	Refers to the overall regulations and procedures to create a safe work environment that prevents any accident or injury at the workplace. This includes a range of employee safety and welfare programs, such as occupational safety and health training and awareness raising, routine health checks, and medical treatment. Also refers to processes implemented to ensure the overall physical and mental wellbeing of our employees, as well as any activities and programs that enhance the satisfaction of employees at work, including financial and non-financial benefits, awards, etc.
Environmental Footprint	Refers to optimize resource use, minimize environmental degradation, and avoid environmental disaster. Refers to carrying out business practices and operations in a responsible manner, with a focus on using technology to minimize negative impact on the environment. This includes water stewardship, energy management, waste management and biodiversity.
Responsible Procurement	Refers to processes and procedures to manage supplier expectations. This includes procurement principles, supplier assessments, Code of Conduct, and contractual clauses setting the expectations for suppliers and contractors to adhere to the Bank’s values. In addition, this also includes supporting local suppliers, as well as integrating ESG factors into supplier screening.