Empowering every action for tomorrow.

Sustainability Report 2024

Bank Muscat. Better Everyday.

This endeavour is focused on significantly enhancing and strengthening the active participation and engagement of local communities in the developmental process, ensuring the local administration initiative is diligently pursued to achieve its specified objectives, thereby contributing effectively to our comprehensive journey of economic and social development.

Excerpt from the speech by

His Majesty Sultan Haitham bin Tarik

opening 8th session of the Council of Oman

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About **This Report**

Welcome to Bank Muscat's Sustainability Report for the calendar year 2024. This report reflects the Bank's Environmental, Social, and Governance (ESG) endeavors and aligns with internationally recognized standards. We adhere to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Standards, ensuring that our reporting is comprehensive. Additionally, our efforts support the broader goals of Oman Vision 2040 and the United Nations Sustainable Development Goals (UN SDGs).

The information presented herein has undergone an internal assurance process, with relevant content reviewed and validated by stakeholders within their respective departments. Bank Muscat has opted not to pursue external assurance for this report but has maintained high standards of transparency and accountability internally.

Scope of Reporting

This report exclusively details the sustainability initiatives and performance metrics pertinent to the Bank's operations within Oman. It does not encompass activities related to Bank Muscat's subsidiaries, partners, sister companies, or third-party suppliers located outside of Oman. Unless otherwise stated, all monetary values in this report are expressed in Omani Rial (OMR).

Report Inquiries

Should you have any questions or require further information about Bank Muscat's sustainability practices or this report, please reach out to our Corporate Communications and CSR Unit at (+968) 24 768 595. For more detailed information about our sustainability initiatives and to access this report online, please visit www.bankmuscat.com.

Message from **Chief Executive Officer**

I am delighted to present to you Bank Muscat's Sustainability Report for the year 2024, which underscores the Bank's commitment to responsible and sustainable growth and practices.

In this report, we delve into the major initiatives that we undertook last year, and reiterate our alignment with environmental, social, and governance (ESG) principles and Oman Vision 2040. Our commitment to sustainable development is evident in the evolution of our products and services, our impactful community initiatives and pursuit for fostering a business environment rooted in transparency and innovation.

Bank Muscat is proud to play a pivotal role in community support by investing in education, health, sports, youth, the environment, and entrepreneurship, thereby creating opportunities for community development and ensuring economic continuity. At the heart of our strategic goals are financial stability and innovation, underpinned by adherence to banking regulations and the adoption of best practices in the sector.

"Bank Muscat is proud to play a pivotal role in community support by investing in education, health, sports, youth, the environment, and entrepreneurship, thereby creating opportunities for community development and ensuring economic continuity."

Our commitment to enhancing financial inclusion is unwavering. Over the past year, the Bank maintained its leadership position in digital transformation by embracing advanced technological solutions that contributed to enhancing the customer experience and improving quality across our operations, enabling customers to access a broader range of banking services more swiftly and conveniently. Our electronic channels are now seamlessly integrated with our expansive network of 190 branches and service centers throughout the Sultanate, ensuring we meet and exceed diverse customer needs, including the requirements of persons with disabilities.

In the realm of financial education, our efforts continue to focus on empowering and raising awareness among community members through a variety of financial literacy programmes, targeting various groups and ages.

Upholding the principles of sustainable economic growth is a core mission for us. Supporting Oman's Vision 2040, and our commitment to micro, small, and medium-sized enterprises is integral to these efforts. Through programmes like Al Wathbah Academy, we have enhanced entrepreneurs' skills, consolidating their knowledge and encouraging them to leverage programme services for their business growth.

Human resources are instrumental to the Bank's success, and the achievements of Bank Muscat over the years are a testament to our human resources, who embody creativity, commitment, and institutional excellence. We prioritize the well-being and development of our employees. Our aim is to create a diverse and supportive environment that fosters self-development and sustainable learning.

As we look to the future, we remain committed to investing in innovative technologies and promoting sustainable practices, ensuring a prosperous future. Our role transcends providing banking services, as we actively contribute to building a sustainable society and economy, aligned with global changes and the expectations of our valued customers.

In conclusion, I would like to extend my appreciation to our devoted employees whose commitment and efforts are the driving force behind the bank's sustainability journey, and to our valued and supportive stakeholders for their continued confidence in us. I eagerly anticipate a new year filled with further success and development for our community and beloved country.

Waleed K. Al Hashar

Chief Executive Officer

Bank Muscat: **Better Everyday**

Bank Muscat Overview

Bank Muscat stands as a pillar of financial stability and innovation in Oman, driving economic growth and development with its extensive presence in various banking sector. The Bank's network of branches and electronic service channels spans Oman and extends internationally with branches in Saudi Arabia and Kuwait, and representative offices in the UAE, Iran and Singapore. Renowned for exceptional customer service, Bank Muscat delivers reliable and trustworthy financial solutions to its clients.

The Bank maintains rigorous disclosure protocols, adhering strictly to the regulations set forth by the Financial Services Authority (FSA) and the Central Bank of Oman (CBO), ensuring accountability in all its operations.

Our Vision

To Serve You Better Everyday.

Leading in everything we do by offering simplified and integrated Banking solutions.

Our Core Values

Leadership

Always deliver above expectations, becoming role models for those around us.

Innovation

Continuously ask ourselves what we can do better today than yesterday.

Partnership

Create win-win situations for our stakeholders in whatever we do.

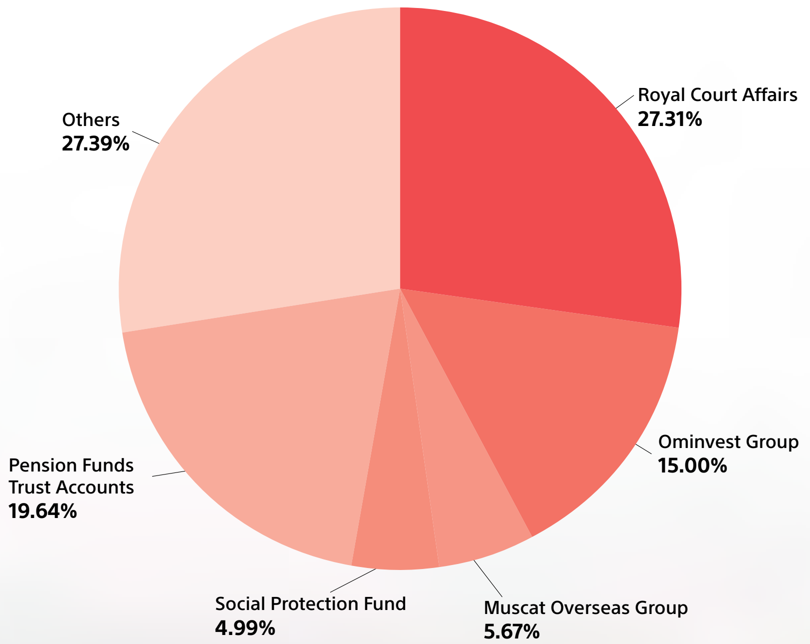
Accountability

Acknowledge and stand responsible for our actions and decisions.

Integrity

Always adhere to moral and ethical principles, under any circumstances.

Ownership Structure



Meethaq Islamic Banking

These services range from deposit accounts and consumer finance to corporate banking and cutting-edge digital banking platforms. Operations are monitored rigorously by the Bank's Shari'a Supervisory Board (SSB) to uphold the strictest compliance with Islamic jurisprudence.

This board validates all transactions and oversees adherence to Islamic banking norms. and the board also plays a crucial role in product development and policy reviews, ensuring alignment with both CBO directives and the standards set by the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI).

In 2024, Meethaq marked a year of strategic growth and innovation, affirming its leadership in the Islamic banking sector in Oman. The Bank expanded its physical footprint with the inauguration of three new branches, in Sumail, Izki, and Shinas, increasing its network to 32 branches complemented by 20 Hafawa centers.

In a landmark initiative critical to Meethaq Islamic Banking's transformation, Bank Muscat replaced its legacy Islamic Banking and Asset Liability Management (IMAL) system with the advanced Temenos T24 Core Banking Platform, reinforcing its competitive position in an evolving business landscape. The project aimed to standardize operational processes, ensure consistency in products and services, leverage the bank's development assets, and optimize costs associated with launching new offerings. Beyond the core system replacement, the initiative introduced new capabilities, including electronic Initial Public Offering (e-IPO), Foreign Account Tax Compliance Act (FATCA), Common Reporting Standard (CRS), customer screening, Temenos Infinity Plus (TI Plus) for trade business, and an upgraded reporting system, alongside enhancements to Electronic Clearing and Settlement (ECC) and Bank Pay systems. Executed with over 1,000 man-hours and collaboration across 50 vendors and partners, the project supported a 145% surge in retail digital banking volumes and a 20% increase in registered customers, indicating engagement with and adoption of digital solutions by clients.

Meethaq played pivotal roles in high-value financial undertakings in 2024, including:

- Sovereign Issuances: Acted as Issue Manager for MOF sukuk series 8, leveraging extensive experience from managing the first MOF sukuk to ensure precise execution.
- High-Value Syndicated Transactions: Served as an investment agent for major transactions such as OQGN, OQEP, OQBi and Vulcan Green Steel.

Innovative marketing campaigns were also a focus, including offers such as salary transfer incentives, cashback offers, savings account promotions, and a first-year free refund on credit cards. Additionally, Meethaq introduced the Meethaq Equity Fund, enriching its product suite with Shari'a-compliant investment opportunities within Oman and the Gulf Cooperation Council (GCC) countries.

These initiatives have been successful, as evidenced by the notable increase in both branch network and digital engagement metrics. The launch of new branches and digital platforms has not only solidified Meethaq's market presence but also significantly boosted customer interaction, as reflected by the sharp increases in digital banking engagement and customer registrations.

Meethaq focuses on community involvement and technological advancement, which is highlighted through its participation in key events like COMEX, Khareef Dhofar (Salalah Eat), and Back to School initiatives.

Meethaq Awards in 2024

- Global Islamic Finance (GIF) Awards 2024: Market Leadership
- Global Brand Magazine 2024: Leading Islamic Banking Brand
- Euromoney 2024: Oman’s Best Domestic Islamic Bank
- International Business Magazine Awards: Most Trusted Islamic Bank in Oman 2024
- Themar Islamic Banking Excellence Awards 2024: Best Islamic Banking Window

Awards and **Recognition**

In 2024, Bank Muscat continued to garner prestigious awards across multiple categories both regionally and globally. Below is a detailed list of the accolades that recognize the Bank's leadership and innovation:

International Awards & Accolades

- Best Places to Work Award
- Best Private Bank in Oman – Global Finance
- FX Tech Award 2024 – Foreign Exchange Publisher 2024
- FX Best Bank Award 2024 – Foreign Exchange Publisher 2024
- Oman's Best Domestic Private Bank – Euromoney Global Private Banking Awards
- Best Investment Bank – Euromoney Awards for Excellence
- Best Bank for SMEs – Euromoney Awards for Excellence
- Bank for Corporate Responsibility – Euromoney Awards for Excellence
- Best Digital Bank in Oman – MEED
- Best Retail Bank in Oman – MEED
- Best Bank in Oman – EMEA Finance
- Best Local Investment Bank in Oman – EMEA Finance
- Best Asset Manager – EMEA Finance
- Best Private Bank – EMEA Finance
- Maximizing Customer Engagement (Platinum Winner) – Infosys Finacle Innovation
- Corporate Banking Innovation (Gold Winner) – Infosys Finacle Innovation
- Most Customer Centric Digital Bank in Oman – Global Business Outlook
- Straight Through Process (STP) Award – Citibank
- Straight Through Process (STP) Award – JP Morgan Bank
- Long Standing Partnership Award – The Housing Development Finance Corporation Bank (HDFC)
- Best CX Innovation Award – CX Live Awards
- Oman Domestic AI Initiative of the Year Award – Asian Banking and Finance (ABF): Wholesale Banking Awards 2024
- Best Bank for Sustainable Development in Oman – Global Banking and Finance Awards
- Best Commercial Bank in Oman 2024 – International Banker Banking Awards
- Best Innovation and Retail Banking Oman 2024 – International Banker Banking Awards
- Best Credit Card Offerings- Oman 2024 – Brands and Business Magazine Awards
- Best Private Bank in Oman 2024 – Global Business Magazine Awards
- Best Use of Technology in Business Banking – Oman 2024 – The Global Economics Banking Awards

- Forbes' 30 Most Valuable Banks in the Middle East for 2024 – Forbes Middle East
- Top 100 Listed Companies 2024 – Forbes Middle East
- Best Bank in Oman 2024 – Global Finance
- Most Trusted Islamic Bank in Oman 2024 – International Business Magazine Awards, 2024
- Best Consumer Digital Bank in Oman – Sub-category Best Mobile Banking App, Global Finance – World's Best Digital Bank Awards 2024
- Best Corporate Digital Bank in Oman – Sub-categories: Best Trade Finance Services, Global Finance – World's Best Digital Bank Awards 2024
- Best Islamic Digital Bank in Oman – Global Finance – World's Best Digital Bank Awards 2024
- Best Private Bank in Oman 2024 – The Banker/PWM Global Private Banking Awards
- Oman's Best FX Bank – Euromoney Foreign Exchange Awards 2024
- The Best Sukuk – at Energy Development Oman US$1 billion debut ijara/murabaha sukuk – The Asset
- Strongest Bank in Oman in 2024 – TAB Global 1000 World's Largest and Strongest Banks Rankings 2024
- Safest Banks by Country 2024 – Global Finance
- Best Bank in Oman 2024 – Union of Arab Banks
- Best Large Call Centre 2024 – INSIGHTS Middle East Regional Call Centers Awards

Local Accolades:

- Oman's Most Trusted Brand Awards 2024 – Apex Media
- The Silver Award – Oman Sustainability Week 2024
- The Best Funding Services Provider for SMEs – North Al Batinah Award for Entrepreneurship
- The Best SME Supportive Institution from the public perspective 2024 - North Al Batinah Award for Entrepreneurship
- Cybersecurity Awareness Initiative of the Year Award – Apex Media – Muscat Daily
- Oman Banking and Finance Awards 2024 – Best Bank for Large Corporates – Oman Economic Review (OER)
- First Islamic Banking Forum (Thimar) Awards – Best Islamic Banking Window 2024 – The Arabian Stories
- North Al Batinah Social Investment Award – Green Playgrounds Program
- MMG for Corporate Banking Brand Campaign – TOMI Awards
- Company of the Year Award 2024 – Times of Oman Business Leadership Awards (Muscat Media Group)
- CSR Impact on Education: Financial Literacy by Maliyat Academy – UMS, Oman CSR Summit and Awards 2024
- Best Performing Company – Large Corporate – UMS – OER

Inspiring futures through financial empowerment.

2024 Financial
Performance and Growth

Bank Muscat's financial performance continued its upward trajectory in 2024, building on a foundation of solid results achieved in the previous year.

The Bank sustains its financial health through meticulous adherence to international financial reporting standards and rigorous internal controls. To guarantee transparency and accuracy in its financial disclosures, Bank Muscat engages in comprehensive evaluations conducted by both internal and external auditors. This ensures that the Bank not only meets but often exceeds regulatory benchmarks in funding, liquidity, and capital adequacy.

In 2024, Bank Muscat focused on enhancing its core business lines to achieve growth across all sectors. Strategic initiatives were aligned with supporting Oman's macroeconomic environment and contributing to the nation's structural reforms.

Bank Muscat reported a net income of OMR 225.580 million for 2024, representing a 6% increase over the previous year.

Financial excellence is projected to be recognized by leading credit agencies. The Bank's 2024 ratings include a reaffirmation of the 'BBB-' rating with a stable outlook by S&P Global Ratings, 'BB+' with a positive outlook by Fitch Ratings, and 'Ba1' with a positive outlook by Moody's rating agency. In addition, the Bank's capital adequacy ratios and liquidity levels are forecasted to significantly surpass the regulatory requirements.

Financial performance	Unit	2022	2023	2024
Total assets	**OMR 000'**	12,775,982	13,673,371	**13,911,955**
Total equity	**OMR 000'**	2,232,124	2,354,855	**2,444,833**
Net income	**OMR 000'**	200,753	212,446	**225,580**
Operating income / revenues (before recovery and charges)	**OMR 000'**	480,038	512,821	**542,705**
Operating costs (excluding depreciation)	**OMR 000'**	-166,348	-176,435	**-187,995**
Employee wages and benefits	**OMR 000'**	-104,187	-113,754	**-120,734**
Cash dividends to shareholders	**OMR 000'**	-112,596	-116,349	**-123,856**
Tax expense	**OMR 000'**	-35,747	-39,774	**-44,453**
Depreciation	**OMR 000'**	-18,176	-19,954	**-21,267**

For more information, please refer to Bank Muscat's 2024 Annual Report.

Approach to **Sustainability**

As a responsible corporate citizen, Bank Muscat incorporates ESG practices into its core operations and values. The Bank operates with a strong sense of duty towards environmental stewardship, social responsibility, and governance transparency, playing a pivotal role in advancing national and international sustainability goals.

Since 2012, Bank Muscat has consistently published its sustainability report according to the GRI Standards, ensuring transparency.

Alignment with National and Global Standards

As part of recognizing our duty to influence and contribute positively to the Oman Vision 2040 and UN SDGs. We are integrating these goals into our business practices and are actively engaging in initiatives that support their fulfilment, as outlined below.

UN SDGs	Target	How Bank Muscat Aligns
3 GOOD HEALTH AND WELL-BEING	3.8: Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality, and affordable essential medicines and vaccines for all.	Bank Muscat prioritizes the health and well-being of employees through wellness programs such as Office Yoga, free medical screenings, and mental health initiatives. The Tadhamun program provides essential household items to low-income families.
4 QUALITY EDUCATION	4.1 By 2030, ensure that all girls and boys have access to free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	The Bank's Maliyat Academy provides financial literacy training for over 23,000 students across Oman. The Bank also supports education through its participation in initiatives such as the Oman Science Festival and scholarships via Maliyat Academy.
	4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.	Programs like the Al Wathbah Academy offer MSMEs and entrepreneurs training in business development. Jadara Academy provides scholarships exclusively for employees, along with specialized programs that offer technical and vocational training, promoting skill development and leadership.
5 GENDER EQUALITY	5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Women constitute 46% of the Bank's workforce, including representation in senior management roles.

UN SDGs	Target	How Bank Muscat Aligns
7 AFFORDABLE AND CLEAN ENERGY	7.b. Expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries.	The Bank promotes renewable energy through its Green Finance Loan program and initiatives like solar-powered branches, such as the Meethaq Islamic Banking branch in Al Khoudh. It is also developing a Sustainable Finance Framework (SFF) to fund green projects.
8 DECENT WORK AND ECONOMIC GROWTH	8.3. Promote development-oriented policies that support productive activities, and decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small and medium-sized enterprises, including through access to financial services.	Through its Najahi Account and Al Wathbah Unit, the Bank provides MSMEs with collateral-free financing, training, and digital banking tools, promoting entrepreneurship and job creation. Its Irshad Financial Coaching Clinics support SMEs with planning.
10 REDUCED INEQUALITIES	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	Bank Muscat ensures accessibility through adapted branches and with digital banking through features like tactile guidance systems and braille-enabled keys. The Woqar Banking package caters to retirees, while the Remit App serves the blue-collar expat workforce.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.3 Promote the rule of law at national and international levels and ensure equal access to justice for all. 16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.	The Bank ensures strong governance through compliance with anti-money laundering (AML) and counter-terrorism financing (CFT) regulations, as well as robust risk management and fraud prevention mechanisms, protecting customers and stakeholders. Bank Muscat monitors 100% of transactions for money laundering and fraud. It uses tools like the Visa Risk Manager and CyberSource for fraud detection and prevention. It also partners with the Royal Oman Police for public awareness on cyber fraud.
17 PARTNERSHIPS FOR THE GOALS	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience, resources and strategies of partnerships.	Bank Muscat collaborates with the Ministry of Social Development on programs like Tadhamun, which supports low-income families, and Fak Kurba, which helps individuals resolve financial and legal issues. It also works with NGOs to support persons with disabilities.

Oman Vision 2040	How Bank Muscat Aligns
A. Diversification of the economy: 1. Increase the contribution of non-oil sectors to GDP by 80%. 2. Develop new economic sectors such as tourism, logistics, and manufacturing. 3. Enhance the competitiveness of the private sector through innovation and entrepreneurship. **B. Human capital development:** 1. Increase the participation of Omanis in the labor force and reduce the unemployment rate. 2. Improve the quality of education and training to meet the needs of the labor market. 3. Attract and retain skilled expatriates to fill critical skill gaps. **C. Infrastructure development:** 1. Develop world-class infrastructure to support economic growth. 2. Expand and upgrade transport networks, energy, and water resources. 3. Promote public-private partnerships to finance infrastructure projects.	• Through its Sustainable Finance Framework (in development) and initiatives like Green Finance Loans, Bank Muscat supports investments in non-oil sectors such as renewable energy and SMEs. • Bank Muscat's sustainable lending to SMEs through the Najahi Account, coupled with capacity building initiatives via Al Wathbah Academy, fosters economic growth across key sectors. • The Bank supports innovation and entrepreneurship via Al Wathbah Academy, which offers training and business skills development for Omani entrepreneurs and MSMEs. • Bank Muscat maintains a 92% Omanization rate and collaborates with universities and the Ministry of Labor to attract and develop local talent through its Jadara Academy and internships. • Jadara Academy offers over 46,000 training opportunities annually, and programs like technical training across Oman. • Bank Muscat's talent attraction strategy includes onboarding expatriate talent where critical expertise is needed, complementing the development of Omanis in key positions. • Bank Muscat's branch network of 190 locations and its robust digital banking infrastructure provide seamless banking access across Oman, driving financial inclusion and growth. • The Bank's Meethaq branch in Al Khoudh leads in renewable energy adoption through solar power generation. • By aligning with Oman's Green Finance initiatives, Bank Muscat supports public-private collaboration in key infrastructure projects, including renewable energy and sustainable development.

Oman Vision 2040	How Bank Muscat Aligns
Social Pillar **A. Social welfare:** 1. Ensure access to basic services such as health, education, and housing. 2. Improve the quality of healthcare services and reduce the burden of non-communicable diseases. 3. Enhance the quality of education and promote lifelong learning. **B. Inclusive society:** 1. Foster a culture of tolerance, diversity, and social cohesion. 2. Empower women and youth to participate fully in society and the economy. 3. Protect and promote the rights of vulnerable groups such as people with disabilities and the elderly. **C. Security and justice:** 1. Ensure the safety and security of citizens and residents. 2. Strengthen the rule of law and promote justice and equality. 3. Combat corruption and promote transparency and accountability.	• Initiatives like the Tadhamun program provide basic household necessities to low-income families, while financial products like housing loans ensure access to homeownership. • The Bank promotes health and wellbeing through programs like Office Yoga, free medical check-ups, and wellness initiatives to reduce health risks among employees and the community. • Bank Muscat supports lifelong learning through Jadara Academy and youth-focused financial literacy programs under Maliyat Academy, impacting over 23,000 students annually. • The Bank fosters diversity with 46% female representation and regularly celebrates events that promote cultural inclusion and employee well-being. • Accessibility measures, including 47 upgraded branches with tactile guidance and braille-enabled ATMs, ensure financial access for people with disabilities and retirees through the Woqar package. • With advanced cybersecurity infrastructure and fraud prevention tools like the Fraud Management System, Bank Muscat ensures customer security and transaction protection. • The Bank adheres to anti-money laundering and counter-terrorism financing regulations, ensuring compliance with legal and ethical frameworks. • Governance and anti-corruption are key pillars, with the Bank monitoring 100% of transactions for money laundering, supported by internal whistleblowing and grievance mechanisms.

Oman Vision 2040	How Bank Muscat Aligns
Environmental Pillar **A. Sustainable development:** 1. Promote sustainable development and reduce the carbon footprint. 2. Protect and preserve natural resources such as land, water, and biodiversity. 3. Promote sustainable consumption and production patterns. **B. Climate change:** 1. Mitigate the impact of climate change through adaptation and mitigation measures. 2. Promote renewable energy and energy efficiency. 3. Raise awareness on climate change and its impact on Oman. **C. Disaster risk reduction:** 1. Enhance the resilience of communities to natural disasters. 2. Strengthen early warning systems and emergency response mechanisms. 3. Promote risk reduction measures through community participation and awareness-raising.	• Bank Muscat achieved a 2% reduction in carbon emissions in 2024 and promotes renewable energy adoption through solar-powered branches and energy-efficient upgrades. • Water-saving initiatives, such as sensor-controlled washbasins and regulated flush systems, contributed to an 8% reduction in water withdrawal in 2024. • By integrating sustainable procurement guidelines and promoting paper-free workflows, Bank Muscat actively contributes to sustainable consumption patterns. • The Bank's Sustainable Finance Framework supports green and sustainable projects, while energy audits and solar-powered branches help mitigate climate risks. • The solar-powered Meethaq branch demonstrates the Bank's leadership in clean energy adoption, alongside initiatives to replace halogen lights with energy-efficient LEDs. • Employee training on sustainability topics totaled 511 man-hours in 2024, contributing to increased awareness of environmental challenges and solutions. • The Bank conducts annual inspections of critical infrastructure and data centers, ensuring operational resilience and business continuity during emergencies. • Through its Business Continuity Plans and disaster preparedness audits, the Bank ensures readiness to respond to disruptions while protecting key assets. • Public campaigns on fraud prevention and financial security, conducted in collaboration with the Royal Oman Police, help raise awareness among the community about risk mitigation.

The Sustainability Committee

The Sustainability Committee has been steering the Bank's ESG initiatives since 2014. This Committee is instrumental in integrating sustainability deeply within the Bank's core operations and corporate ethos.

The Committee's main objective is to ensure that Bank Muscat not only adheres to but also sets benchmarks in sustainability that resonate with global best practices. It conducts evaluations of the Bank's sustainability performance against industry standards and delivers insights and strategic recommendations directly to the Executive Management, ensuring that sustainability principles are woven seamlessly into Bank Muscat's broader business strategy.

The Sustainability Committee is comprised of cross-functional leaders from various divisions, including Human Resources, Internal Audit, Personal Banking, Strategy and Corporate Services, and Islamic Banking. This diverse representation facilitates a holistic integration of sustainable practices across all facets of the Bank's operations.

The Committee met three times in 2024 to review strategies that impact the Bank's economic performance, promote internal development, empower communities, and uphold responsible banking standards, as well as considering the Bank's impact on the community and the environment.

Stakeholder Engagement

Bank Muscat utilizes a variety of methods and channels to collect, analyze, and understand feedback from its various stakeholders. These activities help the Bank in responding to immediate concerns and shape its strategies to better align with the expectations of its stakeholders. Through such engagement, the Bank ensures that it remains responsive and responsible.

Stakeholders	Engagement Methods
Employees	Engaging with employees involves internal communications, feedback mechanisms, surveys, and town hall meetings.
Customers	Customer feedback is gathered through service surveys, complaint management systems, and direct communication through branches and digital platforms.
Government (Including Regulatory Bodies)	Regular reporting, compliance checks, and participation in policy-making discussions
Correspondent/ Other Banks/ International Entities	Compliance with international financial standards, collaboration on cross-border transactions, and partnerships to expand service offerings.
Shareholders/ Investors	Annual reports, shareholder meetings, and regular financial disclosures
Local Community/ Non-profit and Other Charitable Organizations	Collaborations and sponsorships
Local, Regional and International Media	Press releases, media briefings, and proactive public relations campaigns

Materiality Assessment

A materiality refresh exercise was conducted in 2024 to enhance Bank Muscat's approach to managing ESG issues critical to its operations and stakeholders.

The materiality refresh began by reviewing Bank Muscat's operations, stakeholder expectations, and its existing ESG performance to identify how past issues have evolved and to pinpoint the current ESG landscape. The Bank conducted a thorough analysis of both the actual and potential impacts of these issues, referencing global best practices, standards, frameworks, and current sustainability trends.

Following this analysis, Bank Muscat refined its material ESG topics, ensuring relevance and prioritization based on the level of impact.

- Employee Engagement and Wellbeing has been updated to Employee Engagement and Safety, recognizing the growing emphasis on workplace safety alongside engagement.
- Local Socio-Economic Development in Line with National Objectives has been renamed National Socio-Economic Development to reflect a broader strategic alignment with Oman Vision 2040 and national priorities.
- Sustainable Lending and Investment is now Sustainable Financing and Investment, encompassing a wider spectrum of responsible financial practices.
- Financial Inclusion and Financial Literacy has been streamlined to Financial Inclusion and Literacy for clarity and consistency.
- Governance and Business Ethics has been introduced as a new material ESG topic, reinforcing the Bank's commitment to integrity, transparency, and strong governance practices.
- Climate Change and Emissions, focusing specifically on carbon footprint, climate resilience, and emissions reduction.
- Environmental Impact, addressing broader environmental considerations such as resource efficiency, biodiversity, and waste management.

A key component of the process involved detailed consultations with internal stakeholders to assess the significance of the identified impacts on the Bank's operations and its broader community influence. Departments such as Finance, Risk, Board of Directors Office, Procurement, Human Resources, and Corporate Communications participated through engagement sessions.

Through internal engagements, stakeholders identified Data Security and Customer Privacy, Financial Inclusion and Literacy, and Customer Experience and Responsible Marketing as the most crucial ESG issues. Data security and privacy emerged as a top priority due to regulatory requirements, customer trust, and risk mitigation, with existing measures such as mandated training and transparent customer communication reinforcing its importance. Financial inclusion and literacy were highlighted for their societal impact and growth potential, aligning with the Bank's Islamic banking and SME support initiatives. Customer experience and responsible marketing were also emphasized for their direct influence on financial performance and customer retention, underscoring the need for digital transformation and personalization. Additionally, Financial Performance and Growth was seen as foundational to long-term sustainability, driven by credit availability, interest rate management, and service diversification. Innovative and Sustainable Products and Services, particularly in green financing, digital banking, and social responsibility, were recognized as key to future competitiveness. Diversity and Inclusion was also highlighted as a crucial social factor, shaping workplace culture and strengthening community engagement.

Conversely, Climate Change and Emissions was perceived as less financially material in the short term, with some stakeholders considering it a broader global challenge rather than an immediate business priority. Responsible Procurement was noted as an area of ongoing improvement but ranked lower compared to core banking concerns. National Socio-Economic Development was acknowledged as important, though primarily seen as a government-driven initiative where the Bank plays a supporting role rather than a direct driver. Similarly, Supporting Entrepreneurship and SMEs, while beneficial socially, was considered to have a less immediate financial impact on the Bank compared to other priorities.

The outcome of this exercise was a refined list of material ESG issues, categorized according to their level of impact. This updated list enables Bank Muscat to prioritize its sustainability efforts more effectively, focusing on the areas of most significant impact.

Level of Impact	Material Issues List
Most Material Issues	Financial Performance and Growth
	Risk Management
	Data Security and Customer Privacy
	Sustainable Financing and Investment
	Employee Engagement and Safety
	Governance and Business Ethics
High Significance	Customer Experience and Responsible Marketing
	Financial Inclusion and Literacy
	Diversity and Inclusion
Medium Significance	Innovative and Sustainable Products and Services
	Talent Attraction, Development and Retention
	Climate Change and Emissions
	Environmental Impact
	National Socio-Economic Development
	Supporting Entrepreneurship and SMEs
	Responsible Procurement

For the detailed definitions and impacts of material issues, please refer to Appendix B on page 63

2024 Sustainability Highlights

Environment	Social	Governance
511 hours of environment and/or sustainability training provided to employees	74% of the Bank's suppliers are local	100% of business units analyzed for risks related to money laundering and terrorism financing
No fines recorded for environmental reasons	92% of our workforce are nationals	100% of transactions screened for money laundering
8% decrease in water withdrawal	46% of our workforce are females	
Sustainable procurement practices integrated into supplier contracts.	Maliyat Academy, reached over 23,000 students	Zero security breaches in 2024
	47 upgraded branches with tactile guidance systems, braille-enabled ATMs, and wheelchair-accessible counters.	42 training hours provided to Board of Directors on governance and risk management.
	Launched a new mobile banking app with accessibility features for visually impaired customers.	Expansion of fraud prevention measures, including Visa Risk Manager, CyberSource for E-commerce, and a 24/7 Security Operations Center.

Responsible **Banking**

Governance and Business Ethics

Bank Muscat's governance structure and ethical framework are designed to ensure integrity, accountability, and transparency at all levels of operation.

The governance framework is structured around a clear delineation of roles between the Board of Directors and Executive Management. The Board works in conjunction with Executive Management to ensure the Bank's operations align with established ethical standards and regulatory requirements. This collaboration is fundamental in maintaining the trust of shareholders, customers, and regulatory bodies.

Board of Directors

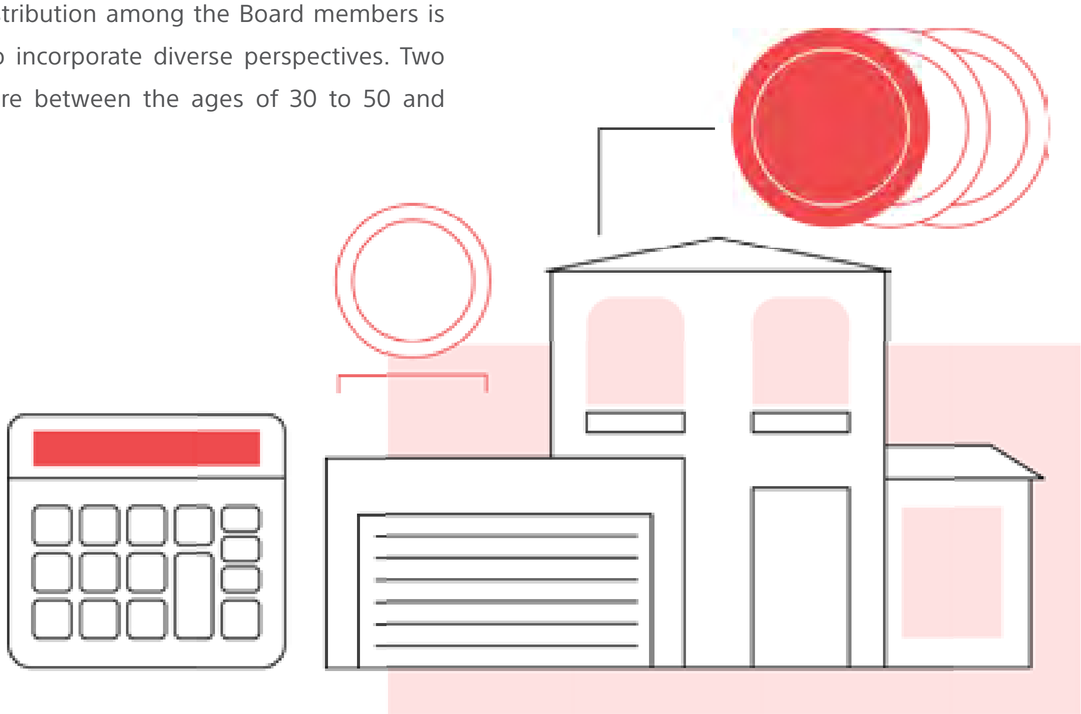
The Board of Directors holds a critical role in reinforcing governance and advocating stakeholder interests. The Board champions transparency and integrity, supported by a Board Charter and a Corporate Governance report that outlines authority delegation and oversight responsibilities.

Bank Muscat's Board comprises nine members, reflecting a structured blend of experience and oversight capabilities. Of these, seven members are independent, ensuring unbiased decision-making. All members of the Board serve in non-executive roles, enhancing their ability to oversee and guide the Bank's strategic direction without being involved in day-to-day operations.

The age distribution among the Board members is balanced to incorporate diverse perspectives. Two members are between the ages of 30 to 50 and seven members are over the age of 50, ensuring a mix of dynamism and experience in guiding the Bank's governance practices.

Core Responsibilities of the Board of Directors

- Formulates strategic policies, supervises major initiatives, and oversees their implementation.
- Approves commercial and financial policies and the annual budget.
- Participates in developing, reviewing, and periodically updating the strategic plans necessary to achieve the Bank's goals.
- Adopts and monitors disclosure procedures according to the regulations set by the FSA and the CBO, ensuring all practices meet or exceed regulatory standards.



- Provides oversight and monitoring of the Executive Management team to ensure their performance is aligned with the Bank's objectives.
- Appoints the CEO, conducts performance appraisals of the Executive Management, and reviews the effectiveness of Board-affiliated committees.
- Approves the Bank's quarterly financial statements and reviews the results of its activities, as reported by Executive Management.

In 2024, the Board's proactive governance was highlighted by its continual evaluation of financial disclosures and the certification of the Bank's fiscal integrity on a quarterly basis.

Board Oversight on Sustainability and Delegation of Authority

Sustainability concerns are periodically examined at Board level, with the Board providing strategic guidance to the Chief Executive Officer and Executive Management. This includes setting goals and conducting performance appraisals while refraining from intervening in daily operations, thus empowering executives to manage the organization's impacts effectively.

Board Level Committees

The effectiveness of the Board is augmented by the support of three specialized committees:

Board Risk Committee	Board Audit Committee	Board Nomination and Compensation Committee
The committee ensures that all Bank activities align with the established risk appetite by offering recommendations on risk-reward strategies, risk policies, capital management, and the overall risk management framework. Additionally, the committee assists the Board in reviewing and approving the Bank's risk management strategy, which defines the acceptable level of risk. This strategy is communicated across the bank, allowing various business segments to tailor their operational plans to align with these guidelines.	This committee is instrumental in supporting the Board's duty to monitor and oversee the financial reporting processes, internal control systems, and the effectiveness of audit activities. It conducts regular reviews of the Internal Audit Department's efforts, evaluates management actions, and assesses the control environment within the organization. Furthermore, the Audit Committee plays a vital role in guiding the management of risks, including fraud prevention and related controls, and scrutinizes reports from Internal Audit and other assessments pertinent to organizational integrity and compliance.	The committee is tasked with ensuring that the bank is led by individuals who possess the necessary skills, experience, and qualifications, this committee focuses on the identification and nomination of suitable candidates for the board and Executive Management positions. The committee oversees the comprehensive selection process, from vetting potential candidates to making final recommendations, ensuring that the bank's leadership is well-equipped to meet the demands of their roles and contribute effectively to the bank's objectives.

For more information about Bank Muscat's Board Level Committees, please refer to the Corporate Governance Statement 2024 in the Annual Report.

Board Appraisal and Compensation

Bank Muscat ensures effective governance through the performance appraisal of its Board of Directors, conducted by an independent third party appointed at the AGM. This evaluation includes reviewing the board's composition, effectiveness of meetings, governance practices, and strategic contributions.

Bank Muscat arranged 42 training hours for its Board members in 2024, which equates to an average of 4.7 hours per member.

Business Ethics

Whistleblowing and Grievance Mechanisms

The Bank has implemented comprehensive whistleblowing and grievance mechanisms that provide a secure and confidential avenue for addressing concerns related to unethical behavior or misconduct.

The whistleblower policy at Bank Muscat is designed to protect and encourage individuals to come forward without fear of retaliation. This policy outlines clear steps for reporting unethical behavior, ensuring that all complaints are handled with the utmost confidentiality. Upon receipt of a report, specific actions are outlined, which are promptly pursued to investigate and address the issue.

In addition to the whistleblower policy, Bank Muscat has established a structured grievance policy for employees. This policy provides a platform for employees to express concerns or dissatisfaction regarding workplace issues. The process begins with informal discussions with the employee's department head in an attempt to resolve issues internally within the Bank's regulatory framework. If the concern remains unresolved, it can be escalated by submitting a written grievance to a senior officer, who will then take appropriate action based on the nature of the grievance.

To ensure that all employees are fully aware of these policies and understand how to utilize them, Bank Muscat conducts regular training sessions. These sessions are designed to educate employees about the steps they can take to voice their concerns and the support structures in place to address and resolve these issues effectively.

To communicate the importance of maintaining ethical business practices, Bank Muscat employees also undergo regular training in the Code of Conduct. The Bank launched an e-learning program in 2020 to ensure a high level of participation of the workforce.

In 2024, the e-learning courses on various ethical and compliance topics have seen diverse participation across the organization. For the Business Ethics and Code of Conduct course, 284 employees have completed the training. In terms of specialized training, 36 employees completed the Code of Conduct and Business Ethics—Treasury course and 68 employees completed training in the Code of Conduct and Ethics for Investment Banking and Capital Market.

To ensure a thorough understanding of and strong adherence to anti-fraud measures, Bank Muscat provides specialized training in Anti-Money Laundering (AML) and Counter-Terrorism Financing (CFT) to all employees, including executive and senior management and the Board of Directors. Employees received extensive training on anti-corruption topics, with 4,114 completing the "Anti-Money Laundering" course, and 4,111 completing "Fraud Awareness and Prevention" training.

These comprehensive training programs are designed to instill practical skills and promote strict adherence to both internal policies and external regulatory guidelines.

Fraud Management

Bank Muscat has invested in a suite of sophisticated fraud prevention tools, including a Fraud Management System (FMS), Visa Risk Manager (VRM), National Fraud Service for Mastercard (NFS), and CyberSource for E-commerce. These tools are crucial components of the Bank's comprehensive strategy to detect and prevent fraud, particularly at the transactional level. The Bank also conducts annual reviews of its Fraud Policy as part of its Fraud Risk Management, which is equipped with advanced tools and systems to prevent and detect fraud at all levels of transactions.

Bank Muscat conducts external and internal fraud awareness campaigns and initiatives through its social media platforms and other medial channels to stay ahead of potential threats, covering topics such as fake couriers, fake subscriptions, one-time password (OTP) and bank detail scams, fake investments, and WhatsApp scams. These campaigns are designed to educate customers and help them identify and avoid potential frauds, ensuring comprehensive outreach.

Recognizing the growing threat of cyber fraud, Bank Muscat, in partnership with the Royal Oman Police, launched an extensive communication strategy aimed at enhancing public awareness of cyber fraud schemes. This campaign, initiated in 2019 and continuing through 2024, utilizes a 360-degree approach, integrating various communication channels such as digital platforms, traditional media, and direct customer engagement. This collaborative effort has significantly increased public awareness, equipping individuals with the necessary skills to protect themselves from various types of cyber fraud.

100% of business units analyzed for risks related to money laundering and terrorism financing

100% of transactions screened for money laundering

Conflict of Interest

The Conflicts of Interests Resolution Group at Bank Muscat is tasked with overseeing and resolving any issues related to conflicts of interest concerning staff matters acting as a critical component in maintaining the integrity and transparency of the bank's operations. Key leadership roles within the Bank are part of this group, including the Head of Human Resources (Chairperson), Head of Compliance (Deputy Chairperson), Head of Internal Audit, and Head of Risk Management. These members collaborate to ensure that decisions are made fairly and impartially. A consensus of at least three members is required to resolve a case effectively.

The Group meets as needed, advised by the Head of Human Resources on the necessity and timing of meetings. In addition to meetings, the group is equipped to convene through various flexible means such as circulating agendas, conference calls, or email exchanges, with all decisions being meticulously recorded to ensure accountability.

All conflict-of-interest cases are diligently reviewed by the Conflict-of-Interest Resolution Group. Following their review, cases may require further clearance from the Customer Experience and Corporate Communication Department to align with the Bank's corporate communication guidelines.

Procedures for managing third-party disclosures involve the Centralized Procurement team, which notifies the Human Resources Policies team upon the registration of suppliers if any potential conflicts arise. These cases are then escalated to the Conflict-of-Interest Resolution Group for final determination. The Bank is in the process of automating this system to streamline and enhance the efficiency of conflict resolution procedures.

Risk **Management**

Bank Muscat's risk governance structure is designed according to the three lines of defense model, enhancing its risk management capabilities. This structured approach provides clear responsibilities and processes for identifying, assessing, and managing risks across the organization. Additionally, the Bank has implemented detailed Business Continuity Plans (BCP) to ensure operational resilience in the face of disasters or significant service disruptions.

Several key risk domains including strategic, operational, compliance, and reputational risks are managed by the bank. Specialized teams are dedicated to managing each type of risk effectively.

To further enhance the Bank's risk management capabilities, Bank Muscat has recently finalized its ESG framework and is currently in the process of finalizing the ESG policy.

Moreover, following the CBO's issuance of a circular on Green Financial Practices in the fourth quarter of 2024, Bank Muscat will refine its processes for identifying, assessing, and managing sustainability-related risks. This initiative demonstrates the Bank's proactive approach to integrating global best practices and regulatory requirements into its operational framework, ensuring that it remains at the forefront of sustainable banking practices.

Moody's Investors Service assigned Bank Muscat a neutral-to-low ESG Credit Impact Score (CIS-2), indicating minimal credit vulnerability to ESG risks. Despite Oman's dependence on hydrocarbons, the Bank's limited financing exposure to carbon-heavy industries reduces its carbon transition challenges.

Bank Muscat also effectively manages social risks in emerging markets by simplifying its financial products and maintaining straightforward counterparties. Additionally, Oman's strict regulatory framework provides a safeguard against risks like product mis-selling, fostering long-term customer trust.

Governance risks remain low, supported by the Bank's status as a publicly listed entity, consistent delivery of financial objectives, and a Board with a majority of independent directors. Its alignment with the FSA's Code of Governance further strengthens its governance controls.

Moody's Investors Service assigned Bank Muscat a neutral-to-low ESG Credit Impact Score (CIS-2), indicating minimal credit vulnerability to ESG risks. Despite Oman's dependence on hydrocarbons, the Bank's limited financing exposure to carbon-heavy industries reduces its carbon transition challenges.

Data Security and Customer Privacy

Bank Muscat adheres to the Financial Consumer Protection Regulation Framework(FCPRF) issued by the CBO. This framework outlines strict protocols for the collection, storage, utilization, retention, and destruction of personal data, aligning closely with the principles of the General Data Protection Regulation (GDPR). The Bank is continually enhancing its data privacy measures to ensure full compliance with GDPR standards.

The responsibility for maintaining information, cyber, and data security lies with the Protective Services department. To ensure the strength of its privacy and security measures, Bank Muscat regularly conducts both internal and external audits. The Bank also engages in public-private partnerships to tackle complex security and risk management challenges effectively.

For incident response and forensic investigations, Bank Muscat has partnered with industry leaders such as BAE Systems and collaborates with external vendors to assess and fortify its Payment Card Industry (PCI) compliance controls. Furthermore, the Bank has established a dedicated Security Operations team that operates a round-the-clock Security Operations Center (SOC). This team works in conjunction with Incident Response and Vulnerability Management teams to continuously monitor the Bank's IT infrastructure and protect against cyber threats.

A series of routine security exercises is employed to maintain a proactive security posture. These include red team maneuvers, penetration testing, vulnerability assessments, tabletop simulations, and cyber drills. These practices ensure that the bank is well-prepared to identify and respond to potential security threats promptly.

The Bank formed a Data Governance and Privacy Office in 2024 as part of its initiative to become a data-centric organization. This new office has conducted meetings with business units to brief them on data governance and privacy matters. Furthermore, the Bank has implemented Security Orchestration, Automation, and Response (SOAR) technology, which centralizes security data, enriches events, and automates responses, allowing the SOC to manage alerts more efficiently.

In 2024, Bank Muscat recorded three attempted cyberattacks. Thanks to the robustness of our security systems and the proactive measures implemented by our Security Operations Center, these attempts did not materialize into actual threats.

To keep all employees abreast of the latest security protocols, Bank Muscat provides annual information security awareness training, which includes a dedicated e-learning module on data privacy launched in 2024. The bank also conducts monthly phishing simulations to enhance staff awareness and readiness against phishing attacks.

The Bank is on track to receive ISO 27001 certification by 2025, aligning to international standards in information security management. Notably, there have been no data security breaches in recent years, including incidents involving customers' personally identifiable information.

Zero
data security breaches in 2024

Sustainable **Lending and Investment**

The Bank's commitment to sustainable finance aligns with Oman's vision to reduce reliance on fossil fuels and attract ESG investors.

Sustainable Financing and Investment

Sustainable finance in Bank Muscat is driven by Oman's strategic vision to diminish its dependency on fossil fuels and attract ESG-conscious investors. The Bank participates in workshops and activities centered around green and sustainable finance within Oman. In alignment with the Ministry of Finance's recent unveiling of a Sustainable Finance Framework, Bank Muscat is developing its own Sustainable Finance Framework (SFF). This framework will enable the Bank to offer financial instruments such as green, social, and sustainability bonds, loans, and sukuk, specifically designed to fund renewable energy projects and support the transition to a greener economy.

Green Products and Finance

As a pioneer in the Sultanate, Bank Muscat was the first to introduce green products in collaboration with the International Finance Corporation (IFC). The Bank's green financing initiatives not only benefit the environment but also provide economic advantages to customers. For instance, in 2019, Bank Muscat launched the Green Finance Loan solution, encouraging customers to install solar panels on their rooftops. This initiative enables customers to reduce their reliance on traditional energy sources, thereby saving money and contributing to environmental sustainability.

Innovative and Sustainable Products and Services

Bank Muscat enhances operational efficiency and customer experience through strategic digitalization. The Bank's digital strategy aims to provide retail and corporate customers with access to the same facilities available at branches through its digital channels.

This approach seeks to make Bank Muscat's electronic channels the preferred payment method in Oman. The strategy includes:

- Enabling the maximum possible branch services through digital channels.
- Shifting customer traffic from high-cost traditional branches to cost-effective e-channels.
- Reducing reliance on cash by encouraging the use of electronic payment methods such as mobile and internet banking.
- Offering convenient, round-the-clock services for customer ease and accessibility.

To foster innovation, the Bank has introduced the IBDAA program, which invites employees to propose innovative ideas. These ideas are reviewed by management, and those with potential are implemented. Furthermore, Bank Muscat has adopted the Agile framework to facilitate new initiatives, starting with projects in one department and gradually extending it across the organization.

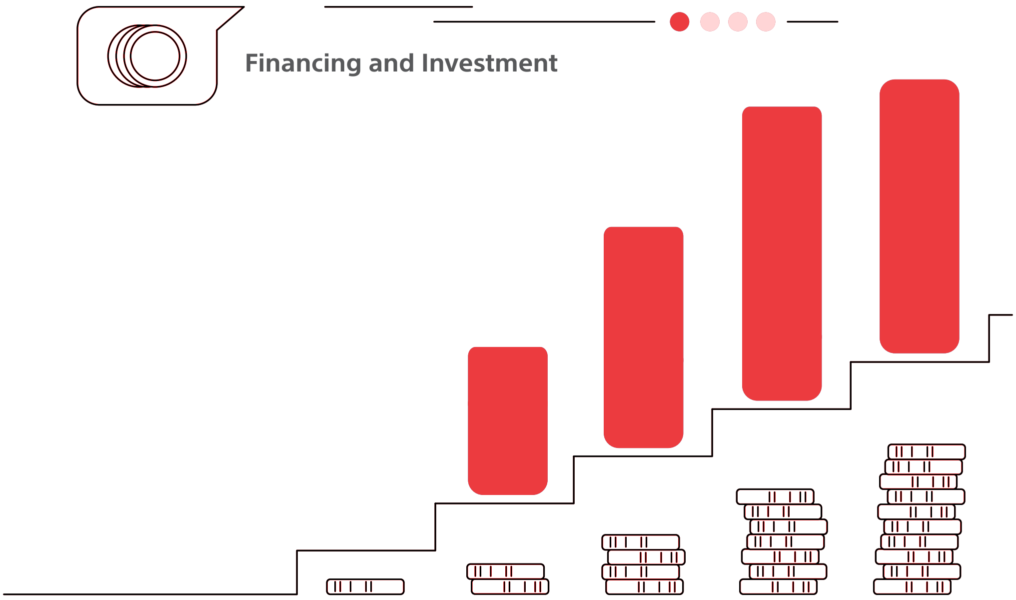
Tailored Digital Products for All Customers

Bank Muscat has a clear vision to digitize all feasible customer interactions, reducing the need for in-branch visits. The Bank has identified reasons for customer visits and set annual targets to digitize a percentage of these activities, enabling customers to complete transactions from the comfort of their homes or offices. These digitization efforts are regularly reported at Board level, ensuring alignment with the bank's strategic objectives.

Bank Muscat provides inclusive banking services to all residents, irrespective of their salary levels. Leveraging its extensive network of branches, ATMs, cash and deposit machines, and Multi-Function Kiosks, the Bank ensures accessibility for all customer segments. Specific digital products are designed to cater to unique customer needs:

- Recognizing the requirements of Oman's blue-collared expat workforce, the Bank launched the Bank Muscat Remit App, with features such as remittance and mobile recharge, available in the languages of the majority of the expat community.
- To encourage a savings habit among young customers, the Bank introduced a simplified process for parents to open accounts for children aged 7 to 18 through digital channels. Parents can opt to provide debit cards with limited or normal spending limits, and children over 7 years old are granted limited transaction rights via mobile or internet banking.
- Oman's first Visa virtual corporate credit card and the DigiTrade trade portal.
- An integrated Transaction Banking Platform to streamline banking operations and reduce costs.
- Partnerships with monitoring companies to identify the most utilized services, aiding targeted marketing strategies.

Bank Muscat integrates technology into its sustainability strategy to enhance its societal and environmental contributions. Annual inspections of key locations and systems are conducted to ensure that essential infrastructure remains functional, even during emergencies like natural disasters. To strengthen its social impact, the Bank leverages digital platforms to improve financial inclusion and customer engagement. Environmentally, proactive monitoring by data centers, call centers, social media teams, and partner organizations helps identify potential sustainability risks, such as energy consumption and digital waste, while optimizing service delivery.



Fostering
growth through partnerships.

Value for **Customers, Partners and Suppliers**

Customer Experience and Responsible Marketing

Responsible Marketing

Bank Muscat is committed to responsible marketing by ensuring that all product and service communications adhere to regulatory guidelines, including the Financial Consumer Protection Framework. Transparency, simplicity, and clarity are central to the bank's marketing approach, ensuring that customers can easily access and understand relevant information. When terms and conditions are extensive, direct links are provided for easy reference, and key fact statements for all products are readily available on the bank's website.

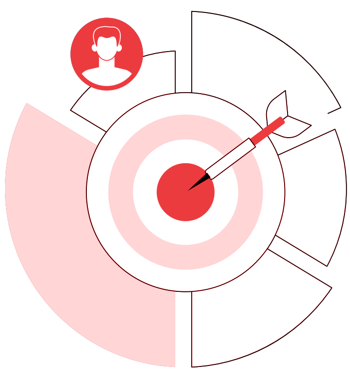
The bank actively runs awareness campaigns across multiple platforms, including Instagram, X, and LinkedIn, covering topics such as safe fund transfers, fraud prevention, and best practices for financial transactions. To further enhance customer engagement, the bank informs customers about available feedback and complaint channels, including a dedicated contact center, email, social media, and WhatsApp. Additionally, corporate care posters have been introduced in branches to capture feedback from corporate and government clients. Educational videos are also developed to help customers better understand banking products and services, reinforcing the bank's commitment to transparency, financial literacy, and customer protection.

Customer Management

Bank Muscat remains committed to responsible customer management by leveraging advanced digital tools to capture the Voice of Customers, facilitate journey mapping, and enhance feedback management. These tools play a crucial role in driving continuous improvements, strengthening customer loyalty, and ensuring satisfaction by identifying opportunities for service enhancements based on direct customer insights.

In response to customer feedback, the bank has made significant strides in digitalization, providing customers with the flexibility to conduct transactions and access services remotely via Mobile Banking, Internet Banking, and Self-Service Kiosks. Customers can seamlessly update their Know Your Customer (KYC) details, apply for products such as loans and savings accounts, conduct a wide range of transactions, and request card deliveries through the bank's local courier partners or print a new debit card at a Self-Service Kiosk.

These ongoing enhancements have resulted in streamlined processes that provide customers with a seamless banking experience, reducing wait times at branches and minimizing the need for multiple visits. By digitizing services and optimizing service delivery, Bank Muscat has successfully improved operational efficiency while ensuring greater convenience for customers. As a result, a notable decline in complaints related to these services was recorded in 2024, demonstrating the bank's commitment to service excellence and continuous innovation.



Customer Rights

We give customers the right to choose	We give our customers the right to choose and pick the products and services that suit their needs.
We respect our customers	It is part of our culture to respect everyone.
We keep customers' information confidential	We respect the privacy of our customers and maintain confidentiality of their account information.
We listen to customers' needs	We listen to our customers' inquiries and feedback about our banking services.
We are transparent with customers	We inform our customers about the terms and conditions related to any financial product or service in a transparent manner.

The average response rate for complaints increased by 44% due to higher case volumes, particularly in teams like the chargeback and Central Operations (COPs) ATM switch teams.

Customer Experience	Unit	2022	2023	2024
Customer Satisfaction Score (CSAT)	Percentage	79%	81%	80%
Net Promoter Score (NPS) (0-100)	Number	37.3	41.7	29.9
Percentage of customers responding to the survey	Percentage	1%	1%	1.4%
Number of resolved complaints that were raised through the complaint channels	Number	131,100	174,611	215,047
Percentage of resolved complaints that were raised through the complaint channels	Percentage	87%	78%	98%
Average response rate for client complaints	Working days	5	9	12.6
Overall customer satisfaction for complaint resolution	Percentage	68%	64%	64%

Customer Feedback and Monitoring

Bank Muscat recognizes that capturing customer feedback is essential for meeting evolving expectations and ensuring a seamless feedback management process. The bank operates a comprehensive feedback management system, WeCare, which serves as the central case management tool, integrating multiple front and back-office departments.

The system is designed to categorize and auto-assign cases to the relevant stakeholders, ensuring timely resolution within designated Service Level Agreements (SLAs). To enhance accessibility, WeCare is integrated with Mobile and Internet Banking, allowing customers to submit feedback directly through digital channels. Additionally, to ensure a standardized and efficient approach to handling customer inquiries received via email, the bank has onboarded customer care agents onto the Social Media Management tool, Sprinklr. This enhancement strengthens the bank's ability to track and respond to customer inquiries in a timely and structured manner.

To maintain high service standards, the bank conducts rigorous monitoring of its feedback management processes, sharing weekly reports with all relevant stakeholders. These reports provide insights into case volumes, SLA adherence, and comparative trends over previous weeks and months, enabling teams to take proactive measures to address customer concerns. Furthermore, customer feedback trends and SLA performance are reviewed quarterly with business teams and presented to senior management through CX Governance Committees for both Retail and Corporate Banking.

As a result of these efforts, the bank achieved a 28% reduction in reopened cases in 2024, reflecting the effectiveness of its robust feedback management framework in enhancing customer satisfaction and operational efficiency.

Feedback monitoring
Regular internal reviews ensure a focus on service quality

Focus groups
Direct interactions with customers to pinpoint their pain points.

Severity analysis
All complaints are compiled and categorized by their impact level from the customer's perspective.

Survey standardization
Regular meetings with stakeholders are held to discuss and refine customer metrics like NPS, CSAT, and CES.

Complaint handling
A detailed policy delineates the complaint process from registration to resolution.

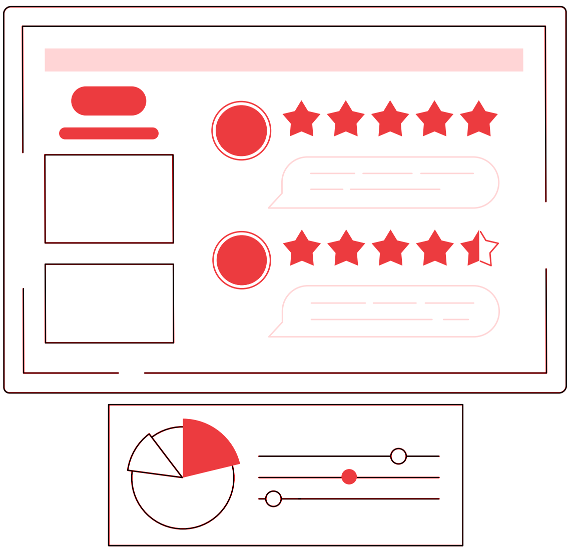
Contact Centre

The Contact Centre remains a vital touchpoint for customers, providing 24/7 service through email, phone, and the Bank's website in Arabic, English, and Hindi. The Integrated Voice Response system efficiently addresses a majority of incoming calls, enabling service agents to focus on more complex inquiries. In 2024, 176,050 complaints were registered through the Contact Centre, constituting 85% of the overall complaints volume.

Voice of the Customer

The VOC program is pivotal to the Bank's customer engagement strategy. Bank Muscat leverages innovative tools such as Sprinkler and Qualtrics to manage email and social media feedback, enhancing its VOC program. Those tools facilitate real-time feedback collection and analysis. Surveys, including QR-code-based ones at Asalah, Najahi, Baituna and Sayyarati centers as well as Meethaq branches,

provide valuable insights. Sprinklr offers key features like a unified inbox for multi-channel interactions, automated workflows for efficient email routing, pre-approved response templates, tagging for tracking, performance analytics, SLA management for timely responses, and customizable email signatures for brand consistency.



Financial Inclusion
Literacy and Accessibility

Financial Inclusion

Bank Muscat continues to lead efforts in extending financial services to underserved and disadvantaged populations across Oman. With 190 branches and over 890 e-channel devices, it boasts the largest branch network in the Sultanate, ensuring financial inclusion for all societal segments.

Recognizing the unique needs of various customer groups, the Bank offers tailored services like the Remit app, which simplifies money transfers and mobile recharges for blue-collar expatriate workers. Similarly, the Woqar Banking package provides customized financial solutions for retirees, while Shahadati Education Financing supports students pursuing higher education with flexible repayment options.

Financial Literacy

Bank Muscat has long recognized the importance of financial literacy in empowering individuals to make informed financial decisions, particularly amidst economic changes. The flagship Maliyat Academy initiative, a CSR initiative, equips students with essential skills for budgeting, saving, and planning for the future. In 2024, the Bank extended the program through a collaboration with the Ministry of Education, targeting over 23,000 students across Oman with the participation of trained professionals.

As part of its commitment to education, the Bank participated in the Science Festival 2024, reaching over 2,500 participants with interactive activities and competitions aimed at enhancing financial literacy.

Key features of Maliyat Academy include interactive booklets and engaging activities covering topics such as decision-making, earning, saving, and investing. The initiative reached over 200 kids through sessions conducted by Bank Muscat staff, and an educational camp was held during the summer, engaging staff children in financial management workshops.

Bank Muscat also introduced the Maliyat Online Platform, a bilingual digital tool promoting financial awareness across diverse audiences. Enhanced with accessibility features like sign language tutorials and AI-driven personalization, the platform ensures inclusivity for users with disabilities.

The Bank’s Irshad Financial Coaching Clinic complements these efforts by offering SMEs and individuals free coaching on financial planning, debt management, and business sustainability. Over 120 participants have benefited from this initiative.

Accessibility

Bank Muscat ensures inclusive banking services for customers with disabilities. The Bank has equipped 11 branches across Oman, one in each governorate, and expanded accessibility measures to 47 additional branches. These upgrades include tactile guidance systems, accessible counters, widened corridors, and designated waiting areas for wheelchair users. ATMs have also been adapted with braille-enabled keys, lower heights for accessibility, and audio guidance for visually impaired customers.

The mobile banking app has been updated to support screen reading features on Android and iOS devices, and account identification features for customers with disabilities have been integrated into the core banking system. The Bank is also working on issuing ATM cards with braille features.

Bank Muscat invests significantly in staff training to improve service quality for disabled customers. Over 150 employees have been trained in sign language, while 74 staff members completed advanced courses in 2024. E-learning modules on customer service etiquette and awareness of disability-related services further reinforce the Bank's commitment.

Through partnerships with organizations such as the Omani Association for the Hearing Impaired and Al Noor Association for the Blind, the Bank has provided essential equipment, including Braille devices, hearing aids, and wheelchairs. Bank Muscat has also implemented reduced loan interest rates, waived prepayment charges, and discounted processing fees for customers with disabilities. In addition to the Courier Project, which enhances convenience by delivering customer cards directly to their homes. This also reduces in-branch traffic, allowing staff to focus on essential services while ensuring secure dispatch and delivery tracking for customers

The Bank ensures compliance with CBO guidelines through semi-annual reports and a policy manual for serving customers with disabilities, approved by the Board of Directors. By embedding inclusivity into its core operations, Bank Muscat strives to provide superior customer experiences while setting benchmarks for accessibility in the financial sector.

Accessibility	Unit	2024
The total number of customers with disabilities (including number of visually impaired customers)	Number	2,733
The number of visually impaired customers	Number	496
Trained staff to serve people with disabilities	Number	69
Trained staff in sign language	Number	150

Procurement	Unit	2021	2022	2023
Branches in low-populated and economically disadvantaged areas	Number	6	6	6
ATMs in low populated and economically disadvantaged areas	Number	6	7	7

Supporting Entrepreneurship and SMEs

With over 141,126 SMEs (Small and Medium Enterprises) registered with the SME's Development Authority, as reported by the National Centre for Statistics and Information, these entities are a cornerstone of Oman's economy. Aligned with Oman Vision 2040, Bank Muscat has developed innovative products and services to incorporate MSMEs into its financial inclusion framework.

The Najahi account underscores the Bank's dedication to supporting MSMEs. By offering collateral-free financing, Najahi has empowered businesses in sectors such as retail, trading, and agriculture, fostering entrepreneurship and self-employment among Omani youth.

Bank Muscat's digital banking services, available in both Arabic and English, further highlight its focus on empowering MSMEs. Through the Corporate Online Banking platform, customers can seamlessly manage their finances, enabling smooth transactions such as fund transfers, bill payments, bulk vendor payments, and employee salary disbursements under the Wages Protection System.

To enhance its digital capabilities, the Bank launched a new corporate banking website, offering a comprehensive range of services, including business loans, trade finance, and sectoral insights. Customers can also access e-Applications for trade solutions and other banking services, ensuring streamlined support for the SME sector

Responsible Procurement

Sustainable and ethical practices are ingrained into Bank Muscat's procurement processes. The Bank collaborates closely with suppliers, particularly MSMEs, to promote responsible, transparent, and ethical business practices while supporting local economic development. As of 2024, 74% of the Bank's suppliers are local, reflecting its commitment to the In-Country Value framework.

The Procurement Policy and Supplier Code of Conduct establish comprehensive ethical procurement guidelines. These include clear expectations for suppliers to uphold ESG standards. Clauses related to sustainability have been integrated into contract terms to ensure contractor compliance, and the Bank regularly monitors progress to maintain adherence to these sustainability requirements.

Bank Muscat mandates that all suppliers adhere to local, national, and international environmental regulations. This includes acquiring and maintaining the necessary permits and implementing effective environmental management systems. Suppliers are required to identify environmental risks, monitor performance, and continually improve practices. The Bank emphasizes the adoption of environmentally friendly technologies and initiatives that protect the environment from harm and reduce carbon footprints.

In combating forced and compulsory labor and to address child labor and protect young workers from hazardous conditions, the Bank's Corporate Procurement Department (CPD) employs a multi-faceted approach:

1. Due diligence is conducted to ensure compliance with a Supplier Code of Conduct prohibiting forced labor.
2. Anti-forced labor and anti-child labor clauses and provisions are included in contracts, with enforcement through compliance reporting.
3. High-risk procurement categories are prioritized, and supplier practices are scrutinized. Also, High-risk sectors like imported goods and outsourced services are prioritized for scrutiny.
4. Regular audits verify adherence to ethical labor practices.
5. Partnerships with industry bodies and whistleblowing channels address unethical practices.
6. Staff and suppliers receive education on ethical labor practices.
7. Whistleblowing channels enable the reporting of violations.

Responsible Procurement

Bank Muscat has introduced Schedule No. 03 into its standard contract terms and conditions, emphasizing CSR. This schedule incorporates conduct clauses based on the three pillars of sustainability:

- **Economic (Profit):** Ensuring suppliers align with sustainable economic practices.
- **Environmental (Planet):** Promoting sustainable development through environmental conservation.
- **Social (People):** Upholding social responsibility and human rights in supplier operations.

The Bank conducts supplier audits on environmental issues, targeting vendors with significant transactions. These audits have since been expanded to encompass broader ESG compliance, ensuring suppliers adopt sustainable practices. Regular audits and compliance checks continue to mitigate risks in the Bank's supply chain.

Procurement	Unit	2022	2023	2024
Total number of suppliers	Number	474	705	1,672
Total number of local suppliers	Number	412	564	1,238
Percentage of local suppliers	Percentage	87%	80%	74%

Partnering for tomorrow as one community.

Value
For Our People

Diversity and Inclusion

The Bank believes that a workforce reflecting the diverse communities it serves strengthens its ability to connect with customers and stakeholders. It is dedicated to creating an inclusive environment where all employees, regardless of their backgrounds, genders, ethnicities, or orientations, feel respected, valued, and empowered to contribute their best.

To ensure inclusivity remains central to its operations, Bank Muscat continuously refines its policies and practices, prioritizing equity in opportunities, accessibility, and representation. By fostering an open and supportive workplace, the Bank aims to nurture talent, celebrate individuality, and build a unified culture of respect and belonging.

As a firm advocate of gender equality, Bank Muscat promotes the empowerment and growth of women within its workforce. The Bank ensures a secure, inclusive, and enabling work environment that not only attracts exceptional talent but also nurtures leadership potential.

Women currently comprise 46% of its workforce, including several senior management roles. By empowering women with equal opportunities, fostering career advancement, and creating a culture that values diverse perspectives, Bank Muscat continues to champion gender equity as a cornerstone of its sustainable growth and its mission to drive meaningful change across the Sultanate.

Workforce Composition	Unit	2022	2023	2024
Total number of full-time employees	Number	3,929	4,162	4,356
Female employee	Number	48%	47%	46%
Male employee	Number	52%	53%	54%
Workforce Breakdown by Age				
18-30	Number	1,027	1,058	1,066
31-40	Number	1,918	2,022	2,079
41-50	Number	743	808	910
51+	Number	241	274	301
Workforce Breakdown by Category				
Senior Management	Number	36	36	41
Male employees in senior management	Number	30	30	33
Female employees in senior management	Number	6	6	8
Middle Management	Number	3,244	3,583	3,896
Male employees in middle management	Number	1,639	1,848	2,028
Female employees in middle management	Number	1,605	1,735	1,868
Other Levels	Number	649	543	419
Male employees	Number	379	325	281
Female employees	Number	270	218	138

Omanization

Recognized as one of the largest employers of Omani professionals, Bank Muscat proudly reports that Omanis constitute 92% of its workforce.

The Bank collaborates with universities, the Ministry of Manpower, and other key stakeholders to attract and retain top Omani talent. Through its participation in employment fairs and initiatives, Bank Muscat continues to identify and engage with emerging talent, providing meaningful opportunities for growth and advancement within the organization.

Significant emphasis on the professional and personal development are placed by Bank Muscat's Omani employees through extensive training and development programs to equip employees with the knowledge and skills necessary to excel in their roles, fostering both individual growth and organizational success.

Omanization	Unit	2022	2023	2024
Full-time national employees	Number	3,679	3,872	4,024
Female national employee	Number	1,873	1,950	2,003
Male national employees	Number	1,806	1,922	2,021
National full-time employees in senior management	Number	30	30	34
Percentage of nationalization among total workforce	Percentage	94%	93%	92%
Percentage of nationalization in senior management	Percentage	83%	83%	83%
Number of employees of other nationalities	Number	250	290	332

Supporting youth inclusion

Youth inclusion is showcased through Bank Muscat's internship program, designed to prepare the next generation of talent for success. In 2024, the program welcomed 637 students from educational institutions across the Sultanate, providing them with invaluable hands-on experience in the banking sector.

The program is thoughtfully structured to align with students' academic pursuits, enabling them to develop practical skills that enhance their career readiness. Interns are immersed in various aspects of banking operations, including finance, audit, IT, and branch operations. This ensures they gain a comprehensive understanding of the Bank's functions and the financial industry as a whole.

Talent Attraction, Development and Retention

Bank Muscat offers an extensive range of training programs, e-Learning courses, and development initiatives tailored to diverse job functions. Leadership development is a cornerstone of these efforts, with programs designed in partnership with leading business schools to cultivate managerial and leadership excellence.

Training and Development

Bank Muscat prioritizes human resource development through its dedicated Jadara Academy, which is staffed by experts and supported by advanced technologies and course materials. In 2024, the academy organized 525 training programs and online modules, resulting in 46,737 training seats and 51,354 training man-days.

- **Scholarship and Professional Certification:**
  - o 11 employees have graduated from overseas scholarship programs, while seven are currently studying. Additionally, 164 staff members are pursuing their studies at local institutions.
  - o 55 employees completed professional certifications, with 84 more pursuing certifications in areas like trade finance, project management, and technology.
- **Functional Development Academies:**
  - o Jadara Technology Academy relaunched a tailored Cloud Academy Platform, offering a wide range of technology courses and enabling 311 staff to complete 677 modules.
  - o Trade Finance Academy certified 16 employees in International Trade Finance (CITF), delivered training on document checking to 14 staff, and trained 25 employees on the Fusion Trade Innovation system.
  - o The Service Excellence Program and Sales Force Academy continued to upskill employees, with over 150 participants completing various program phases.
- **Leadership and Talent Development:**
  - o The High Potential Graduate Program, designed to grow future leaders, currently has 53 staff undergoing the two-year initiative.
  - o The EAGLEs Leadership Engagement Program (Engage, Align, Grow, Learn, and Evolve) trained 71 participants.

Training	Unit	2022	2023	2024
Average hours of training per year per female employee	Hours	66.43	78.19	87.00
Average hours of training per year per male employee	Hours	63.14	94.99	78.68
Average hours of training per year per employee	Hours	64.75	86.10	82.52
Average hours of training per year for management levels	Hours	20.58	15.75	19.63
Average hours of training per year for middle management levels	Hours	68.46	89.81	85.10
Average hours of training per year for non-management levels	Hours	48.44	66.08	64.72

Jadara Academy

The Jadara Academy, endorsed by leading global accreditation bodies, exemplifies Bank Muscat's commitment to world-class professional development. The academy blends international best practices with the Bank's unique business insights to ensure employees maintain globally competitive skills.

- **Technology Training:**

  The Jadara IT Academy facilitated a range of technical courses and expanded its offerings with the relaunched Cloud Academy Platform, enabling 311 staff to complete 677 modules while providing flexibility in learning paths and detailed progress tracking.

- **Specialized Programs:**

  Employees benefited from functional development initiatives such as the Certified Retail Banker Program and Retail Liabilities Program. Additionally, the Management Development Program for First-Time Managers equipped 32 participants with essential leadership skills.

- **Internship Programs:**

  The academy launched the Graduate Internship Program, providing structured development and nine months of on-the-job learning. In 2024, 202 interns joined the Bank, surpassing the annual target of 200 interns.

Scholarship Programs

Bank Muscat continues to invest in its talent pipeline through extensive scholarship programs:

- **Educational Assistance Scheme:**

  Partnering with local universities, the Bank supports employees in pursuing higher education while maintaining their roles. The collaboration with Sohar University resulted in the launch of the first part-time bachelor's program in Management.

- **Overseas Scholarships:**

  Prestigious programs at universities such as University College London (MSc in Data Science), Yale School of Management (MSc in Asset Management), and Columbia Business School (Master of Science in Accounting and Fundamental Analysis) were added to the approved list in 2024.

Performance Management

Bank Muscat's performance management system is designed to facilitate career progression through clear Key Result Areas (KRAs), mid-year reviews, and comprehensive annual appraisals. This three-step process ensures transparency in performance evaluations, culminating in rewards such as bonuses and promotions based on performance.

In alignment with its sustainability objectives, Bank Muscat integrates training in ESG principles. In 2024, 35 employees completed ESG-focused training courses covering Muscat Stock Exchange (MSX) guidelines, ESG reporting, and green banking.

By adhering to the 70-20-10 learning model (70% on-the-job training, 20% mentorship, 10% formal training), Bank Muscat ensures a holistic approach to talent development. This strategy is complemented by a continuous measurement process that monitors training outcomes, enabling the Bank to cultivate internal talent and establish a robust succession pipeline

Objective setting	Mid-year Review	Annual appraisal	Reward
KRAs are set for all employees	Interim review and performance tracking	Year-end appraisal cycle with ratings	Increment and bonus pay-out

Employee Engagement and Safety

Bank Muscat places great importance on fostering a positive work environment that supports job satisfaction, professional growth, and overall employee well-being. To ensure a fulfilling work experience, Bank Muscat conducts regular surveys to assess employee satisfaction, ranging from transactional feedback to comprehensive evaluations of HR effectiveness. These tools enable the Bank to identify areas for improvement and enhance the overall employee experience.

In 2024, Bank Muscat was recognized through the Best Places to Work Certification Program, highlighting its exceptional efforts in creating a supportive and rewarding work culture. The certification process involved a two-step assessment:

1. **HR Assessment:** Completed by the General Manager – HR and Administration, evaluating the Bank's HR practices and policies.
2. **Employee Survey:** Employees provided feedback on various aspects of their experience, including corporate culture, career development opportunities, HR policies, workplace relationships, and compensation and benefits.

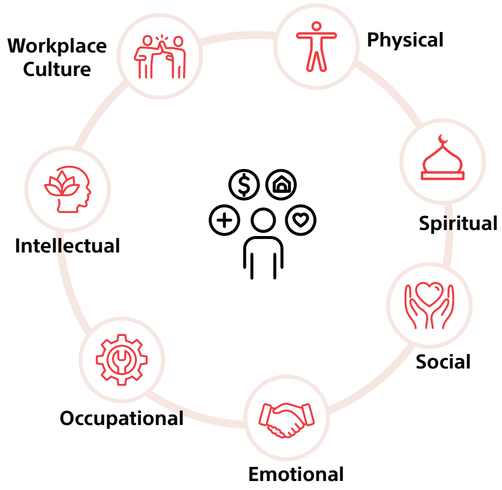
This prestigious award demonstrates Bank Muscat's status as an employer of choice that provides a vibrant, inclusive, and growth-oriented environment where employees can thrive both personally and professionally.

Great Place To Work® Certified™

Health and Wellbeing

Bank Muscat prioritizes the health, safety, and overall wellbeing of its employees and customers. The Bank's Health and Safety policy is aligned with regulatory standards and approved by the Ministry of Manpower to maintain a safe and supportive work environment. Regular inspections, training sessions, and emergency preparedness initiatives further support the employees' health and safety.

The Bank has established seven pillars that guide the design and implementation of wellness programs to support employee well-being:



In 2024, Bank Muscat continued to invest in employee engagement and wellness through various impactful programs:

1. **Office Yoga:** Promoted physical and mental wellness among employees.
2. **Health Checks:** Offered free medical screenings in collaboration with local hospitals to encourage proactive health management.
3. **Pulse Surveys:** Conducted regular surveys to better understand and address employee needs and concerns.
4. **Diversity and Inclusion Celebrations:** Celebrated events such as Women's Day, Father's Day, Mother's Day, National Day, International Banks Day, Christmas, and Diwali to foster a diverse and inclusive workplace culture.
5. **Ongoing Engagement:** Leveraged Workplace by Meta to enhance organizational communication and ensure employees remain connected and informed.

Through initiatives such as these, Bank Muscat works to create a healthy, inclusive, and engaging environment in which employees feel supported in all aspects of their personal and professional lives.

Transforming
communities through sport.

Value
for Our Communities

National Socio-Economic Development

Bank Muscat aims to advance Oman's socio-economic development through impactful CSR initiatives. Guided by a vision to generate long-term community and national benefits, the Bank focuses on key sectors, including education, youth empowerment, MSMEs, alternative energy, sports, and health. The Bank allocates a portion of its profits to CSR programs and continues to receive accolades, such as recognition from the Ministry of Social Development and the Oman Chamber of Commerce and Industry for its efforts in supporting community and persons with disabilities.

Green Sports

The Green Sports program, a Bank Muscat flagship initiative, strengthens local sports teams by fostering community engagement and nurturing young talent through improved sports infrastructure. To date, 203 teams, comprising over 70,000 members, have benefited from the program, with 20 teams joining in 2024. Green Sports not only enhances sports facilities but also reinforces community cohesion and national pride, generating significant social returns.

Supporting people with disabilities

Bank Muscat's dedication to inclusivity is evident in its continuous support for people with disabilities. Contributions in 2024 ranged from technological donations to infrastructure improvements tailored for their needs. The Bank has partnered with organizations such as the Omani Association of the Hearing Impaired, Oman Down Syndrome Association, and the Al Noor Association for the Blind. Additionally, the Bank supported events like the Gulf Goalball Challenge for the Blind, showcasing its commitment to empowerment and inclusivity.

Himam Marathon for People with Disabilities

In the first quarter of 2024, the Bank organized the Himam Marathon, dedicated to individuals with disabilities. The event saw strong participation, with over 250 participants, including individuals with physical, visual, and hearing impairments, as well as those with autism and Down syndrome, accompanied by their families.

Tadhamun

In collaboration with the Ministry of Social Development, the Tadhamun program provides essential household appliances to low-income families, touching the lives of over 2,200 families. This initiative underscores the Bank's solidarity with vulnerable communities, offering tangible support to enhance their quality of life.

Fak Kurba

The Fak Kurba initiative, conducted in partnership with the Omani Lawyers Association, provides financial relief to individuals entangled in civil, commercial, and labor-related cases. As of 2024, the program has resolved 1,557 cases unrelated to banks or financial institutions, generating a Social Return on Investment of OMR for every OMR 1 invested.

Al Wathbah Academy

Bank Muscat's Al Wathbah Academy supports the MSME sector, a cornerstone of Oman's economic growth. Since its launch in 2014, the Academy has graduated 238 entrepreneurs, equipping them with essential business skills. The Bank partners with Radiant Sail, to offer specialized training programs across Oman. With a certified curriculum recognized internationally, participants qualify for Professional Development Units.

Olive tree plantation project

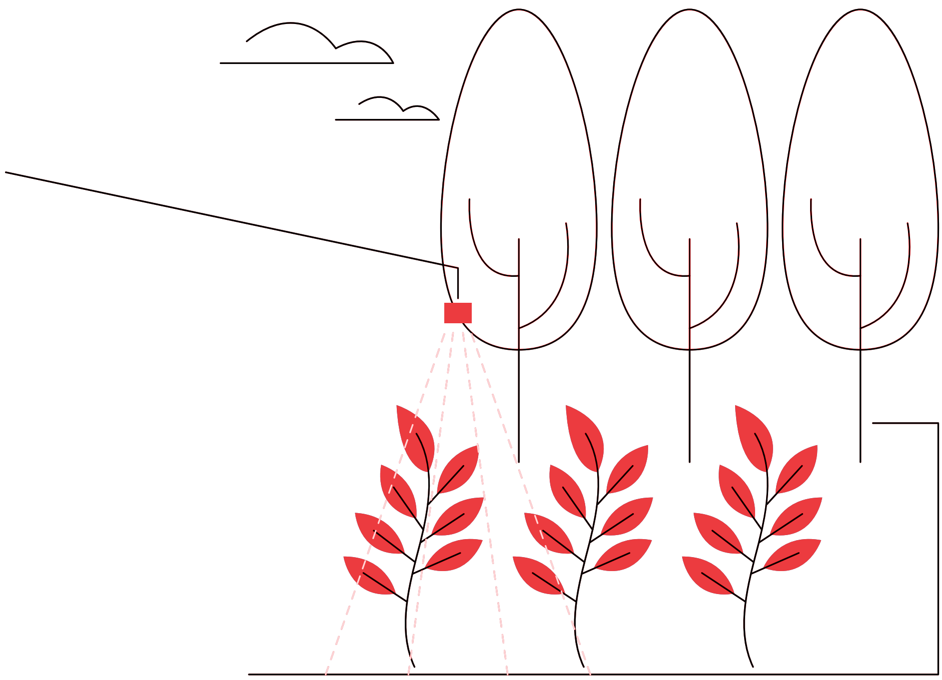
In 2024, the Bank planted 300 olive trees in Al Manakhir, Jabal Al Akhdhar. This project enhances ecological sustainability and offers economic opportunities for the local community by imparting agricultural skills such as farming and crop pressing.

Employee volunteering activities

The Bank fosters a culture of giving by encouraging employee participation in voluntary activities. Employees supported initiatives like Ramadan and Eid Baskets distribution, organized a visit to the Elderly Centre in Al Rustaq, and hosted charity food festivals, with proceeds donated to the Sultan Qaboos Comprehensive Cancer Care and Research Centre.

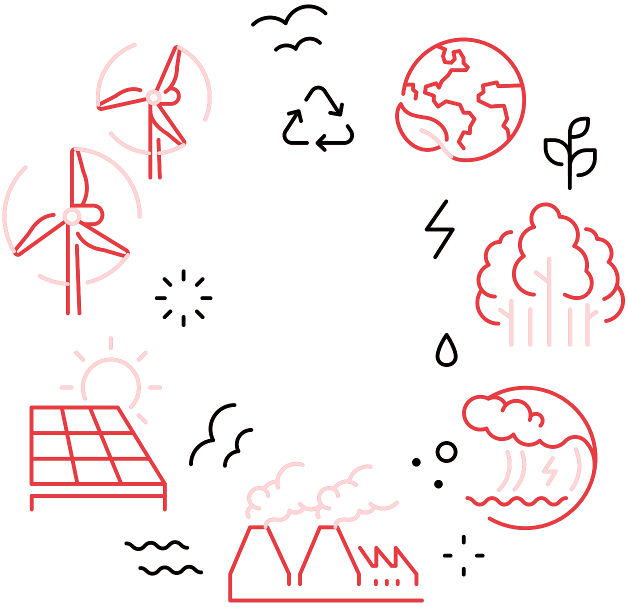
Staff Voluntary Activities

CSR-related initiatives play an integral role in Bank Muscat's voluntary culture. Hence, all staff can participate in the voluntary activities organized by the Bank to serve charity purposes. During 2024, the Bank contributed to a number of charity teams across the Sultanate to provide Eid clothing. In addition, the bank staff organized a special visit to Snow Oman for the children from the Oman Down Syndrome Association. Furthermore, the Bank staff organized two charity food festivals and the proceeds where contributed to Al Wafa Center in Shinas and the Intellectual school.



Nurturing a greener
world for generations ahead.

Managing our **Environmental Impact**



Climate Change and Emissions

Bank Muscat has a critical role in reducing carbon emissions and mitigating environmental impacts. Recognizing this, the Bank has implemented a series of impactful initiatives to enhance its energy efficiency and improve overall environmental performance.

1. Establishing ESG Data Foundations: Bank Muscat initiated the development of a comprehensive ESG data framework, enabling the Bank to systematically monitor and assess environmental, social, and governance activities. This foundation allows for the accurate quantification of the environmental impact of the Bank's operations and activities.
2. Quantifying Environmental Impacts: For the first time, the Bank established a baseline for measuring and analyzing the environmental impact of its operations. This data-driven approach forms the backbone for identifying opportunities to reduce carbon footprints and improve sustainability performance.
3. Data-Driven ESG Decision-Making: The Bank has developed and implemented detailed reporting mechanisms that facilitate informed ESG decision-making. These reports provide actionable insights for integrating sustainability into the Bank's operations and strategic initiatives.

In 2024, Bank Muscat achieved a milestone by formally integrating ESG initiatives into its core operations. Pure ESG projects are now carried out as structured projects within the Bank, following rigorous assessment and alignment with its overall sustainability objectives.

511 hours of environment and/or sustainability training provided

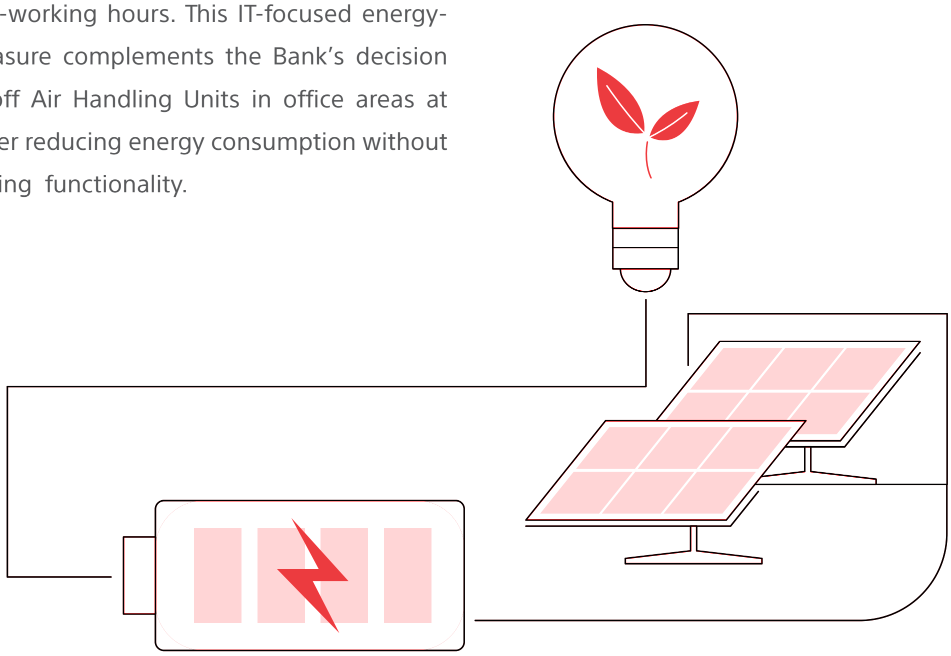
Energy Consumption and Efficiency

Bank Muscat implemented a series of initiatives aimed at reducing energy consumption and optimizing resource use.

A comprehensive energy audit was conducted at the Bank's head office to identify areas where lighting and energy usage could be optimized. Following this assessment, unnecessary lights, including those in parking lots and streetlights, were programmed to switch off during non-operational hours. Additionally, all computer monitors and Central Processing Units were configured to enter sleep mode automatically during non-working hours. This IT-focused energy-saving measure complements the Bank's decision to switch off Air Handling Units in office areas at night, further reducing energy consumption without compromising functionality.

The Bank has also adopted a policy of replacing halogen lights with energy-efficient LED lighting whenever maintenance or replacements are needed. Furthermore, the Meethaq Islamic Banking branch in Al Khoudh became the first commercial building in Oman to utilize solar power for electricity consumption. By advancing these energy-saving measures, Bank Muscat continues to lead by example in the financial sector.

Moreover, the Bank maintained full compliance with environmental regulations, recording zero fines for environmental non-compliance.



No fines recorded for environmental reasons

Energy consumption	Unit	2022	2023	2024
Petrol consumption from operations and vehicles	Liters	1,170,730	1,150,388	1,166,248
Diesel consumption from operations and vehicles	Liters	2,273	1,836	1,885
Electricity consumption	kWh	11,636,000	11,099,000	11,959,000

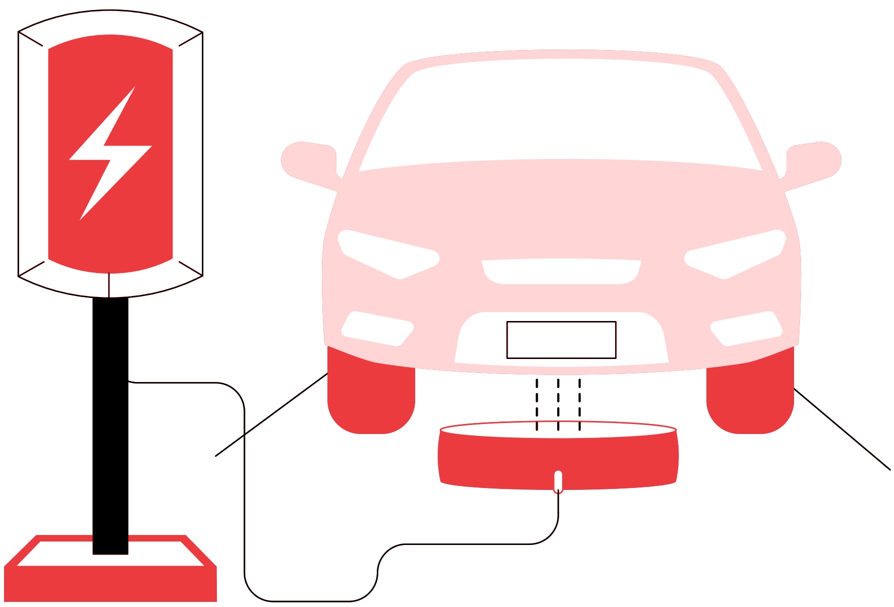
Greenhouse Gas (GHG) Emissions

In 2024, Bank Muscat's emissions increased compared to 2023, with total Scope 1 and Scope 2 emissions rising by 6% due to increase in both fuel and electricity consumption but remained relatively in the same levels as 2022 figures.

Additionally, Bank Muscat is exploring the feasibility of standardizing electric vehicles (EVs) for its fleet. By the end of 2025, the Bank aims to complete trials assessing the reliability and practicality of EVs, paving the way for greener transportation solutions.

Emissions	Unit	2022	2023	2024
Total scope 1 emissions	tCO2e	2,751	2,712	2,750
Total scope 2 emissions	tCO2e	5,038	4,806	5,178
Total scope 1 + scope 2 emissions	tCO2e	7,789	7,518	7,928
GHG intensity (scope 1+ scope 2)	tCO2e/per employee	1.98	1.81	1.82

1 For calculating Scope 1 emissions, Bank Muscat used UK BEIS emission conversion factors, for all three years. To calculate the Scope 2 emissions, the Bank has used International Energy Agency's (IEA) emission factors in 2023.



Environmental Impact

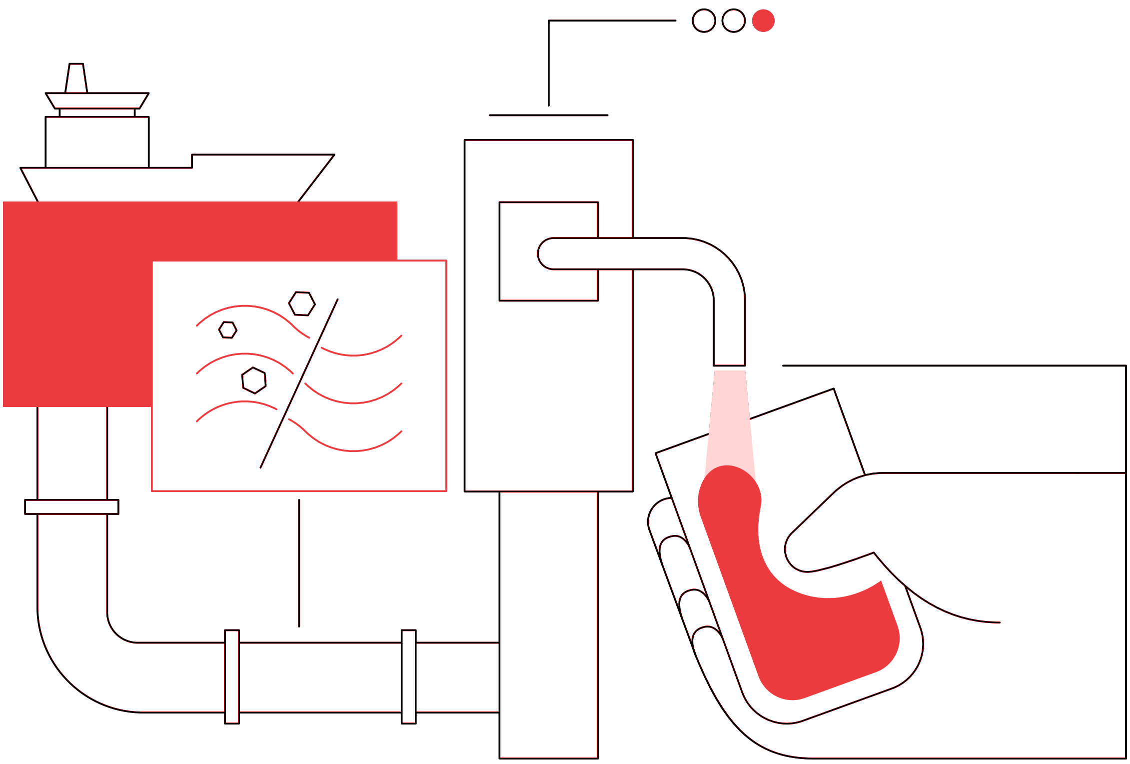
Water Management

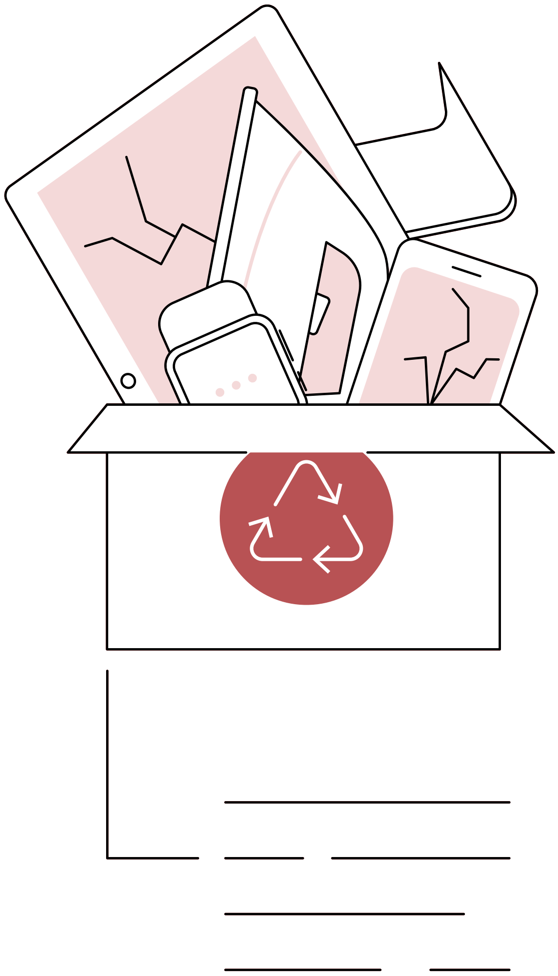
Understanding the importance of water stewardship and decreasing waste production, the Bank has implemented measures to minimize its environmental impact.

While the Bank does not currently have specific water policies in place, it has initiated water conservation to reduce consumption and contribute to broader environmental goals.

The Bank's headquarters are equipped with wash basin sensors designed to control water usage, ensuring efficient consumption. Additionally, regulating flushers have been installed in toilets to further reduce water wastage.

Water Management[1]	Unit	2022	2023	2024
Total water withdrawal	Cubic meter	80,461	83,839	87,092
Water withdrawal intensity	Cubic meter / per employee	20.48	20.14	19.99





Waste Management

Aiming to reduce waste sent to landfills while promoting environmentally friendly disposal methods, the Bank collaborates with organizations such as Oman's Holding Company for Environmental Services (SAOC) to manage electronic and battery waste, and Averda for the environmentally responsible handling of general waste.

Bank Muscat actively monitors waste production and prioritizes the use of high-quality, durable materials to reduce replacements. Efforts are focused on repairing and reusing assets whenever feasible, ensuring a reduction in the disposal of items and supporting a circular economy approach.

Efforts to reduce paper consumption are also a key focus. The Bank has initiated internal processes to identify the most paper-intensive operations and prioritize changes to move towards paper-free workflows. The Stationery Department, in collaboration with Change Management Department, analyzed A4 paper usage by process, providing departments with actionable data to streamline operations and adopt environmentally friendly practices. The Change Management Department played a key role in managing the transition to paperless services and processes, ensuring coordination across stakeholders and mitigating potential impacts.

Waste Management[2]	Unit	2022	2023	2024
Total non-hazardous waste generated (general)	Skips (5000 LTR)	875	794	812
Waste recycled (Shredding)	Kilograms	14,528	15,954	10,863
Total amount of hazardous waste generated (WEEE)	Kilograms	11,780	51,088	59,426

[2] 5S and Space Management Projects: In 2022 and 2023, the Head Office implemented the 5S methodology (Sort, Set in Order, Shine, Standardize, Sustain) alongside a space management initiative, leading to the clearance of unwanted paper in coordination with the Facility Management team. Limited Shredding in 2024: In 2024, shredding was conducted exclusively from recycling paper boxes, resulting in a lower overall volume compared to previous years.

Appendices

Appendices

Appendix (A): ESG Dashboard

Employee retention and attraction	Unit	2022	2023	2024
Employees who joined the organization				
Total number of new employees	Number	315	443	401
Total number of new employees (female)	Number	98	144	127
Total number of new employees (male)	Number	217	299	274
Female new hires	Percentage	31%	33%	32%
Male new hires	Percentage	69%	67%	68%
Total number of new employees (18-30)	Number	211	301	295
Total number of new employees (31-40)	Number	76	118	76
Total number of new employees (41-50)	Number	27	21	26
Total number of new employees (51+)	Number	1	3	4
Employees who left the organization				
Total number of employees	Number	236	211	206
Total number of employees (female)	Number	87	68	73
Total number of employees (male)	Number	149	143	133
Total number of employees (18-30)	Number	73	58	72
Total number of employees (31-40)	Number	86	81	73
Total number of employees (41-50)	Number	38	36	25
Total number of employees (51+)	Number	39	36	36

Parental Leave	Unit	2022	2023	2024
Total number of employees who took parental leave (female)	Number	184	174	187
Total number of employees who took parental leave (male)	Number	0	18	151
Total number of employees who took parental leave	Number	184	192	338
Total number of employees who returned to work after parental leave ended (return to work) (female)	Number	184	174	131
Total number of employees who returned to work after parental leave ended (return to work) (male)	Number	0	18	150
Total number of employees who returned to work after parental leave ended (return to work)	Number	184	192	281

Parental Leave	Unit	2022	2023	2024
Total number of training opportunities for female employees	Number	14,766	21,100	22,727
Total number of training opportunities for male employees	Number	14,967	22,504	24,010
Total number of training opportunities for total workforce	Number	29,733	43,604	46,737
Total number of training opportunities for senior management	Number	78	81	104
Total number of training opportunities for middle management	Number	25,577	46,020	43,107
Total number of training opportunities for non-management levels	Number	4,078	5,125	3,526
Average hours of training per year per female employee	Hours	66.43	78.19	87.00
Average hours of training per year per male employee	Hours	63.14	94.99	78.68
Average hours of training per year per employee	Hours	64.75	86.10	82.52
Average hours of training per year for management levels	Hours	20.58	15.75	19.63
Average hours of training per year for middle management levels	Hours	68.46	89.81	85.10
Average hours of training per year for non-management levels	Hours	48.44	66.08	64.72

Appendix (B): Material Issues List and Definitions

ESG material issue	Category	Description
Climate Change and Emissions	**Environment**	Addressing global warming by reducing greenhouse gas emissions through energy efficiency, renewable energy use, and operational improvements. Includes managing financed emissions by aligning lending and investments with sustainability goals to minimise the carbon footprint of financed activities.
Environmental Impact	**Environment**	Reducing the environmental footprint of operations by managing water usage, minimising waste, and protecting biodiversity.
National Socio-Economic Development	**Social**	Contributing to economic progress and social well-being through initiatives aligned with the UN SDGs. Includes empowering communities via financial support, sponsorships, donations, and employee volunteerism to foster sustainable development.
Employee Engagement and Safety	**Social**	The approach taken by the Bank to ensure the physical and mental health, safety, financial security, and sense of belonging of its employees. This includes measures such as occupational health and safety compliance, and initiatives to support overall wellbeing and sustain a high level of employee engagement.
Diversity and Inclusion	**Social**	The policies, practices, and initiatives implemented within the Bank to foster a culture of diversity, equity, and inclusion. These initiatives aim to embrace individual differences, including but not limited to age, gender, disabilities, or nationality, and leveraging the collective talents and experiences of employees.
Customer Experience and Responsible Marketing	**Social**	The level of fulfilment experienced by customers with the products, services, or interactions offered by the Bank. Also refers to the efforts made by the Bank to enhance the customer experience through initiatives and measures to address customer complaints and inquiries and maintaining high standards of service delivery.

ESG material issue	Category	Description
Financial Inclusion and Literacy	**Social**	Expanding access to banking services for underserved and disadvantaged groups through efforts to provide tailored and affordable financial services to meet diverse needs of individuals and SMEs, with a focus on underserved segments like women and youth. Financial literacy complements inclusion by educating individuals to make informed financial decisions, improving their financial well-being and enabling them to achieve their goals.
Talent Attraction, Development and Retention	**Social**	Strategies aimed at attracting and retaining high-quality individuals within the Bank, emphasizing recruitment techniques, supportive onboarding, and fostering a positive work environment. Additionally, it involves investing in employees' skills and knowledge through learning initiatives, partnerships with educational institutions, and diverse training programs tailored for career advancement.
Responsible Procurement	**Social**	The approach that the Bank adopts to manage its procurement processes with a focus on environmental, social, and economic sustainability. It includes initiatives such as working with local suppliers, adhering to best practices, screening suppliers on environmental and social criteria, and leveraging technology to streamline processes.
Governance and Business Ethics	**Governance**	The structure and functions of the Board of Directors, its committees, and that of the executive management. This includes ensuring diverse Board composition, ongoing training for Board members, and effective committee structures. Establishing robust governance structures to oversee ESG practices, ensuring alignment with national and international standards and frameworks. Focuses on legal compliance, transparency, and accountability through an Ethical Code of Conduct, Whistleblowing Policy, and anti-corruption measures. Includes systems to ensure financial security, prevent money laundering, and combat terrorism financing, with updated policies aligned with regulations.
Financial Performance and Growth	**Governance**	Enhancing the Bank's profitability, market share, and exploration of new markets. These efforts align with the goal of creating value for shareholders and investors while contributing to the productivity, resilience, and stability of Oman's economic system.

ESG material issue	Category	Description
Risk Management	**Governance**	The processes and strategies employed by the Bank to identify, assess, and mitigate risks to ensure a safe working environment and secure operations. It involves continuous monitoring of operational indicators and safety risks. It aims to safeguard the Bank against potential threats and ensure compliance with industry standards and regulations.
Sustainable Financing and Investment	**Governance**	The principles and practices adopted by the Bank to align our investment and financing activities with ESG criteria. This includes integrating sustainability considerations into investment and financing decisions, such as assessing environmental and social risks associated with projects and clients and promoting environmental protection and social impact. Aligning lending and investment practices with ESG principles by supporting green finance, renewable energy projects, and other initiatives that promote long-term economic, environmental, and social benefits.
Innovative and Sustainable Products and Services	**Governance**	Developing and offering products and services that address sustainability challenges, including digital innovations, green financial solutions, and eco-friendly initiatives. The strategic utilization of digitalization and technological advancements to achieve various objectives of the Bank. This involves the digitalization of the Bank's operations and products and services to cater to customer needs effectively while also reducing environmental impact.
Data Security and Customer Privacy	**Governance**	Safeguarding sensitive customer and organisational data through cybersecurity measures, ensuring compliance with data protection regulations, and fostering trust through transparency. Protecting sensitive customer information from security threats. This includes implementing cybersecurity measures such as automated business continuity management systems, cloud-based services adherence to standards, and regular security updates
Supporting Entrepreneurships and SMEs	**Governance**	Promoting economic growth by providing tailored financial solutions, training, and support programs for SMEs and entrepreneurs to foster business innovation and development.

Appendix C
GRI Content Index

GRI Services has reviewed the report for the Content Index - Essentials Service. According to their review, the GRI content index has been presented clearly and consistently, in line with the standards, and the references for disclosures 2-1 to 2-5, 3-1, and 3-2 are appropriately aligned with the relevant sections in the report.

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

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	8, 9			
	2-2 Entities included in the organization's sustainability reporting	5			
	2-3 Reporting period, frequency and contact point	4			
	2-4 Restatements of information	There were no restatements in 2024			
	2-5 External assurance	This report has not been subject to external assurance			
	2-6 Activities, value chain and other business relationships	• Corporate banking • Personal banking • Investment banking • Islamic banking • Treasury • Private banking • Asset management For more information, please refer to the link here. (https://www.bankmuscat.com/en/Business/Business_segements/Pages/Business_Segements_Home.aspx)			
	2-7 Employees	44			
	2-8 Workers who are not employees	All the workers performing work for Bank Muscat are employees and we do not have any workers who are not employees.			
	2-9 Governance structure and composition	25, 26			
	2-10 Nomination and selection of the highest governance body	26			
	2-11 Chair of the highest governance body	25			
	2-12 Role of the highest governance body in overseeing the management of impacts	25			
	2-13 Delegation of responsibility for managing impacts	25, 26			
	2-14 Role of the highest governance body in sustainability reporting	21			
	2-15 Conflicts of interest	28			
	2-16 Communication of critical concerns	Please refer to Annual Report 2024 page 38			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	23-27			
	2-18 Evaluation of the performance of the highest governance body	26, 27			
	2-19 Remuneration policies	Please refer to Annual Report 2024 pages 19, 41, 42, 179			
	2-20 Process to determine remuneration	Please refer to Annual Report 2024 pages 19, 41, 42, 179			
	2-21 Annual total compensation ratio	Please refer to Annual Report 2024 page 201			
	2-22 Statement on sustainable development strategy	6, 7			
	2-23 Policy commitments	27 - 29, 37, 39, 40, 49, 55			
	2-24 Embedding policy commitments	27 - 29, 37, 39, 40, 49, 55			
	2-25 Processes to remediate negative impacts	21, 27			
	2-26 Mechanisms for seeking advice and raising concerns	27			
	2-27 Compliance with laws and regulations	The Bank has not identified any areas of non-compliance for the year ended 31 December 2024			
	2-28 Membership associations	Oman Banks Association Union of Arab Banks			
	2-29 Approach to stakeholder engagement	21			
	2-30 Collective bargaining agreements	The Sultanate of Oman has not ratified the ILO core labour conventions regarding freedom of association and the right to bargain collectively			
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	22, 23			
	3-2 List of material topics	23			
Financial Performance and Growth					
GRI 3: Material Topics 2021	3-3 Management of material topics	15			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	15			
	201-4 Financial assistance received from government	Bank Muscat did not receive financial assistance from the government			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	51, 52			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	203-2 Significant indirect economic impacts	51, 52			
National Socio-Economic Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	51, 52			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	51, 52			
Employee Engagement and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	48, 49			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	49			
	403-3 Occupational health services	49			
	403-4 Worker participation, consultation, and communication on occupational health and safety	49			
	403-5 Worker training on occupational health and safety	49			
	403-6 Promotion of worker health	49			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	49			
Data Security and Customer Privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	30			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	30			
Governance and Business Ethics					
GRI 3: Material Topics 2021	3-3 Management of material topics	25-28			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	27			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	41			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	41			
Diversity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	43 - 45			
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	45			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	25			
Customer Experience and Responsible Marketing					
GRI 3: Material Topics 2021	3-3 Management of material topics	34-37			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	34			
Responsible Procurement					
GRI 3: Material Topics 2021	3-3 Management of material topics	40, 41			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	41			
Talent Attraction, Development and Retention					
GRI 3: Material Topics 2021	3-3 Management of material topics	46-48			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	60			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Furnishing allowance • Health insurance and medical facilities • Loans and advances • 50 days of maternity leave with full pay			
	401-3 Parental leave	61			
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Bank Muscat follows a two months notice period for any operational changes.			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	46			
	404-2 Programs for upgrading employee skills and transition assistance programs	46-48			
Climate Change and Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	54-58			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	55			
	302-3 Energy intensity	55			
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	57			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	56			
	305-2 Energy indirect (Scope 2) GHG emissions	56			
	305-4 GHG emissions intensity	56			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	58			
	306-2 Management of significant waste-related impacts	58			
	306-3 Waste generated	58			
	306-4 Waste diverted from disposal	58			
We also report on topics that are not covered by the GRI standards					
Innovative and Sustainable Products and Services					
GRI 3: Material Topics 2021	3-3 Management of material topics				
Risk Management					
GRI 3: Material Topics 2021	3-3 Management of material topics				
Sustainable Lending and Investing					
GRI 3: Material Topics 2021	3-3 Management of material topics				
Financial Inclusion, Literacy and Accessibility					
GRI 3: Material Topics 2021	3-3 Management of material topics				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Supporting Entrepreneurships and SME's					
GRI 3: Material Topics 2021	3-3 Management of material topics				

Appendix (D):
MSX Metrics Mapping

MSX ESG Metrics			
Category	**Metric**	**Calculation**	**Direct Answer**
Environment	1. GHG Emissions	1) Total amount in CO2 equivalents, for Scope 1	2,750
		2) Total amount, in CO2 equivalents, for Scope 2 (if applicable)	5,178
	2. Emissions Intensity	1) Total GHG emissions per output scaling factor	1.82 tCO_2e/per employee
		2) Total non-GHG emissions per output scaling factor	0
	3. Energy Usage	1) Total amount of energy directly consumed	11,335.73 MWh
		2) Total amount of energy indirectly consumed	11,959.00 MWh
	4. Energy Intensity	Total direct energy usage per output scaling factor	5.35 MWh/per employee
	5. Energy Mix	Percentage: Energy usage by generation type	Oil 48.7%
	6. Water Usage	1) Total amount of water consumed	87,092 cubic meters
		2) Total amount of water reclaimed	0
	7. Environmental Operations	1) Does your company follow a formal Environmental Policy? Yes/No	No
		2) Does your company follow specific waste, water, energy, and/or recycling polices? Yes/No	No
		3) Does your company use a recognized energy management system?	No

MSX ESG Metrics			
Category	**Metric**	**Calculation**	**Direct Answer**
Environment	8. Environmental Oversight	Does your Management Team oversee and/or manage sustainability issues?	Yes
	9. Environmental Oversight	Does your Board oversee and/or manage sustainability issues?	Yes
	10. Climate Risk Mitigation	Total amount invested, annually, in climate-related infrastructure, resilience, and product development	0
Social	1. Gender Pay Ratio	Ratio: Median male compensation to median female compensation	1.06
	2. Employee Turnover	1) Percentage: Year over-year change for full-time employees	4.75%
		2) Percentage: Year over-year change for part-time employees	0
		3) Percentage: Year over-year change for contractors/ consultants	5.06%
	3. Gender Diversity	1) Percentage: Total enterprise headcount held by men and women	54% men 46% women
		2) Percentage: Entry and mid-level positions held by men and women	54% male, 46% female
		3) Percentage: Senior- and executive level positions held by men and women	80% men, 20% women
	4. Temporary Worker Ratio	1) Percentage: Total enterprise headcount held by part-time employees	0
		2) Percentage: Total enterprise headcount held by contractors and/or consultants	1.78%

MSX ESG Metrics			
Category	**Metric**	**Calculation**	**Direct Answer**
Social	5. Non-Discrimination	Does your company follow non-discrimination policy? Yes/No	Yes
	6. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	0
	7. Global Health and Safety	Does your company follow an occupational health and/or global health and safety policy?	Yes
	8. Child and Forced Labor	1) Does your company follow a child and/or forced labor policy?	Yes
		2) If yes, does your child and/or forced labor policy also cover suppliers and vendors?	Yes
	9. Human Rights	1) Does your company follow a human rights policy?	Yes
		2) If yes, does your human rights policy also cover suppliers and vendors?	Yes
	10 Community Investment	Does your company invest in the community (including philanthropic donations)?	Yes
Governance	1. Board Diversity	1) Percentage: Total board seats occupied by men and women	100% male
		2) Percentage: Committee chairs occupied by men and women	100% male
	2. Board Independence	1) Does your company prohibit the CEO from serving as board chair?	Yes
		2) Percentage: Total board seats occupied by independent board members	78%
	3. Incentivized Pay	Are executives formally incentivized to perform on sustainability?	No
	4. Supplier Code of Conduct	1) Are your vendors or suppliers required to follow a Code of Conduct?	Yes

MSX ESG Metrics			
Category	**Metric**	**Calculation**	**Direct Answer**
Governance	5. Ethics and Prevention of Corruption	2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	100%
		1) Does your company follow an Ethics and/or Prevention of Corruption policy?	Yes
		2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	100%
	6. Data Privacy	1) Does your company follow a Data Privacy policy?	Yes
		2) Has your company taken steps to comply with GDPR rules?	No
		3) Has your company taken steps to comply with Oman Personal Data Protection Law rules?	Yes
	7. Sustainability Reporting	1) Does your company publish a sustainability report?	Yes
		2) Is sustainability data included in your regulatory filings?	Yes
	8. Disclosure Practices	G8.1) Does your company provide sustainability data to sustainability reporting frameworks?	Yes
		2) Does your company focus on specific UN Sustainable Development Goals (SDGs)?	Yes
		3) Does your company set targets and report progress on the UN SDGs?	No
	9. External Assurance	Are your sustainability disclosures assured or verified by a third-party audit firm?	No

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