



1. I'm a personal banking customer – what does this merger mean for me?

The combination of NCB and Samba will elevate retail banking standards in Saudi Arabia, serving over 25 percent of consumer households and delivering best-in-class innovative digital propositions. It will create a franchise that offers unparalleled convenience for customers across the Kingdom. You will have access to over 501 bank branches; 4,136 ATM machines and 126,831 point of sale devices.

2. How is this good news for corporate customers?

Both banks have a complimentary product suite which will benefit corporate customers across corporate banking, transaction banking, treasury, capital markets, investment banking, asset management, brokerage and digital channels.

The combined bank will be focused on delivering the needs of clients within the Kingdom and facilitating trade and capital flows in and out of the Kingdom.

3. What does this mean for my account / mortgage / loans and other products services I use – will they change?

Until the merger is completed, nothing will change. It will be business as usual for all corporate and personal banking clients. Minimizing disruption for customers is a top priority. You will be kept informed by your bank well in advance of any planned changes to services or products.

4. How will I be notified of any changes affecting me?

You will be informed of any changes directly by your relationship manager, as well as through emails, SMS and information at your closest bank branch. More information about any changes to product or service offerings will also be available on your bank's website.

5. What are the ambitions and strategy of the combined bank?

The merger would be uniquely positioned to help shape Saudi Arabia's banking landscape. The New Saudi Banking champion will facilitate the Kingdom's landmark deals and mega projects with its strong capital base and lending capabilities; connect Saudi corporates to global markets, and foster development of small and medium-sized enterprises (SMEs) through innovative digital propositions. The combined business will offer industry-leading returns and productivity, unlocked by scale and efficiency gains and an increased ability to invest in innovative solutions.

6. NCB tried to merge before – what is different this time?

- NCB has agreed merger terms with a highly complementary bank. The proposed merger between NCB and Samba will unlock considerable synergies and growth potential to maximize value for all stakeholders.
- Customers will experience new banking standards and gain access to a wider suite of products and services.
- Shareholders will benefit from the strategic and financial upsides of the merger as the larger franchise will deliver more opportunity and drive long-term shareholder value.
- Employees will be groomed to become tomorrow's industry leaders in a much larger organization with access to world-class training and development programs.

7. Is this merger driven by the current market situation?

The potential merger is not motivated by current market conditions. Both banks are approaching the merger from a position of strength, having made a carefully evaluated strategic decision to pursue the merger to create the number one bank in the Kingdom across most business lines as well as the leading bank across the MENA region. The Saudi banking sector has long been ripe for consolidation and with exceptional performance and efficiency from both banks, even during Covid-19, now is the perfect time to merge.

8. Why are NCB and Samba merging?

This is an exciting opportunity to create a new Saudi banking champion which will be a regional powerhouse in the consolidating Saudi and MENA banking landscape. The merger will create new opportunities and help deliver growth in an ambitious Kingdom. Customers will experience new banking standards driven by pooled talent and expertise from two of the Kingdom's leading banks and gain access to a wider suite of products and services.

9. What does the merger mean for Vision 2030?

The merger would be uniquely positioned to help shape Saudi Arabia's financial sector and banking landscape delivering progress towards Vision 2030. The new, bigger, bank will have an unprecedented customer offering; facilitate the Kingdom's landmark deals and mega projects; connect Saudi corporates to global markets; foster development of small and medium-sized enterprises (SMEs) through innovative digital propositions and expand its dedication to national talent development.

10. Will any employees lose their jobs?

We have no intention to implement any involuntary redundancies as part of the process. The new bank will be looking to attract and retain the best people and groom future leaders of the industry through world-class training and development programs, as well as rewarding career opportunities.