



البنك الأردني الكويتي

JORDAN KUWAIT BANK

"More than just a bank"

Environmental, Social and Governance Report 2025

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BOARD SUSTAINABILITY COMMITTEE CHAIRPERSON MESSAGE

In light of the accelerating global transformations in sustainability, regulation and disclosure, sustainability has become a fundamental factor in strengthening the resilience of financial institutions, enhancing their ability to achieve sustainable growth and creating long term value. In Jordan, evolving regulatory frameworks and increasing expectations for transparency and disclosure further reinforce the importance of embedding sustainability into institutional strategy and decision-making.

In this context, Jordan Kuwait Bank continues to strengthen sustainability principles across its business operations and activities by integrating Environmental, Social, and Governance (ESG) pillars into its financing decisions, risk management practices and the development of banking solutions and services.

The Bank's sustainability approach reflects a comprehensive institutional commitment that begins with the Board of Directors and its Sustainability Committee and extends across all administrative and executive levels. The launch of the Bank's Sustainability Strategy (2026-2028) represents a key milestone in translating this commitment into a practical framework that guides decision-making and strengthens the integration of ESG principles across all activities and operations.

This report highlights the progress achieved by Jordan Kuwait Bank in advancing its sustainability journey, including the expansion of sustainable finance, the development of responsible banking solutions, and the implementation of impactful social initiatives. It also reflects our continued efforts to strengthen governance, transparency, and disclosure practices in line with leading national and international standards.

While we take pride in the progress achieved to date, we recognize that sustainability is an ongoing commitment and a core element of the Bank's long-term success. We remain committed to creating sustainable value and advancing a more resilient, inclusive and sustainable future.

I extend my sincere gratitude and appreciation to their Excellencies the Governors of the Central Bank of Jordan, the Central Bank of Cyprus, the Central Bank of Iraq, and the Board of Directors, our customers, employees, partners, and shareholders for their continued trust and support throughout this journey. Looking ahead, we remain guided with a strong ambition to further strengthen the Bank's leading role in driving the transition towards a more sustainable future.



Nesreen Barakat
Board Sustainability Committee Chairperson

GROUP CEO MESSAGE

Dear stakeholders, I am pleased to present Jordan Kuwait Bank's 2025 Environmental, Social, and Governance (ESG) Report. This report reflects our conviction that long-term value is created when financial strength and responsible stewardship advance together. At JKB, sustainability is not a parallel agenda; it is woven into our strategy, our culture, and the way we make decisions. This commitment is at the heart of our promise to be "More Than Just a Bank," a promise we continued to honour in 2025.

Over the past five years, JKB has built a sustainability journey grounded in purpose and accountability. What began as an inaugural commitment in 2020 has matured into a strategic orientation that shapes how we allocate capital, serve our customers, and engage with the communities around us. Our approach remains aligned with Jordan Vision 2025, Jordan Economic Modernization Vision, the United Nations Sustainable Development Goals, and the Central Bank of Jordan's Green Finance Strategy.

The year 2025 marked an important step forward for the Bank. Alongside solid financial performance, with a net profit of JOD 151.1 million, we continued to advance key strategic priorities that strengthen our long-term positioning. A defining milestone during the year was the initiation of the procedures to acquire a controlling stake in FIMBank, a Malta-based institution specializing in international banking services. This strategic step aims to expand Jordan Kuwait Bank's international footprint and enhances our capabilities in trade finance and cross-border banking, supporting our ambition to build a more diversified banking group with stronger international connectivity.

The year also marked the launch of the Bank's first ESG Strategy for 2026-2028, developed with the International Finance Corporation (IFC). The strategy establishes a comprehensive framework for embedding ESG across the Bank, with innovation positioned as a core pillar supporting sustainable finance and long-term value creation.

Environmental stewardship, social responsibility, and sound governance are not aspirations for JKB; they are the operating principles through which we create lasting value. In 2025, we made tangible progress across all three dimensions. Our green financing portfolio grew to JOD 82.9 million, supporting climate-resilient projects across the economy, while a 12% reduction in total greenhouse gas emissions and continued expansion of our solar energy capacity reflect the measurable impact of our environmental commitments. Becoming the first bank in Jordan to obtain the IFC EDGE certification for green buildings stands as a landmark achievement and a reflection of our commitment to leading by example.

These achievements would not have been possible without the dedication of our talented employees. In 2025, we delivered 60,630 hours of training, with around 40% dedicated to female employees, underscoring our commitment to equitable development opportunities. Women represented 33% of new hires, and we were proud to retain our "Achiever" status under the Women's Empowerment Principles (WEPs), reaffirming our ambition to achieve equal pay for equal work by 2030. JKB also received the IFC Diversity Award for excellence in gender equality and women's empowerment, a recognition that speaks to the culture we have worked hard to build.

We are equally committed to delivering a positive impact within the communities we serve. In 2025, we directed JOD 1.29 million across 209 CSR projects, aligned with key Sustainable Development Goals. We were honoured to be named "Best CSR Bank Jordan 2025", reflecting our continued dedication to community-led, impact-driven investment across Jordan.

Looking ahead, JKB will continue to support Jordan's sustainable economic growth while strengthening its commitment to responsible banking. By building on its progress, the Bank remains focused on creating lasting value for its stakeholders and communities it serves.

I invite you to explore this report as a window into our journey, the progress we have made, the challenges we continue to navigate, and the ambitions that drive us forward. Your continued trust and feedback are invaluable as we advance on this path together.

In closing, I extend my sincere appreciation to Their Excellencies the Governors of the Central Bank of Jordan, the Central Bank of Cyprus, the Central Bank of Iraq and our Board of Directors, clients, employees, partners, and shareholders. Together, we will continue to build a stronger, more resilient, and more sustainable future.



Haethum Buttikhi
GCEO

ABOUT THIS REPORT

This sixth annual ESG report outlines Jordan Kuwait Bank's ("JKB" or "the Bank") sustainability approach and 2025 performance across environmental, social, and governance (ESG) topics. It captures key initiatives and outcomes delivered during the year and reinforces JKB's commitment to regular, transparent disclosure.

Prepared in accordance with the Global Reporting Initiative (GRI) Standards, a universally acknowledged sustainability reporting framework, the report is also aligned with Amman Stock Exchange (ASE) sustainability disclosure requirements and the United Nations Sustainable Development Goals (UN SDGs).

Report Boundaries

The scope of this report covers all operations of JKB Group in the Hashemite Kingdom of Jordan from 1 January 2025 to 31 December 2025, unless otherwise specified. All monetary values in this report are presented in Jordanian Dinars (JOD), unless otherwise stated. Economic performance data covers the entirety of the JKB Group, including the Bank's operations in Cyprus.

This report is prepared at the Group level. However, due to current data availability constraints, certain sustainability disclosures may have a more limited reporting scope. JKB is committed to progressively enhancing data collection processes and expanding disclosure coverage across the Group in future reporting cycles.

The report also references JKB's subsidiaries, including United Financial Investments Company (UFICO), Ejara Leasing Company, and Bank of Baghdad (BoB). Unless explicitly stated otherwise, the sustainability data and disclosures presented in this report relate to Jordan Kuwait Bank only, with subsidiary-specific information disclosed where applicable.

Forward-looking statements

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

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

Get in touch

JKB welcomes feedback on this report and the Bank's ESG performance through the following channels:



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JKB: MORE THAN JUST A BANK

JKB Overview

Since 1976, JKB has been instrumental in shaping Jordan's economic landscape. Embodying its commitment to being "More than Just a Bank," JKB blends innovation with enduring principles, responding thoughtfully to the evolving demands of today's financial environment.

JKB delivers a full spectrum of services that transcend traditional banking, from investment advisory and legal structuring to insurance and brokerage solutions. As a comprehensive financial partner, JKB serves its clients through an expansive branch network, nurturing lasting relationships founded on trust, insight, and personalized care.

This client-centered approach is mirrored in JKB's workplace culture, where teamwork, development, and mutual respect shape the employee experience. Each member of the JKB family is recognized and encouraged to advance the institution's collective vision.

Beyond its core business, JKB remains committed to driving meaningful change across the communities it touches—supporting humanitarian efforts, advancing social causes, and investing in educational opportunities that build a brighter future.

JKB's Vision

To bring the bright future of banking to customers today.



JKB's Mission

Providing integrated, tailored, and frictionless banking experience through digitally innovative and agile services.

JKB's Values

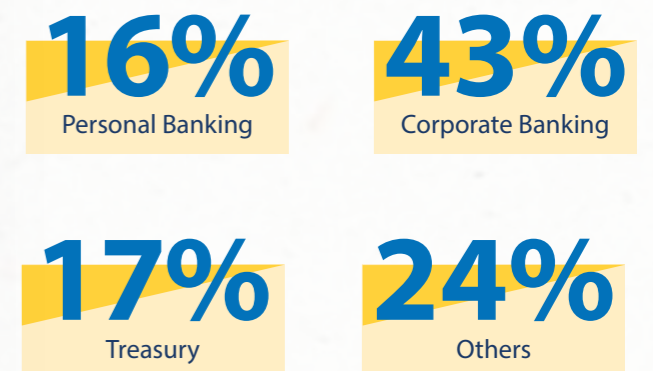
-  We thrive on empowerment
-  We work together
-  We treat all stakeholders as family
-  We welcome change
-  We are responsible corporate citizens



Business Segments

JKB conducts business across four main segments which include:


Percentage of Revenue per Business Segment




 **1,509**
Employees

 **13**
Affiliates

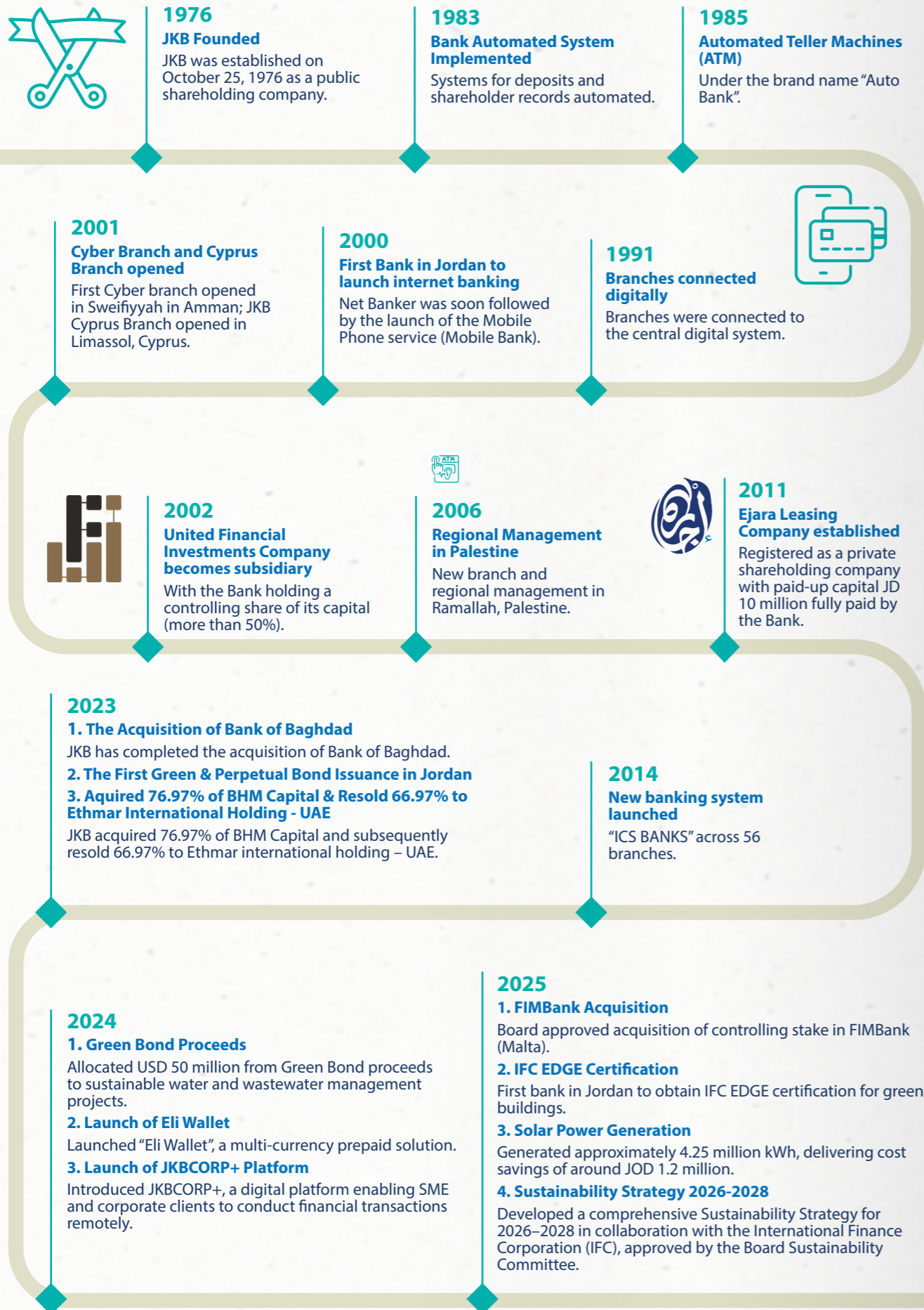
 **252.6** JOD million
EBIDTA

 **397.89** JOD million
Revenue

 **151.15** JOD million
Net Income

 **0.648** JOD EPS
Earning per Share

JKB's Journey



Awards and Recognitions



"Bank of the Year in Jordan 2025" By The Banker



"Best CSR Bank Jordan 2025"



"Best Private Banking Services Jordan 2025"



"Best Customer-Centric Bank 2025"



Silver Pikasso d'Or Award (for eliWallet) - in the Digital category for innovation in digital out-of-home advertising



"Best Bank in Jordan in Corporate Social Responsibility 2025"



First bank in Jordan to be awarded IFC's EDGE Green Building Certification



Market Leader – Corporate Social Responsibility



Highly Regarded – Digital Solutions



Notable – SME Banking

Memberships and Partnerships

Sustainability is not a journey we take alone. JKB actively engages with a network of local and international partners who share our commitment to building a more responsible, inclusive, and resilient future. These key partnerships include:

Jordan Green Building Council



Collaborating to promote sustainable building practices and green certifications within Jordan.

Association of Banks in Jordan



Working to enhance sustainable banking practices across the sector.

Ministry of Environment



Aligning the Bank's initiatives with national environmental policies and regulations.

United Nations Development Program (UNDP)



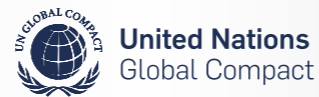
Engaging in projects that support the UN Sustainable Development Goals (SDGs) within a local context.

Partnership for Carbon Accounting Financials (PCAF)



Standardizing the measurement and disclosure of greenhouse gas (GHG) emissions in financial portfolios.

United Nations Global Compact (UNGC)



Committing to uphold the ten principles related to human rights, labor, environment, and anti-corruption.

UN Women



Advancing gender equality and women's empowerment in the workplace and beyond through the Women's Empowerment Principles (WEPs) initiative

Affiliates and Subsidiaries

JKB forms part of the Kuwait Projects Company Holding (KIPCO) group. With more than 30 years of investment experience across MENA, KIPCO's portfolio spans financial services, media, real estate, and industry, with a focus on building and scaling businesses over the long term. KIPCO's stake in JKB is held through Al Rawabi United Holding Co., which owns approximately 51% of the Bank's capital.

JKB operates through three subsidiaries. It holds a strategic 53.44% stake in Bank of Baghdad—one of Iraq's largest private commercial banks—established in 1992 with a paid-up capital of IQD 400 billion and providing financial services across Iraq and Lebanon. JKB also fully owns Ejara Leasing Company, which provides leasing and asset-financing solutions, and holds an 89.56% stake in United Financial Investments Company – Jordan, which offers investment and financial services in the Jordanian market.



Economic Performance

JKB's financial performance in 2025 reflects its role in supporting economic activity while maintaining a strong capital position and delivering sustainable returns to shareholders. During the year, the Bank continued to generate stable revenues, with direct economic value generated reaching JOD 397.9 million in 2025, reflecting solid operating performance.

Net profit remained strong at JOD 151.1 million in 2025, supporting the Bank's ability to reinvest in its business and sustain shareholder value. At the same time, JKB further strengthened its capital base, with shareholders' equity rising by 7.4%, from JOD 886.1 million in 2024 to JOD 952.1 million in 2025. The Bank maintained dividend distributions at JOD 27.0 million, reflecting a consistent and disciplined approach to shareholder returns. Together, these results underscore JKB's solid financial position and its continued capacity to support sustainable growth while meeting the expectations of shareholders and other stakeholders.

Economic Performance	2023	2024	2025
Direct economic value generated (revenues) (JOD Million)	281.41	412.44*	397.89
Total economic value distributed (including the below) (JOD Million)	142.32	146.33	148.56
Operating costs (JOD Million)	61.99	60.64	72.59
Employee wages and benefits (JOD Million)	48.71	48.84	53.77
Payments to government (taxes and penalties) (JOD Million)	31.62	36.85	22.19
Dividends paid to shareholders (JOD Million)	10.50	18.00	27.00
Economic value retained (direct economic value generated minus economic value distributed) (JOD Million)	139.09	266.11	249.33
Net profits (JOD Million)	90.04	194.32	151.15
Shareholders' Equity (JOD Million)	727.51	886.13	952.06
Return on (average) equity (Percentage)	17	24	16

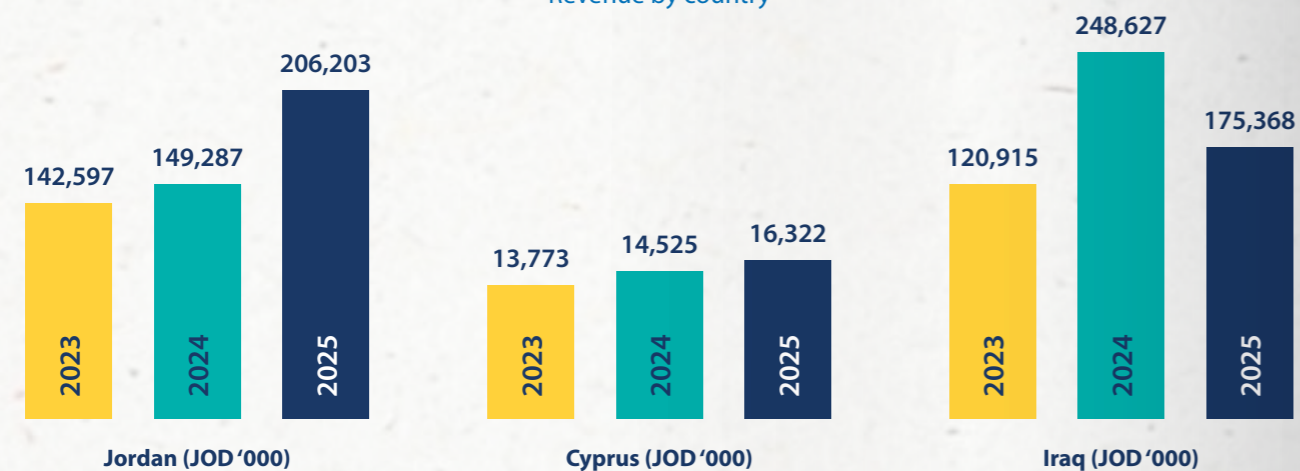
*The 2024 direct economic value generated figure has been restated.

Case Study

Supporting Economic Development

JKB signed a strategic partnership agreement with AmCham Jordan to support private sector growth and strengthen U.S.-Jordan economic cooperation. The Bank also sponsored the 4th National Economic Integration Forum in Amman, which brought together government entities, regulators, economists, and business leaders to discuss economic integration and investment opportunities in Jordan.

Revenue by country



APPROACH TO SUSTAINABILITY



APPROACH TO SUSTAINABILITY

Since 2020, JKB has been strengthening its sustainability approach to enhance environmental and social responsibility, respond to evolving stakeholder expectations, and build long-term resilience. Sustainability is embedded across strategy, risk management, financing activities, and operations, supporting the Bank's ability to create lasting value while navigating emerging economic, environmental, and regulatory challenges.

JKB's sustainability approach is informed by a set of national and international frameworks that support sustainable economic growth, climate resilience, and responsible financial sector development, as outlined below:

Jordan Vision 2025

Jordan Vision 2025 provides a national roadmap for sustainable economic growth, social development, and improved quality of life through private sector development, innovation, and job creation. JKB contributes by expanding access to finance, supporting SMEs and entrepreneurship, advancing digital banking, and promoting inclusive economic participation.



Economic Modernisation Vision (EMV)

Jordan's Economic Modernisation Vision aims to accelerate growth, enhance competitiveness, and create employment opportunities across priority sectors. JKB supports this vision through responsible financing, SME support, innovation, and capital mobilisation toward sectors that contribute to sustainable economic diversification.



Nationally Determined Contributions (NDCs)

Jordan's NDCs set national targets for reducing greenhouse gas emissions and strengthening climate resilience in line with the Paris Agreement. JKB contributes by supporting energy efficiency, resource optimisation, and awareness of climate-related risks and opportunities through responsible financing and operational practices.



National Climate Change Policy (2022–2050)

Jordan's NDCs set national targets for reducing greenhouse gas emissions and strengthening climate resilience in line with the Paris Agreement. JKB contributes by supporting energy efficiency, resource optimisation, and awareness of climate-related risks and opportunities through responsible financing and operational practices.



Central Bank of Jordan Green Finance Strategy (2023–2028)

The CBJ Green Finance Strategy promotes the mobilisation of sustainable finance, integration of climate risk into financial decision-making, and development of green financial products. JKB supports these objectives by strengthening sustainable finance practices, enhancing ESG risk integration, and supporting environmentally responsible investment.



National Green Growth Plan (NGGP)

Jordan's National Green Growth Plan promotes sustainable economic development through investment in resource-efficient sectors such as energy, water, waste, and transport. JKB supports the NGGP by integrating ESG considerations into financing decisions and enabling investments that contribute to sustainable growth.



United Nations Sustainable Development Goals (SDGs)

The SDGs provide a global framework for addressing social, environmental, and economic challenges. JKB contributes through responsible finance, financial inclusion, digital innovation, and community initiatives that support sustainable development outcomes.



This multi-layered alignment enables JKB to create meaningful social and environmental impact, demonstrating the Bank's dedication to weaving sustainability into its operations, technology, infrastructure, and innovative solutions.

Sustainability Governance

JKB has established a structured sustainability governance framework to integrate ESG considerations into strategic decision-making and core business activities. The framework operates across interconnected levels: Board-level oversight through the Board Sustainability Committee, executive leadership through a GCEO-led Sustainability Committee, and cross-functional implementation through the Sustainability Working Group, supported by the Sustainability Department, which leads ESG integration, strategy execution, and sustainability reporting across the Bank.

In 2025, JKB further strengthened this framework through enhanced Board engagement and the formalization of governance charters that reinforced ESG oversight and accountability across the Bank.

Sustainability Strategy and Framework

In 2025, JKB developed a comprehensive sustainability Strategy for 2026–2028 in collaboration with the International Finance Corporation (IFC). The strategy responds to increasing regulatory expectations, climate and water-related financial risks, and growing stakeholder demand for sustainable finance solutions. Its development was informed by a double materiality assessment that identified material ESG risks and opportunities, extensive stakeholder engagement, peer benchmarking, and evolving regulatory expectations.

To support implementation, JKB established a Sustainability Framework that provides an integrated structure for guiding strategic decision-making, stakeholder engagement, and sustainability reporting. The framework is organized around four pillars—Governance, Environment, Social, and Innovation—ensuring alignment with material sustainability priorities and international standards, while reinforcing transparency and accountability across the Bank's operations.

Building on this foundation, the sustainability strategy adopts an Objectives and Key Results (OKR)-based structure organized around the same four pillars, with clear objectives, key results, and Key Performance Indicators (KPIs) to ensure accountability. Approved by the Board Sustainability Committee in 2025, it establishes a Bank-wide roadmap aligned with JKB's business strategy and risk appetite, strengthens oversight of ESG and climate risks, enhances regulatory readiness including climate disclosures and International Financial Reporting Standards (IFRS) sustainability standards, and positions JKB to scale sustainable finance offerings while reinforcing its market leadership.



Sustainability Vision

To be a leader in sustainable practices and innovative solutions that create a sustainable value for our stakeholders, preserve the environment, and enhance the quality of life for future generations.



Sustainability Mission

We strive to integrate sustainability across all aspects of our operations and decision-making by adopting responsible practices, investing in social and environmental prosperity, and driving innovative solutions to meet market expectations, enhance resilience, and lead by example in empowering communities and protecting natural resources.

Governance

- Enhance JKB's ESG Governance Model
- Maintain leadership in business ethics
- Develop a greenwashing screening process



Environment

- Enhance sustainability resilience while balancing profitability
- Manage climate- and water-related financial risk
- Mature JKB's standing in the green finance space



Social

- Continue to support and develop communities around JKB's activities
- Capitalize on a diverse and ESG-aware workforce



Innovation

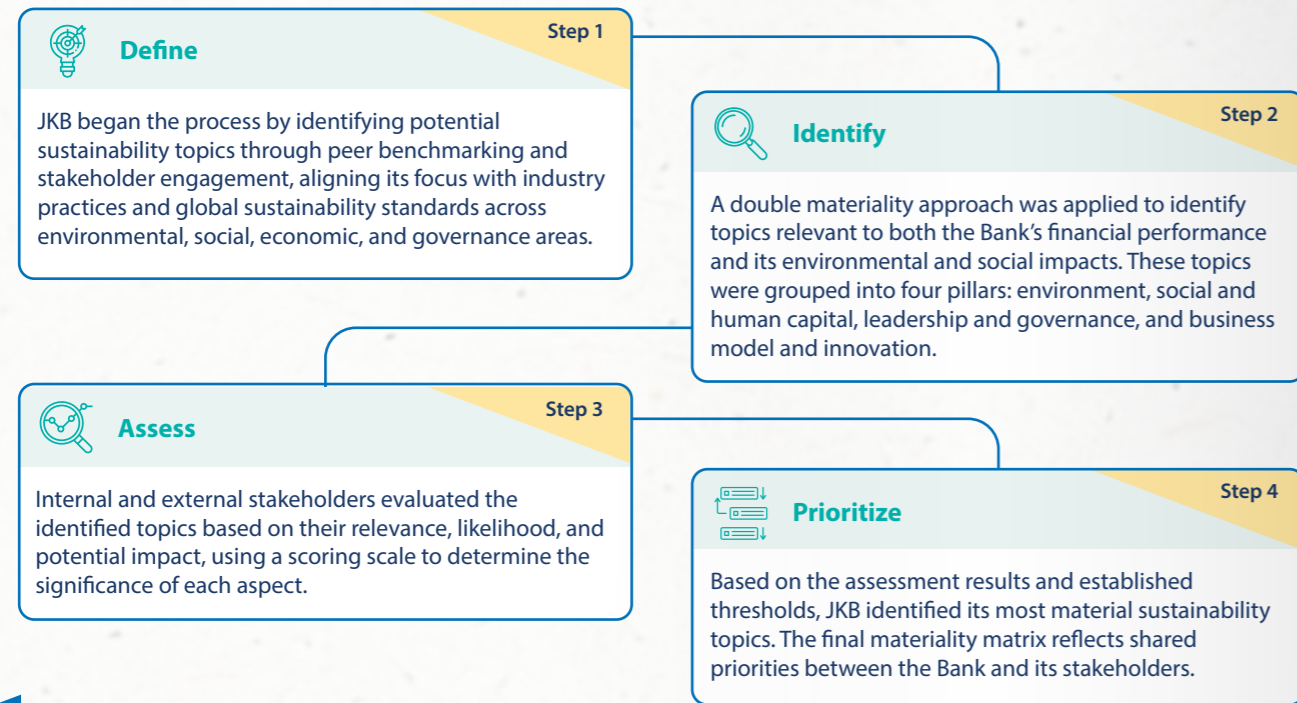
- Support JKB's clients to make sustainable choices
- Explore new potential sustainable finance products



Double Materiality Assessment

As the sustainability landscape continues to transform, JKB recognizes the importance of regularly reassessing priorities to maintain strategic alignment with its ESG objectives. The Bank's approach goes beyond tracking sustainability metrics to focus on measuring tangible impact; bridging the gap between financial outcomes and environmental and social value creation.

JKB conducted a double materiality assessment to define, identify, assess, and prioritize ESG topics that are important to its stakeholders and strategically significant to the business. This process, aligned with the European Sustainability Reporting Standards (ESRS), GRI 3: Material Topics 2021, and IFRS S1 enabled JKB to gain a deeper understanding of stakeholder expectations while ensuring a robust and comprehensive view of its sustainability priorities. A structured four-step approach was followed to guide the assessment and ensure that stakeholder needs were effectively prioritized.



JKB ESG Material Topics

			
Governance	Environment	Social	Innovation
<ul style="list-style-type: none"> • Governance and ethics • Transparency and Accountability • Sustainability Governance • Business Resilience • Anti-Greenwashing 	<ul style="list-style-type: none"> • Climate Risk Management • Low Carbon Financing • Wastewater Management • Balancing Financial Profit and ESG 	<ul style="list-style-type: none"> • Community Development and Inclusion • Human Capital Development • Employee Wellbeing 	<ul style="list-style-type: none"> • Leadership in ESG and Sustainable Finance • Sustainable Product Innovation • Responsible Banking and Customer Experience

This comprehensive assessment provided a solid foundation for JKB's sustainability strategy. For the definition of material topics, refer to [Appendix B](#).

Stakeholder Engagement


Meaningful stakeholder dialogue is essential to JKB's ability to develop and refine a sustainability strategy that responds to evolving expectations. Through a structured engagement process, the Bank gathers insights from key stakeholders—including customers, employees, shareholders, regulators, and the wider community—to understand their priorities and perspectives.

These insights help shape JKB's strategic objectives, inform its double materiality assessment, and guide the development of initiatives that create shared value. JKB has identified its key stakeholder groups and established clear engagement channels to support ongoing, two-way communication, as outlined in the table below. Further details are provided in [Appendix B](#).

Stakeholder Group	Method of Engagement
 Customers Placing customers at the core of our operations, delivering seamless and innovative banking experiences.	Satisfaction surveys, social media engagement, customer support, seamless banking experience, complaint systems
 Employees Creating an environment where our people have the opportunity to grow, lead, and shape the future of banking.	Internal meetings, training sessions, feedback surveys, performance evaluations, empowerment & capacity building
 Shareholders and Investors Delivering long-term responsible growth through transparency and financial resilience.	Annual general meetings, investor presentations, annual disclosures
 Regulatory Bodies Upholding the highest ethical and compliance standards while shaping industry best practices.	Compliance and transparency, regular financial reporting, policy consultations, industry roundtables, and sustainability disclosures
 Community & Environment Empowering communities and safeguarding the planet for future generations.	Public consultations, support for local events and initiatives, volunteering and sponsorship activities, measuring environmental and social impact of operations
 Suppliers and partners Cultivating ethical and sustainable partnerships that drive mutual success.	Ongoing communication, formalized contracts, fair selection process, sustainable and responsible procurement practices




YEAR AT A GLANCE




Governance

- Formalization of the Board Sustainability Committee
- Two female members joined the Board, increasing total female Board members to five
- Zero incidents of non-compliance concerning marketing communications
- 100% business units analyzed for risks related to AML/CTF
- No breaches of the Code of Conduct were recorded in 2025
- 89% of the Bank's total supplier base are local suppliers (up from 88% in 2024)
- 70% of total procurement spending directed toward locally based suppliers



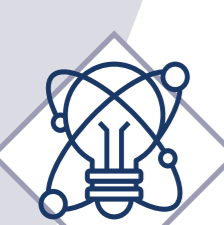
Social

- 1,509 full-time employees
- 90% increase in training opportunities compared to previous year
- Launched comprehensive Employee Wellbeing Program
- JOD 1.29 million in donations and sponsorships
- 209 CSR projects completed
- 33% of total new hires were women



Environment

- 13% decrease in Scope 1 GHG emissions
- 11% decrease in Scope 2 GHG emissions
- 12% decrease in total GHG emissions
- Solar power generation reached approximately 4.25 million kWh
- Cost savings of around JOD 1.2 million from solar energy
- First bank in Jordan to obtain IFC EDGE certification for green buildings



Innovation

- 7% increase in digitally active customers to reach 61,523 customers
- 68% customer adoption of digital channels (up from 50% in previous year)
- % eliWallet users (50% year-on-year growth)
- 96,734 JKB Mobile users (25% growth)
- New customers onboarded digitally: 10,621 accounts
- 92% customer satisfaction score maintained
- IATA Pay was rebranded to JKBPAY
- Launched first official website for Eli Wallet

GOVERNANCE

JKB continued to advance its governance practices in line with Central Bank of Jordan (CBJ) requirements and international standards. Governance principles are embedded across the Bank's operations, including supply chain activities and the management and protection of customer data, while risk management considerations are integrated into governance processes to support the timely identification and mitigation of financial, operational, and emerging risks. Together, these practices enhance accountability and institutional resilience, reinforcing JKB's standing as a responsible and trusted bank.

Material topics covered

- ◆ Governance and Ethics
- ◆ Transparency and Accountability
- ◆ Sustainability Governance
- ◆ Business Resilience
- ◆ Anti-greenwashing

GOVERNANCE AND ETHICS

JKB has a comprehensive Code of Conduct that reflects the Bank's core values and principles and provides clear guidance to employees on ethical behavior, including anti-corruption and bribery, conflicts of interest, data privacy, whistleblowing, and workplace conduct. The Bank's Conflict of Interest Policy, approved by the Board of Directors, further strengthens the governance framework and supports alignment with stakeholder expectations.

In 2025, JKB updated its Code of Conduct to enhance alignment with best practice and expand its scope. Key enhancements included a GCEO message to employees, clearer articulation of the Bank's values, and the introduction of dedicated sections on Diversity and Inclusion and ESG. The updated code reinforces compliance with applicable laws and regulations, including labor laws, and promotes transparent reporting of violations while ensuring protection for whistleblowers.

To support effective implementation, JKB delivers regular training and awareness sessions to employees on the Code of Conduct and related policies. All approved policies and procedures are accessible through an internal digital platform, with updates communicated via the Bank's intranet (SharePoint), ensuring employees remain informed and aligned with ethical and operational requirements.



No breaches
of the Code of Conduct were recorded in 2025.

Compliance with the Code of Conduct and internal policies is reinforced through the Bank's annual performance appraisal process, which assesses employees' understanding and adherence to these requirements and links performance to defined objectives and KPIs. These mechanisms support accountability across the organization and help embed ethical business practices at all levels.

JKB's subsidiaries uphold strong ethical standards through governance frameworks and policies aligned with applicable regulations and international best practices. UFICO maintains a comprehensive ethical governance framework that promotes transparency, accountability, and fair stakeholder treatment, supported by policies on conflicts of interest, anti-bribery and fraud, anti-money laundering, risk management, and customer protection. Regular training and awareness programs reinforce a zero-tolerance approach to unethical behavior.

Ejara operates in compliance with Central Bank of Jordan regulations and applies internal policies covering anti-money laundering, anti-fraud, and customer protection. Ongoing employee training supports a culture of integrity, transparency, and regulatory compliance.

During the year, JKB completed the required procedures under the Iraqi Banking Sector Reform Plan for Bank of Baghdad, including the development of Board committee charters and a comprehensive corporate governance manual. The Bank also maintained a Code of Conduct that supports ethical business practices, accountability, and compliance across operations, reinforcing its broader governance framework.


Legal actions taken against JKB, UFICO, and Ejara (Number)



Anti-Bribery, Corruption, and Fraud


In line with international standards and best practices, including the UK Bribery Act 2010 and the Foreign Corrupt Practices Act (FCPA), JKB continues to strengthen its framework to prevent bribery, corruption, and fraud. This framework is supported by dedicated policies and procedures, including the Anti-Bribery & Corruption Policy, Anti-Fraud Policy, and the Accepting Gifts and Hospitality Policy, which provide clear guidance on ethical conduct and compliance.

In 2025, JKB enhanced this framework through the adoption of an Anti-Bribery & Corruption Risk Assessment Methodology and the implementation of structured procedures governing employee recruitment, vendor onboarding, and single-source procurement approvals. These measures strengthen internal controls and promote consistent application of anti-bribery, corruption, and fraud prevention practices across the Bank's operations.



82%
of JKB employees received anti-corruption training in 2025.

Continuous training and awareness programs on anti-bribery, corruption, and fraud are delivered to employees and relevant stakeholders at least annually, supported by regular assessments to evaluate control effectiveness and drive ongoing improvement.



100%
of employees across JKB, UFICO, EJARA, and BoB have been communicated with regarding anti-corruption, anti-bribery, and anti-fraud policies and procedures.

Ejara maintains a strong commitment to ethical governance and operates in full compliance with Central Bank of Jordan regulations, the Financial Leasing Law No. 45 of 2008, and Regulation No. 107 of 2021. Its operations are guided by a comprehensive policy framework, including Anti-Money Laundering and Counter-Terrorist Financing (AML/CTF), AML/CTF Risk Self-Assessment, Customer Complaints, Gifts and Hospitality, Anti-Fraud, and Anti-Bribery and Corruption policies, as well as the 2024 Country Risk Matrix.

To foster an ethical corporate culture, Ejara provides regular awareness sessions for employees at all levels, covering core principles such as integrity, transparency, and respect, alongside guidance on customer and colleague interactions, anti-corruption and conflict of interest requirements, and compliance with applicable laws and regulations.

Case Study

Implementing IBM's Safer Payments' for Fraud Prevention

In 2025, Jordan Kuwait Bank continued the implementation of IBM's Safer Payments system, building on the successful completion of Phase I. The Bank enhanced its card fraud monitoring capabilities (Decision Intelligence) to improve detection accuracy and reduce false-positive alerts, while initiating Phase II, which will expand the solution's integration across additional digital channels.

In parallel, JKB introduced departmental- and product-level fraud risk assessments, supported by annual work plans and periodic reviews, embedding a structured, risk-based approach to fraud management. Through this phased enhancement, JKB strengthens secure digital banking and operational resilience, maintaining its position as the first bank in Jordan to adopt the IBM Safer Payments solution.

Whistleblowing

JKB fosters a transparent and accountable work environment by providing employees with clear and accessible mechanisms to raise concerns and report potential violations confidentially and without fear of retaliation. The Bank's whistleblowing framework allows concerns to be reported through designated channels, supporting timely escalation and appropriate handling of reported matters.

Employees are made aware of the Whistleblowing Policy as part of their onboarding process, with ongoing communications and training reinforcing understanding of reporting procedures, confidentiality safeguards, and whistleblower protections. These measures support employees in recognizing and reporting unethical or suspicious behavior.

Oversight of the whistleblowing framework is provided by the Audit Committee, and the policy applies across the organization, including employees, management, and Board members. The framework also extends to the Bank's subsidiaries, affiliates, foreign branches, and relevant external parties engaged in business with the Bank, ensuring a consistent approach to ethical reporting and governance.

Compliance

JKB leverages established tools and processes to ensure its compliance approach remains aligned with regulatory obligations. This includes the use of an authority matrix to manage communication with relevant regulatory entities, supporting timely and structured regulatory engagement. The Bank's compliance framework is guided by approved policies, including the Regulatory Compliance Policy, the Foreign Account Tax Compliance Act (FATCA) Policy, and the Complaints Policy.

In 2025, the Bank strengthened governance and compliance, achieving full compliance with CBJ mandates by enhancing digital account verification, implementing multi-factor authentication, and monitoring digital channels to ensure secure and efficient services. Enhanced oversight mechanisms, including structured change controls, escalation frameworks, and executive supervision, supported effective risk management and timely decision-making across complex initiatives.

JKB is committed to responding promptly to all complaints received and to ensuring that complaints are handled objectively, fairly, and confidentially. In 2025, and building on these practices, the number of complaints received by the Bank decreased 58% to 133, reflecting improved complaint handling and service practices.

To support effective implementation of compliance requirements, the Bank continues to rely on defined procedures and training initiatives to reinforce awareness and adherence to regulatory obligations, contributing to a compliant and well-controlled operating environment.



Zero incidents
of non-compliance concerning marketing communications.

Case Study

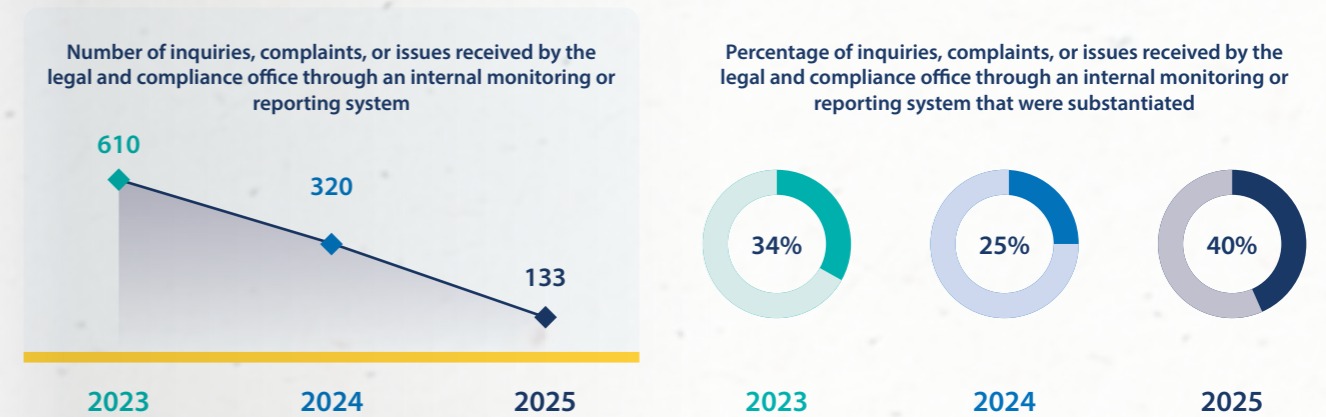
Implementing Negative News Screening on SironKYC

JKB operates a Negative News Screening feature within its client screening system (SironKYC) to align with international best practices and correspondent banking requirements. The solution supports enhanced compliance by screening customer information while maintaining a low false-positive ratio.

During 2025, JKB continued to optimize the screening parameters, strengthening compliance effectiveness, reducing false-positive alerts, and enhancing risk management processes. In parallel, the Bank implemented a customer KYC update system at branch level, integrated with a workflow solution to ensure automated data updates and consistency across multiple systems.

These enhancements support accurate customer data management and ongoing compliance with evolving regulatory and industry standards.

Compliance Monitoring and Reporting



Case Study

Sanctions Screening Enhancement

In 2025, the Bank enhanced its sanctions screening controls by applying name screening for customers holding a second nationality, including screening the second nationality name against sanctions lists in line with international best practice.

To enable this, the Bank addressed a data integration challenge by developing a new file compatible with the screening system and establishing onboarding and ongoing screening processes. The Bank extracted customers' second nationality names from the core banking system, integrated the file into its daily screening uploads, and configured the screening system to screen the new fields against international sanctions lists, national lists, and politically exposed persons (PEP) lists.

This enhancement supports compliance with Central Bank of Jordan directives and strengthens the Bank's governance and long-term risk management.

Anti-Financial Crime

JKB maintains a rigorous framework for combating financial crime, deploying comprehensive controls to safeguard the integrity of the financial system. The Bank monitors all customer account transactions for potential money laundering or terrorist financing activities. All parties involved in both internal and external transfers undergo screening against international sanction lists to identify any links to prohibited individuals or entities, with sanction list verification also applied to new customer onboarding. Suspicious activities identified through these processes are immediately escalated to the Anti-Money Laundering Unit for further investigation and reporting.

JKB employs the SironAML system to monitor customer transactions and generate alerts for suspicious activities. These alerts are rigorously evaluated by the Bank and escalated to the Anti-Money Laundering Unit when necessary.

The Bank prioritizes staff training on AML/CFT through the Salalem platform and other educational initiatives, ensuring all employees are well-equipped to support the robust AML/CFT framework. Additionally, annual thorough risk analyses are performed across all business units to continuously strengthen the approach to AML/CFT.

Data Security and Privacy

JKB prioritizes the protection of customer data and information security as fundamental pillars of its operations. The Bank has established a comprehensive data privacy policy that governs how personal data is collected, used, stored, shared, and protected. This policy is publicly available on the Bank's website, ensuring transparency with customers and stakeholders.

To ensure robust data protection, JKB has implemented several key measures aligned with GDPR principles. The Bank has appointed a Data Protection Officer (DPO) to oversee compliance, established clear processes for handling data subject rights requests, and identified and documented all personal data processing activities. Technical and organizational security measures have been applied across operations to safeguard sensitive information. In 2025, JKB implemented financial consumer protection guidelines, further strengthening its commitment to customer rights and data security.

Employee awareness is critical to maintaining data protection standards. All employees receive annual training on data privacy and protection, reinforcing individual responsibility for upholding the Bank's security protocols.

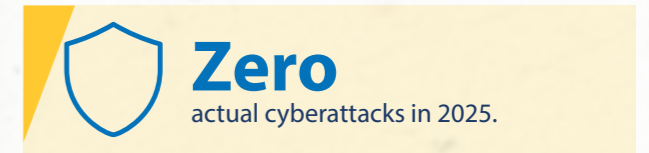


In 2025, JKB achieved significant developments in anti-financial crime measures:

- Reviewed and updated policies and procedures to reflect current regulatory requirements and best practices.
- Reviewed, updated, and added scenarios on the transaction monitoring system (SironAML) to enhance detection capabilities.
- Successfully implemented the Customer Risk-Rating system from ICS, featuring updated models and enhanced assessment tools.
- Implemented a new procedure for screening walk-in customers against sanctions lists, based on CBJ regulations.
- Conducted comprehensive studies of high-risk customer accounts to review all transactions conducted on the accounts.
- Provided ongoing support and advisory to Bank of Baghdad related to AML and Compliance.

As digital transformation advances across financial services, JKB has strengthened its cybersecurity infrastructure to address evolving threats. The Bank maintains multiple international certifications, including nine consecutive years of Payment Card Industry Data Security Standard (PCI DSS) certification for cardholder data protection, ISO 27001 certification for Information Security Management, and compliance with the SWIFT Customer Security Program (SWIFT CSP) and COBIT 2019 frameworks.

JKB deploys advanced security technologies to protect its systems and data. These include a threat intelligence platform through the CBJ's Threat Intel system, Content Disarm and Reconstruction (CDR) technology that neutralizes malicious content while maintaining file usability, and a fully redundant Disaster Recovery Site to ensure business continuity during disruptions. The Bank has also acquired systems for automating business continuity management and regularly updates all information security policies and procedures.



JKB maintains security through regular risk assessments, vulnerability scans, and external and internal penetration testing. The annual Cybersecurity Month Awareness Campaign keeps employees vigilant through phishing simulations, online courses, onsite cybersecurity awareness sessions, security tips shared via email and social media, themed device wallpapers, and interactive quiz competitions.

In support of operational excellence at Bank of Baghdad, JKB has established a Project Management Office (PMO) with a comprehensive framework that includes standardized templates, procedures, and reporting documents to ensure effective oversight, accountability, and strategic alignment. In parallel, JKB's Process Engineering team assisted BOB in establishing its process engineering department by recruiting staff, developing processes and policies, and providing training and ongoing support. These efforts align with the Central Bank of Iraq's requirements and have enhanced the operational maturity of BOB employees over the past eight months.

Case Study

Oracle Vault

In 2025, the Bank implemented **Oracle Database Vault** across Oracle databases supporting core banking systems and applications, with the objective of enhancing data privacy and strengthening cyber resilience in line with Central Bank of Jordan cybersecurity requirements.

The implementation followed a phased, security-first approach focused on strengthening separation of duties, reducing risk through simulation, and integrating controls with existing security infrastructure. During planning and design, the Bank defined security policies for sensitive data, established access controls in coordination with business owners and cybersecurity teams, and applied stricter controls for privileged users by creating distinct user accounts for different administrative responsibilities. A formal **"Break Glass"** procedure was also introduced to allow controlled emergency access, supported by high-availability and backup arrangements.

During implementation and testing, controls were applied in simulation mode to validate rules before production deployment. Once validated, controls were enforced around sensitive application schemas and data to restrict access, enhance monitoring, and support auditing.

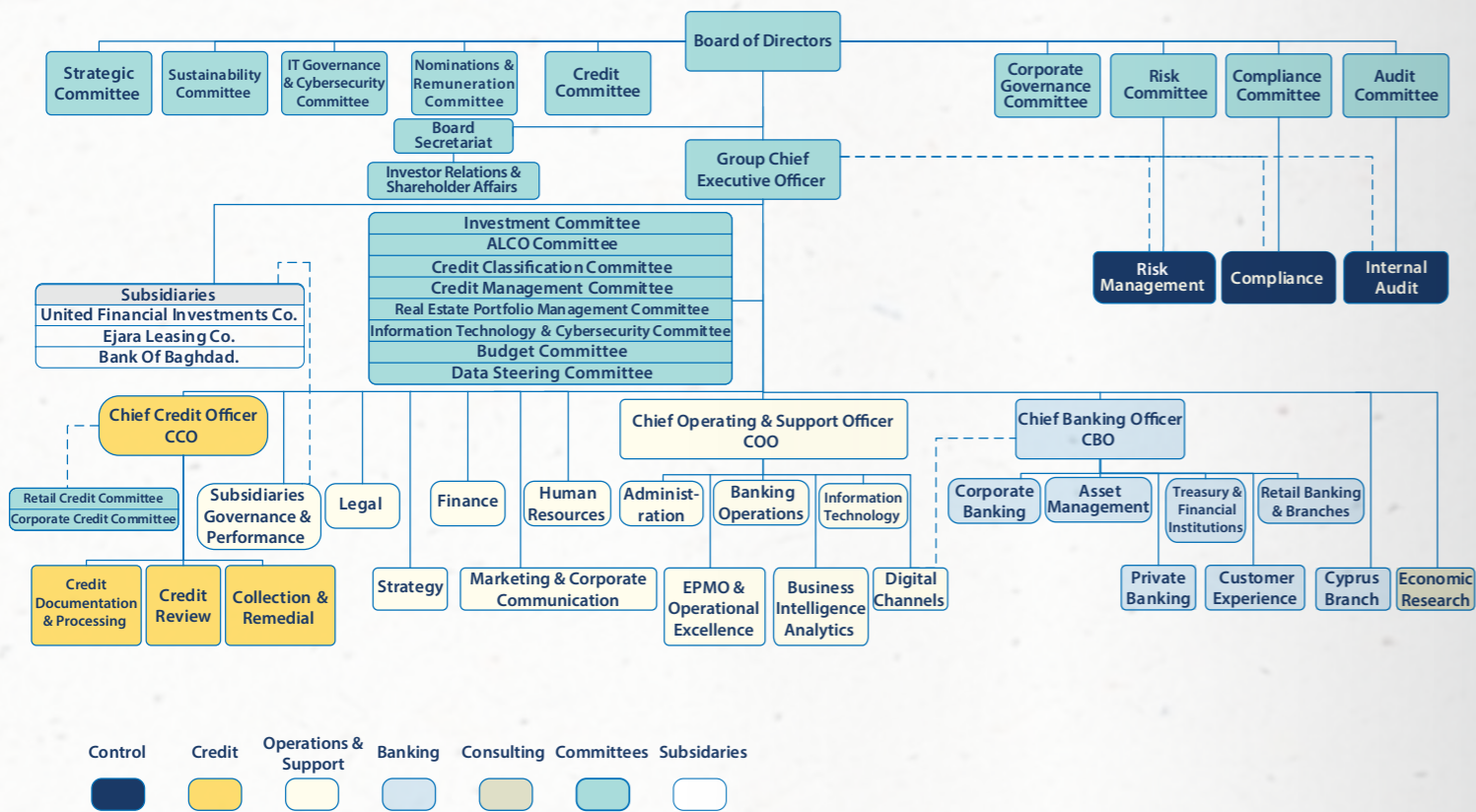
The project strengthened access control and monitoring capabilities, reduced insider and external threats, and supported compliance with applicable requirements, including the Central Bank of Jordan cybersecurity framework, GDPR, PCI DSS, and HIPAA. Looking ahead, the Bank plans to extend this approach to other database engines, such as MS-SQL.

"The successful deployment of Oracle Database Vault is a cornerstone of our commitment to data security and regulatory compliance, significantly strengthening our security posture and protecting sensitive customer information."

TRANSPARENCY AND ACCOUNTABILITY

JKB's governance framework is anchored in effective oversight by the Board of Directors, supported by its committees and Executive Management. The framework is designed to reinforce accountability, integrity, and transparency, while promoting balanced Board composition, including the continued presence of independent directors representing one-third of Board membership.

The Board provides strategic oversight of the Bank's governance practices, including the approval of policies and procedures, oversight of decision-making processes, risk management, and compliance with applicable laws and regulations. This integrated governance structure supports alignment between management, shareholders, and wider stakeholders, contributing to long-term stability and investor confidence. The Board is supported by specialized committees, with further details provided in JKB's 2025 Annual Report.



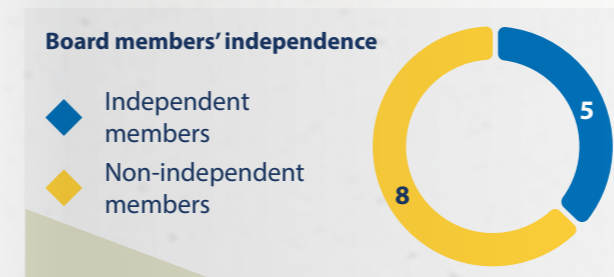
SOC Establishment

A dedicated Security Operations Center (SOC) has been established to ensure continuous monitoring and protection of the organization's information assets. The SOC provides 24/7 security monitoring and alert management, enabling timely incident detection, analysis, and response. Through real-time visibility and rapid incident containment, the SOC strengthens the organization's overall cybersecurity posture.

The suitability of candidates nominated to the Board of Directors is assessed by the Nomination and Remuneration Committee, which reviews their qualifications, experience, and competencies before submitting its recommendation to the Board. Appointments are subject to obtaining the non-objection of the Central Bank of Jordan and final approval by the General Assembly of Shareholders, in line with the Board suitability policy.

The performance of the Board as a whole, its committees, and individual Board members is evaluated annually by the Nomination and Remuneration Committee. Evaluation criteria cover governance effectiveness and oversight responsibilities, including consideration of the Bank's approach to social responsibility and community-related activities.

In 2025, two female members joined the Board, increasing the total number of female Board members to five. The Board has comprised 13 members for the past three years. All Board members hold non-executive positions, and the number of non-independent members remained unchanged during the year, representing 62% of the Board.



Board capacity building continued through targeted training and development initiatives. During the year, Board members participated in a workshop titled "Climate Risks", as well as a three-hour session entitled "Dive into Sustainable Development for the Banking Sector", covering sustainability fundamentals, key trends, challenges and opportunities, peer benchmarking, and the way forward. In addition, specialized knowledge programs were delivered to both the Board of Directors and Executive Management, focusing on climate risk management, cybersecurity, anti-money laundering and sanctions compliance, and developments in digital banking.

JKB's subsidiaries continue to strengthen transparency, accountability, and responsible governance through clear disclosure practices, structured oversight, and ongoing capacity building. UFICO maintains transparent and timely communication with stakeholders through reporting frameworks aligned with international standards, including compliance with the Foreign Account Tax Compliance Act (FATCA), supporting tax transparency and the prevention of tax evasion. This approach is reinforced through regular employee training on disclosure requirements, compliance obligations, and financial integrity, contributing to a strong culture of transparency.

Ejara places transparency and accountability at the core of its corporate governance framework. The company maintains clear and open communication with key stakeholders, including clients, regulators, and business partners, ensuring operations are conducted with integrity. This commitment is supported by accurate, timely, and comprehensive reporting on financial performance, risk management, and operational activities, reinforcing stakeholder confidence and regulatory alignment.

Bank of Baghdad upholds strong governance practices through regular reporting in accordance with Central Bank of Iraq regulations and relevant international standards. The Bank has continued to enhance its transparency framework by aligning financial disclosures with IFRS requirements and strengthening Board-level oversight, reinforcing ethical conduct and stakeholder trust across its operations.

Audit

The Internal Audit function plays a vital role in maintaining operational integrity and regulatory compliance, operating as the third line of defence within the Bank's internal control framework. Under the oversight of the Audit Committee, the Internal Audit Department ensures that risk management, control, and governance processes function effectively. The department's audit methodology is subject to regular evaluation to align with evolving best practices and industry standards.

JKB's annual audit plan is prepared based on regulatory requirements, inherent risk assessment results, and priorities identified by the Board Audit Committee and Senior Management. The plan covers all branches including the abroad branch, Information Technology, Cybersecurity, selected Head Office departments, and subsidiaries. Targeted audits are prioritized to ensure resources are allocated to areas of highest risk and strategic importance.

Internal Audit covers all activities and auditable entities requested by the Central Bank of Jordan and Central Bank of Cyprus, including governance, anti-money laundering, related parties, complaints management, and financial statements for key reporting periods. The function ensures compliance with international standards across various business areas, including IFRS in Finance and FIDIC in Engineering.

In 2025, JKB successfully achieved its Internal Audit Plan. Continuing professional education requirements were fulfilled and the capabilities of the Internal Audit staff were further enhanced in line with relevant professional standards

The Bank is currently implementing a new audit management system (TeamMate Plus), expected to launch in 2026. This system will enhance audit efficiency, documentation, and reporting capabilities. In alignment with JKB's Sustainability Strategy, Internal Audit will expand its scope starting from the 2026 audit plan to include annual dedicated missions covering Business Ethics and Greenwash Risk Management audits, reinforcing the Bank's commitment to sustainable and responsible banking practices.

At Ejara, robust accountability mechanisms ensure that all decisions and actions by management and staff are subject to oversight and aligned with regulatory requirements and internal policies, fostering trust and supporting long-term sustainability. The company is subject to internal audits by JKB and external audits by an accredited third-party firm, with its financial position reported annually in the Bank's published annual report.

Sustainable Procurement

JKB's Procurement Regulation reflects the Bank's commitment to sustainability and integrates clear social and environmental requirements into supplier contracts, where applicable. All Supply Chain processes are transparent and aligned with internal compliance frameworks. Vendors have access to JKB's Code of Conduct through the Bank's portal, ensuring alignment with ethical and responsible business standards.

As part of JKB's Vendor Management Project, each vendor undergoes different assessments, including comprehensive environmental and social audits, as applicable. Such assessments evaluate delivery performance, technical scope of work, safety standards, and adherence to service level agreements (SLAs), ensuring that vendors comply with contract terms and uphold JKB's sustainability expectations. In 2025, all vendors underwent these audits, with no potential or actual negative impacts identified.

The Supply Chain Department is transitioning its vendor management process into a centralized approach through the implementation of a Vendor Management Portal. This portal replaces traditional email-based processes with streamlined communication and improved efficiency, providing a single, secure link for registering and updating vendor data. It is worth mentioning that the Supply Chain Department fully automated the warehouse function, which enhanced efficiency and improved accuracy and transparency.

In 2025, local suppliers represented 89% of the Bank's total supplier base, up from 88% in 2024. In addition, approximately 70% of total procurement spending was directed toward locally based suppliers and contractors, reflecting JKB's commitment to supporting the Jordanian economy and strengthening local value creation.

Also, engagement with SME startup suppliers increased significantly in 2025, rising by approximately 195% compared to the previous year. This growth reflects improvements in the Bank's data collection methodology and the introduction of additional parameters to more accurately identify SME suppliers.



Tendering vendors receive the Bank's Code of Conduct, **reinforcing ethical standards.**



All suppliers at Ejara are local.

Sustainable Procurement	2023	2024	2025
Total number of suppliers (Number)	448	617	719
Total number of local suppliers (Number)	431	543	640
Percentage of local suppliers (Percentage)	96	88	89
Total spending on suppliers and contractors (JOD)	10,008,285	12,153,278	17,867,870
Spending on locally based suppliers and contractors (JOD)	5,617,939	9,492,277	12,580,578
Percentage of spending on local suppliers (Percentage)	56.1	78.1	70.4
Total number of SME startup suppliers engaged (Number)	69	238	701
Total number of women-owned suppliers engaged (Number)	11	12	12
Number of suppliers that are subject to environmental audits	30	66	719
Number of suppliers that are subject to social audits	448	617	719

SUSTAINABILITY GOVERNANCE

JKB's sustainability governance framework operates across interconnected governance and operational functions to embed ESG considerations into decision-making and business operations, supporting effective governance, accountability, and integration of sustainability across the Bank.

In 2025, JKB further strengthened sustainability governance through the formalization of the Board Sustainability Committee and enhanced Board engagement on sustainability and climate-related matters. The Sustainability Committee continued to hold strategic engagements with both the Sustainability Working Group and the Board to support ESG integration into financial strategy, risk management, and long-term planning, and sustainability oversight across the Bank. These engagements facilitated key decisions related to green bond allocation, approval of the Environmental and Social Management System (ESMS), and the strengthening of environmental and social (E&S) due diligence processes.

Looking ahead, JKB remains focused on further integrating ESG considerations into decision-making across all levels of the organization, while continuing to enhance climate risk management and expand its green finance portfolio in support of sustainable growth and long-term value creation.



BUSINESS RESILIENCE

JKB fortifies its business resilience by proactively managing risks, monitoring economic events and political developments, and enhancing operational stability. All initiatives and projects are aligned with the Bank's strategic objectives and are monitored centrally to ensure consistency with long-term goals and priorities. ESG considerations are integrated across the project portfolio, including infrastructure, business transformation, information technology, and control projects, with sustainability factors embedded throughout the project lifecycle.

The Bank applies a structured change management process to assess risks, impacts, timelines, and costs before implementing major changes, ensuring decisions are aligned with internal policies and financial controls.

Credit and market risk divisions closely follow these developments and prepare dedicated studies on their impact on the Bank's portfolio. Through automated regulatory reporting, comprehensive risk assessments, and improved incident management, JKB effectively navigates challenges and safeguards its operational integrity. These measures ensure the Bank remains adaptive and responsive to changing market dynamics.

UFICO maintains a robust Business Continuity Plan (BCP) supported by clear operational frameworks, including internal work procedures, the Credit Policy, Board of Directors' Operating Procedures, and the Internal Audit Charter. These frameworks are regularly reviewed to strengthen resilience, address emerging risks, and protect stakeholder interests during periods of disruption or volatility. To enhance preparedness, the Bank conducts ongoing training and awareness sessions on operational risk, crisis management, and business continuity, ensuring employees are equipped to respond effectively when needed.

Whereas Ejara has a comprehensive BCP to maintain business resilience and ensure the continuity of operations under all circumstances. The plan outlines the procedures and measures required to sustain critical functions during emergencies or disruptions. As part of this plan, a fully equipped alternate site is maintained, ready for immediate use to enable seamless service continuity. The BCP is regularly reviewed, tested, and updated to align with industry best practices and regulatory requirements, safeguarding uninterrupted support for clients and stakeholders.

Bank of Baghdad strengthens operational resilience through its BCP, Disaster Recovery Plan (DRP), and integrated risk management framework. The Bank also incorporates climate-related and ESG considerations into enterprise risk assessments to enhance preparedness for emerging risks and support continuity of operations.



Risk Management

JKB maintains a comprehensive risk assessment methodology to identify and mitigate potential risks and vulnerabilities across the Bank. This methodology incorporates automated control reporting, monitoring of global political and economic developments, vendor risk assessment frameworks, risk-based approaches for high-risk clients, and a robust operational risk management strategy that supports a resilient working environment.

The Bank has implemented a Board-approved strategy for the early identification of credit exposures likely to be classified or already classified as non-performing, developed in coordination with Banking Business Departments and the Credit Management Department.

In 2025, JKB achieved significant progress across its risk management functions:

Operational Risk Management

- Launched training programs to improve risk culture, strengthened risk and control frameworks, and enhanced oversight of critical operations and third-party dependencies
- Incorporated lessons learned from operational incidents into control enhancements and process improvements

Sustainability and ESG Risk Integration

- Completed the Sustainability Department Risk Profile, developed the Environmental and Social Management System (ESMS) and Green Finance Framework, and incorporated environmental and social risk principles into the credit risk management policy

Credit & Market Risk Management

- Advanced automation, achieving a 20% increase in automated control reports, and created an interactive dashboard enabling employees to analyze credit portfolio behavior and support management of non-performing exposures
- Conducted comprehensive risk assessments for ten proposed loan products and completed seven specialized studies assessing macroeconomic impacts on the credit portfolio
- Implemented automated modules for ICAAP, stress testing, and CAR within the ALM System, and completed independent IFRS 9 model validation
- Delivered capacity building for Bank of Baghdad's Credit Risk staff
- Contributed to capital budgeting by evaluating impacts of new products on capital ratios

Case Study

Strengthening Early Identification of Credit Risk

Strengthening oversight of higher-risk credit exposures became a priority for the Bank in response to evolving regulatory expectations and alignment with Board-approved risk appetite. This required close coordination across Banking Business, Credit Management, and Risk Management departments, alongside the introduction of quantitative KPIs to support early identification of emerging risks.

The initiative resulted in fully automated KPI dashboards aligned with the Board-approved strategy, reducing processing time while improving accuracy and consistency. Most importantly, it strengthened governance and enabled proactive management of credit exposures that are, or may become, non-performing.

Designing these indicators presented challenges, including complex reclassification methodologies, fragmented data across multiple systems, and tight implementation timelines. To overcome these constraints, the Bank partnered with a third-party provider to automate KPI development and reporting. Through collaborative design workshops and system-driven data integration, the Bank established a reliable framework that translated strategy into actionable, data-driven oversight.



Case Study

Integrating Operational Resilience into Risk Assessment

The Bank strengthened its approach to operational resilience by embedding resilience considerations directly into risk assessments for existing and new services and products. This integrated approach involved identifying critical services, assessing potential disruption scenarios, evaluating third-party dependencies, and ensuring alignment with business continuity and recovery capabilities.

As a result, the Bank enhanced its ability to proactively identify vulnerabilities, strengthen controls, and reduce operational disruptions while improving coordination across business, risk, and compliance functions.

Looking ahead, the Bank will continue to refine resilience metrics, strengthen monitoring capabilities, and embed lessons learned into future service design.

ANTI GREENWASHING

JKB is committed to ensuring that all sustainability-related disclosures, communications, and initiatives are accurate, transparent, and supported by verifiable information.

The Bank adopts a responsible approach to sustainability communications to ensure that environmental and social claims are aligned with actual practices, recognized frameworks, and measurable outcomes. JKB also maintains internal controls and appropriate review mechanisms to support the accuracy, reliability, and consistency of sustainability-related information across its reporting and external communications.



SOCIAL

فريقنا
True Influencer

The Bank recognizes its responsibility in supporting Jordan's long-term prosperity and social well-being. Internally, this commitment is reflected in fostering a workplace where employees are valued, supported, and empowered to grow. Beyond its operations, the Bank promotes financial awareness and inclusion while striving to create positive and lasting impact across the communities it serves.

Material topics covered

- ◆ Human Capital Development
- ◆ Employee Wellbeing
- ◆ Community Development and Inclusion

HUMAN CAPITAL DEVELOPMENT

The Bank recognizes that a safe, inclusive, and supportive workplace enables employees to perform at their best and contribute meaningfully to long-term success. By valuing individual strengths and fostering a diverse working environment, the Bank creates the conditions for employees to grow, engage, and thrive.

Human capital is viewed as a strategic asset and a core driver of sustainable value creation. The Bank's approach focuses on attracting, developing, engaging, and retaining a skilled and diverse workforce capable of delivering on its business, digital, and sustainability ambitions.

This commitment is underpinned by a comprehensive Human Resources Policy Framework, approved by Management and the Board, which governs the full employment life cycle and ensures alignment with regulatory, ethical, and sustainability requirements.

The Bank's commitment to human rights is embedded across its Code of Conduct, HR policies, and dedicated policies on Diversity and Inclusion, Workplace Violence, and Sexual Harassment. Together, these policies promote non-discrimination, equal opportunity, dignity at work, and a safe and respectful working environment. These policies apply as well to third-party vendors and are embedded within the Bank's commitment to human rights.

The Bank's human rights commitment applies across its operations and places particular emphasis on protecting employees at all levels. These commitments are communicated through internal policies including the Code of Conduct, onboarding processes, and ongoing awareness initiatives.

At Ejara, the company prioritizes strategic human capital development, recognizing it as a key driver of long-term success and sustainability. At its inception, a specialized HR consulting firm was engaged to design and implement comprehensive policies covering recruitment, onboarding, performance management, training and development, compensation, and employee relations. This structured approach has fostered a professional, compliant, and performance-driven work environment, aligned with best practices and regulatory standards.



The HR policy framework covers, among others:

- Recruitment and Selection,
- Equal Opportunity,
- Diversity & Non-Discrimination,
- Compensation & Rewards,
- Performance Management,
- Learning and Development,
- Employee Relations,
- Grievance Handling and Disciplinary Procedures,
- Health,
- Code of Conduct and Business Ethics.

Diversity, equity, and inclusion (DEI)

In support of diversity, equity, and inclusion, the Bank maintains a dedicated DEI Policy, complemented by annual employee training and inclusive recruitment and development practices. Recent enhancements to HR policies including updates aligned with revised labor laws and policies on harassment, violence, and grievance handling further strengthen compliance, mitigate risk, and reinforce the Bank's commitment to fair and equitable treatment for all employees.

Grievance mechanism

The Bank maintains formal, confidential, and accessible grievance mechanisms to identify and address employee concerns in a fair and timely manner. Employees may raise grievances through Human Resources, line management, or approved escalation channels, with safeguards in place to ensure confidentiality and protection against retaliation. All cases are handled in accordance with approved policies and procedures, supported by HR oversight and management accountability to ensure consistent and appropriate resolution.

The effectiveness of these mechanisms is continuously assessed through HR monitoring and management oversight. The Bank tracks grievance volumes, themes, resolution timelines, recurrence of issues, and compliance with established procedures, complemented by qualitative insights from employee feedback channels, engagement surveys, and case outcomes. Lessons learned are used to strengthen grievance handling, enhance awareness and accessibility, and reinforce employee confidence in the process, supporting a transparent and trusted workplace environment.

Workforce overview

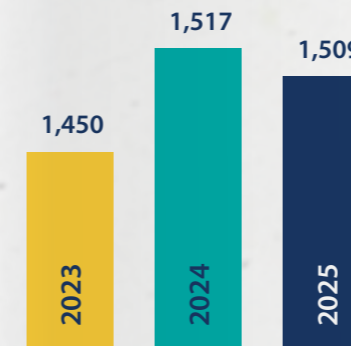
In 2025, the Bank had 1,509 full-time employees, of whom 94% (1,417 employees) were permanent. In addition, the Bank engaged 289 non-employee workers.

During the year, the Bank continued to strengthen workforce diversity, with a particular focus on attracting younger talent and increasing female representation. Employees under the age of 30 accounted for 61% of new hires, 33% of the total new hires were women, contributing to a total female workforce representation of 38%. Further details on recruitment trends are provided in the Talent Growth and Retention section.

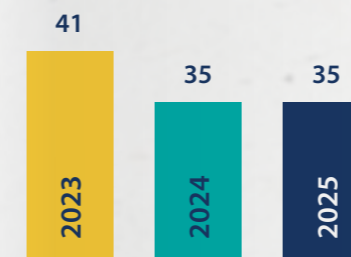


JKB received the IFC Diversity Award for excellence in gender equality and women's empowerment.

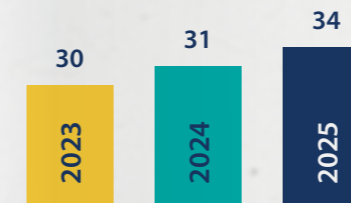
Employees - JKB	2023	2024	2025
Senior Management (number)	25	27	29
Female employees in senior management(number)	4	3	4
Male employees in senior management (number)	21	24	25
Middle Management (number)	392	414	429
Female employees in middle management (number)	121	129	128
Male employees in middle management (number)	271	285	301
Staff (number)	1,033	1,076	1,051
Female employees (number)	431	451	440
Male employees (number)	602	625	611
Full-time employees by age			
Under 30 years (number)	528	543	470
30-50 (number)	859	908	971
51+ (number)	63	66	68



Full-time employees (JKB)



Full-time employees (UFICO)



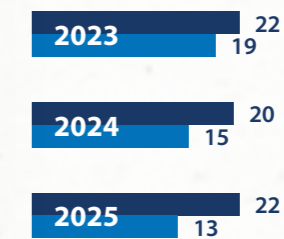
Full-time employees (Ejara)

Full-time employees (by gender)

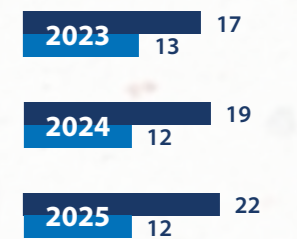
JKB ◆ Male ◆ Female



UFICO



Ejara



Nationalization

The Bank is committed to supporting local economic development and social inclusion by prioritizing the recruitment, development, and advancement of talent from the communities in which it operates. This commitment is embedded within the Bank's Human Resources Policies, workforce planning practices, and leadership development framework.

Vacancies are advertised internally and across the local labor market, ensuring equitable access to employment opportunities. In parallel, the Bank actively partners with local universities and educational institutions to attract and develop young talent through internship and graduate trainee programs, scholarships and sponsored education, and structured on-the-job training and mentoring initiatives.



In 2025, JKB's workforce comprised **1,506 national employees**, accounting for 99.8% of its total workforce.

Gender Equality

The Bank is committed to advancing gender equality and creating an inclusive workplace where women are supported, fairly compensated, and empowered to progress. As the first bank in Jordan to commit to the UN Global Compact's Forward Faster Initiative, the Bank has pledged to achieve Equal Pay for Work of Equal Value by 2030. This commitment is reinforced through continued alignment with the Women's Empowerment Principles, for which the Bank has retained UN Women's "Achiever" status and received recognition from UN Women and IFC for advancing workplace equality.

Supporting women's career development remains a priority. The Bank provides targeted mentorship, professional development opportunities, and training programs, alongside practical measures such as a childcare allowance for female employees with children under the age of five. These initiatives support retention and enable greater participation of women in management and leadership roles.

The Bank actively monitors gender pay equity to ensure fairness and transparency in compensation practices. In 2025, the ratio of entry-level wages to the minimum wage increased to 1.93:1 for men and 1.98:1 for women, demonstrating continued progress in maintaining competitive and fair compensation practices.

Bank of Baghdad promotes a diverse, inclusive, and supportive workplace through fair employment practices and regular reviews of compensation structures to support equity across the organization. Women represented 47% of senior leadership positions during the year



38%
of full-time employees are women

Non-Discrimination

The Bank applies an established and continuously implemented framework to prevent and address workplace discrimination, harassment, and inappropriate conduct. Grounded in the Code of Conduct and Human Resources Policies, this framework clearly defines acceptable behavior, employee rights and responsibilities, and the consequences of violations, in alignment with Jordanian labor laws and regulatory expectations. The Bank also maintains clear and comprehensive policies that reinforce its commitment to non-discrimination, including the DEI Policy, the Prevention of Harassment and Violence in the Workplace Policy, and the Code of Conduct. These policies collectively promote fairness, respect, and equal opportunity for all employees.

Confidential grievance and reporting mechanisms are available to all employees, supported by strict non-retaliation safeguards, fair investigation processes, and proportionate disciplinary procedures. Complaints may be raised through Human Resources, line management, formal grievance channels, or anonymous reporting tools, with oversight provided by dedicated and Employee Relations function and an Investigation Committee.

Awareness and mandatory training programs reinforce respectful workplace behavior and equip employees and management with the skills to identify, prevent, and address misconduct. Meanwhile, ongoing oversight by management and HR, combined with regular policy reviews and employee feedback, ensures a safe, inclusive, and dignified work environment where all employees feel valued and respected.



No incidents
or complaints related to discrimination or harassment in 2025.

Employee Wages and Benefits	2023	2024	2025
Ratio of male entry-level wage to minimum wage (Ratio)	2.10:1	1.88:1	1.93:1
Ratio of female entry-level wage to minimum wage (Ratio)	1.68:1	1.51:1	1.98:1
Ratio of basic salary/remuneration of women to men (Ratio)	1: 1.5	0.67:1	0.72:1
Ratio of basic salary/remuneration of women to men in senior management (Ratio)	1.23:1	2.30:1	1.06:1
Ratio of basic salary/remuneration of women to men in middle management (Ratio)	1.04:1	1.03:1	0.95:1
Ratio of basic salary/remuneration of women to men (Ratio) - Ejara	36%	36%	33%
Ratio of basic salary/remuneration of women to men (Ratio) - UFICO	45%	48%	47%

Talent Growth and Retention

JKB is committed to fostering the professional growth of its employees by offering a comprehensive range of skills-based, leadership, and digital learning opportunities through its in-house e-learning platform.

JKB's subsidiaries prioritize building a capable and future-ready workforce through structured learning and development programs. UFICO fosters continuous learning and performance excellence via dedicated policies, delivering targeted training, developing leadership capabilities, and recognizing employee contributions through performance-based rewards and recognition to support growth and long-term retention.


The Bank continued to attract and retain talent by cultivating an inclusive, motivating work environment founded on equal opportunity and professional empowerment. Career pathways were actively supported through internal mobility, with 76 internal transfers and rotations during the year, strengthening expertise, knowledge transfer, and optimal deployment of talent. Job descriptions were reviewed and updated across the organization to ensure alignment with evolving business requirements, clarify roles and responsibilities, and define required competencies and skills.

The Bank allocates an annual budget to support salary adjustments and the advancement of high-performing employees. In addition, a structured spot rewards program recognizes individual contributions and outstanding performance, reinforcing employee engagement and motivation. The program includes proficiency, creativity, and excellence rewards, providing timely recognition for impactful achievements across the organization.

Through our structured performance management process, employees receive regular evaluations and, where needed, are supported through targeted improvement plans aimed at enhancing performance and professional growth.



All employees participated in standard performance and career development reviews.



JKB allocated 9,322 JOD to environment and sustainability-related training



In partnership with IFC, the Bank's Sustainability Working Group delivered specialized training on ESG and responsible business practices.

In 2025, training opportunities increased by 90% compared to the previous year, covering banking and finance, risk management and compliance, digital technologies, leadership, customer service, and behavioral skills. All branch staff received dedicated training to improve accessibility and service for customers with disabilities, supporting the Bank's commitment to financial inclusion.

Sustainability and ESG principles were further embedded through an institution-wide training program, delivering 1,263 sessions across awareness programs for all employees as well as specialized training in green finance, ESG standards, AI in sustainable development, and green building practices. These initiatives strengthened organizational capability and advanced the Bank's transition toward a more sustainable and responsible business model.

Overall, the Bank increased total training hours by 34%, reaching 60,678 hours in 2025. Female employees received 24,514 hours of training and male employees 36,164 hours, raising the average training per employee from 31 to 42 hours and reinforcing JKB's commitment to continuous learning and professional development for all staff.

UFICO continues to strengthen employee development, with total training hours reaching 697 in 2025; an 18% increase from 2024 and nearly four times higher than in 2023 (176 hours).

At Ejara, the number of training hours provided for employees increased as well from 48 last year to 68.

Bank of Baghdad strengthens human capital through leadership, technical, and compliance training programs. In 2025, the Bank delivered 3,786 training hours across 159 programs, averaging 1.28 training hours per FTE, supporting employee development and operational effectiveness.

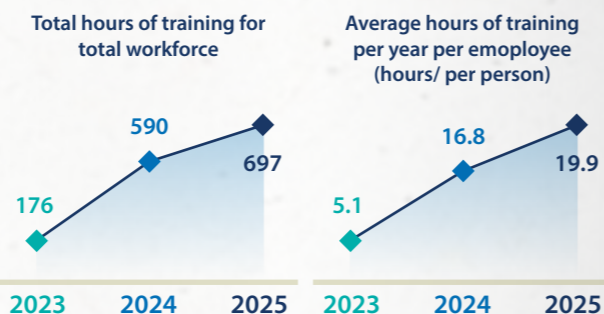
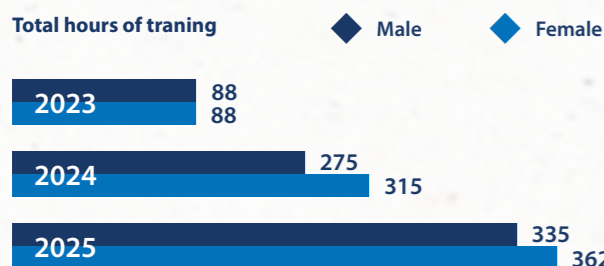


Total training hours provided to employees **60,678 increased by 34%** compared to 2024

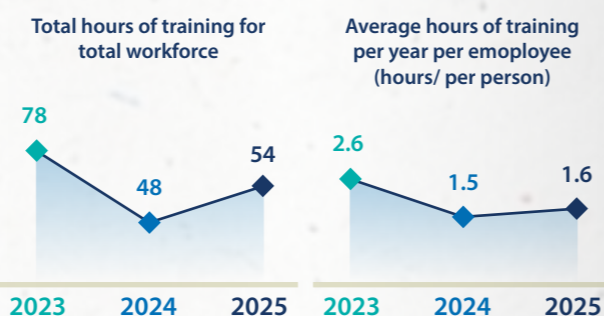
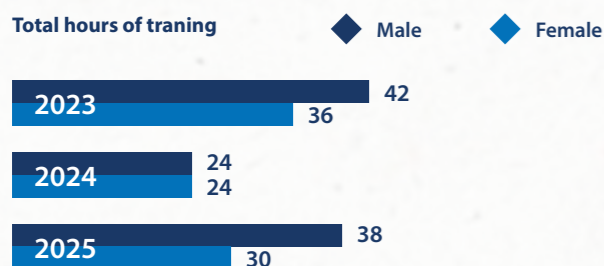


Training and Development - JKB	2023	2024	2025
Total hours of training for females (Hours)	17,254	18,052	24,514
Total hours of training for males (Hours)	26,640	27,134	36,164
Total hours of training for total workforce (Hours)	43,894	45,185	60,678
Average hours of training per year for Senior Management (Hours/per person)	34	20	42
Average hours of training per year for Middle Management (Hours/per person)	28	26	36
Average hours of training per year for Staff (Hours/per person)	31	31	25

Training and Development - UFICO

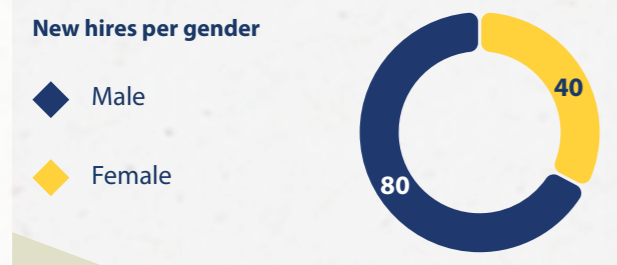


Training and Development - Ejara



New hires and turnover

The Bank continues to leverage digital HR tools to strengthen talent acquisition, social media recruitment, and onboarding processes. In 2025, the Bank attracted and hired 120 skilled professionals who reflect its values and culture, with women representing 33% of new hires and 61% under the age of 30. Recruitment efforts prioritized specialized expertise to support the Bank's growth strategy, while internal mobility remained strong, with 36% of vacancies filled by qualified existing employees.



In 2025, the Bank recorded an employee turnover rate of 8.42%, with 127 employees leaving the organization for various reasons. The distribution of employee turnover by category is presented in the following chart:



EMPLOYEE WELLBEING

Employees benefits

The Bank recognizes its people as its greatest asset and is committed to safeguarding the physical and mental wellbeing of all employees.

To support work-life balance and long-term employee welfare, the Bank offers a broad range of benefits, including:

Work-life balance and wellbeing: Flexible working arrangements, health awareness initiatives, and multiple paid leave options.

Health and financial security: Comprehensive medical and life insurance, bank-funded cancer insurance, end-of-service entitlements, and preferential interest rates on selected financial products.

Recognition and development: Annual performance-based bonuses, access to learning and professional certification opportunities, and scholarship programs for employees and their children.

Family and parental support: Childcare allowances for female employees, designated rest areas for pregnant employees, adjusted working hours, and nursing breaks.

Employee feedback continues to inform workplace wellbeing initiatives. Insights from an organization-wide wellness survey were used to shape the 2025 Employee Wellbeing Program, designed to promote healthier lifestyles, improve engagement and productivity, support preventive care, and strengthen the Bank's ability to attract and retain talent.

The Bank complies with applicable Labor Law requirements relating to retirement and provides end-of-service benefits accordingly. Employees who complete at least ten years of service continue to benefit from preferential housing loan interest rates following retirement. In exceptional cases, additional end-of-service benefits and continued medical insurance coverage for retirees and their families may be granted, subject to specific criteria and approvals.

JKB's subsidiaries support employee well-being through a range of initiatives aimed at fostering a healthy, motivated, and collaborative work environment. UFICO places employee well-being at the center of its business continuity approach, providing comprehensive health coverage, performance-based incentives, and professional development opportunities. These efforts are supported by transparent annual performance evaluations, alongside team building and wellness initiatives such as sports activities, awareness events, and social engagements that promote an inclusive and engaged workplace.

Ejara recognizes employee well-being as essential to a productive and committed workforce and is focused on creating a supportive work environment that promotes physical, mental, and emotional well-being. Ongoing initiatives, including regular employee events, trips, and team-building activities, encourage work-life balance, strengthen relationships, and enhance overall morale.

Bank of Baghdad advances employee well-being by promoting fair employment practices, regularly reviewing compensation structures, and encouraging a healthy balance between professional and personal life through supportive workplace policies.

Case Study

Physical health awareness and financial literacy



As part of its commitment to enhancing the work environment, the Bank launched a comprehensive Employee Wellbeing Program covering physical, mental, financial, and emotional aspects, designed based on employees' actual needs to ensure meaningful and sustainable impact.


The program's initiatives focused on mental, physical, and financial health, providing psychological support and stress management, along with preventive physical health initiatives and financial awareness and spending management programs.

Results from the Culture and Employee Engagement Survey showed a culture index score of 77%, reflecting the program's effectiveness and the Bank's ongoing efforts to build a supportive, motivating, and future-ready work environment that fosters employee belonging and overall wellbeing.

Occupational health and safety

As an ISO 45001-certified organization, the Bank maintains a comprehensive Health and Safety Policy aligned with national regulations and recognized risk management standards. Oversight is provided by an internal Health and Safety Committee, supported by a dedicated Occupational Safety and Health Unit within the Engineering Department.

Hazard identification and risk evaluation are conducted through routine workplace inspections, reviews of incidents and near-misses, employee feedback mechanisms, and structured risk assessments. These processes are supported by defined risk evaluation methodologies and the application of permit-to-work systems for critical and non-routine activities, ensuring that potential hazards are identified, assessed, and controlled in a systematic and proactive manner. First aid resources are readily available across all facilities to ensure preparedness for medical emergencies.



Zero
employee and contractors fatalities as a result of work-related injury

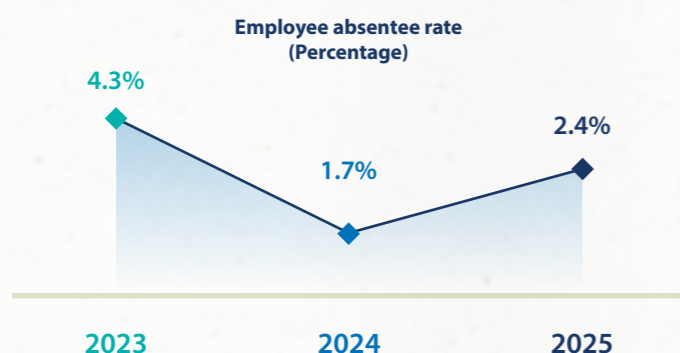
Employees are encouraged to report hazards and unsafe conditions through confidential and accessible channels, including anonymous reporting tools, suggestion boxes, and direct communication with the Occupational Safety and Health Unit, supporting proactive risk management and a safe working environment for all.

Health and safety audits and inspections are conducted regularly to ensure continuous improvement. In 2025, the Bank carried out three internal health and safety audits and has not detected any major violations.

Ongoing training remains a cornerstone of the Bank's safety culture. Employees receive general occupational health and safety training, alongside specialized programs for supervisors and key roles covering firefighting, emergency response, evacuation procedures, and rescue operations.



100%
of employees are covered by the health and safety management system, which underwent both internal and external audits in 2025.



Note: The rate is calculated based on days of absence due to medical reasons only.

Parental leave

The Bank provides a range of leave entitlements designed to support employee wellbeing and prevent burnout, including annual, sick, bereavement, Hajj, paid marriage leave (5 days) and parental leave. Under the Parental Leave Policy, female employees are granted ten weeks of fully paid maternity leave, while male employees receive three days of paid paternity leave, in line with applicable labor laws and internal policies.

To support employees returning from parental leave, the Bank adopts a flexible and inclusive approach, including adjusted working arrangements where applicable, ongoing communication during leave, and equal access to career development opportunities. This approach reinforces the Bank's commitment to a family-friendly workplace that supports employee wellbeing, engagement, and long-term retention.



100%
return-to-work rate after parental leave ended.

Parental Leave	2023	2024	2025
Total number of employees that took parental leave (female) (Number)	33	36	27
Total number of employees that took parental leave (male) (Number)	56	61	46
Total number of employees who returned to work after parental leave ended (return to work) (female) (Number)	33	36	27
Total number of employees who returned to work after parental leave ended (return to work) (male) (Number)	56	61	46
Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (female) (Number)	33	36	26
Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (male) (Number)	56	60	45
UFICO			
Total number of employees that took parental leave (female) (Number)	0	1	2
Total number of employees that took parental leave (male) (Number)	0	1	1
Ejara			
Total number of employees that took parental leave (female) (Number)	2	0	0
Total number of employees that took parental leave (male) (Number)	2	2	0

Employee Engagement

The Bank recognizes proactive employee engagement as a cornerstone of a positive and high-performing workplace culture. An Open-Door Policy encourages employees to share ideas, concerns, and feedback with managers and supervisors in a transparent and supportive environment. This is complemented by a dedicated Employee Relations Function and multiple feedback channels, ensuring employees have accessible and trusted avenues to raise concerns and contribute to continuous improvement. Employees are also kept informed through internal communication platforms, including social committee channels and JKB News emails.

In 2025, the Bank strengthened internal communication and engagement through targeted campaigns aimed at enhancing performance, alignment, and participation. These included strategy alignment initiatives, townhall meetings and workshops, performance management toolkits, employee engagement and culture surveys, learning and development communications, and wellbeing and inclusion initiatives. Together, these efforts enhanced transparency, accountability, and employee involvement, reinforcing a high-performance and sustainable workplace culture.

In cases of misconduct, the Bank applies a performance counseling approach focused on skill-building, behavioral development, and tailored training plans, this approach is supported by the Fair Employee Investigation Policy. In 2025, the Bank recorded a notable 44% reduction in violations related to non-compliance with work procedures, along with a 50% decrease in cases that necessitated the formation of a High Disciplinary Committee.

In 2025, the Bank conducted an employee engagement and satisfaction survey, achieving an 82% score up from 77% in 2024. In addition, the Culture Index score reached 77%, confirming the effectiveness of efforts to foster a supportive work environment capable of adapting to future challenges.

COMMUNITY DEVELOPMENT AND INCLUSION

Corporate Social Responsibility (CSR)

The Bank is committed to creating positive social impact across the communities it serves, supporting initiatives in education, health, sports, culture, environmental protection, gender equality, and children's rights. Guided by a dedicated CSR Strategy and Policy, the Bank aligns its community investments with national development priorities, aiming to strengthen social wellbeing and contribute to Jordan's long-term human development.

In 2025, the Bank directed its community investment toward initiatives that address priority social needs and support inclusive national development. The largest share of spending was allocated to health, education, supporting national institutions, sports, and conferences and exhibitions, reflecting the Bank's focus on youth development, knowledge exchange, and capacity building. Support for poverty alleviation and national institutions also represented a significant portion of total contributions, reinforcing the Bank's role in strengthening social stability and public infrastructure.

Collectively, these contributions, totaling JOD1.29 million, across 209 CSR projects, reflect the Bank's balanced and impact-driven approach to community investment, prioritizing long-term social value while responding to diverse community needs.

JKB's subsidiaries play an active role in advancing social inclusion and community well-being through focused initiatives designed to address local needs and support vulnerable groups. UFICO engages with the community through programs such as Ramadan Iftar initiatives for orphans, reflecting a commitment to compassion, social responsibility, and inclusive development.

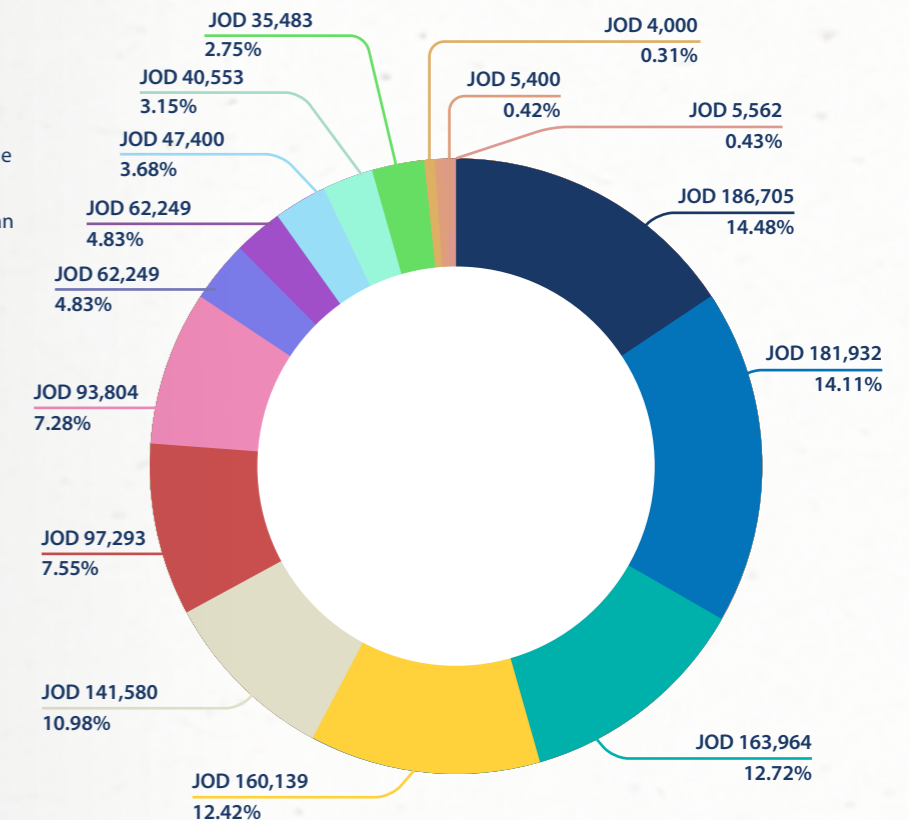
Ejara contributes to community development by regularly organizing and participating in initiatives that support underrepresented groups, including orphans, healthcare services, and educational institutions. These activities are delivered under a dedicated CSR Plan, coordinated by the Marketing Department and supported by an allocated budget to ensure continuity, accountability, and measurable social impact.

Bank of Baghdad supports social progress through structured community investment programs, including donations, partnerships, and funding for health and social initiatives. With support extended to more than 260 NGOs and charitable organizations, the Bank's efforts focus on underserved communities across Iraq and align with national development priorities and relevant Sustainable Development Goals (SDGs), particularly in education, healthcare, and reducing inequalities.

CSR Spend distribution by segment

- ◆ Conferences and exhibitions
- ◆ Education
- ◆ Poverty
- ◆ Sports
- ◆ Supporting national institutions
- ◆ Health
- ◆ Cultural and artistic fields
- ◆ People with special needs
- ◆ Environmental fields
- ◆ Financial literacy
- ◆ Tourism and heritage fields
- ◆ The child, the woman and the family
- ◆ Professional skills
- ◆ Religious fields
- ◆ Others

Total Spend
1,289,154 JOD



Case Study

Supporting Jordanian Entrepreneurs through the Designers' Products Exhibition

In 2025, Jordan Kuwait Bank supported a Designers' Products Exhibition aimed at promoting Jordanian entrepreneurs and local designers by improving their access to markets and increasing product visibility. The initiative responds to challenges faced by small and emerging businesses in reaching wider customer bases, particularly in high-traffic commercial locations, and aligns with SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), and SDG 11 (Sustainable Cities and Communities).

The exhibition was implemented in collaboration with the Princess Taghrid Institute and hosted in a high-traffic shopping mall in Amman, providing a visible and accessible platform for designers to showcase and sell their products. JKB's support helped connect local entrepreneurs with potential customers and contributed to sustainable business growth.

The initiative enhanced market access, supported income generation for participating entrepreneurs, and strengthened partnerships with local institutions focused on social and economic development.

While outcomes varied across participants, the exhibition provided meaningful exposure and growth opportunities for small and emerging businesses. Going forward, JKB aims to expand similar initiatives, explore long-term retail partnerships, and further support Jordanian entrepreneurs in scaling their businesses.



In line with its role as a responsible financial institution, the Bank focused in 2025 on maximizing its positive social impact through initiatives supporting education, youth empowerment, and practical skills development. A total of 158 student training opportunities were provided through internships, partnerships with educational institutions, and national initiatives, helping bridge the gap between education and labor market needs.

In addition, the Bank awarded two fully funded university scholarships in collaboration with Princess Sumaya University for Technology, with the program also serving as a talent pipeline to support the transition of high-potential graduates into employment at the Bank.

Community Development	2023	2024	2025
Number of volunteers (Number)	456	417	375
Employee volunteer (Hours)	2,280	1,840	640
Donations and sponsorships (JOD)	2,149,976	1,826,877	1,289,154
Donations and sponsorships as % of pre-tax profit (Percentage)	1.8	0.8	1.5

Case Study

Cybersecurity Monitoring Learning Center at Princess Sumaya University for Technology

In 2025, Jordan Kuwait Bank partnered with Princess Sumaya University for Technology (PSUT) to establish a Cybersecurity Monitoring Learning Center, responding to the growing demand for skilled cybersecurity professionals and the gap between academic learning and practical, job-ready skills. The initiative aligns with SDG 4 (Quality Education) and SDG 9 (Industry, Innovation and Infrastructure).

Through a cooperation agreement, JKB supported the establishment of a fully equipped learning center, providing the necessary systems and technologies to simulate real-world cybersecurity operations. The center offers hands-on training in incident response, security alert analysis, and log monitoring, enabling students to gain practical experience in a controlled educational environment.

The initiative enhanced students' technical skills, improved graduate employability, and strengthened collaboration between the banking sector and academia. As an educational program, its full impact will materialize over time as graduates enter the workforce. Looking ahead, JKB plans to expand this partnership through advanced training, knowledge-sharing with industry experts, and the recruitment of qualified graduates, supporting the development of local cybersecurity talent.





Employee Volunteering

The Bank encourages employees to actively contribute their time, expertise, and energy to community initiatives, recognizing volunteering as a meaningful driver of social impact, employee engagement, and personal development. In 2025, the Bank further strengthened this commitment through the launch of its dedicated employee volunteering program, "True Influencers." The program was designed to empower employees to become active agents of positive change within their communities, reflecting the Bank's belief that real influence lies in meaningful action and collective contribution.

Through True Influencers, employees are provided with structured opportunities to participate in diverse volunteering initiatives across multiple governorates, supporting causes aligned with the Bank's CSR pillars and contributing to the achievement of the United Nations Sustainable Development Goals (SDGs). The program encourages collaboration, teamwork, and a strong sense of purpose among employees while extending the Bank's social impact to communities across the Kingdom.

Employee participation is promoted through regular internal communications, including circulars and engagement surveys, while middle management plays an important role in facilitating participation through effective planning and scheduling. Volunteer contributions are formally recognized and celebrated by the GCEO during the annual retreat, reinforcing a culture of purpose, engagement, and community involvement across the organization.

In 2025, a total of 375 employees participated in volunteering activities, collectively dedicating 640 hours to community activities. The year-on-year decrease reflects a lower number of organized activities, primarily due to operational priorities and scheduling constraints that limited program implementation.

Case Study

Launching the "Safer Al Khair" CSR Program for Employees

Jordan Kuwait Bank launched the "True Influencer" initiative in 2025, reaffirming its commitment to corporate social responsibility and sustainable development. Introduced during Ramadan, the program promotes employee volunteerism across the Bank and its subsidiaries, encouraging active community engagement while strengthening teamwork and internal collaboration.

Implemented across all governorates in collaboration with government entities, the private sector, and civil society organizations, "True Influencer" contributes to social inclusion and national development efforts, reflecting the Bank's commitment to creating lasting, positive impact within the communities it serves.

Through this initiative, employees actively participate in a range of community-based activities that address social and environmental priorities across the Kingdom. These efforts aim to foster stronger connections with local communities, promote a culture of volunteerism, and reinforce the Bank's role in contributing to sustainable and inclusive development.

في الخير
True Influencer

Case Study

Arab Group for the Protection of Nature

In 2025, Jordan Kuwait Bank partnered with the Arab Group for the Protection of Nature to support a tree-planting initiative addressing environmental degradation, climate change, and the loss of green spaces in Jordan. The initiative aligns with SDG 13 (Climate Action) and SDG 15 (Life on Land) and responds to the growing need for community-based environmental action.

The project focused on planting 1,000 trees across multiple governorates, maximizing environmental and social impact. JKB provided financial support and worked closely with the association to ensure appropriate selection of planting locations and tree types suited to local ecosystems. Employees from the Bank also participated in the initiative through volunteering activities, contributing directly to the tree-planting efforts alongside the association and local communities.

The initiative contributed to improving green coverage, supporting local ecosystems, and raising community awareness on environmental protection, while strengthening collaboration with a reputable local environmental NGO. While the environmental benefits of tree planting are long term, the project establishes a solid foundation for future sustainability efforts. Going forward, JKB aims to expand similar initiatives, encourage employee participation, and explore additional partnerships supporting environmental sustainability.



ENVIRONMENT

BALANCING FINANCIAL PROFIT AND ESG

JKB continued to demonstrate that strong financial performance and responsible environmental, social, and governance (ESG) practices are mutually reinforcing. The Bank advanced its sustainability agenda while maintaining disciplined growth, strengthening its role in supporting Jordan's green transition and long-term economic resilience.

JKB achieved measurable environmental progress alongside business growth, including a 13% reduction in Scope 1 greenhouse gas emissions, driven by continued investments in energy efficiency, renewable energy, and sustainable building operations. On the financing side, JKB expanded its green finance portfolio to JOD 82.9 million, prioritizing renewable energy, energy efficiency, and sustainable infrastructure.

Through these integrated efforts, JKB successfully balanced profitability with positive environmental and social outcomes. By aligning financial growth with ESG governance, climate risk management, and sustainable financing, the Bank contributes to Jordan's sustainable development objectives while strengthening its long-term competitiveness and resilience.

Sustainability considerations were embedded into JKB's core business and risk management processes through the integration of ESG and climate-related risks into lending, investment, and sectoral exposure assessments. Portfolio-level ESG monitoring and anti-greenwashing controls support transparency and the integrity of sustainable finance disclosures. In parallel, JKB continued to expand sustainable financial products aligned with international standards. Climate risk management efforts, including enhanced governance, stress testing, and alignment with IFRS S1 and IFRS S2, strengthen financial resilience and support the effective management of emerging environmental and transition risks.

As a leading financial institution, JKB recognizes the responsibility in contributing to a healthy planet. The Bank addresses its own climate impacts while leveraging its position in the financial industry to drive adoption for low carbon financing that will help build a cleaner, greener future for everyone.

Material topics covered

- ◆ Balancing Financial Profit and ESG
- ◆ Climate Risk Management
- ◆ Low Carbon Financing
- ◆ Wastewater Management



CLIMATE RISK MANAGEMENT

Climate risk management has become a strategic priority for JKB. In 2025, the Bank integrated climate considerations into its governance and strategic framework, establishing a foundation for systematic climate risk assessment and management in alignment with national climate commitments and regulatory expectations.

Climate Governance

JKB strengthened its climate governance by documenting climate-related governance findings and drafting governance charters that formally incorporate climate considerations within the sustainability strategy. Climate risk responsibilities have been embedded within the Board Risk Committee charter and reflected in the roles and profiles of relevant team members, with oversight assigned to the Head of Risk Management and the Board Risk Committee. Climate risk has also been integrated into the Bank's risk management framework and credit risk policy, establishing a structured approach to identifying and managing climate-related risks, with further integration into additional policies to follow.

The Bank ensures competency through targeted training programs for all employees, including Board members and senior executives, engagement with consultants and development institutions, and participation in forums and regulatory workshops organized by the Central Bank of Jordan and international bodies.

Climate Risk Framework Development

The Bank is developing a comprehensive climate risk management framework in partnership with all pertinent departments to systematically address climate risks, ensuring improved corporate sustainability, adherence to regulations, and safeguarding the interests of depositors and investors. Key initiatives include:


- Incorporating financial risks associated with climate change into the risk management framework
- Collaborating with external data providers for climate risk reports and analyses
- Engaging a specialized provider for climate risk assessments and disclosures in compliance with IFRS S2 standards
- Developing the Climate Report 2025 aligned with ASE requirements, CBJ and IFRS S2
- Implementing a Scorecard system to evaluate customers' ESG considerations to support credit decisions

Climate-Related Risks and Opportunities

JKB is exposed to both physical and transition climate-related risks that may influence its financial performance, operational resilience, and long-term strategic direction:

- Physical risks include extreme weather events, heatwaves, and flooding that may disrupt operations or damage assets, as well as water scarcity and rising temperatures affecting key economic sectors such as agriculture, manufacturing, and SMEs, potentially weakening borrower repayment capacity.
- Transition risks stem from evolving regulatory requirements related to climate disclosures, emissions reporting, and sustainable finance.

The Bank is working with a specialized consultant to establish a governance framework, develop an action plan to reduce carbon emissions from lending and investing portfolios, and embed climate-related financial risks into the Enterprise Risk Management framework.



In 2025, **more than 60,000 JOD** were invested in climate-related infrastructure, resilience, and product development

Risk Assessment and Monitoring

The Bank applies a structured risk assessment framework that includes stress testing scenarios and operational risk assessments. While a formal climate resilience assessment has not yet been completed, JKB has begun integrating climate-related considerations into its risk management and stress testing practices by incorporating climate-sensitive variables and strengthening internal capabilities.

Climate-related risks are prioritized based on their potential financial impact on capital and asset quality, regulatory expectations, and time horizon. Material climate risks are escalated to the Risk Committee, and ongoing monitoring is conducted through regular portfolio reviews of high-exposure sectors, periodic risk assessments, internal audits, and the use of key risk indicators.

Environmental Management

JKB is committed to responsible environmental management through a robust Environmental Policy aligned with internationally recognized standards. This commitment is reflected in the Bank's certified management systems and sustainable operational practices, which demonstrate a structured approach to environmental performance, energy efficiency, and regulatory compliance.

JKB holds the following key environmental and energy management certifications:

-  ISO 14001:2015 for its Environmental Management System (EMS), providing a structured framework for managing environmental impacts, including waste management, and resource conservation.
-  ISO 50001:2018 for its Energy Management System (EnMS), making JKB the only bank in Jordan to hold this certification.
-  LEED v4.1 Gold certification for Operations and Maintenance, underscoring the Bank's commitment to sustainable building operations and performance.



Zero significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations

Case Study

Interactive Agricultural Lab

In 2025, Jordan Kuwait Bank supported sustainable agriculture and youth empowerment through a pioneering partnership with Keys for Sustainable Development and Challenger Team to establish an interactive agricultural lab at Challenger Academy. Funded by the Bank, the lab provides hands-on training in modern and sustainable farming techniques, including hydroponics and aquaculture, raising awareness and building practical skills among students and participants while contributing to long-term environmental sustainability and community development.



Case Study

Jordan's First EDGE-Certified Bank Headquarters

As part of its long-term ESG and climate action strategy, the Bank sought to enhance the environmental performance of its headquarters, one of its most energy-intensive assets and the workplace of more than 700 employees. To ensure measurable impact aligned with internationally recognized benchmarks, the Bank pursued EDGE (Excellence in Design for Greater Efficiencies) certification, an internationally recognized green building standard, becoming the first and only bank in Jordan to achieve EDGE certification for its headquarters.

Led by the Engineering Department, the project focused on the three core EDGE pillars: energy, water, and materials. Energy efficiency measures included the installation of high-efficiency HVAC systems, LED lighting, and optimized ventilation. Water efficiency was improved through the use of low-flow fixtures and water aerators, reducing consumption without compromising user comfort. Material efficiency was addressed through EDGE-aligned specifications and design choices, ensuring compliance with international standards while maintaining operational performance.

As a result, the headquarters achieved a 26% reduction in energy consumption, a 45% reduction in water consumption, and full compliance with EDGE material efficiency requirements. Building on this achievement, the Bank aims to expand EDGE and other green building certifications across selected branches and facilities.



Energy and Emissions Management

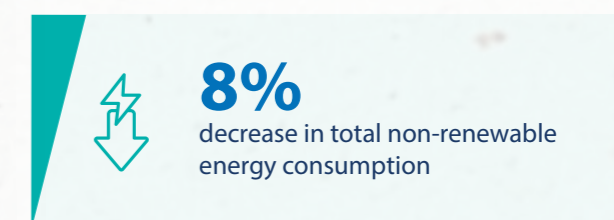
JKB actively manages energy consumption and emissions as part of its broader commitment to environmental responsibility and climate action. The Bank's approach is supported by internationally recognized environmental and energy management standards and sustainable building practices implemented across its operations.

Key initiatives include upgrades to heating, ventilation, and air-conditioning (HVAC) systems, enhancements to electrical infrastructure to reduce energy waste, and the installation of electric vehicle (EV) charging stations to support lower-emission transportation. In addition, JKB continues to advance its 2.3 MW solar power project in central Jordan, increasing the use of renewable energy and reducing reliance on conventional power sources.

These actions are guided by certified management systems and sustainable building standards previously outlined, which enable systematic monitoring of energy performance and continuous improvement.

Through ongoing investment in energy efficiency, renewable energy, and resilient infrastructure, JKB strengthens its energy and emissions management and supports long-term environmental sustainability.

Between 2024 and 2025, JKB reduced total energy consumption by 13%, decreasing from 12,552 GJ to 10,937 GJ. This improvement was mainly driven by a 13% reduction in electricity consumption, reflecting continued efficiency gains across operations.



Energy Consumption	2023	2024	2025
JKB			
Electricity consumption (GJ)	10,080	10,653	9,283
Diesel consumption from operations and vehicles (GJ)	2,600	1,413	1,518
Fuel consumption from operations and vehicles (GJ)	NA	486	136
Total non-renewable energy consumption (GJ)	2,600	1,899	1,654
Total Energy consumption (GJ)	12,680	12,552	10,937
UFICO			
Electricity consumption (GJ)	331	285	180
Total non-renewable energy consumption (GJ)	NA	5	NA
Total energy consumption (GJ)	331	290	180
Ejara			
Total energy consumption (electricity) (GJ)	105	113	113

Case Study

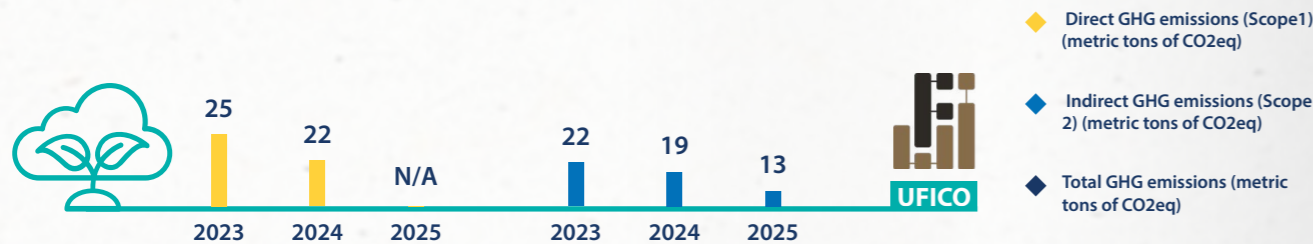
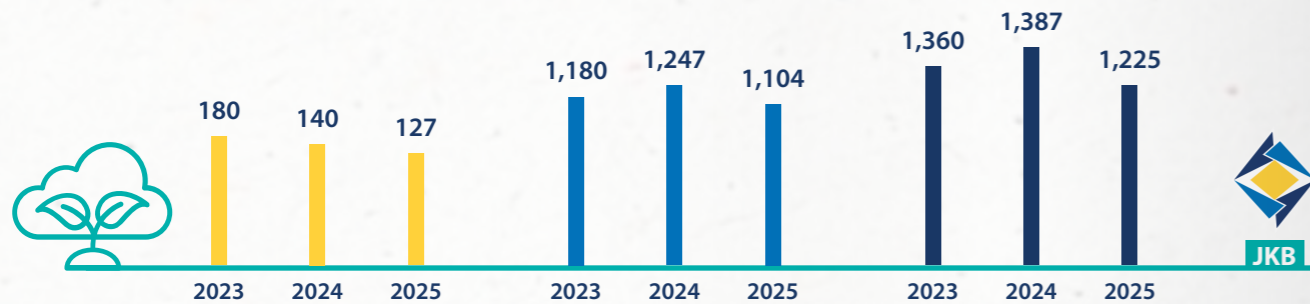
1.1-Megawatt Solar Energy Project



In 2025, the Bank implemented a 1.1-megawatt solar energy project in Al-Mwaqqar, expected to generate approximately 1,734 MWh of electricity annually. The project required navigating complex electricity company approvals and ensuring effective energy allocation and long-term system performance. These challenges were addressed through early coordination with the electricity company, technical and commercial due diligence, analysis of historical consumption data to prioritize high-load branches, and the implementation of a performance-based operations and maintenance contract supported by real-time monitoring.

In 2025, JKB achieved further reductions in GHG emissions, reflecting the effective implementation of environmental initiatives and the ongoing application of the Bank's Environmental Management System. Scope 1 emissions decreased by 13%, from 140 to 122 metric tons of CO₂eq, while Scope 2 emissions declined by 11%, from 1,247 to 1,104 metric tons. Overall, total GHG emissions fell by around 12% to reach 1,226 metric tons.

GHG Emissions



The calculation methodology for JKB and subsidiaries was updated starting in 2025, and the same approach will continue to be applied in future reporting years.

LOW CARBON FINANCING

JKB supports the transition to a low-carbon economy by providing financing solutions that promote sustainable and green initiatives. The Bank's low-carbon financing approach focuses on projects that reduce greenhouse gas emissions, improve energy efficiency, and contribute to environmental sustainability.

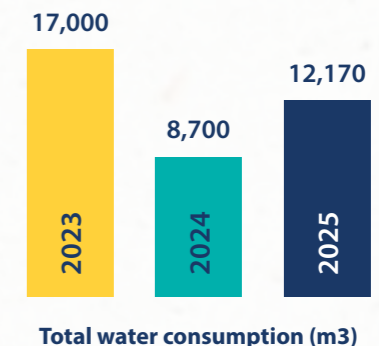
During the year, JKB financed initiatives such as solar power installations, electric vehicle infrastructure, and energy-efficient building projects, reinforcing its role in advancing clean energy and sustainable development in Jordan. ESG considerations are integrated into lending practices, with priority given to projects demonstrating positive environmental impact. In addition, JKB collaborates with local and international partners to access green funding and blended finance opportunities, supporting the provision of competitive financing for sustainable projects.

WASTEWATER MANAGEMENT

As one of the world's most water-scarce countries, Jordan faces significant challenges related to water availability. In response, JKB places strong emphasis on responsible water and wastewater management and has implemented multiple water-saving initiatives between 2022 and 2025 to conserve this critical resource.

Key measures include the installation of greywater recycling and rainwater harvesting systems, which are used for non-potable purposes such as cleaning and irrigation. The Bank has also deployed automatic flow-reduction faucets in restrooms and installed needle water aerators across its headquarters and branches to improve water efficiency. Clear internal instructions were issued to promote the use of recycled water where applicable.

While these initiatives have significantly strengthened JKB's water management practices, total water consumption increased by approximately 40% in 2025 compared to 2024. This increase was primarily driven by operational changes, including the launch of two new large-scale projects within the headquarters, the addition of 10 new restroom facilities, and the engagement of a new cleaning service provider. Despite this increase, the Bank's existing water efficiency systems continue to mitigate consumption and support long-term water conservation objectives.



Waste Management

JKB adopts a digital-first approach to waste reduction, focusing on minimizing paper use and improving resource efficiency across its operations. Key initiatives include consolidating all daily, weekly, and monthly reports into a single digital format and discontinuing the hard-copy printing of CRIF High Mark reports, both of which have significantly reduced paper consumption.

These actions are complemented by broader digital transformation efforts. The Bank has expanded paperless payment solutions, introduced cardless cash-out services through eli mobile wallets, and enabled digital onboarding for electronic accounts, reducing the need for physical documentation and branch visits. Collectively, these measures help lower the Bank's environmental footprint by cutting emissions associated with paper production, transportation, and disposal.

In parallel, JKB has strengthened its recycling practices. In 2025, total paper consumption decreased by 11% compared to 2024, while the volume of paper recycled increased substantially to 53,145 kg, reflecting a marked improvement in waste diversion and the effectiveness of the Bank's waste management initiatives.



Paper recycling increased by 119%, reaching 53,145 kg in 2025.

Waste Generated	2023	2024	2025
JKB			
Total paper consumption (Kilograms)	72,096	76,131	67,830
Total paper recycled (diverted from disposal) (Kilograms)	15,224	24,318	53,145
UFICO			
Total paper consumption (Kilograms)	536	427	925
Ejara			
Total paper consumption (Kilograms)	408	420	420



INNOVATION

As a leading financial institution, JKB is always exploring new ways to make its offerings more dynamic and accessible, leveraging the latest technologies and innovations to create solutions that satisfy stakeholders and contribute to a prosperous, equitable and financially-empowered Jordan.

Material topics covered

-  Leadership in ESG and Sustainable Finance
-  Sustainable Product Innovation
-  Responsible Banking and Customer Experience

LEADERSHIP IN ESG AND SUSTAINABLE FINANCE

JKB is committed to integrating sustainability throughout its operations, with particular emphasis on its investment and financing activities. Aligned with the UN Principles of Responsible Banking (UN PRB), the Bank prioritizes green investment and embeds ESG considerations into its lending and investment decision-making, supporting Jordan's transition toward a low-carbon economy.

JKB employs rigorous environmental and social assessment processes through its Green Finance Framework, developed in accordance with International Capital Market Association (ICMA) principles and the Jordanian Green Bond Guidelines from the Ministry of Environment. Sustainability provided a Second Party Opinion on the framework, strengthening its credibility and transparency for investors and stakeholders.

The Bank demonstrated this framework in action through its 2023 Green Bond issuance, the first of its kind in Jordan, which financed four significant wastewater and water distribution projects. JKB conducted thorough risk evaluations and obtained Sustainability Committee authorization for allocation decisions, ensuring robust governance throughout the financing process. The Bank's collaboration with IFC provided both financial resources and access to specialized climate finance knowledge, enhancing risk evaluation capabilities and governance structures for green projects.

Integrating ESG factors into lending decisions has enabled JKB to reduce environmental exposure, strengthen its market position, and enhance value for shareholders. The Bank has capitalized on emerging opportunities in renewable energy and green finance, responding to evolving market expectations while maintaining alignment with international sustainability frameworks.

The Association of Banks in Jordan has designated JKB to chair the Green Finance Committee, recognizing the Bank's expertise in sustainable finance. Through this position, JKB facilitates knowledge exchange and promotes best practices in green financing across Jordan's banking sector, strengthening the industry's collective capacity for sustainable finance.

Building on this approach, in 2025 JKB reinforced its role in promoting sustainable finance through active engagement in regional initiatives and knowledge-sharing platforms. The Bank served as the main sponsor of the Green Finance (GREENFIN) Forum, held under the theme "Green and Sustainable Finance: From Vision to Design." The event convened banking leaders, decision-makers, and international partners to discuss innovative financing solutions, strategies for a just transition to a green economy, and mechanisms to support climate resilience.

JKB's participation highlighted its commitment to developing financial products that drive environmental and social impact while supporting national priorities and international sustainability standards. Through strategic partnerships, thought leadership, and active involvement in shaping sustainable finance practices, the Bank continues to advance Jordan's green economy agenda and strengthen its position as a trusted driver of responsible banking.



Exclusive sponsor
of Jordan's first Arabic Sustainability and Circular Economy Glossary
supporting sustainability awareness in Jordan.

Lending

JKB's green lending portfolio encompasses diverse sustainable projects, including renewable energy installations, low-carbon transportation, green infrastructure development, and sustainable water resource initiatives. The Bank maintains a proactive stance in engaging portfolio companies on ESG matters, conducting comprehensive Environmental and Social Due Diligence (ESDD) once initial investment interest is established.

Through ESG factor assessment, JKB identifies credit risks related to climate change, natural resource constraints, human rights issues, and broader sustainability developments. Depending on project characteristics, the Bank may require detailed environmental assessment reports and traffic impact studies, while in other cases relying on government-issued licenses and permits. Macroeconomic assessments are integrated into all lending decisions to ensure comprehensive risk evaluation.


Risk assessments are performed on a project-specific basis, considering project type and location. When environmental assessment studies are necessary, the Bank engages external advisors to evaluate associated risks. Environmental and social considerations receive particular attention for energy-related projects and those situated in densely populated areas.

To further enhance financing efficiency and client connectivity, the Bank expanded the scope of its digital corporate banking platform (Corp+) by enabling partnerships with third parties through dedicated application programming interfaces (APIs). This enhancement improved transaction efficiency and connectivity, resulting in the processing of additional volumes amounting to JOD 2 million over a six-month period.

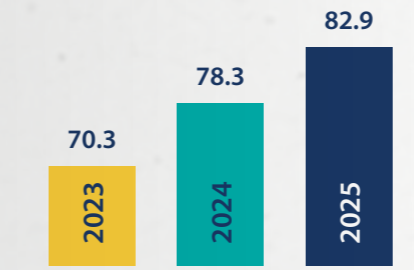


Signed an MoU with UN Development Programme as the **exclusive banking partner** for the Jordan Green Valley Corridor initiative.

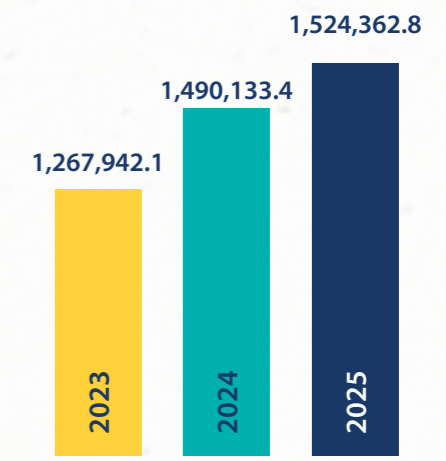
JKB continuously adopts practices that enhance customer satisfaction while safeguarding the Bank's financial soundness. In this context, the Bank introduced a dedicated function within the Corporate Department to strengthen the monitoring of clients' due obligations, enabling early identification of potential risks and more efficient management of obligations-related correspondence. Within the first three months of implementation, this enhanced oversight contributed to a reduction in provisions amounting to JOD 400,000, reflecting improved credit discipline and portfolio quality.



Green lending portfolio increased to **JOD 82.9 million** in 2025, supporting renewable energy, clean transportation, and sustainable water projects.



Total value of green lending (JOD million)



Loan Portfolio Middle East & North Africa (JOD million)

Case Study

JKB Issues Jordan's First USD 50M Green Bond & Launches Inaugural Sustainable Finance Report

In August 2025, JKB held an official ceremony at its headquarters to celebrate the complete allocation of proceeds from Jordan's first USD 50 million Green Bond and to launch its inaugural Sustainable Finance Report. The event convened members of the Board-level Sustainability Committee, the JKB GCEO, representatives from the International Finance Corporation (IFC), and global partners including the Canada-IFC Blended Climate Finance Program and the Netherlands-funded MENA Private Sector Development Facility.

All proceeds from Jordan's first green bond, valued at USD 50 million, were directed toward sustainable water and wastewater management projects throughout the Kingdom, supporting Jordan's national green growth objectives and aligning with the Economic Modernization Vision (2021-2025). The Sustainable Finance Report provides detailed information on proceeds allocation, environmental and social impacts, and reinforces JKB's transparency and adherence to international green finance standards.



The First Green Bond Issuance in Jordan



Investing

In line with its sustainability ambition, JKB integrates ESG considerations into its investment decisions to support sustainable growth while maintaining strong financial performance. The Bank incorporates environmental, social, and governance factors into its investment management approach by evaluating ESG-linked and green securities alongside traditional financial performance criteria.

JKB uses the Bloomberg Platform to identify suitable investments that meet required weighted returns and acceptable risk ratios while aligning with ESG objectives. The Bank prioritizes exceptional customer service, ensuring that clients engage in comprehensive discussions with their Relationship Managers to review risk tolerance and investment goals prior to making investment decisions.

In 2025, the Bank's ESG-integrated approach continued to balance sustainability considerations with return objectives. ESG-aligned investments contributed positively to portfolio performance through valuation gains, while investment decisions remained focused on maintaining and enhancing overall returns. The Bank monitors ESG risks across its investment portfolio using external ESG data and ratings providers, including Bloomberg, Moody's, and MSCI. JKB's portfolio recorded an average ESG rating at the 78th percentile, supporting ongoing investment risk assessment and portfolio oversight. Additionally, 68% of the Bank's investments were subject to positive, negative, or combined environmental and social screening processes. In 2025, JKB's bond investment portfolio totalled JOD 11 million, compared to JOD 20.85 million in 2024, this decline was driven by shifts in the political and market environment, which limited the availability of attractive ESG investment opportunities.

 **Applied ESG screening processes across 68% of investments**

JKB's sustainable investment activities in 2025 encompassed multiple strategic areas supporting Jordan's sustainable development objectives and regional sustainability goals. The Bank maintains stock investments in Jordanian companies actively contributing to sustainable development across various sectors, including Arab Potash, Jordan Phosphate Mines, Jordan Petroleum Refinery, and Jordan Telecommunications. These companies demonstrate commitment to sustainability through their operations and contribution to Jordan's economic and environmental goals.

 **JKB continued embedding ESG considerations across its financing and investment activities.**

JKB participated in Turkish Banks syndication loans totalling EUR 10 million and USD 4 million. These syndications support general sustainable trade finance activities aligned with specific sustainability criteria:

- Strengthening food security by supporting micro-farmers in Turkey
- Installing renewable energy power plants to decarbonize banking operations
- Reducing global food crises caused by disasters, wars, and economic hardships by increasing access to food
- Reducing emissions by supporting electric and hybrid vehicle programs

Securing these syndications required senior management approvals and cross-departmental collaboration involving Risk, Credit, and Legal departments. The Bank overcame these challenges by providing comprehensive studies of the syndications supported by financial analysis and documentation demonstrating both profitability and sustainability benefits.

Through its Treasury function, JKB provides exceptional credit interest rates for clients adopting and supporting sustainable development initiatives. The Bank also offers preferential foreign exchange rates for trade finance and other business activities conducted by sustainability-focused clients, creating financial incentives for sustainable business practices.

SUSTAINABLE PRODUCT INNOVATION

Sustainable Products

JKB applies a structured framework of policies, procedures, and controls to ensure responsible product design and prevent unethical lending and mis selling. This includes client risk assessments, credit studies, and ongoing internal and audit reviews. Transparency and fair disclosure are supported through targeted employee training on new products and campaigns, as well as clear customer communication via the Bank’s website and social media platforms. All products and campaigns undergo a formal approval process based on market assessment and internal analysis to ensure suitability, fairness, and regulatory compliance.

The Bank offers products that deliver both social and environmental value. On the social side, JKB provides housing loans for first-time apartment buyers, supporting access to affordable housing while applying defined minimum salary thresholds to ensure responsible lending.

From an environmental perspective, JKB promotes lower-emission mobility by offering more competitive pricing on Chinese auto loans, encouraging increased adoption of electric and hybrid vehicles.



JKB also supports inclusive economic growth through targeted financing solutions, including:

- **Women’s Product:** Uncollateralized financing with preferential interest rates for women-owned businesses to support growth and expansion.
- **Startup Loan:** Uncollateralized financing for startups to support business development and operational improvements.
- **Craftsmen and Professionals Product:** Discounted loan facilities supporting local craftsmen and professionals.
- **Renewable Energy and Energy Efficiency Products:** Financing of up to JOD 4 million for eligible projects at a 4% interest rate, in collaboration with the Central Bank of Jordan.
- **Green Auto Loan:** A 1% granting commission waiver for electric and hybrid vehicles to incentivize greener transport choices.

Through this focused product portfolio, JKB advances financial inclusion and environmental sustainability while aligning responsible banking practices with market demand and national development priorities.

Bank of Baghdad advances sustainable finance and innovation through digital banking solutions that enhance financial accessibility and operational efficiency. The Bank continues to expand its digital ecosystem through mobile applications, smart ATMs, e-wallets, and digital onboarding platforms, while offering SME and green financing solutions that support renewable energy and underserved segments.

Case Study

Diamond sponsorship of the *Investment and Finance Conference*

Jordan Kuwait Bank, in partnership with Bank of Baghdad, served as a diamond sponsor of the Investment and Finance Conference – Towards a Sustainable Digital Future, reinforcing its commitment to supporting sustainable economic growth and regional investment integration. The conference brought together senior government officials, financial institutions, and investors from Jordan, Iraq, and the wider region to explore investment opportunities in key sectors, including infrastructure, energy, finance, and digital transformation. Through its participation, the Bank supported dialogue and cooperation that advanced sustainable development, cross-border investment, and long-term economic resilience.



Digital Innovation

JKB continues to advance digital innovation as a core pillar of its strategic transformation, using technology to strengthen resilience, improve customer experience, and support sustainable growth. Digitalization enables the Bank to manage sustainability-related risks while unlocking operational and commercial opportunities that reinforce long-term value creation.

Technology plays a central role in strengthening governance and risk management across the Bank. Through advanced data analytics, automation, and secure digital platforms, JKB enhances regulatory compliance, internal controls, and operational resilience. These capabilities support the identification and management of ESG- and climate-related risks within lending and investment activities, while cybersecurity, data protection, and business continuity

arrangements help mitigate financial and non-financial risks. Integrated systems and dashboards are used to track key indicators related to energy use, operational efficiency, workforce performance, and economic value creation, enabling informed decision-making.

JKB continues to invest in digital banking solutions that improve accessibility and financial inclusion. Digital onboarding enables remote account opening, while mobile and online banking provide 24/7 access to account management, payments, and secure transactions, reducing reliance on physical branches and paper-based processes. JKBPAY, leveraging the national instant payment system (CliQ), supports real-time transfers and the shift toward cashless transactions.

Digital transformation accelerated in 2025 through targeted platform upgrades and strategic partnerships. The Bank partnered with a leading global provider to enhance digital platforms across retail banking, e-wallets, and SME services, and strengthened its innovation ecosystem through Platinum Partner status at the JOIN Fincubator Lab in collaboration with JoPACC. Operational efficiency was further enhanced through the launch of the Payment Hub platform in cooperation with ProgressSoft, delivering measurable gains, including a 71% reduction in payroll processing time, a 250% increase in operational efficiency, and an improvement in the straight-through processing rate for outward transfers to 98%.



Number of digitally active customers **increased by 7%** in 2025 to reach 61,523 customers

Customer adoption of digital channels continued to grow, with usage reaching 68% in 2025, up from 50% in the previous year. The eliWallet user base increased to 18,495 users (50% year-on-year growth), while JKB Mobile users reached 96,734, reflecting 25% growth following the introduction of enhanced features such as digital payments, loyalty programs, and improved transaction management.

In addition, JKB incentivized sustainable customer behaviour through a revamped loyalty cashback program that supports its Sustainability Strategy by encouraging the transition toward a more efficient digital economy. The program rewards JKB credit card holders for using digital channels, such as paying bills through JKBMobile and conducting Point-of-Sale transactions, helping reduce reliance on physical cash and paper-based processes. Customers can also earn up to 3.5% cashback based on their overall banking engagement, including increasing their savings or current account balances.

Internally, JKB continued to digitize operational and workplace processes through workflow automation and integrated enterprise systems. In 2025, 25 additional processes were automated, improving turnaround times and customer experience. Enhancements to corporate workflows streamlined loan processing, letters of guarantee, and credit application processes, while digital HR platforms supported employee management, learning, and internal communication.

To support future readiness, JKB established a cross-functional Digital Fusion Team and initiated an Agile transformation program to improve delivery efficiency and collaboration. A Digital Banking Assessment conducted with an external advisor further informed the next phase of customer-centric and scalable digital development. Despite rapid growth in digital adoption, the Bank continues to manage challenges related to system stability, cybersecurity, third-party integration, and regulatory compliance through ongoing investments in IT service management and resilience.

Through this integrated approach, digital innovation supports sustainable growth, operational excellence, financial inclusion, and the delivery of secure, efficient, and future-ready banking services aligned with JKB's long-term sustainability objectives.

Transactions	2023	2024	2025
Number of branch transactions (Number)	1,070,617	957,435	942,258
Number of online/mobile transactions (Number)*	20,629,517	78,775,869	50,480,988
Digitally active customers (Number)	54,764	57,595	61,523
New customers onboarded digitally (Number)	NA	17,542	10,621
Number of products offered digitally (Number)	117	179	191

*The number of online/mobile transactions for 2023 and 2024 was revised due to a change in the calculation methodology.

Case Study

Payment Hub & SWIFT CBPR+



In 2025, the Bank advanced its payments modernization agenda by implementing SWIFT CBPR+ and adopting the ISO 20022 protocol to strengthen cross-border payments and remittances.

The Bank developed and deployed a Payment Hub to enable structured ISO 20022 messaging, integrating cross-border transactions with local transfers (ACH and RTGS). The platform connects with the Central Bank of Jordan and local banks via a closed Virtual Private Network (VPN), alongside SWIFT connectivity, ensuring the capture of structured data to support regulatory and Anti-Money Laundering (AML) compliance.

The initiative enabled ISO 20022-compliant payment processing and strengthened compliance with requirements issued by the Central Bank of Jordan and the SWIFT network. Looking ahead, the Bank plans to integrate with SWIFT Alliance and expand payment corridors.

Case Study

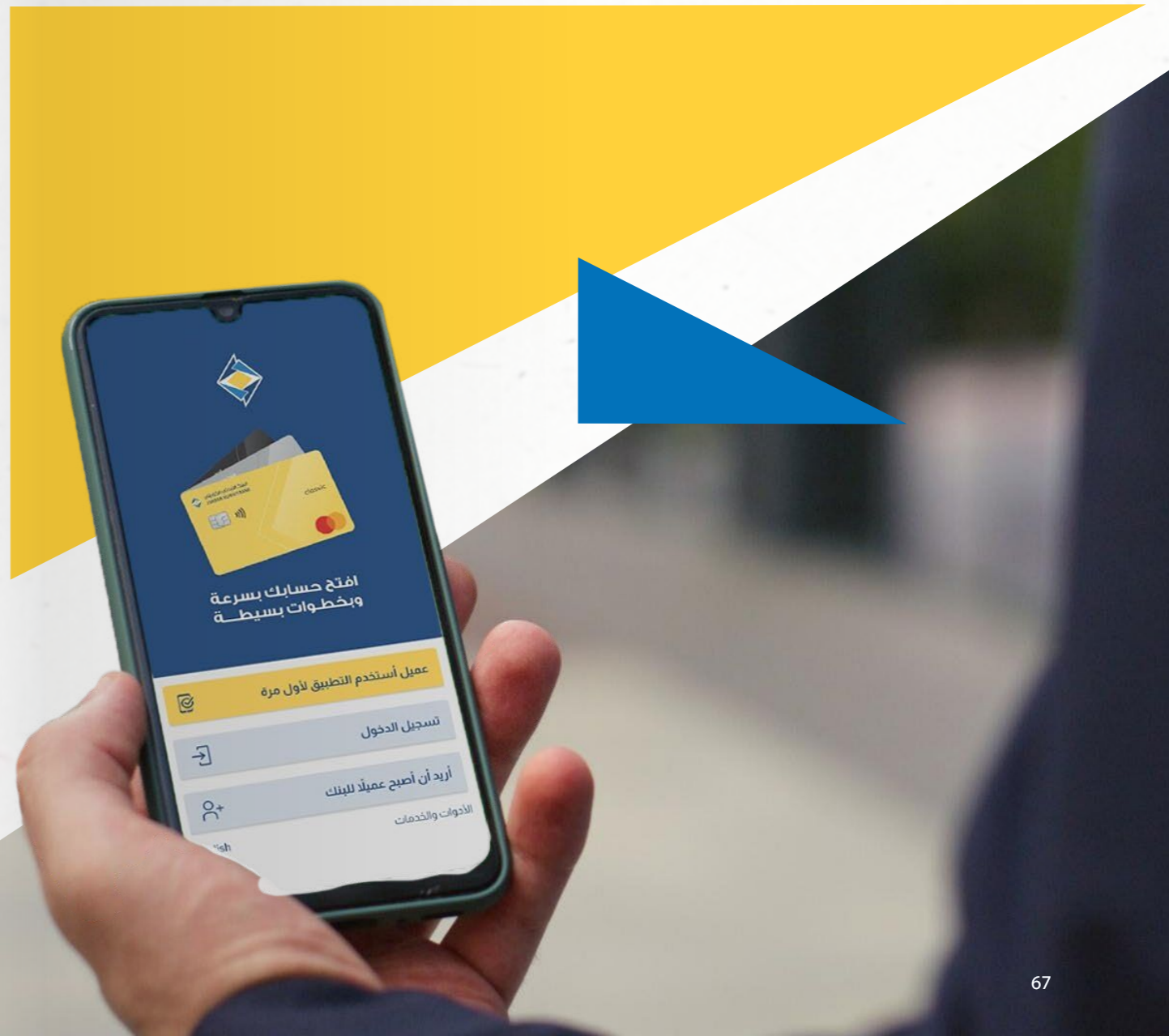


JKB Pay

In 2025, the Bank advanced its digital payments offering through JKB Pay, supporting the development of a stronger payments ecosystem and smoother integration with fintech companies. As part of this initiative, IATA Pay was rebranded to JKB Pay as a bank-owned e-commerce payment platform, with the merchant base expanding to include partners such as Tamatem Plus and Yaseer. The initiative aimed to enhance user experience while improving transparency across financial transactions.

The delivery of JKB Pay required addressing interoperability and integration challenges, including aligning technical requirements and standards across multiple stakeholders, as well as integrating modern technologies with existing legacy systems. The Bank adopted a structured approach based on careful planning and scalable system design, while also enhancing merchant onboarding processes, internal workflows, and SDK capabilities to support smoother integrations. Comprehensive testing was conducted prior to launch to ensure system stability and a reliable customer experience.

As a result, JKB Pay strengthened collaboration between the Bank and fintech partners and supported improvements in the overall payments experience. Looking ahead, the Bank plans to further expand the platform through the JKB Pay SDK, enabling broader and more efficient integration opportunities.



RESPONSIBLE BANKING AND CUSTOMER EXPERIENCE

JKB is dedicated to creating customers for life. As such, it aims to enhance every interaction its customers have with them by empowering diverse customer segments, fostering financial knowledge and wellbeing, and embracing digital transformation for enhanced accessibility.

Financial Inclusion and Literacy

JKB remains committed to its role as a catalyst for financial inclusion and literacy throughout Jordan. By combining cutting-edge technology with targeted educational initiatives, the Bank is ensuring that banking services and financial knowledge are accessible to all segments of society.

JKB's digital transformation continues to redefine how Jordanians interact with their finances. The Bank's sophisticated mobile banking platform provides customers with comprehensive banking capabilities at their fingertips, minimizing reliance on physical branches and extending services to underserved communities. Complementing this customer-facing innovation, JKB has deployed financial micro-APIs that facilitate seamless auto-integrations with fintech partners, strengthening Jordan's broader financial technology landscape.

Behind JKB's accessibility achievements lies a foundation of operational excellence. The Bank harnesses the APPIAN business process automation platform in conjunction with Robotic Process Automation (RPA) to drive internal efficiency gains. In 2025, the Bank automated 20 additional processes using advanced RPA technology and 46 business process using APPIAN, improving execution accuracy and reducing processing times while enabling staff to focus more on customer-centric service delivery.

The Bank's physical infrastructure has undergone significant enhancement. JKB expanded its ATM and ITM network by deploying over 50 cutting-edge machines and launching the eJawwal branch concept. A major 2025 initiative centered on retiring outdated ATMs in favor of next-generation models equipped with expanded kiosk capabilities, allowing customers to complete a wider array of transactions beyond traditional cash withdrawals and substantially improving the self-service banking experience.



50+
next-generation ATMs and ITMs deployed in 2025

Through the 'Ask a Financial and Banking Expert' program, the Bank provides hands-on financial guidance at 10 universities across the country, while its business leadership program has successfully engaged 4,932 students to date. Working alongside the HR team, JKB delivers financial awareness training to school and university students alike, building essential money management competencies from a young age.

Eli, JKB's digital wallet solution, equips younger customers with multi-currency prepaid cards featuring minimal fees, creating accessible entry points to contemporary financial services. Concurrently, the Bank's collaboration with JOINFincubator supports emerging financial entrepreneurs through structured educational programming, product demonstrations, and sustained mentorship initiatives.



4,900+
students engaged through financial literacy and business leadership initiatives

These interconnected initiatives demonstrate JKB's holistic approach to financial inclusion, one that leverages digital transformation to expand access, invests in financial literacy to build capability, and supports community development to create lasting impact.

Between 2024 and 2025, the Bank recorded a modest increase in retail banking customers, rising from 123,248 to 124,214, while the total value of the retail banking portfolio declined slightly from JOD 460.0 million to JOD 455.0 million.

JKB launched an Application Programming Interface (API) banking gateway designed to facilitate instant digital payments, optimize cash flow management, and drive corporate operational efficiency.

Deployed through an agile methodology, the gateway delivers real-time integration capabilities for automated transaction processing and seamless data access. Principal advantages encompass accelerated payment cycles, reduced operational expenses, strengthened cash flow oversight, and more robust risk management protocols. The platform enhances organizational agility by enabling tailored financial solutions and fostering deeper collaboration with corporate and insurance clients, in addition to fintech partners and SME clients. Currently operational features include payment APIs, collection APIs, transaction history retrieval, and comprehensive reporting APIs. In 2025, JKB expanded API services to include insurance clients, with plans to further extend offerings into additional financing solutions.

Recognizing the vital contribution of Small and Medium Enterprises (SMEs) to Jordan's economic fabric, JKB has developed a dedicated SME Platform that streamlines online account opening and loan application processes for business clients. The Bank extends preferential terms to ensure SMEs can access affordable financing solutions that fuel their growth and sustainability. Strategic partnerships with prestigious institutions including the European Investment Bank (EIB) underscore JKB's commitment to empowering these essential enterprises and advancing comprehensive financial inclusion.

Financial Inclusion and Literacy	2023	2024	2025
New accounts held by first-time account holders (Number)	13,526	26,500	19,311
New accounts held by first-time credit card holders (Number)	7,464	3,720	3,350
Loan-to-deposit ratio for overall domestic lending (Percentage)*	69	72	71
Loan default rates for overall domestic lending (Percentage)	7	9	9
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers (Number)	688	5,732	1,200
Number of financial literacy initiatives for unbanked, underbanked, or underserved customers (Number)	52	111	16
Number of branches in low-populated and economically disadvantaged areas (Number)	19	19	19
Number of ATMs in low populated and economically disadvantaged areas (Number)	31	31	31

*The "Loan-to-Deposit Ratio" has been restated due to the inclusion of overall data, rather than just retail figures as reported in previous years

Case Study



Enhancing ITM and ATM Services with Teller X

JKB launched the Teller X project to replace outdated systems in ITM and ATM machines, which were slow and had limited-service availability. The new system was designed to achieve 99.9% uptime and unify services for both ITM and ATM. The project involved assessing requirements, procuring new hardware and software, installing applications in a test environment, migrating data, and optimizing the system before going live. As a result, JKB improved performance, reduced downtime, and enhanced customer experience. The new flexible infrastructure also supports future business needs and digital transformation.

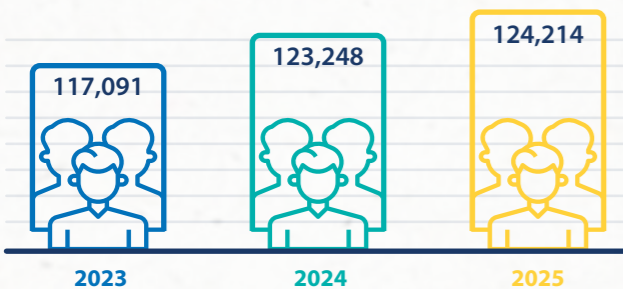


96%
increase in new accounts held by first-time account holders

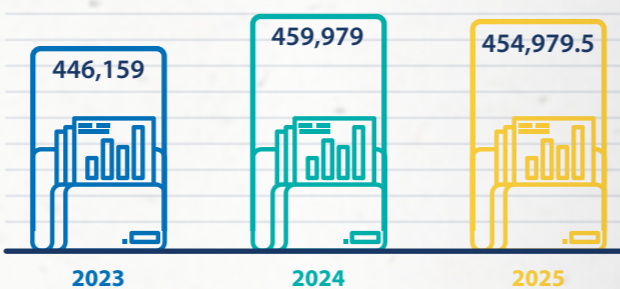
Within this framework, JKB signed a landmark agreement with the EIB to support SME clients through dedicated green lending solutions that incorporate unique incentive structures, enhancing operational efficiency and delivering meaningful cost savings. Notably, this agreement represents the first partnership of its kind between the EIB and a Jordanian bank, reinforcing JKB's leadership in sustainable finance and climate-aligned lending.

Retail Banking

Total number of retail banking customers (Number)



Total value of retail banking portfolio (JOD million)



Portion of portfolio for retail banking (number)



The Bank's SME portfolio demonstrated encouraging momentum between 2024 and 2025, with the number of microprojects increasing from 26 to 39, the SME client base expanding from 729 to 771 businesses, and the total value of SME financing grew from JOD 113.5 million to JOD 135.3 million, reflecting both deepening relationships with existing clients and successful outreach to new enterprises.

SME Banking – value of loans	2023	2024	2025
Number of Microprojects (Number)	55	26	39
Number of SMEs (Number)	786	729	771
Value of Microprojects (JOD million)	2	0.2	0.19
Values of SMEs (JOD million)	119	113.5	135.3

Case Study

Supporting Jordan's Green Transition for MSMEs

In 2025, JKB strengthened its commitment to sustainable finance by partnering with EIB Global to launch the first Green Transition Facility (GTF) guarantee in the region, unlocking \$45 million in green investments for Jordan's private sector. As the first implementing partner, JKB is enabling micro, small, and medium-sized enterprises (MSMEs) and mid-caps to access climate finance, addressing longstanding barriers to sustainable investment.

The facility combines long-term funding, risk-sharing, technical assistance, and financial incentives to support projects in renewable energy, energy efficiency, water and wastewater management, green mobility, and the circular economy. Complementing this, a web-based Green Eligibility Checker was introduced to help banks and enterprises quickly assess project alignment with EIB Global's green criteria, ensuring streamlined access to finance and supporting robust project appraisal and monitoring.

Through this initiative, JKB is not only facilitating access to green finance but also strengthening institutional capacity and promoting climate-aligned investment practices. The program reflects a scalable model for sustainable MSME finance in Jordan, supporting the country's green economy, empowering private sector growth, and contributing to broader environmental and social goals.

Customer Satisfaction

JKB is committed to promoting a customer-focused culture and continuously improving customer satisfaction through a range of assessment and improvement mechanisms. The Customer Experience (CX) Department regularly conducts customer satisfaction surveys to monitor customer perceptions across the Bank's product and service offerings. In addition, structured branch CX visits are undertaken to assess performance against defined criteria, including branch environment, staff conduct, communication and sales effectiveness, and overall service quality. These activities are supported by a mystery shopper program that provides independent insights into branch-level adherence to CX standards.

To maintain consistent service quality, branch employees participate in ongoing training and coaching programs focused on customer service delivery, customer profiling, and experience enhancement. In 2025, the CX Department delivered targeted training combining instruction with practical role-play exercises, with positive impacts reflected in daily customer interactions.

Throughout the year, JKB branches demonstrated consistent alignment with CX standards, with the mystery shopper average score reaching 81%. The Bank also continued its CX Branch Leader initiative, which promotes healthy competition by recognizing and rewarding branches that consistently deliver high-quality customer experience.

JKB maintained a strong Net Promoter Score of 64% and sustained a 92% customer satisfaction rate during 2025. The Bank also recorded a significant reduction in customer complaints compared to the previous year, indicating improvements in service quality and reinforcing customer trust. Additional customer experience initiatives have been approved and are currently under development.

In parallel, JKB ensures transparent and responsible customer communication through a structured marketing governance framework. All communications are reviewed for accuracy and regulatory compliance, with digital campaigns linking directly to detailed product information on the Bank's website to support responsible customer engagement.

Strong
Customer Satisfaction maintained at 92%.

Customer Satisfaction	2023	2024	2025
Customer Satisfaction Score (Percentage)	92	92	92
Net Promotor Score (NPS) (Percentage)	68	71	64
Customers actively responding to the survey (Percentage) ¹	100	100	100
Average response rate for client complaints (Working days)	10	10	8

¹ Customers who were surveyed as part of the sample size taken

APPENDICES

APPENDIX A: ACRONYMS

CBJ	Central Bank of Jordan
CBI	Central Bank of Iraq
GCEO	Group Chief Executive Officer
CSR	Corporate Social Responsibility
BOD	Board of Directors
CX	Customer Experience
DEI	Diversity, Equity, and Inclusion
ESDD	Environmental and Social Due Diligence
ESG	Environmental, Social, and Governance
E&S	Environmental and Social
ESMS	Environmental and Social Management System
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
ESRS	European Sustainability Reporting Standards
ISSB	International Sustainability Standards Board
ICMA	International Capital Market Association
HR	Human Resources
IATA	International Air Transport Association
IFC	International Finance Corporation
RCM	Regulatory Compliance Management
ISO	International Organization for Standardization
JKB	Jordan Kuwait Bank
KIPCO	Kuwait Projects Company
SME	Small and Medium-sized Enterprises
UN SDGs	United Nations Sustainable Development Goals
UNGC	UN Global Compact
WEPs	Women Empowerment Principles
IBM	International Business Machines Corporation
AML	Anti-Money Laundering
CFT	Counter-Terrorism Financing
CDR	Content Disarm and Reconstruction
SLA	Service Level Agreements
SCF	Sustainable Supply Chain Finance
CAR	Capital Adequacy Ratio

ICAAP	Internal Capital Adequacy Assessment Process
DEI	Diversity, Equity, and Inclusion
CSR	Corporate Social Responsibility
EMS	Environmental Management System
MOU	Memorandum of Understanding
CO ₂	Carbon Dioxide
GJ	Gigajoule
EV	Electric Vehicles
PCAF	Partnership for Carbon Accounting Financials
API	Application Programming Interface
AI	Artificial Intelligence
VOC	Voice of Customer
CRIF	Centre for Research in International Finance
RPA	Robotic Process Automation
ITM	Interactive Teller Machine
ATM	Automated Teller Machine
NPS	Net Promotor Score
JOD	Jordanian Dinar
EUR	Euro
USD	United States Dollar
IQD	Iraqi Dinar
MENA	Middle East and North Africa

APPENDIX B: MATERIAL TOPICS DEFINITIONS

Material topics	Definitions
Governance and Ethics	Refers to adhering to legal and ethical standards, promoting accountability, and maintaining transparency. It encompasses implementing an Ethical Code of Conduct, a Whistleblowing Policy, and robust measures to prevent bribery, corruption, fraud, and ensure data privacy, all aimed at building trust and promoting responsible business practices among employees.
Transparency and Accountability	Refers to openly sharing information about the Bank's sustainability performance and future plans with stakeholders, including capital providers, regulators, NGOs, local communities, and other interested parties. This approach ensures meaningful engagement with stakeholders on topics that matter to them, fostering trust and facilitating informed dialogue.
Balancing Financial Profit and ESG	Refers to integrating Environmental, Social, and Governance (ESG) considerations into financial decision-making to achieve sustainable growth. This approach ensures that while pursuing financial profitability, the Bank also prioritizes positive social and environmental impacts, aligning business practices with long-term value creation and responsible corporate citizenship.
Business Resilience	Refers to maintaining the strength and adaptability of the Bank's business model by effectively managing sustainability risks, leveraging opportunities, and preparing for future uncertainties to ensure long-term stability and success.
Anti-Greenwashing	Refers to ensuring that the information provided by JKB's portfolio companies is accurate, transparent, and balanced, enabling fair and well-informed investment and lending decisions while preventing misleading claims about sustainability practices.
Sustainability Governance	Refers to establishing a robust governance structure to effectively identify, manage, and track sustainability-related challenges and opportunities. This includes oversight at the Board, Management, and Working levels, supported by clear policies, processes, and metrics to ensure accountability and transparency in sustainability management.
Human Capital Development	Diversity, Equity, and Inclusion
	Refers to investing in employees skills and knowledge to advance their skills and competencies. This may include diverse training programs, tailored for career advancement, digital learning initiatives, partnerships with educational institutions and mentorship. Additionally, it involves strategies aimed at attracting and retaining high-quality individuals within the bank.
Employee Wellbeing	Refers to 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.
Community Development and Inclusion	Refers to the Bank's efforts to foster economic and social growth in underserved communities through financial support, sponsorships, employee volunteering, promoting financial literacy, and responsibly managing local impacts such as fair vendor practices and community-focused assessments.
Climate Risk Management	Refers to the principles and practices adopted by the Bank to mitigate financial risks to its portfolio arising from climate change. This includes integrating sustainability considerations into investment and financing decisions, assessing environmental and social risks associated with projects and clients, and implementing strategies to enhance resilience against climate-related challenges.
Low Carbon Financing	Refers to the Bank's proactive role in financing and facilitating the transition to a low-carbon economy. This involves offering products and services that incentivize clients to adopt sustainable business models, improve energy efficiency, and increase the use of renewable energy sources, promoting long-term environmental and economic sustainability.
Wastewater Management	Refers to managing water resources efficiently within JKB's investment and lending activities. In addition to optimizing water use, promoting conservation, and ensuring responsible wastewater treatment and discharge, with a focus on mitigating water-related risks in Jordan and the region.
Leadership in ESG and Sustainable Finance	Refers to the Bank's proactive role in integrating Environmental, Social, and Governance (ESG) principles into its financial practices, promoting sustainable finance, and setting industry standards. This includes leading by example through innovative sustainable products, transparent reporting, and fostering positive social and environmental impacts while achieving financial performance.
Sustainable Product Innovation	Refers to the Bank's efforts in developing, testing, and launching innovative digital products and services that support sustainable finance. This approach aims to create financial solutions that drive positive environmental and social impacts while meeting market needs.
Responsible Banking and Customer Experience	Refers to the Bank's commitment to providing transparent, fair, and ethical financial services while prioritizing customer satisfaction. This involves adopting responsible banking practices, enhancing customer interactions, and delivering tailored solutions that meet clients' needs while promoting trust, integrity, and a positive banking experience.

APPENDIX C: GRI CONTENT INDEX



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

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. This service was performed on the English version of the report.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	OMISSION
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	7-11	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.
	2-2 Entities included in the organization's sustainability reporting	6	
	2-3 Reporting period, frequency and contact point	6	
	2-4 Restatements of information	12, 69	
	2-5 External assurance	This report was not externally assured	
	2-6 Activities, value chain and other business relationships	7, 8	
	2-7 Employees	36-38	
	2-8 Workers who are not employees	36	
	2-9 Governance structure and composition	26, 27	
	2-10 Nomination and selection of the highest governance body	Please refer to 2025 Annual Report , page 276	
	2-11 Chair of the highest governance body	27	
	2-12 Role of the highest governance body in overseeing the management of impacts	27	
	2-13 Delegation of responsibility for managing impacts	Please refer to 2025 Annual Report , page 275	
	2-14 Role of the highest governance body in sustainability reporting	30	
	2-15 Conflicts of interest	Please refer to 2025 Annual Report , page 32	
	2-16 Communication of critical concerns	27	
	2-17 Collective knowledge of the highest governance body	Please refer to 2025 Annual Report , page 227	
	2-18 Evaluation of the performance of the highest governance body	Please refer to 2025 Annual Report , page 227	
	2-19 Remuneration policies	Please refer to 2025 Annual Report , page 161	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	OMISSION
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Please refer to 2025 Annual Report , page 161	Confidentiality constraints due to concerns about competitive sensitivity, and privacy of employees
	2-21 Annual total compensation ratio		
	2-22 Statement on sustainable development strategy	15	
	2-23 Policy commitments	20, 21, 22, 24, 27, 34, 35, 38, 39, 42, 44, 53	
	2-24 Embedding policy commitments	20, 21, 22, 24, 27, 34, 35, 38, 39, 42, 44, 53	
	2-25 Processes to remediate negative impacts	22, 34	
	2-26 Mechanisms for seeking advice and raising concerns	22, 34	
	2-27 Compliance with laws and regulations	22	
	2-28 Membership associations	10	
	2-29 Approach to stakeholder engagement	17	
2-30 Collective bargaining agreements	The Bank complies with the laws and regulations applied in Jordan in relation to collective bargaining agreements.		
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.
	3-2 List of material topics	16	
Governance and Ethics			
GRI 3: Material Topics 2021	3-3 Management of material topics	20	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	21	
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	22	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	20	
Transparency and Accountability			
GRI 3: Material Topics 2021	3-3 Management of material topics	26	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	29	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	29	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	29	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	OMISSION
Climate Risk Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	52,53	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	55	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	56	
	305-2 Energy indirect (Scope 2) GHG emissions	56	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	58	
	306-3 Waste generated	58	
	306-4 Waste diverted from disposal	58	
Community Development and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	45	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	45-47	
Wastewater Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	57	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	57	
	303-5 Water consumption	57	
Balancing Financial Profit and ESG			
GRI 3: Material Topics 2021	3-3 Management of material topics	51	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	12	
	201-4 Financial assistance received from government	No Financial assistance was received from the government	
Human Capital Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	34	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	36	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	40	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	39, 40	
	404-2 Programs for upgrading employee skills and transition assistance programs	39	
	404-3 Percentage of employees receiving regular performance and career development reviews	39	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27, 35	
	405-2 Ratio of basic salary and remuneration of women to men	38	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	38	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	OMISSION
Employee Well-Being			
GRI 3: Material Topics 2021	3-3 Management of material topics	41	
GRI 401: Employment 2016	401-3 Parental leave	43	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	43	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	42	
	403-2 Hazard identification, risk assessment, and incident investigation	42	
	403-3 Occupational health services	42	
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	42	
	403-5 Worker training on occupational health and safety	42	
	403-6 Promotion of worker health	42	
	403-8 Workers covered by an occupational health and safety management system	42	

We also report on topics that are not covered by the GRI Standards		
Topics		
Leadership in ESG and Sustainable Finance		
GRI 3: Material Topics 2021	3-3 Management of material topics	60
Low Carbon Financing		
GRI 3: Material Topics 2021	3-3 Management of material topics	57
Sustainability Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	15, 30
Sustainable Product Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	64
Responsible Banking and Customer Experience		
GRI 3: Material Topics 2021	3-3 Management of material topics	68
Business Resilience		
GRI 3: Material Topics 2021	3-3 Management of material topics	31
Anti-Greenwashing		
GRI 3: Material Topics 2021	3-3 Management of material topics	32



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JORDAN KUWAIT BANK

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