

**capital**  
b a n k

As of June 2025

Investor Relations

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# Section 1

Group Corporate Profile and Financial Highlights

**capital**  
bank

# Our Vision, Mission and Strategic Pillars

## Vision



To be **one of the leading banks** in the region placing our **customers** and **people** at the heart of our journey and **enabling** them to make informed life decisions.

## Mission



To **simplify** daily banking and support economic **prosperity** through **digitisation, innovation** and **personalised** customer experience.

## Strategic Pillars:



### Operational Excellence

**Enhance** our digital capabilities and continue our digital transformation journey through continuous innovation while building an efficient future-ready infrastructure.



### Customer Centricity

**Expand** into a holistic value proposition that meets the banking and investment needs of our clients and revolves around service excellence and elevated customer experience.



### Sustainable Growth

**Grow** the Group's regional footprint, promote cross-border banking, diversify sources of revenue and optimise risk management framework to create sustainable and profitable growth that maximises shareholders' value.



### Our People

**Invest** in our strongest asset; our people, through creating an inspiring workplace culture focused on the continuous building of capabilities.

# Our Values

**Ready to Serve You First**  
Customer Experience

Our clients are at the heart of all we do. We make every decision and measure every outcome based on how well it serves our customers. We Listen to our customers and strive to create an experience catered to their individual and unique needs through offering dynamic and personalised treatment.

**Ready to Do the Right Thing**  
Integrity

We are honest, transparent and committed to do what is best for our partners. We openly collaborate in pursuit of the truth. When choosing between what is right and what is easy, we always choose what is right. Our ethical accountability is our corporate identity.

**Ready to Invest in Our People,  
Our Greatest Capital**  
People

Our people are the cornerstone of everything we do. The strength of Capital Group lies in the strength of our people. We invest in our people to maximise their potential and excel as leaders. We care for each other; and we create a work environment that enables employees to have both pride & enthusiasm towards the impact they are creating.

**Ready to Embrace the Journey**  
Innovation

At Capital, we are resilient, and our strong foundation empowers us to approach everyday with curiosity, to seek out challenges by turning them into innovative opportunities that paves the way for constant growth. We adopt, adapt and act quickly.

**Ready to Dream Big**  
Ambition

We acknowledge that the path to success is a continuous learning journey. Our shared and common drive towards growth and achievement makes us vibrate at a higher frequency with contagious enthusiasm towards accomplishment. We focus on solutions, and we arrive everyday inspired to make the impact through our talent, passion and hard work.

**Ready to Own It**  
Accountability

We take the responsibility for outcomes and are empowered to make the decisions that will lead to those outcomes. We use our critical thinking capabilities and learnings from the past to take initiatives that allow us to collaboratively reach excellence.

# Our Journey

## Expansion

- Capital Bank expands into the Iraqi market and acquires a majority stake in the **National Bank of Iraq (NBI)**.
- NBI's outlook becomes geared towards expansion and the Bank's structure changes to a corporate governed one.

## Acquisition

- Capital Bank completed the **acquisition of Bank Audi** branches and operations in Jordan and Iraq.
- Capital Bank Group through its subsidiary NBI is granted a license to establish a **branch in Riyadh** following the approval of the Saudi Council of Ministers.

## Transformation

- Capital Bank embarks on an all-encompassing **transformation** Journey.
- Capital Bank goes into the **leasing** business in Iraq and expands leasing operations in Jordan.

1995

2005

2006

2021

2022

2023

2024

## Establishment

- Established in 1995 in **Amman – Jordan**, Capital Bank is a publicly listed bank, quoted at the Amman Stock Exchange.

## Diversification

- **Capital Investments** – the investment banking and brokerage arm of Capital Bank Group is established.
- Capital Investments provides asset management, brokerage and corporate finance advisory services through its offices in Jordan, Iraq and the UAE / Dubai International Financial Center (DIFC).

## Growth

- Capital Bank launches its all-digital bank '**Blink**'.
- Capital Bank issues a tier I **perpetual bond** listed on Nasdaq Dubai.
- Capital Bank raises capital and Saudi Arabia's Public Investment Fund (PIF) becomes a strategic investor with ~24% stake.
- Capital Bank completes the **acquisition and merger of Société Générale de Banque Jordanie**.

## Going Further

- Shifting gears with a refocused strategy to further enhance the core operations for sustainable growth targets.

# A Regional Bank – With a Diversified Business Model (Q2, 2025)

Global Presence Across

**4 Markets**

(Jordan, Iraq, K.S.A. and U.A.E.)

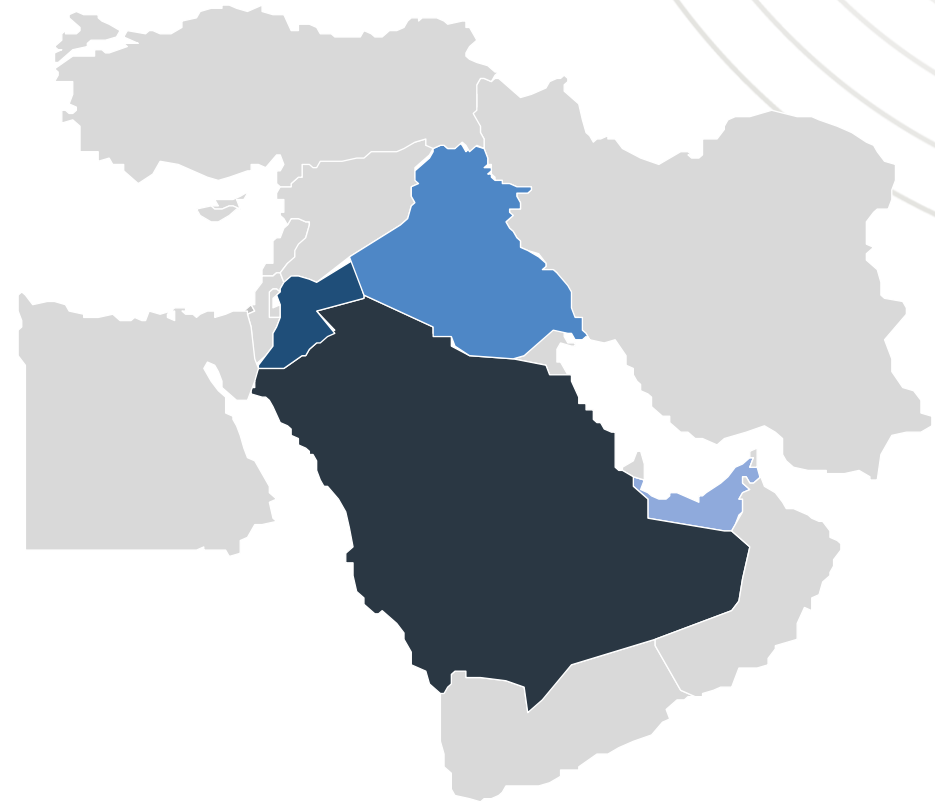
**2.8K**

Employees  
Globally

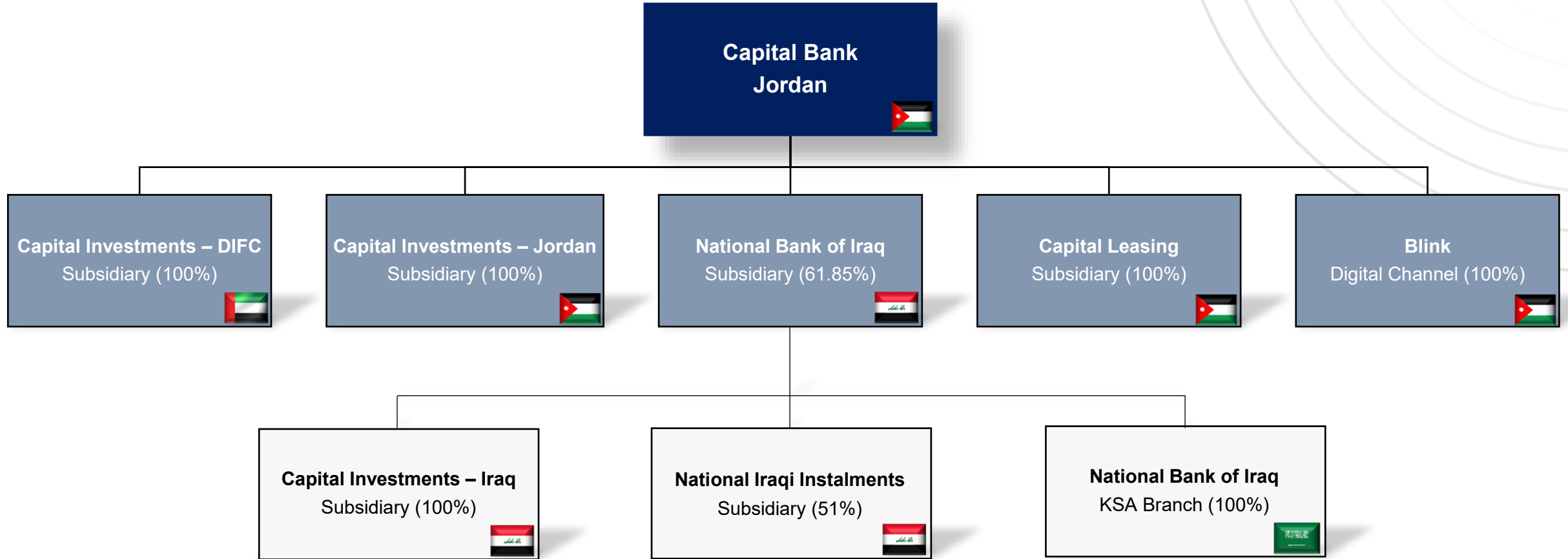
**34** Branches in **Jordan**

**38** Branches in **Iraq**

**1** Branch in **K.S.A.**



# Structure of the Group



# Capital Bank Group – Snapshot Q2, 2025

**4<sup>th</sup> Largest**  
In the Jordanian market.

**USD 11.8b**  
Total Assets

**Market Heavyweight**  
Fastest growing bank since year 2020.

**USD 5.1b**  
Net Loans

**Stable Credit Rating**

**b1** **bb**  
Positive Outlook  
MOODY'S 

Generating **Superior Returns**  
through a **Robust Foundation**.

**\$ 1.2b**  
Equity

**Sound**  
Net Stable Funding Ratio.

NSFR at  
**134%**

**Sufficient Reserve**  
Of high-quality liquid assets.

LCR at  
**245%**

**Sturdy Capital Base**  
Above CBJ requirement of 14.5%.

CAR at  
**16.11%**

**Solid Coverage Ratio**  
Including collaterals, the ratio will be 107%

**73.6%**

**Strategic Investor**  
Public Investment Fund since June 2022.

**USD 731m**  
Market Cap

**Listed on Nasdaq Dubai's Market**  
Perpetual Bond Tier I.

**\$ 100 million**

**Dividends**  
As a percentage of capital (2024).

**15%**

Driving **Strong Return on Equity**  
through **Strategic Excellence**.

**24%**  
ROE

# Group Consolidated Financials

*In USD Mn*

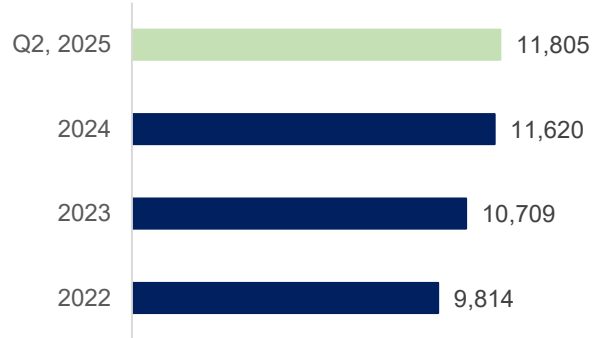
Income Statement Items	2023	2024	Q2, 2024	Q2, 2025
Net Interest Income	251	296	148	<b>172</b>
Gross Operating Income	489	568	291	<b>308</b>
<i>Total Operating Expenses</i>	<i>(190)</i>	<i>(219)</i>	<i>(111)</i>	<i><b>(114)</b></i>
Net Operating Income	299	349	180	<b>194</b>
<i>Provision</i>	<i>(119)</i>	<i>(87)</i>	<i>(59)</i>	<i><b>(42)</b></i>
Net Acquisition Impact	-	-	-	-
<i>Income Tax Expense</i>	<i>(29)</i>	<i>(36)</i>	<i>(22)</i>	<i><b>(19)</b></i>
Net Profit	150	226	99	<b>133</b>

*In USD Bn*

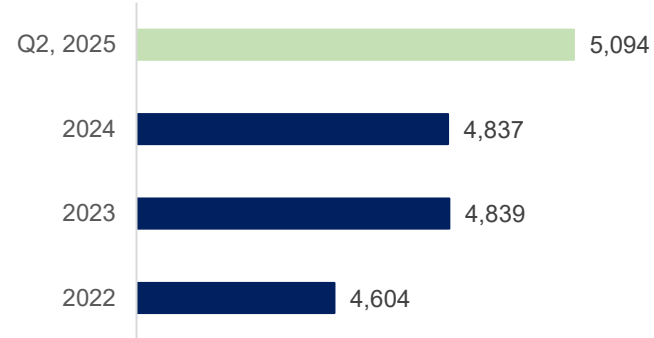
Balance Sheet Items	2022	2023	2024	Q2, 2025
Total Cash & Equivalents	1.4	2.1	2.6	<b>2.3</b>
Net Credit Facilities	4.6	4.8	4.8	<b>5.1</b>
Investment Portfolio	3.1	3.1	3.4	<b>3.6</b>
Total Assets	9.8	10.7	11.6	<b>11.8</b>
Customer Deposits	6.9	7.7	8.3	<b>8.4</b>
Cash Margins	0.6	0.7	0.9	<b>1.0</b>
Paid up Capital	0.4	0.4	0.4	<b>0.4</b>
Total Equity	0.9	1.0	1.2	<b>1.2</b>

# Strong Financial Track Record – Balance Sheet (USD millions)

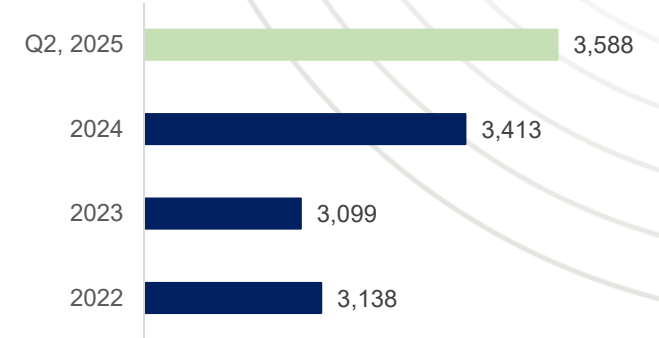
Total Assets  
CAGR 9%



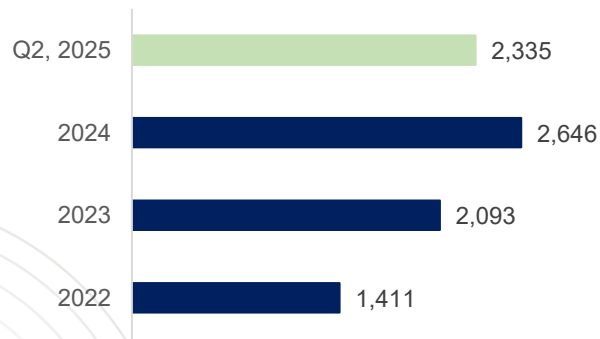
Net Loans in USD 000s  
CAGR 5%



Investments Portfolio  
CAGR 6%



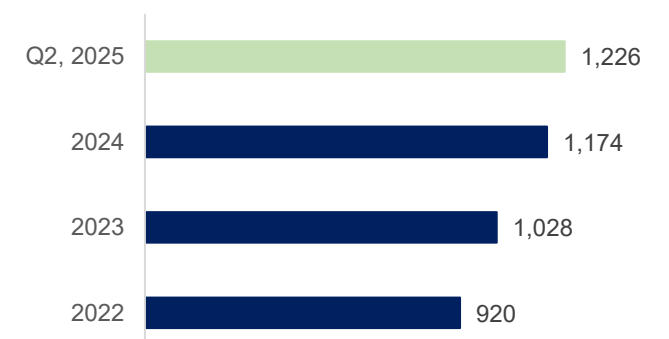
Cash & Balances  
CAGR 25%



Customer Deposits & Margins  
CAGR 11%

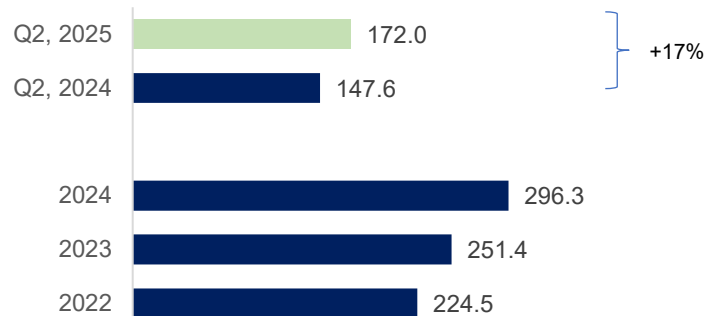


Total Shareholders' Equity  
CAGR 14%

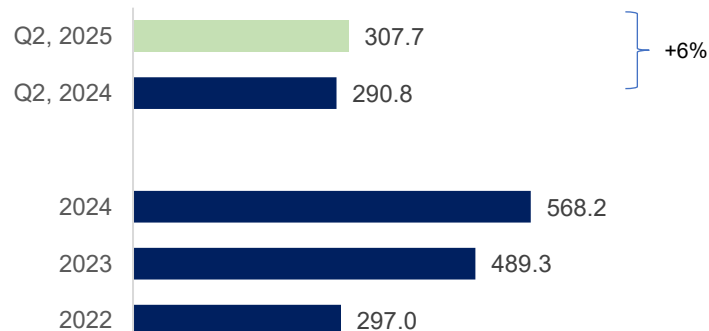


# Strong Financial Track Record – Income Statement (USD millions)

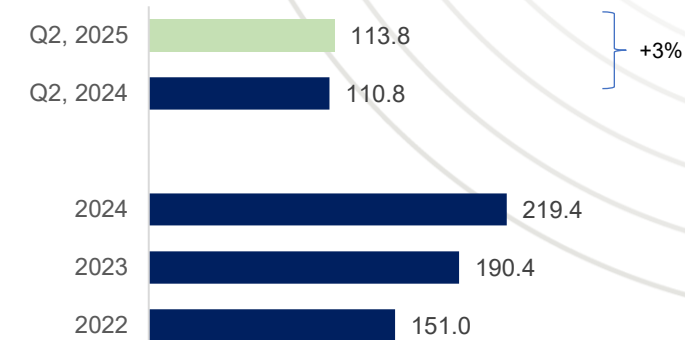
Net Interest Income  
CAGR 15%



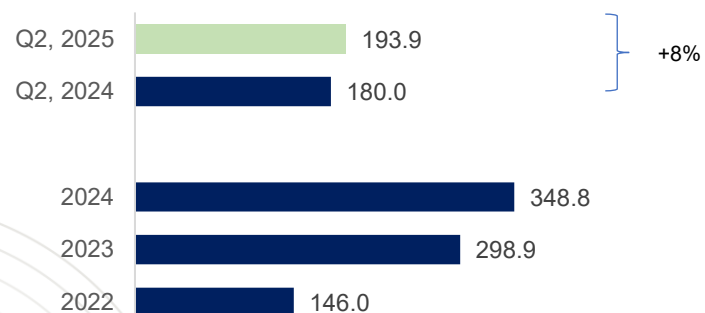
Gross Operating Income  
CAGR 38%



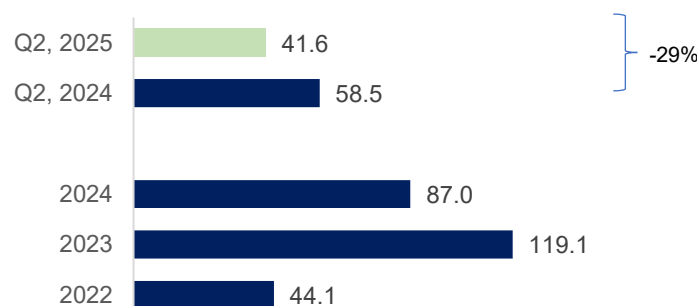
Total Operating Expenses  
CAGR 21%



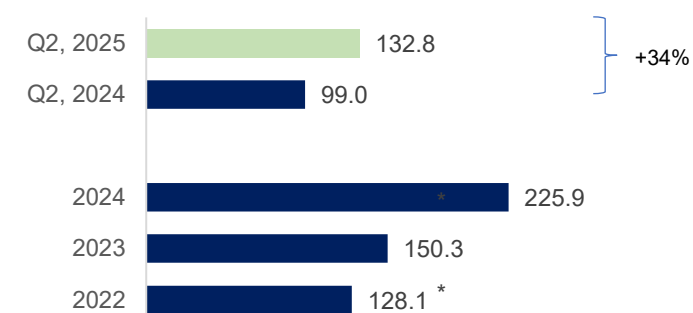
Net Operating Income  
CAGR 55%



Provisions  
CAGR 40%



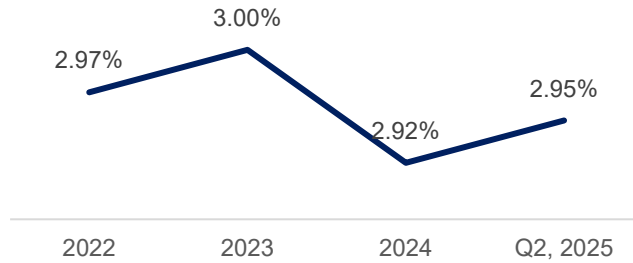
Net Income  
CAGR 33%



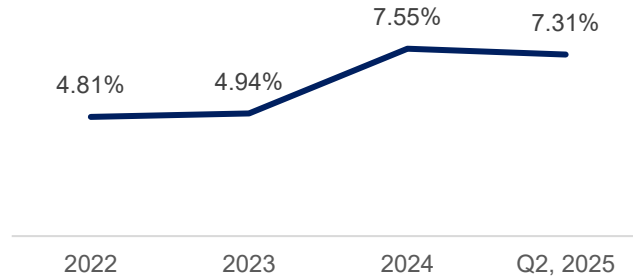
\* Includes one-off gain from acquisition of SGBJ in 2022.

# Strong Financial Track Record – Ratios

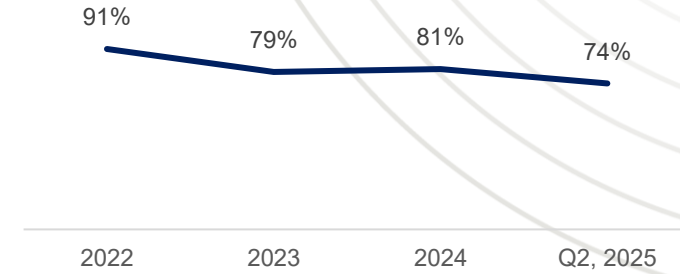
Net Interest Margin (Spread)



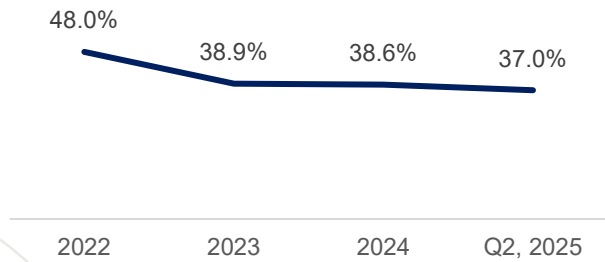
NPL Ratio



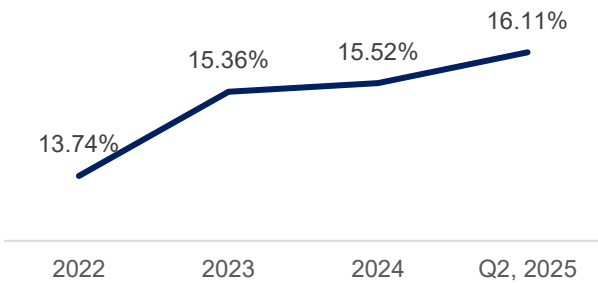
Provision Coverage Ratio<sup>1</sup>



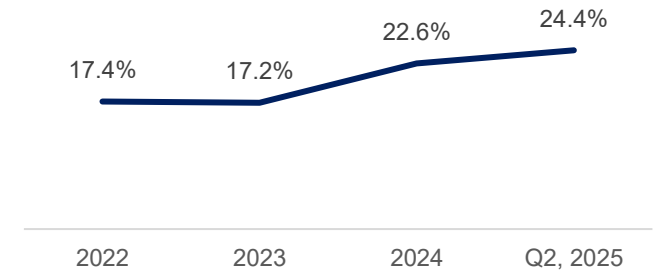
Efficiency Ratio



Capital Adequacy Ratio



Return on Equity Ratio<sup>2</sup>

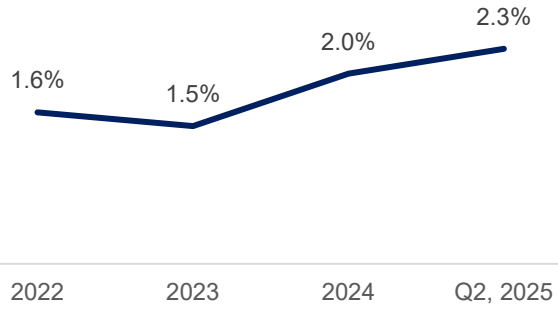


<sup>1</sup> Annualised for Q2, 2025.

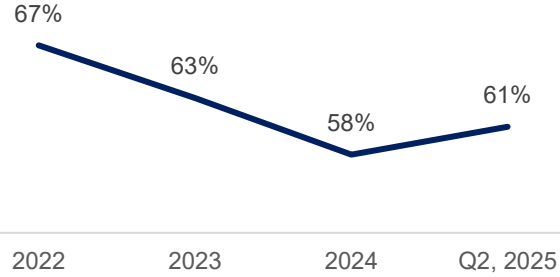
<sup>2</sup> Including collaterals, coverage ratio for 2022 is 131%, 126% for 2023 and 110% for 2024 and 107% for Q2 2025.

# Strong Financial Track Record – Ratios

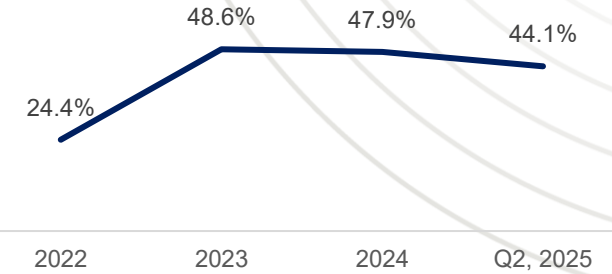
Return on Assets\*



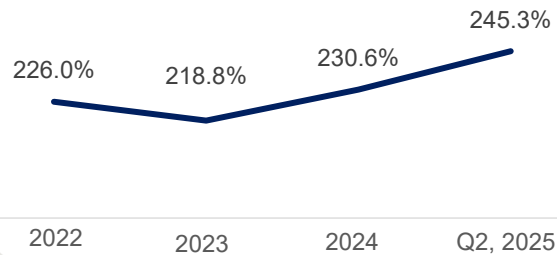
Loan to Deposit Ratio



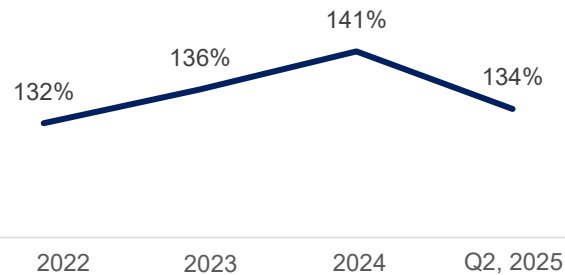
Non Interest Income / Gross Revenue



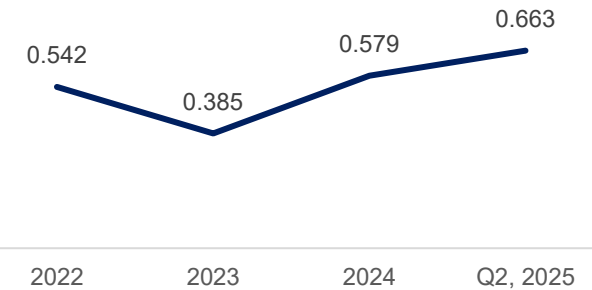
Liquidity Coverage Ratio



Net Stable Funding Ratio



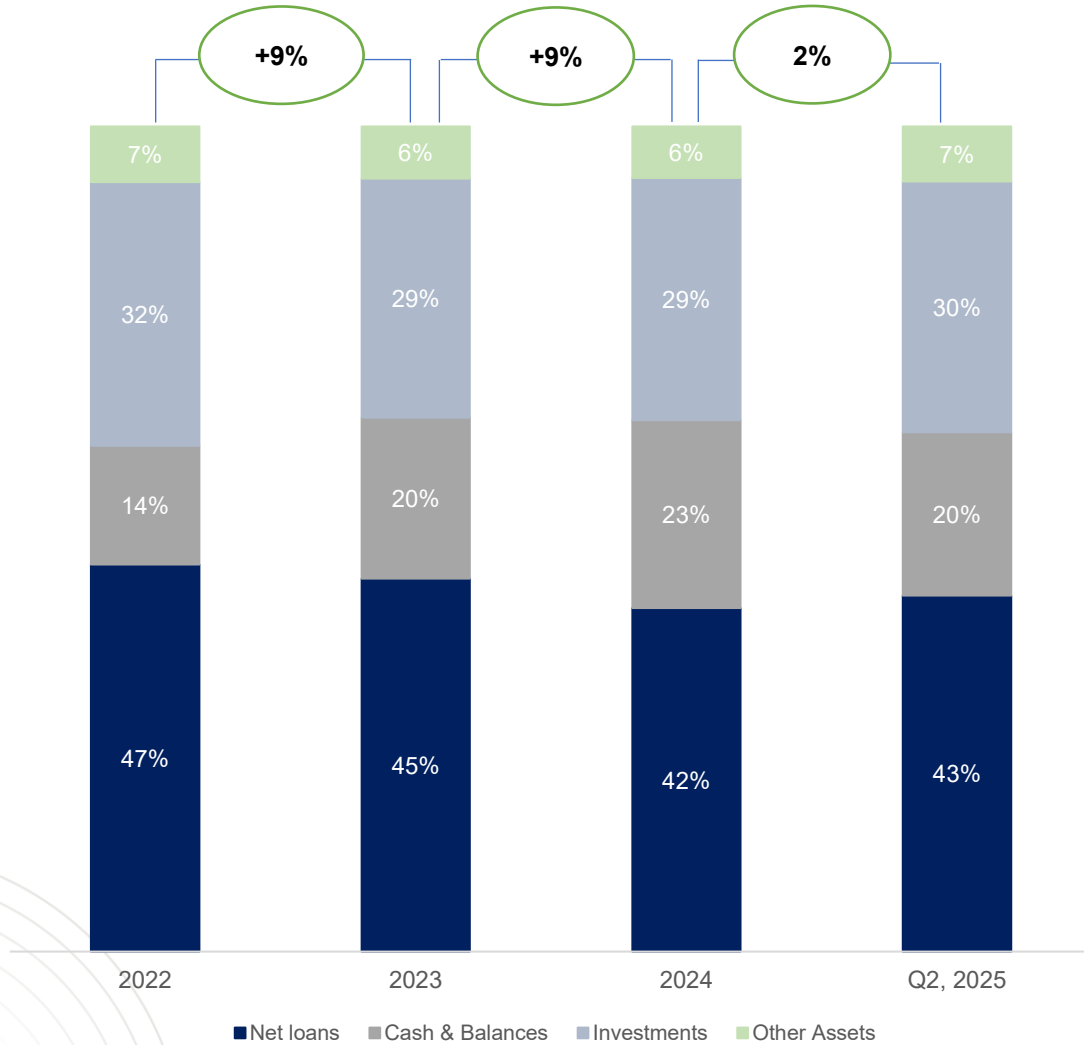
Earnings Per Share\*



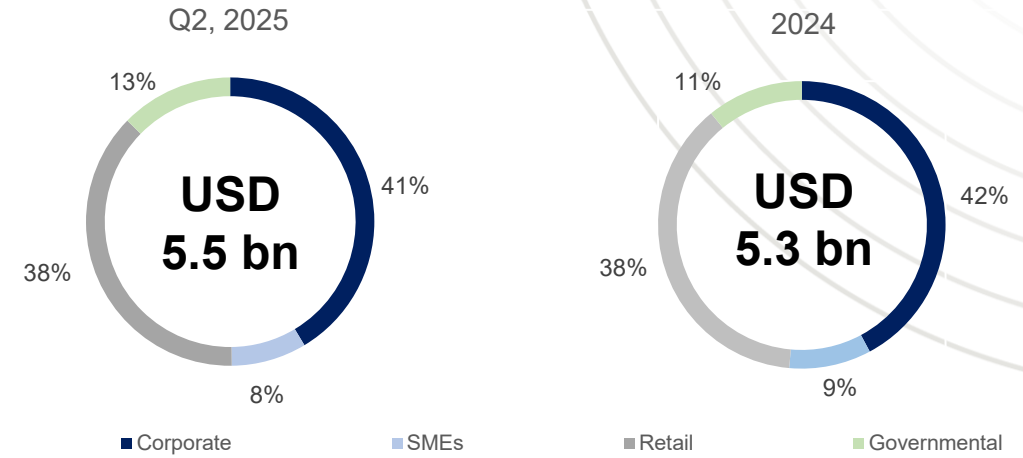
\* Annualised for Q2, 2025.

# Assets Breakdown

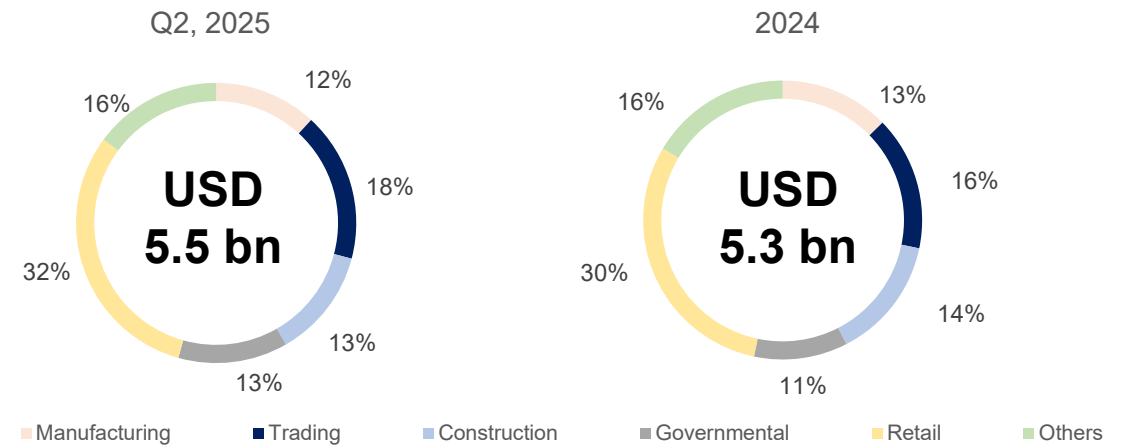
Assets Breakdown



Gross Portfolio Breakdown

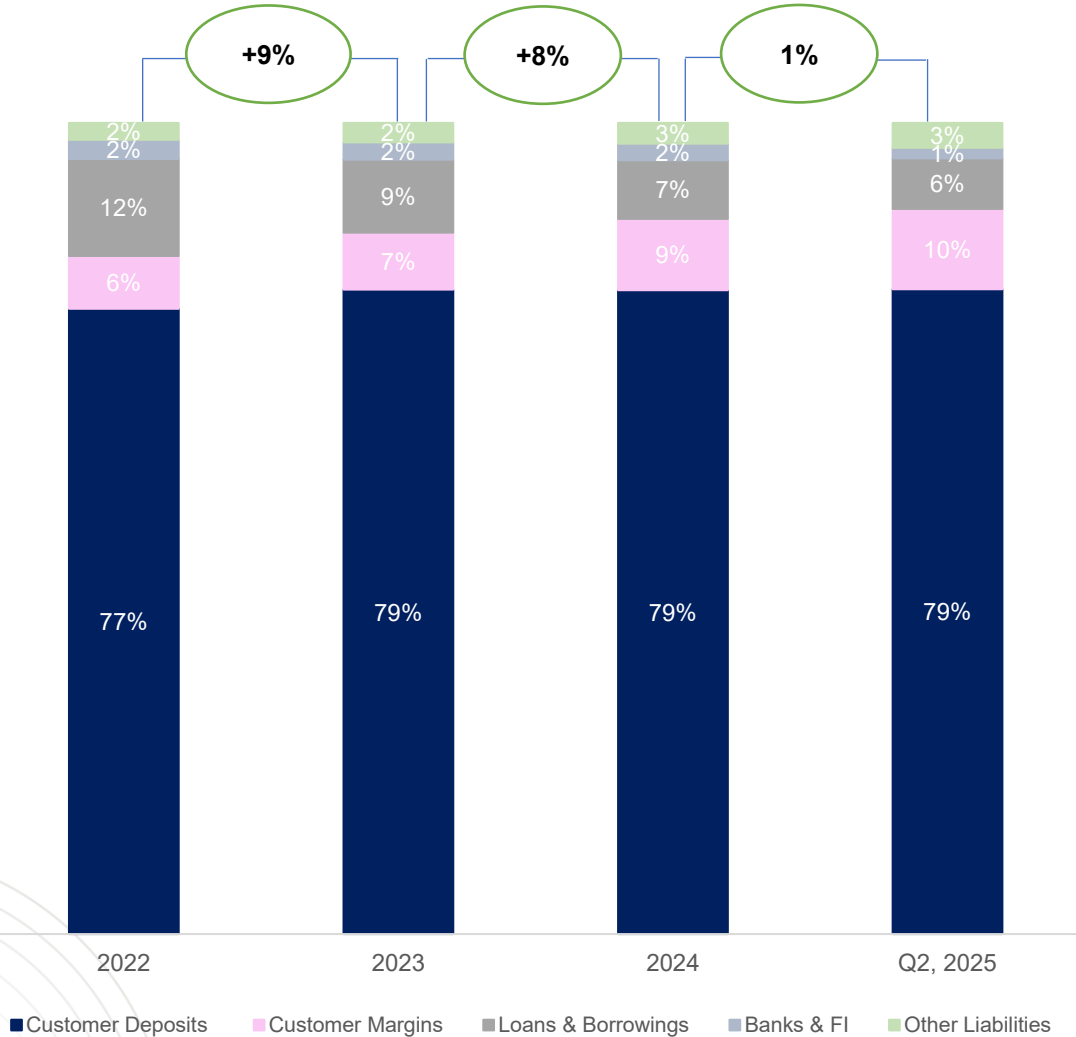


By Sector

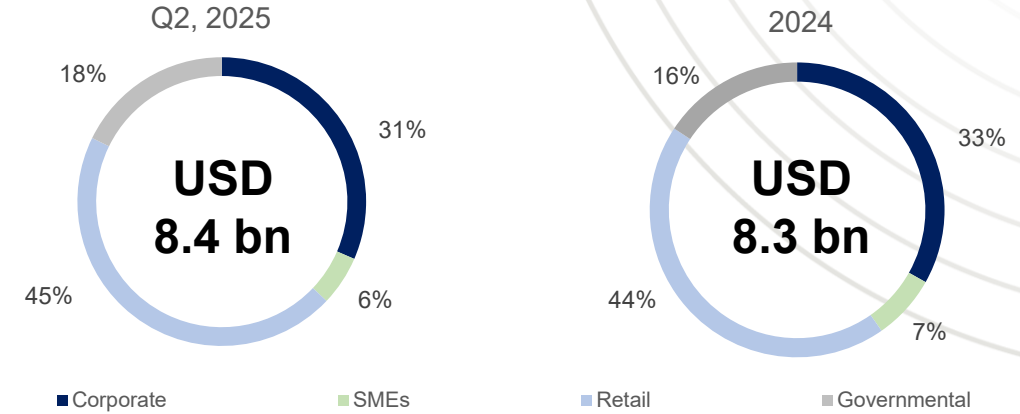


# Liabilities Breakdown

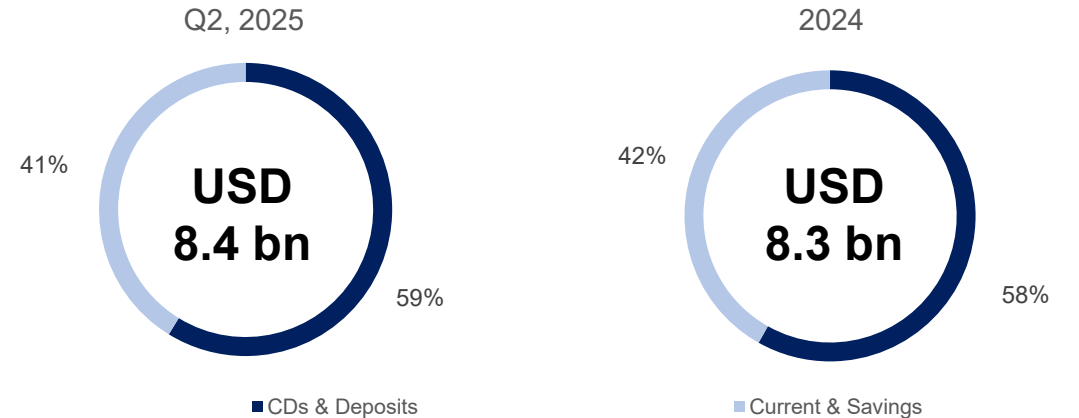
Liabilities Breakdown



Customer Deposits by Segment

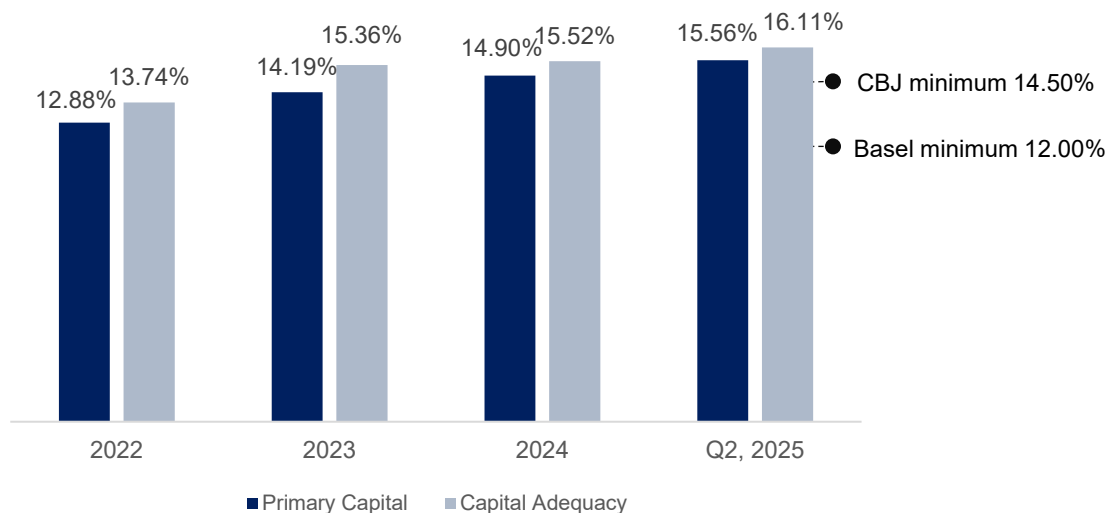


Customer Deposits by Type



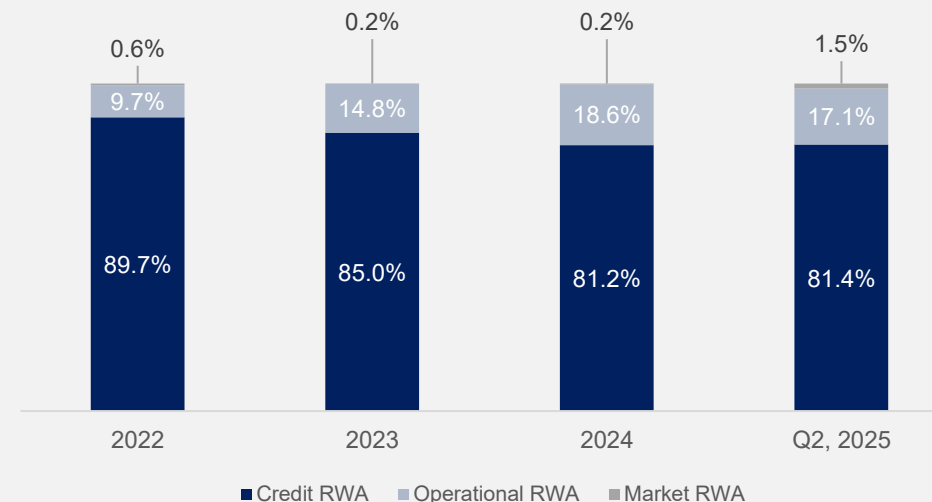
# Strong Capital Base

Capital Adequacy Walkthrough



By June 2025, **Capital Ratios** were **above** the minimum regulatory requirements; **CAR** ratio is at **16.11%** against Basel and Central Bank of Jordan's requirement of 12% and 14.5% respectively.

RWA Movement



Consolidated USD 000s	2022	2023	2024	Q2, 2025
Tier 1 Capital	723,724	780,815	903,256	1,034,789
Tier 2 Capital	48,502	64,127	37,422	36,657
Total Regulatory Capital	772,226	844,941	940,678	1,071,446
Total RWAs	5,619,691	5,502,598	6,061,936	6,650,995
Capital Adequacy	13.74%	15.36%	15.52%	16.11%

# Market Share for Jordan Branches – May 2025









Item	Banking Sector*	Growth**	Capital Bank Jordan*	Growth**	Market Share Dec 23	Market Share Dec 24	Market Share May 25
<b>Total Assets</b>	100,212	1.7%	7,827	(2.1)%	8.5%	8.1%	7.8%
<b>Deposits</b>	67,286	2.2%	5,622	(1.1)%	8.9%	8.6%	8.4%
<b>Loans</b>	49,843	1.6%	3,444	2%	7.9%	6.9%	6.9%

\* In USD millions.

\*\* Growth is measured against December 2024.

Source: Association of Banks in Jordan – Monthly Banking Report (June 2025 Edition).

# Peer Comparison – Q1, 2025

	Total Assets <sup>1</sup>	Net Loans <sup>1</sup>	Deposits <sup>1</sup>	Equity <sup>2</sup>	Net Profit <sup>2</sup>	Efficiency Ratio	ROE
 Arab Bank PLC	43.0	18.1	29.3	6,430	253	33.5%	16.5%
 Housing Bank	13.0	6.7	8.5	2,043	56	44.3%	11.4%
 Bank al Etihad	12.2	6.5	9.3	997	19	50.4%	8.6%
 Capital Bank	11.6	4.9	8.3	1,220	71	33.9%	26.1%
 Jordan Kuwait Bank	8.1	2.8	5.7	1,308	61	34.0%	21.4%
 Cairo Amman Bank	5.7	3.2	3.5	704	10	63.9%	6.0%
 Jordan Ahli Bank	5.0	2.4	3.2	576	8	56.1%	7.4%
 Bank of Jordan	4.4	2.1	3.2	735	19	57.6%	10.3%

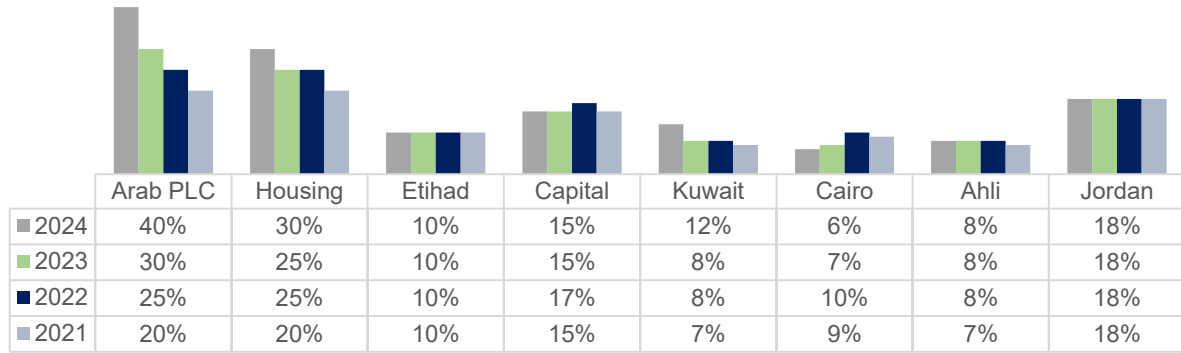
<sup>1</sup> USD billions.

<sup>2</sup> USD millions.

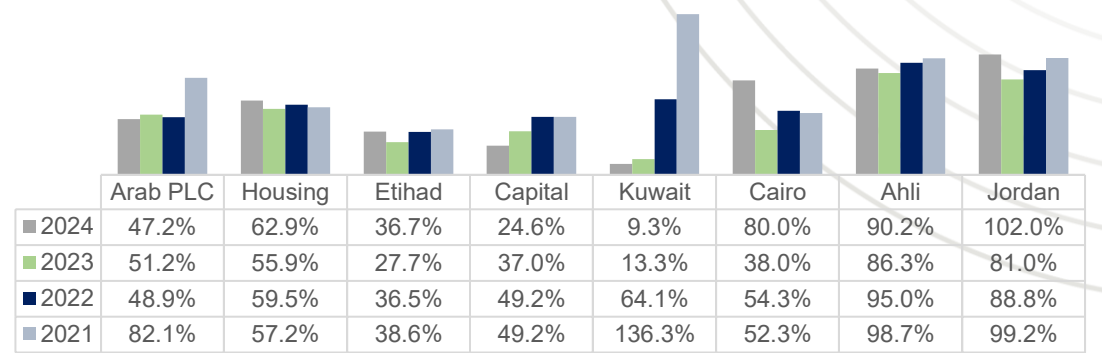
Source: Amman Stock Exchange

# Capital Bank Stock – Versus Peers

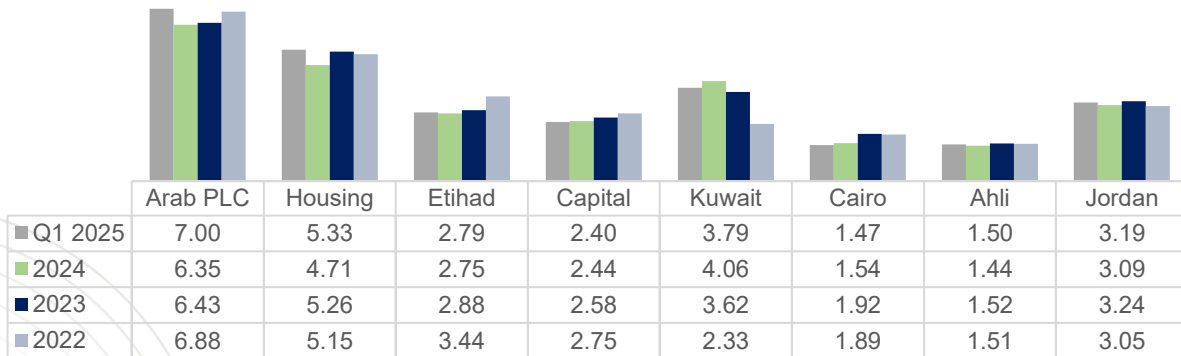
Dividend as a Percentage of Capital



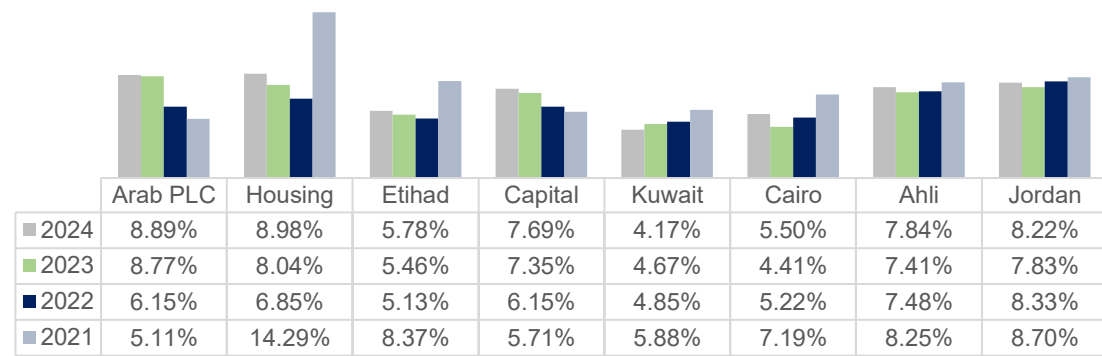
Dividend Payout Ratio



Stock Closing Price (in USD)



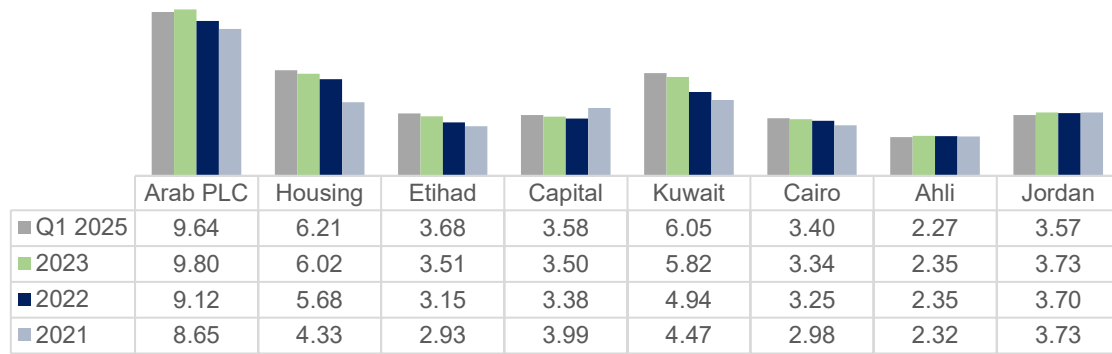
Dividend Yield



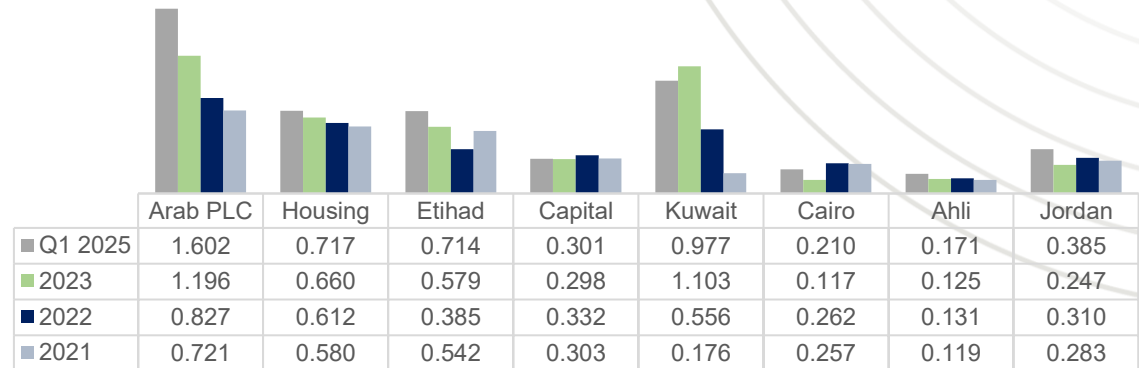
Source: Amman Stock Exchange.

# Capital Bank Stock – Versus Peers

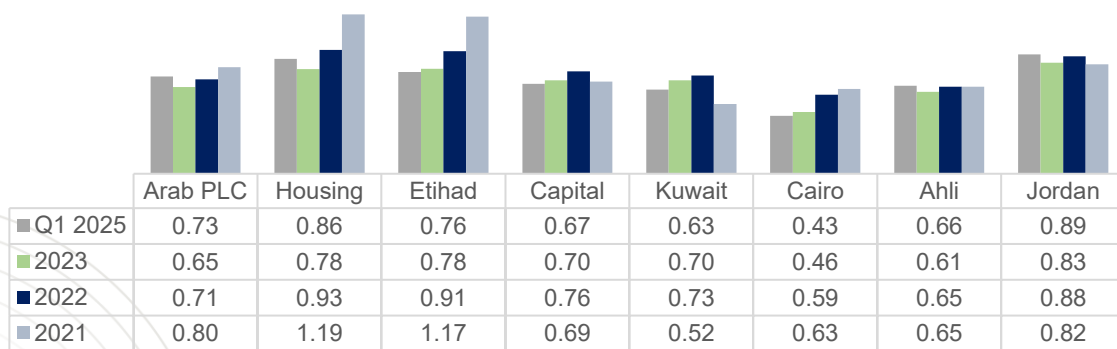
Book Value Per Share (in USD)



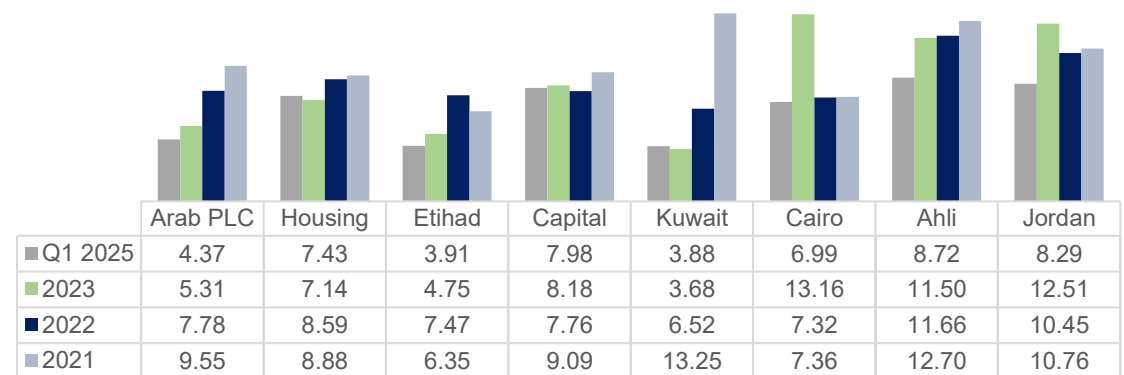
Earnings Per Share (in USD)



Price to Book Value



Price to Earnings Ratio



Source: Amman Stock Exchange.

# Capital Bank Stock

**Listed on:** Amman Stock Exchange (ASE)    **Subscribed Shares:** 263,037,122

**Symbol:** CAPL

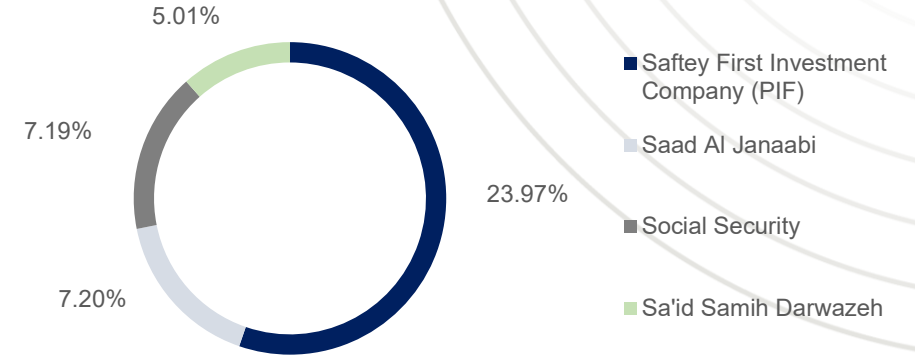
**Free Float:** 56.8%

**ISIN:** JO1101711017

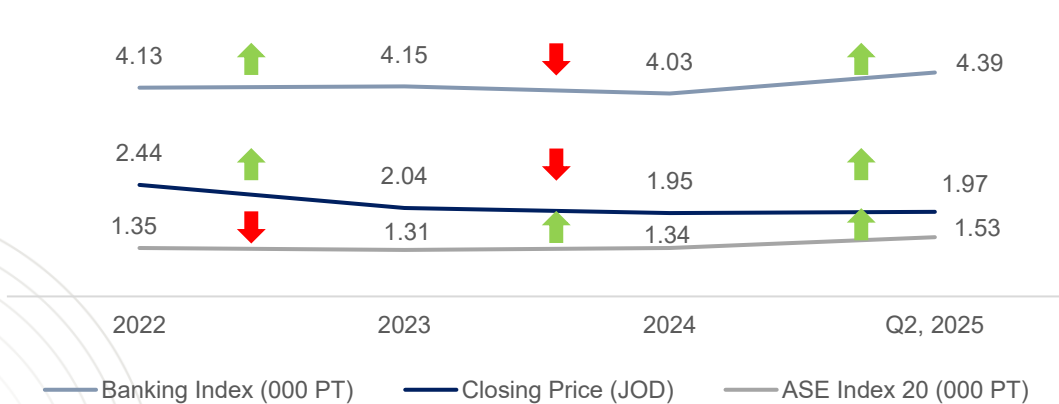
**Share Turnover\*:** 7%

Year	Opening Price	Closing Price	High Price	Low Price
Q2, 2025	JOD 1.95	JOD 1.97	JOD 2.03	JOD 1.92
2024	JOD 2.04	JOD 1.95	JOD 2.11	JOD 1.80
2023	JOD 2.44	JOD 2.04	JOD 2.60	JOD 1.85
2022	JOD 2.03	JOD 2.44	JOD 3.10	JOD 2.00
2021	JOD 0.98	JOD 2.03	JOD 2.06	JOD 0.98

Major Investors with 5% Ownership or More (30.06.2025)



Capital Bank Share vs ASE20 and Banking Index (Closing Price H1, 2025)



Market Cap in USD millions



\* Volume of traded shares over the past 12 months divided by number of outstanding shares.

# Enhancing Capital Base

## Market Maker of Perpetual Bonds in Jordan

In February 2022, Capital Bank Group bolstered its capital base with the issuance of a **Tier 1** perpetual bond for **USD 100m**. The bond is the first issuance of its kind for a Jordanian bank in the local market and the first by a Jordanian Company to be listed in the region's international financial market – **NASDAQ** Dubai. Coupon Rate of **7%**.



## Attracted a Strategic Investor As a Major Shareholder

In June 2022, a capital raise was completed through issuing shares to the Public Investment Fund (**PIF**) of Saudi Arabia – PIF is the world's **5th** largest sovereign wealth fund, with AUMs of approximately **USD 925m**.

- Public Investment Fund became a strategic investor with **23.9%** through the issuance of **63 million** new shares.
- Subscription was for approximately **USD 185m** through a private placement.

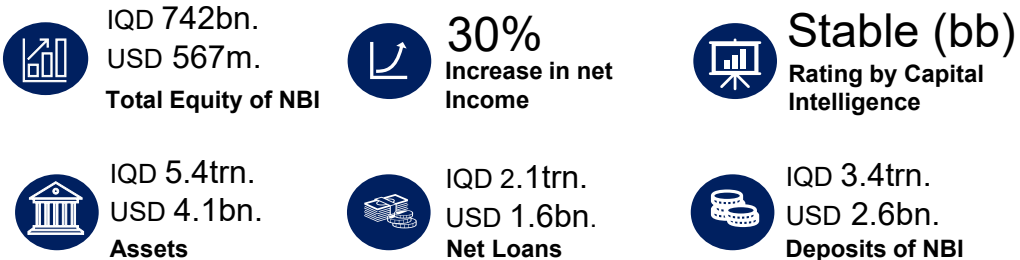


# National Bank of Iraq – In Brief

## Business Overview

- National Bank of Iraq (NBI) is **one of the leading commercial banks in Iraq**, offering various banking services. The Bank was established in 1995 and is headquartered in Baghdad, Iraq.
- NBI is **publicly traded** on the Iraq Stock Exchange (symbol: **BNOI**) and is ranked first amongst privately held banks in terms of total assets. Capital Bank of Jordan ('Capital Bank') owns a majority stake of **~ 62%** in NBI.
- NBI provides a range of innovative banking services through **three** main segments, namely **personal, corporate, and SMEs**.
- NBI also provides **Brokerage Services, Leasing, Custody Services and Investment Services** (including trading in gold, foreign currency and oil).
- NBI has access to a large network of **correspondent banks** directly and through Capital Bank in addition to solid relations with **foreign and international development financial institutions** such as Saudi Exim Bank, PROPARGO and the IFC.

### Key figures – Q2, 2025



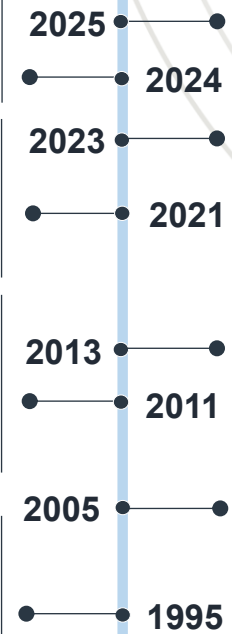
## Timeline

**Capital increased** to become **IQD 400 billion** from **IQD 300 billion** in 2023.

NBI acquired **Bank Audi's branches** in March 2021, further strengthening positioning in Iraqi market.

NBI's capital is raised to IQD 100bn, adopting a **new strategy** focused on building capacity and improving infrastructure to service large corporates.

**National Bank of Iraq established** as a **publicly traded private bank** in Iraq with a capital of IQD 400m.



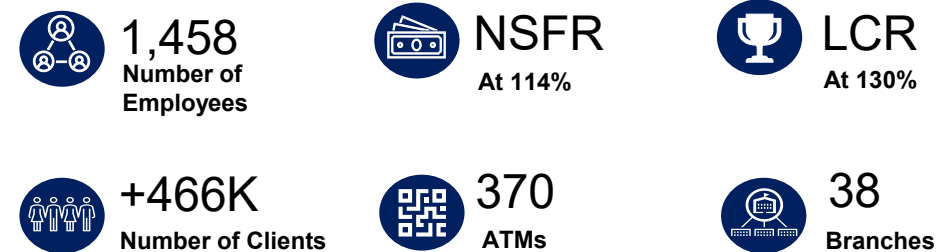
**Capital increased** again to **IQD 520 billion** in April.

**Commenced operations** of its newly established branch in **Kingdom of Saudi Arabia** and added a **new revenue stream** through the **Leasing Company**.

NBI's capital was raised to IQD 250bn, with Capital Bank's ownership stake rising to **61.85%**.

**Capital bank of Jordan** acquires a 59% stake in NBI, becoming the main shareholder to drive the bank towards a **corporate governed bank**.

### Key facts – Q2, 2025



# Capital Investments – Unparalleled Scope of Services

## Business Overview

Headquartered in Jordan, with a wide-reaching presence across the Middle East, Capital Investments has been shaping and elevating the MENA region's financial services sector since its establishment in 2006.

Capital Investments is a market leader in providing comprehensive investment banking services, from Asset Management and Brokerage to Corporate Financial Advisory, serving a diverse array of local, regional and international clientele, and high-net-worth individuals.

**As of Q2, 2025**



Assets Under Management

**~USD 933mm**



Number of Brokerage Accounts

**~9.2K**

**Locations:** Jordan, Iraq and U.A.E. (DIFC).

## Value Proposition and Service Offering

### Advisory

- Mergers & Acquisitions.
- Equity capital markets.
- Debt capital markets.
- Project finance.
- Corporate and financial restructuring.
- Corporate valuation.
- Government Advisory.
- Public Private Partnerships (PPP).
- Financial and Strategic advisory.
- Capital structure advisory.
- Islamic financing.

### Asset Management

- Multi-Asset class solutions.
- Fixed income funds.
- MENA market funds.
- Structured products.
- Sharia-compliant products.
- Investment advisory.

### Brokerage

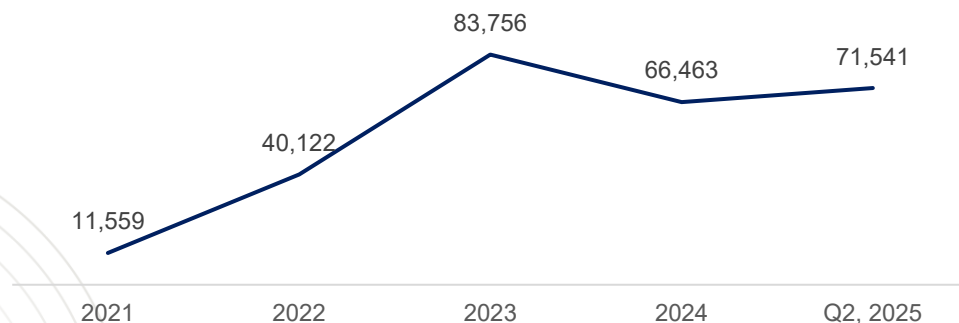
- Local, regional and international markets.
- Equities
- Treasuries and corporate bonds.
- Structured products.
- Precious metals.
- Equity research.
- Sector reports.
- Economic reports.
- Market reports.

# Capital Leasing Co. – Unlocking Potential

## Business Overview

- In a brief timeframe, Capital Leasing managed to establish itself in the market after its inception in 2017 and subsequent acquisition by Capital Bank of Jordan in 2022.
- The preference for leasing among customers in Jordan stems from its advantages especially in real estate contracts due to the benefits extended to both lessors and lessees that surpass conventional bank mortgage loans. Lessors, usually real estate developers, benefit from tax exemptions when acquiring property through lease agreements, while lessees, the buyers, enjoy waived title deed transfer fees.

Net Leasing Portfolio (In USD 000s)



## Value Proposition and Service Offering

### Real Estate

- Residential property.
- Commercial property.
- Land plots.

### Transportation

- Vehicles.
- Marine transportation vessels and boats.

### Equipment and Machinery

- Production and manufacturing machinery.
- Equipment; medical and sporting... etc.
- Fixed assets for professionals such as IT equipment, interactive boards... etc.).

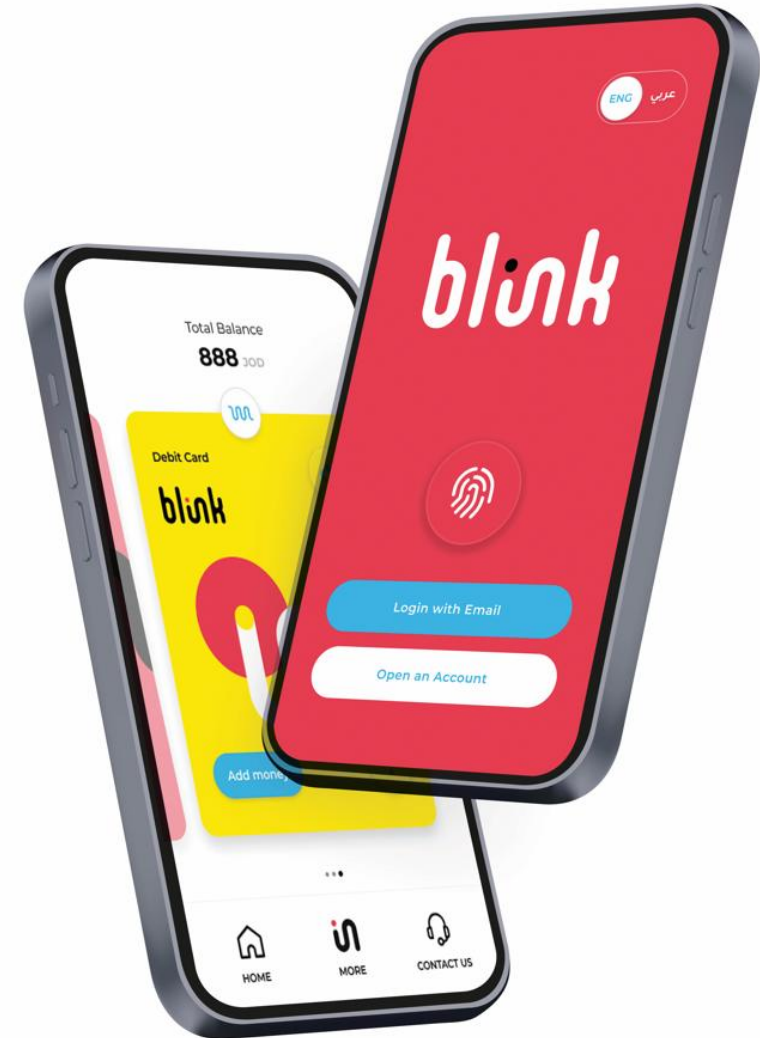
### Portfolio Thrive



Capital Leasing's **portfolio** has increased nearly **sixfold (6x)** since its acquisition; with potential for further **growth** driven by the higher demand, and real-estate developers' preference for this specific lending approach.

# Blink By Capital Bank – The All Digital Channel

- Launched in February 2022, Blink targets customers within the consumer banking space in Jordan with the aim to elevate financial services through a seamless digital only experience while supporting financial inclusion.
- Blink offers a completely new and unique user interface and experience positioning it as a challenger to the status quo and a disrupter that is re-imagining the way customers receive financial services.
- Blink focuses on simple and transparent ways of banking to foster financial literacy, educate customers and empower them to get financial freedom.
- Blink offers end-to-end digital onboarding and eKYC, a full-fledged bank account with an IBAN, virtual and physical debit and credit cards facilitating online and offline payments with the ability to manage cards digitally, money transfers, contactless payment through Apple Pay and eVouchers.
- Blink has also partnered with players outside the financial services industry to bring lifestyle value added services to its customers, in the form of promotions, discounts, cash back, etc. Blink is the first bank in Jordan to integrate with Royal Jordanian allowing its customers the ability to book their flights directly from the Blink app.



# Digital Transformation – To Drive Sustainable Growth

## Improved Self-Service Capabilities



- Capital Bank's digital channels maintained strong performance, sustaining a 94% penetration rate through the first half of 2025. This reflects a steady shift toward digital banking with more clients continuing to favour online services over traditional methods for everyday banking needs.
- Customers can link their bank accounts, instantly open investment accounts, fund trading accounts, and begin trading in global and regional markets through digital channels.

## Customer Centricity & Experience



- Digital services, including onboarding and e-KYC, have reduced manual work and enhanced the customer experience. Secure messaging via the mobile app further improves communication, including the app's agent chat feature.
- Capital Bank's app now offers a 360-degree personal finance view, integrating external assets, liabilities, and full commitments.
- Customers can acquire financial products, obtain personal loans, and invest in term deposits at competitive rates through digital channels.

## Enhanced Efficiency & Productivity



- Capital Bank places customer experience at the heart of its transformation, enhancing efficiency through advanced digital services and diverse payment options. By minimizing branch visits and offering secure, user-friendly digital channels, customers can bank anytime, anywhere.
- Enhancements such as in-app and dashboard notifications keep customers informed. These improvements have boosted satisfaction, driving greater engagement and digital adoption.

## Ecosystem and Partnerships



- In 2024, Capital Bank became Jordan's first bank to comply with the Open Banking regulations. As part of this initiative, we introduced consent management on the mobile app, empowering customers to securely manage and control access to their financial data.
- Capital bank also began forming partnerships with local and regional incubators and accelerators to provide customers with innovative solutions offered by startups and fintech, leveraging a world-class open banking platform.

## Innovation in Payments



- Capital Bank introduced a new feature that allows customers to request a credit card replacement directly through the app, in addition to viewing their credit card details.
- Capital Bank's Easy Payment Plan (EPP) offers customers the option to pay for purchases in convenient monthly instalments.
- The introduction of Smart POS by Capital Bank aims to expand the merchant network and encourage the uptake of non-cash transactions.

## Increased Digital Adoption



- Growing customer logins and digital interactions show rising adoption and a positive experience. More users rely on digital access for daily activity and cash management via e-Statements, supporting sustainability efforts like receipt-free ATMs and POS. Integration with Adjust improved targeted user acquisition and digital growth.
- Corporate and SME clients have fully embraced advanced digital services, with most cash management now handled online.

# Group Guidance

## Medium / Long Term Guidance – 2027



Total  
Assets

CAGR to be higher than 8%.



Cost to income  
Ratio

To be less than 40%.



Capital  
Adequacy

To exceed 15%.



Return on  
Equity Ratio

To surpass 16%.



Dividends  
Pay-out Ratio

To range between 25 – 50% of net income.

# Capital Bank of Jordan – Credit Rating

MOODY'S

CAPITAL  
Intelligence

Moody's as of 14.05.2024	Current	Outlook
LT Counterparty Risk Rating (Foreign)	Ba3	
LT Counterparty Risk Rating (Domestic)	Ba3	
ST Counterparty Risk Rating (Foreign)	NP	
ST Counterparty Risk Rating (Domestic)	NP	
LT Bank Deposits (Foreign)	Ba3	Stable
LT Bank Deposits (Domestic)	Ba3	Stable
ST Bank Deposits (Foreign)	NP	
ST Bank Deposits (Domestic)	NP	
LT Counterparty Risk Assessment	Ba3(cr)	
ST Counterparty Risk Assessment	NP(cr)	
Baseline Credit Assessment	b1	
Adjusted Baseline Credit Assessment	b1	

Capital Intelligence as of 02.07.2024	Current	Outlook
Core Financial Strength	bb	
LT Currency (Foreign)	B+	Positive
ST Currency (Foreign)	B	Positive
Bank Standalone – BSR	b+	Stable

# Capital Bank Group – Awards and Recognitions



- **Deal of the Year Award**

Capital Bank received the EBRD's prestigious 'Deal of the Year' award at its 2025 Annual Meeting in London, recognising its leadership in sustainable finance and commitment to ESG integration.

This marks a second consecutive honor from the EBRD, following the 2024 'Most Active Issuing Bank in Trade Finance' award under its Trade Facilitation Programme.



- **Best Bank for Cash Management in Jordan**

The Digital Banker Magazine commended Capital Bank for its leadership in providing innovative cash management solutions and its dedication to developing cutting-edge banking products and services. The magazine emphasised that the bank's offerings are meticulously designed to address the unique needs of its corporate clients, particularly in liquidity management, cash flow optimisation and supporting international transactions.



- **Best Bank Jordan 2025**

Capital Bank received the Best Bank Jordan award as a testament for its dedication to delivering innovative and comprehensive financial solutions from Global Financial Market Review; a dedicated online news aggregation portal specialising in financial market news and industry updates.



- **Best Banking App Jordan 2025**

Capital Bank received another award from Global Financial Market Review. The 'Best Banking App Jordan 2025' award showcases Capital Bank's commitment to delivering innovative solutions to lead the financial sector in Jordan. The award reflects the bank's ongoing efforts to enhance its mobile banking platform, providing a seamless, secure, and user-friendly experience.

# Capital Bank Group – Awards and Recognitions



- **Excellence in Data and AI Application Award**

Capital Bank received the 'Excellence in Data and AI Application' award at the 9<sup>th</sup> edition of the Middle East AI and Data Analytics Summit 2025, held in the United Arab Emirates, in recognition to its commitment to leveraging artificial intelligence (AI) and data analytics to drive innovation in the banking sector. It also reflects the bank's strategic investment in cutting-edge technologies to enhance customer experience and improve operational efficiency.



- **Best Mobile Banking App in Jordan**

For the second consecutive year, Capital Bank received the Best Mobile Banking App award by International Business Magazine – one of the best international news magazines for in-depth journal analysis of finance, economics, banking and technology.



- **Best Wealth Management Services in Jordan 2025**

Capital Bank received 'Best Wealth Management Services in Jordan 2025' Award by International Business Magazine. This esteemed recognition underscores the Bank's exceptional track record in providing personalised, innovative wealth management solutions tailored to the unique needs of its clients.

# ESG – Awareness and Approach

ENVIRONMENTAL

SOCIAL

GOVERNANCE

In 2025, Capital Bank published its third sustainability report, covering the year 2024, in accordance with the standards and guidelines of the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals 2030 (UNSDGs).

The report outlines the Bank's approach to addressing the impact of its activities on the environment and society, highlighting the achievements and aspirations to sustainable development and growth. The report also highlights the Bank's approach to sustainability which revolves around **3** pillars – focused on **12** material topics as follows:

**Pillar 1 – Environmental:** Climate Action and Protecting the Environment:

- a. Climate Change and Decarbonisation
- b. Environmental Management
- c. Sustainable Lending and Investing

**Pillar 2 – Social:** Creating Value for Our People and Communities:

- a. Gender Equality and Workforce Development and Wellbeing
- b. Local Communities
- c. Financial Inclusion and Literacy
- d. SME Growth
- e. Customer Experience and Satisfaction

**Pillar 3 – Governance:** Implementing Robust and Responsible Corporate Governance:

- a. Data Security
- b. Innovation and Digitisation
- c. Incorporation of ESG Factors in Credit Analysis
- d. Compliance and Ethical Conduct

# ESG – Awareness and Approach

## ENVIRONMENTAL

## SOCIAL

## GOVERNANCE

Driven by its firm belief in its pivotal role in positively impacting the local community and contributing to its development, Capital Bank of Jordan has established a robust corporate social responsibility strategy, defining its target audience and key pillars.

With a focus on financial literacy, entrepreneurship, women's empowerment, and environmental sustainability, Capital Bank of Jordan addresses key challenges facing Jordanians to foster growth and development as part of its commitment to sustainable performance. The bank has also launched various initiatives to enhance community well-being, including:

- Implementing environmental measures to reduce its carbon footprint in partnership with local NGOs, alongside the use of renewable energy in its buildings.
- Supporting educational initiatives to upskill youth and provide scholarships, such as the Employees' Educational Fund, and establishing long-term partnerships with NGOs and civil society organisations such as:
  - Al Aman Fund
  - Elia Nuqul Foundation
  - Al Bunayyat Centre for Special Education
  - Wasel for Education and Awareness
  - Kings Academy
  - Queen Rania Foundation
- Capital Bank also continues to support socio-economic development targeting under-privileged members in the society in partnership with entities, some of which being:
  - Tkiyet Um Ali
  - SOS Jordan
  - Atfaluna
  - Seven Mountains Initiative
- Arising from the importance of financial literacy and in line with the directives of the Central Bank of Jordan, Capital Bank is actively promoting financial literacy among diverse audiences through various channels, including interactive sessions and social media platforms under 'Deer Malak' Initiative.

# ESG – Awareness and Approach

ENVIRONMENTAL

SOCIAL

GOVERNANCE

In terms of governance the Bank integrated a social and environmental management system to assess ESG risks of the credit decision making process, some of which are as follows:

- Implementing a regular Environmental & Social ('E&S') performance assessment through an E&S board-approved policy that is based on IFC standards.
- E&S procedures have been fully integrated pertaining to categorisation, assessment and monitoring into the credit approval system and is currently being updated and developed to be aligned with the CBJ green lending strategy.
- Conducting adequate E&S training to designated credit/front office staff members through the IFC e-learning platform to enable them to report any E&S risk as part of their standard processing of transactions.
- Categorising transactions based on exposure to E&S risk sectors as per Capital Bank's E&S policy, by performing an analysis for relevant transactions to assess the identified risks, mitigate and manage risks associated to these transactions by identifying the problems and designing adequate solutions using IFC Standards.
- Monitoring the E&S performance of clients through staff annual site visits and questionnaires.
- GuarantCo and Proparco/DEG have enhanced the ability to finance green and social projects while securing tailored facilities that drive long-term environmental and social impact.

Additionally, and in line with the Bank's strategic emphasis on innovation and digitisation to support financial inclusion and stimulate economic growth; innovative measures were taken aiming at improving self service capabilities through a comprehensive, secure and efficient platform offering financial services. This has increased operational efficiency, enhanced transparency and strengthened risk management which in turn helped reduce carbon footprint.



## Section 2

Corporate Governance

**capital**  
bank

# Solid Board of Directors



**H.E. Mr. Bassem Al-Salem**  
Chairman, Non-Executive

- One of the founders of the Bank. Appointed as Chairman of the Board in 2010.
- Previously served as the Jordanian Minister of Labour and Minister of Finance and was a member of the Jordanian Senate.
- Served on the boards of several prominent private and publicly listed companies, including the Association of Banks in Jordan and the Social Security Corporation.

Name	Appointment	Role	Experience
<b>H.E. Bassem Khalil Al-Salem</b>	2010	Chairman	Undergraduate > 26 years experience
<b>H.E. Said Samih Darwazah</b>	2021	Vice Chairman	Masters >26 years experience
<b>Hitaf Investment Company</b> Represented by Mr. 'Mohammed Ali' Khaldoun Al-Husry	2009	Member	Masters >20 years experience
<b>The Safety First Investment Company - PIF</b> Represented by Mr. Muteb Mohammad Al-Shathri	2022	Member	Masters >16 years experience
<b>The Safety First Investment Company - PIF</b> Represented by Ms. Lamyah Mohammed Alfozan	2022	Member	Masters >16 years experience
<b>The Safety First Investment Company - PIF</b> Represented by Mr. Fadi Adel AlSaid	2025	Member	Undergraduate >21 years experience
<b>Social Security Corporation</b> Represented by Mr. Saleh Hamdallah Al-Shbikat	2009	Member	Masters >16 years experience
<b>Al-Jadara Company for Real Estate Investment</b> Represented by Mr. Sultan Mohammed El-Seif	2009	Member	Undergraduate >16 years experience
<b>Investments &amp; Integrated Industries Co.</b> Represented by Mr. Khalil Hatem Al-Salem	2009	Member	Undergraduate >16 years experience
<b>H.E. Samir Zaid AIRifai</b>	2025	Independent	Masters >26 years experience
<b>Ms. Dalia Abdelazim Wahba</b>	2025	Independent	Undergraduate >26 years experience
<b>Mr. Khalid Walid Nabils</b>	2017	Independent	Masters >21 years experience
<b>Mr. Yousef A.Y. Ensour</b>	2021	Independent	Masters >21 years experience

## Composition Stats

- All members are non-executive.
- **4 out of 13** members are independent.

# Highly Experienced Management Team



**Mr. Tamer Ghazaleh**  
Chief Executive Officer

- Named Chief Executive Officer in May 2024, Mr. Ghazaleh brings over 26 years of extensive and diverse experience in Finance and Banking.
- Served as a key member on numerous executive committees and has been at the forefront of financial strategy development, enhancing financial oversight and managing risks.
- Held several senior positions in regional and international banks as an executive manager and board member.

Name	Position	Joined
<b>Fraje Nersesian</b>	Chief Strategy Officer	2018
<b>Haya Abuata</b>	Chief Human Resources Officer	2020
<b>Labib Musallam</b>	Chief Treasurer and Investment Officer	2016
<b>Mamoun Al Said</b>	Acting Chief Institutional Banking Officer	2021
<b>Manar Al Nsour</b>	Group Chief Financial Officer	2016
<b>Manar Aabidi</b>	Group Chief Credit Officer	2020
<b>Mohammed Mu'az</b>	Group Chief Legal Counsel	2003
<b>Munis Haddadin</b>	Group Chief Risk Officer	2021
<b>Nadeem Khitan</b>	Chief Consumer Banking Officer	2024
<b>Rami Stephan</b>	Group Chief Audit Executive	2024
<b>Shereen Nasr</b>	Group Chief Compliance Officer	2021
<b>Touleen Barto</b>	Chief Marketing and Corporate Communications Officer	2021
<b>SUBSIDIARIES</b>		
<b>Ayman Abu Dhaim</b>	CEO, National Bank of Iraq	2018
<b>Bashar Amad</b>	CEO, Capital Investments	2021
<b>Manar Ameen</b>	General Manager, Capital Leasing	2022
<b>Rola Abu Irshaid</b>	SEO, Capital Investments – DIFC	2024

## Gender



59%



41%

## Education

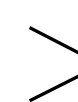
Bachelor's

53%

Master's

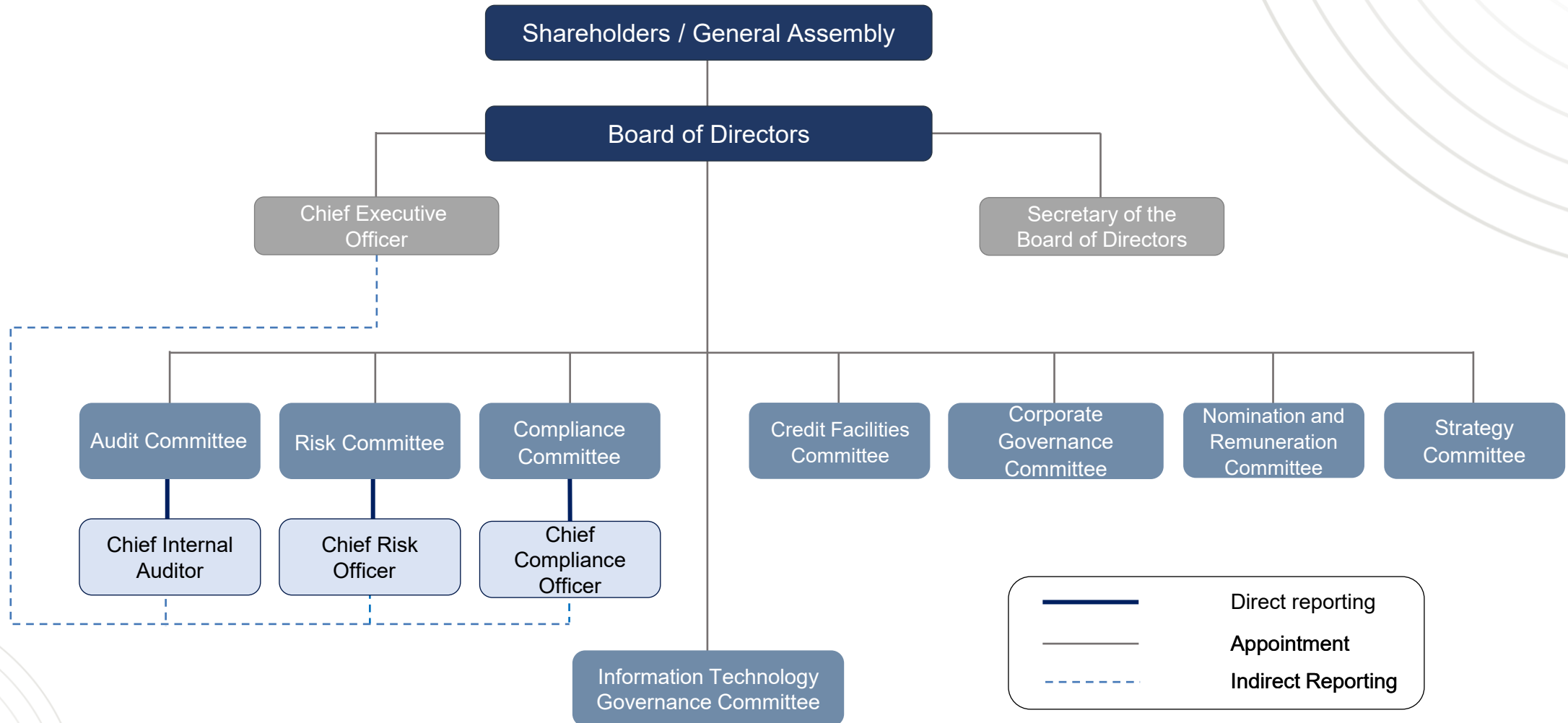
47%

## Average Experience



**24**  
**Years**

# Solid Governance and Decision Making





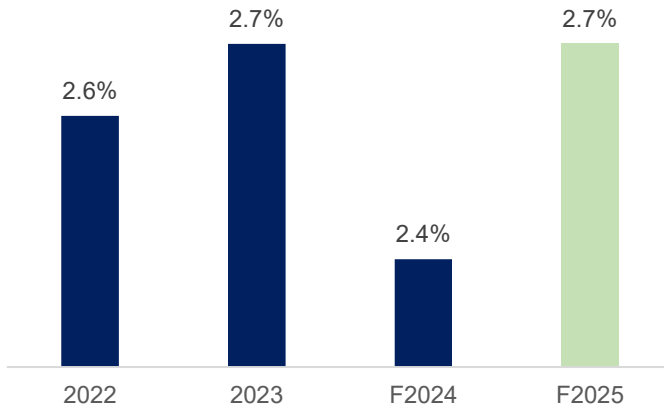
## Section 3

Macroeconomic Developments and Banking Sector Highlights

**capital**  
bank

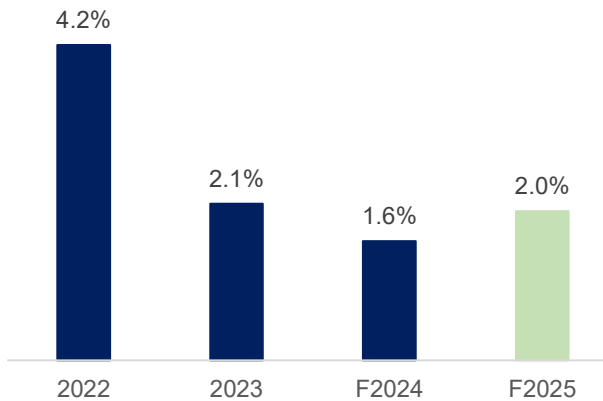
# Jordanian Economy Highlights

Real GDP Growth Rate



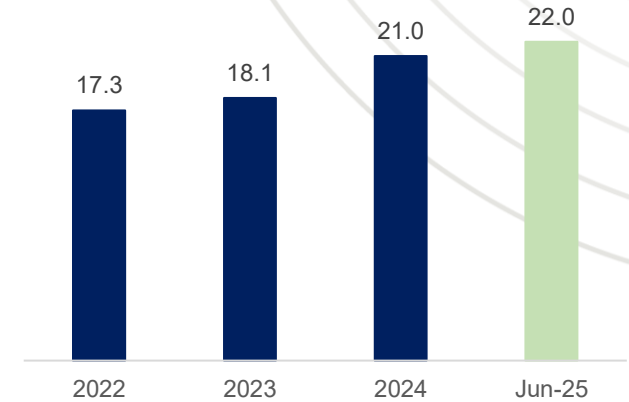
Jordan's real GDP growth is projected to increase to 2.7% in 2025, up from 2.4% in 2024 driven by a recovery in the tourism sector and improved regional trade. These projections are supported by ongoing structural reforms and fiscal policies aimed at strengthening economic resilience and boosting investor confidence.

Inflation Rate (CPI, Average Annual)



Due to higher global commodity prices and increased domestic demand; inflationary pressures will persist driven by rising energy costs and food prices. These factors are compounded by ongoing fiscal adjustments aimed at reducing public debt which may contribute to price increases in the short term.

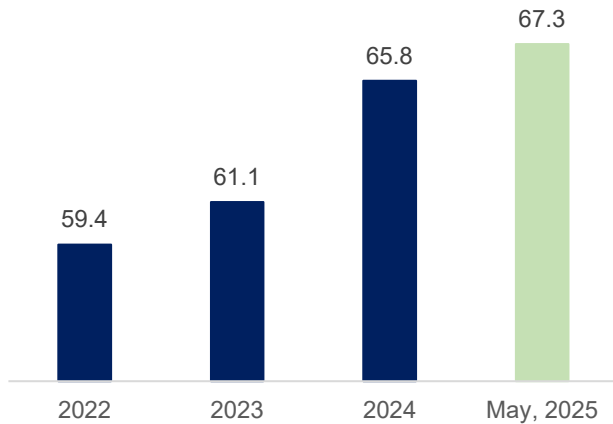
Foreign Currency Reserves (USD Bn)



Foreign Currency Reserves as per Central Bank of Jordan data reached USD 22bn in June 2025, reflecting improved external financial support and stronger trade performance. The increase is driven by higher remittances and a recovery in tourism, which contribute to the accumulation of foreign exchange.

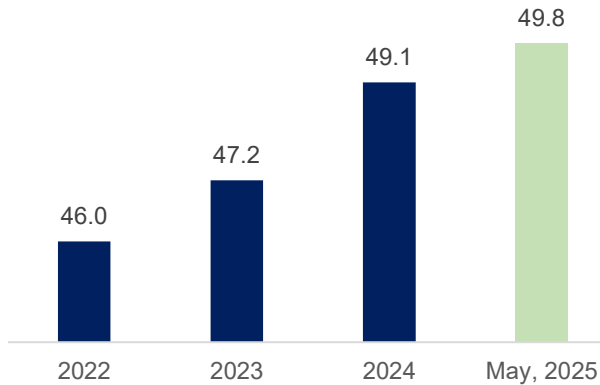
# Jordanian Banking Sector

Total Bank Deposits (USD Bn)



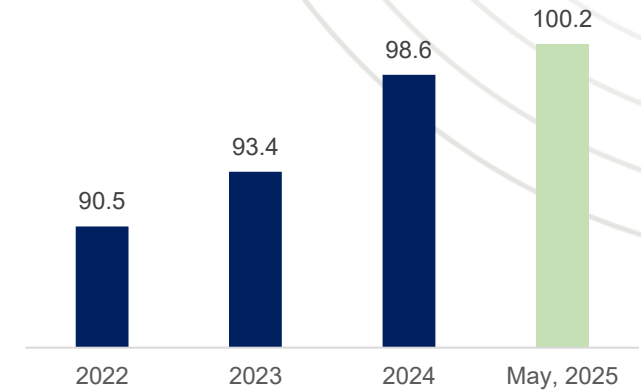
Standing at USD 67.3 billion as of May 2025, Total Bank Deposits witnessed a rising trend throughout the years.

Banks Total Loans (USD Bn)



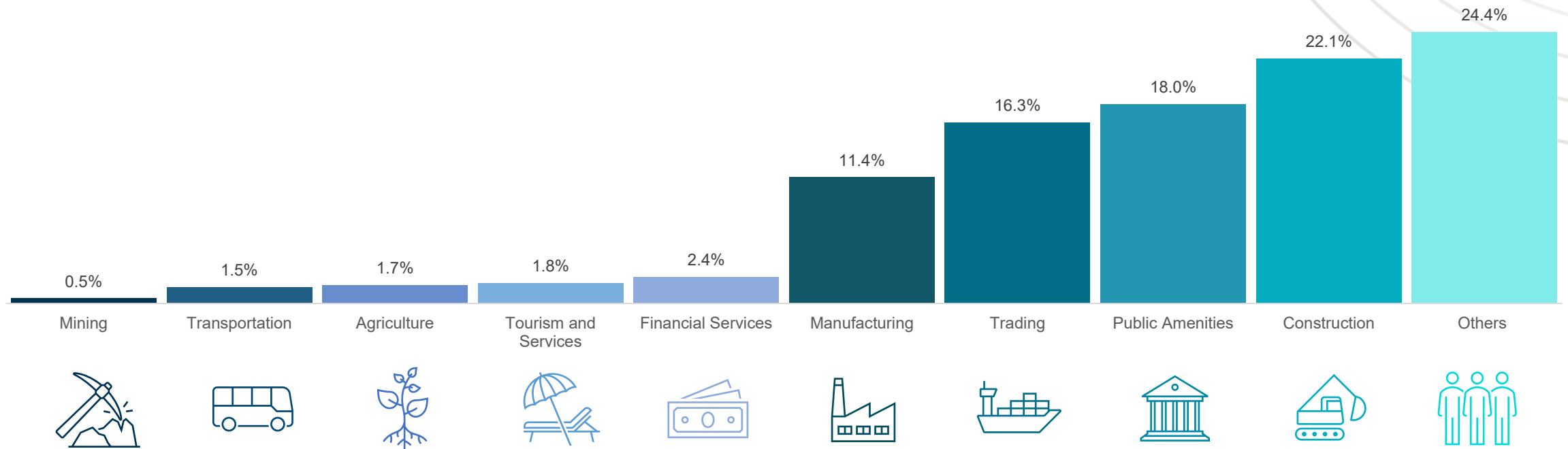
At USD 49.8 billion, Banks' Total Loans similarly witnessed an increasing trend since 2022, with Loan to Deposit ratio reaching 74.1% in May 2025 compared to 74.5% as of December 2024.

Total Assets (USD bn)



With the simultaneous rise in both total bank deposits and loans, total assets have shown steady growth, aligning with these increases, as banks capitalise on enhanced liquidity and expanded credit facilities to strengthen their balance sheets and support further financial stability.

# Facilities by Segment in The Jordanian Market



\* Data for May 2025.

Source: Association of Banks in Jordan – Monthly Banking Bulletin (June 2025 Edition).

# Key Banking Indicators

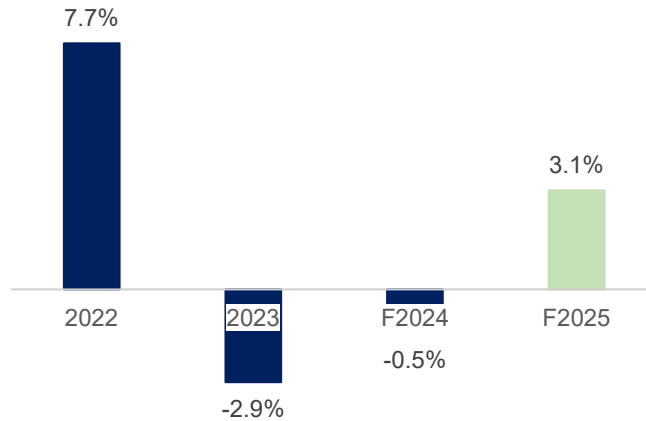
Item	2021	2022	2023	2024	2025*
Non-Performing Loans Ratio	5.30%	4.80%	4.94%	5.6%	N/A
Coverage Ratio	79.9%	81.5%	75.6%	73.1%	N/A
Return on Equity (ROE)	8.3%	8.8%	9.3%	9.8%	N/A
Return on Assets (ROA)	1.0%	1.0%	1.1%	1.2%	N/A
Overnight Window Rate	2.0%	6.25%	7.25%	6.25%	6.25%
Average Interest Rate on Term Deposits	3.5%	4.6%	5.9%	5.9%	5.5%

\* Data for May 2025.

Source: Association of Banks in Jordan – Monthly Banking Bulletin (June 2025 Edition).

# Iraqi Economy Highlights

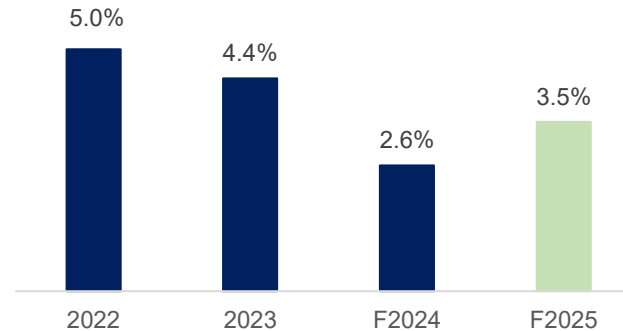
Real GDP (% Change)



Iraq's GDP is set to recover in line with global trends, particularly the growth for hydrocarbon-exporting nations, driven by stabilised oil prices and post-conflict reconstruction.

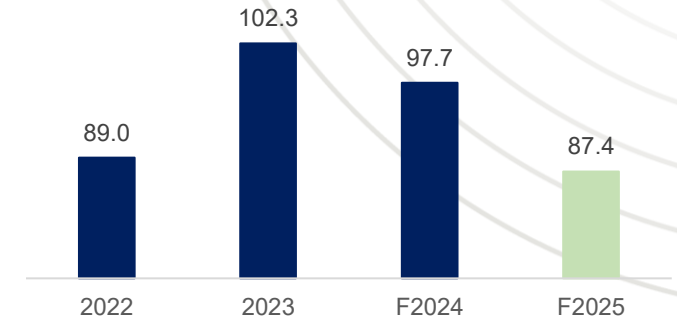
This rebound is supported by increased public investment and a gradual rise in oil production.

Inflation Rate (CPI, Average Annual)



Iraq's inflation is forecasted to rise to 3.5%, driven by higher energy prices and post-conflict reconstruction costs. While inflation remains manageable, the government is working on fiscal reforms to ensure long-term stability.

Foreign Currency Reserves (USD Bn)



Iraq's foreign currency reserves are expected to decrease in 2025 by 12% compared to 2024 levels. This drop is influenced by several factors such as fluctuations in oil prices and broader economic challenges. Despite this, the government is focused on bolstering reserves through fiscal reforms and efforts to diversify revenue sources, aiming to maintain economic stability.

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## Address | AMMAN

Sulieman Nabulsi Street, Building 26  
Boulevard, Abdali  
Amman 11194, Jordan  
P.O.BOX 940982  
Tel: +962 6 510 02 00  
Email: [investors.inquiries@capitalbank.jo](mailto:investors.inquiries@capitalbank.jo)



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