

The background of the slide features a series of concentric circles in a dark blue color, centered on the page. The circles vary in size, creating a sense of depth and focus towards the central text.

capital
b a n k

As of December 2025

Investor Relations

Index

1.	Group Corporate Profile and Financial Highlights.	3
2.	Corporate Governance.	38
3.	Macroeconomic Developments and Banking Sector highlights.	42



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 channel '**Blink by Capital Bank**'.
- 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 (Q4, 2025)

Global Presence Across

4 Markets

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

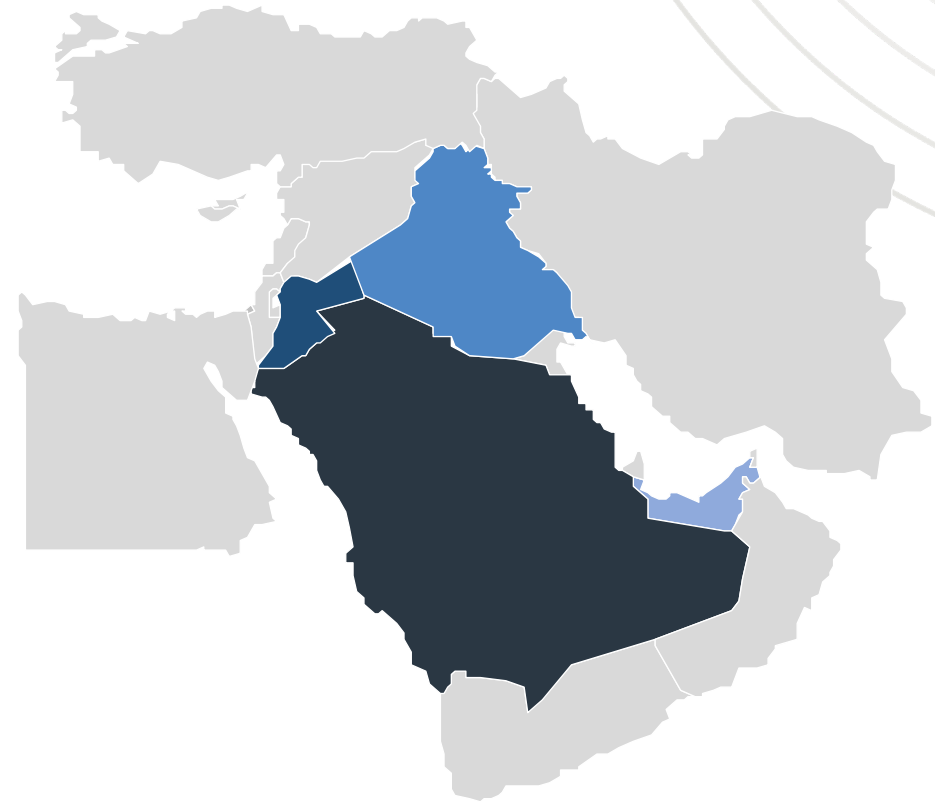
3K

Employees
Globally

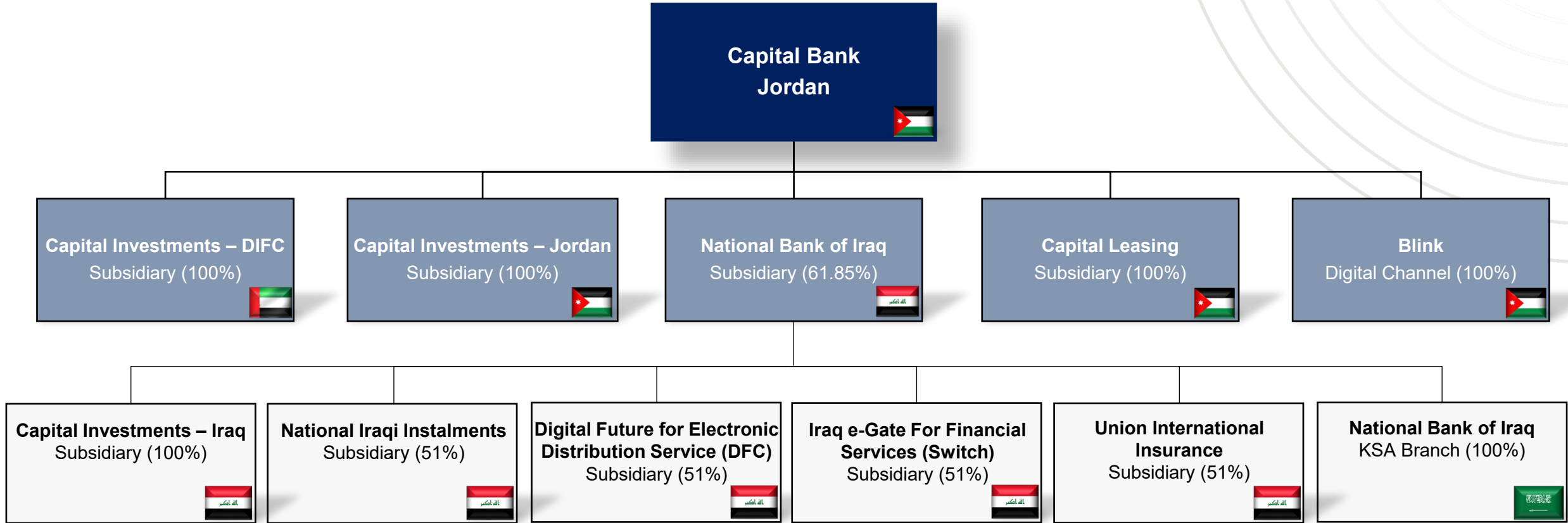
34 Branches in **Jordan**

41 Branches in **Iraq**

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



Structure of the Group



Capital Bank Group – Snapshot Q4, 2025

4th Largest In the Jordanian market.	USD 12.3b Total Assets	Sturdy Capital Base Above CBJ requirement of 14.5%.	CAR at 15.73%
Market Heavyweight Fastest growing bank since year 2020.	USD 5.4b Net Loans	Solid Coverage Ratio Including collaterals, the ratio will be 111%	65.7%
Stable Credit Rating Long Term Deposit Foreign/Domestic.	Ba3 Stable MOODY'S	Strategic Investor Public Investment Fund since June 2022.	USD 1.2b Market Cap
Generating Superior Returns through a Robust Foundation .	\$ 1.4b Equity	Listed on Nasdaq Dubai's Market Perpetual Bond Tier I.	\$ 100 million
Sound Net Stable Funding Ratio.	NSFR at 126%	Dividends As a percentage of capital (2024).	15%
Sufficient Reserve Of high-quality liquid assets.	LCR at 203%	Driving Strong Return on Equity through Strategic Excellence .	24% ROE

Group Consolidated Financials

In USD Mn

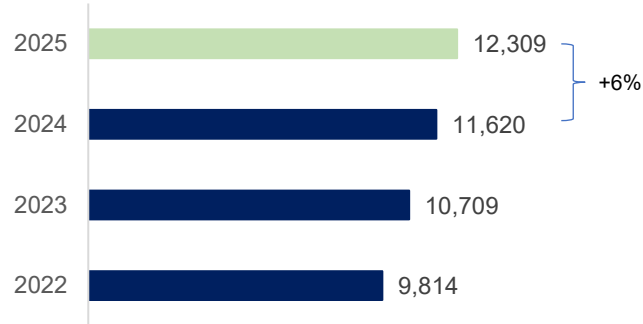
Income Statement Items	2022	2023	2024	2025
Net Interest Income	225	251	296	364
Gross Operating Income	297	489	568	657
<i>Total Operating Expenses</i>	<i>(151)</i>	<i>(190)</i>	<i>(219)</i>	<i>(258)</i>
Net Operating Income	146	299	349	399
<i>Provision</i>	<i>(44)</i>	<i>(119)</i>	<i>(87)</i>	<i>(67)</i>
Net Acquisition Impact	35	-	-	-
<i>Income Tax Expense</i>	<i>(9)</i>	<i>(29)</i>	<i>(36)</i>	<i>(48)</i>
Net Profit	128	150	226	284

In USD Bn

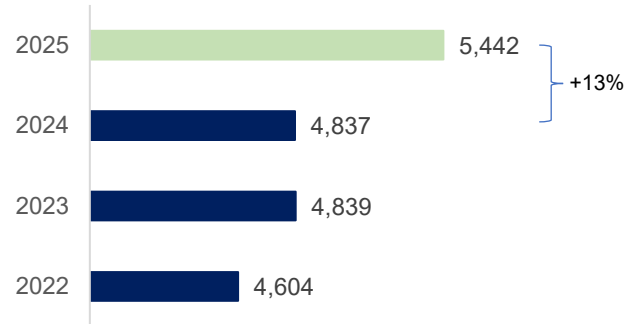
Balance Sheet Items	2022	2023	2024	2025
Total Cash & Equivalents	1.4	2.1	2.6	2.1
Net Credit Facilities	4.6	4.8	4.8	5.4
Investment Portfolio	3.1	3.1	3.4	3.8
Total Assets	9.8	10.7	11.6	12.3
Customer Deposits	6.9	7.7	8.3	8.4
Cash Margins	0.6	0.7	0.9	1.1
Paid up Capital	0.4	0.4	0.4	0.4
Total Equity	0.9	1.0	1.2	1.4

Strong Financial Track Record – Balance Sheet (USD millions)

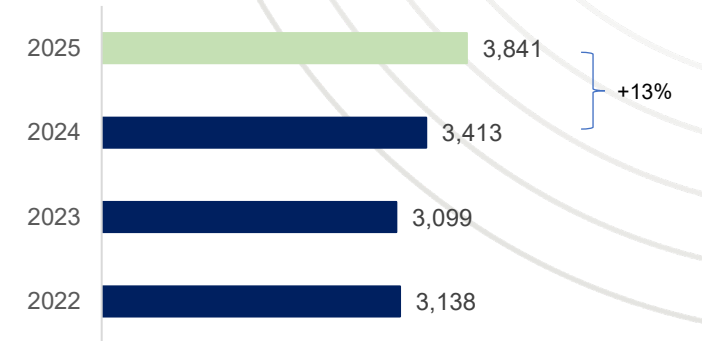
Total Assets
CAGR 8%



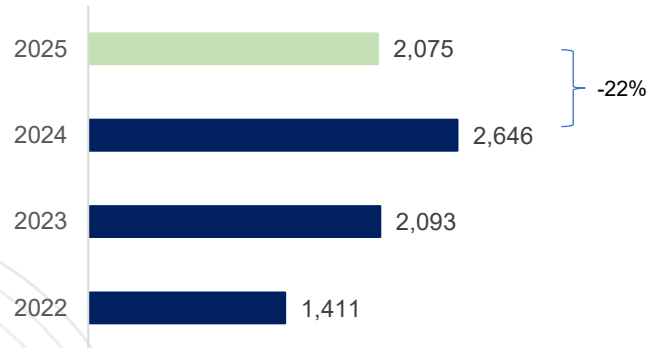
Net Loans in USD 000s
CAGR 6%



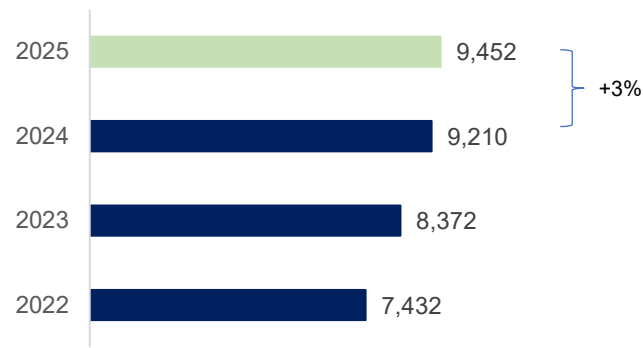
Investments Portfolio
CAGR 7%



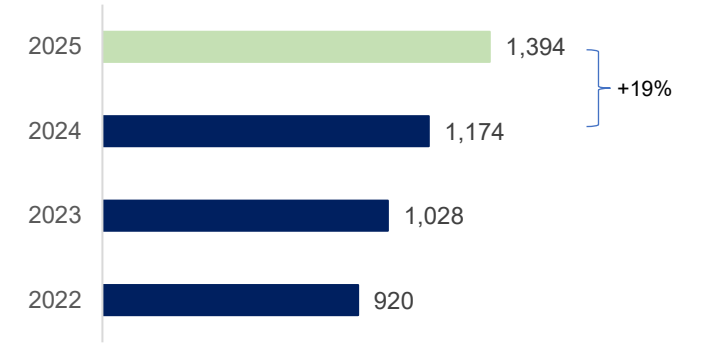
Cash & Balances
CAGR 14%



Customer Deposits & Margins
CAGR 8%

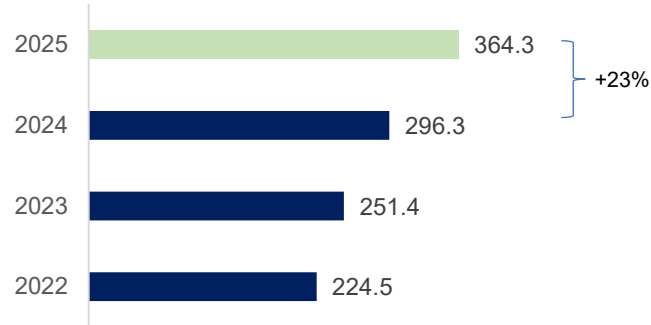


Total Shareholders' Equity
CAGR 15%

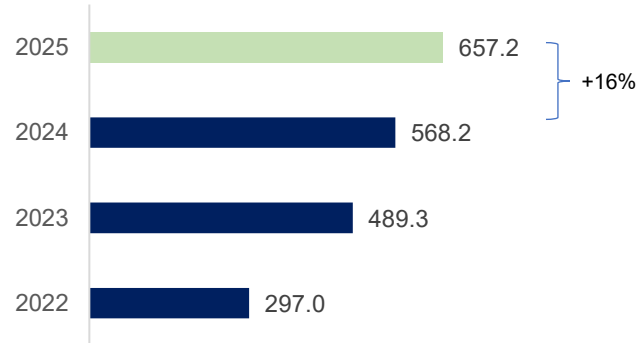


Strong Financial Track Record – Income Statement (USD millions)

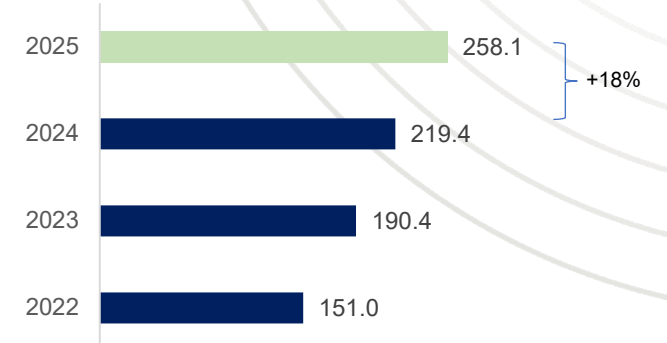
Net Interest Income
CAGR 18%



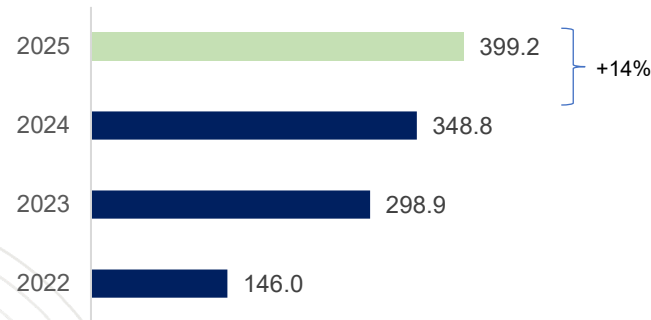
Gross Operating Income
CAGR 30%



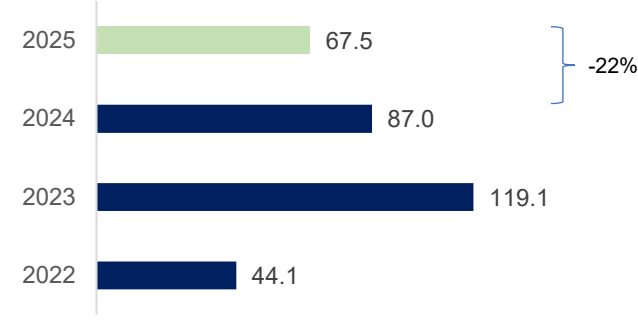
Total Operating Expenses
CAGR 20%



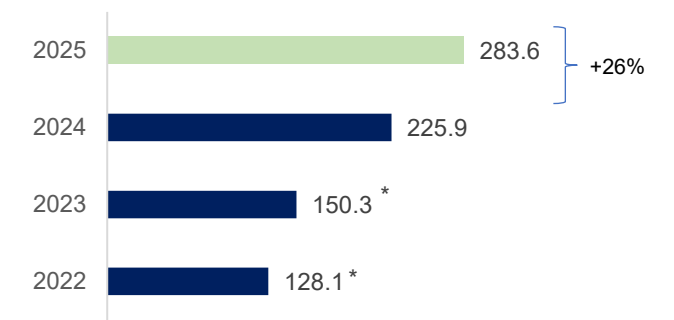
Net Operating Income
CAGR 40%



Provisions
CAGR 15%



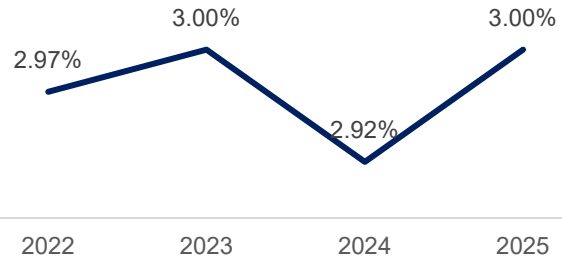
Net Income
CAGR 30%



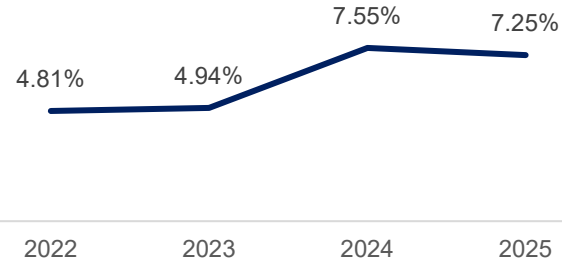
* Includes one-off gain from acquisition of SGBJ in 2022.

Strong Financial Track Record – Ratios

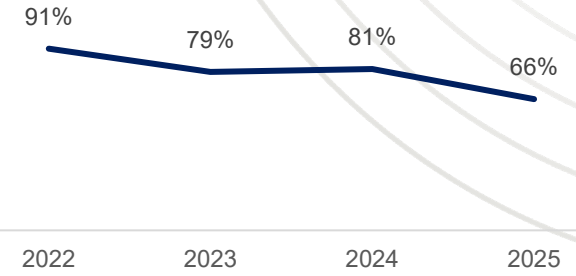
Net Interest Margin (Spread)



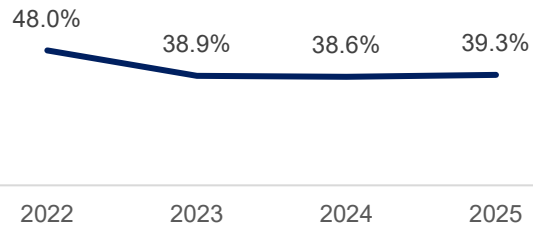
NPL Ratio



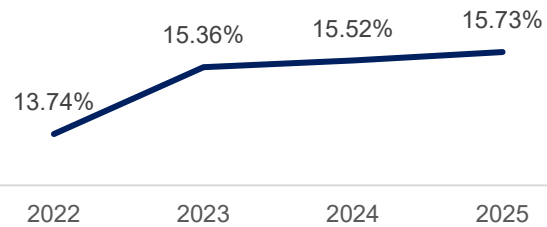
Provision Coverage Ratio¹



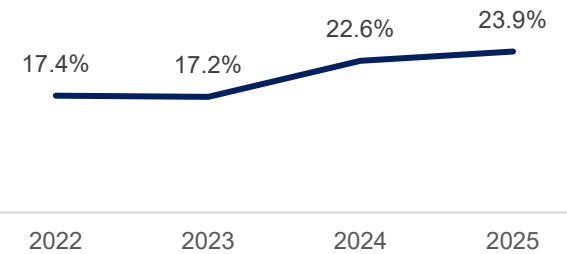
Efficiency Ratio



Capital Adequacy Ratio



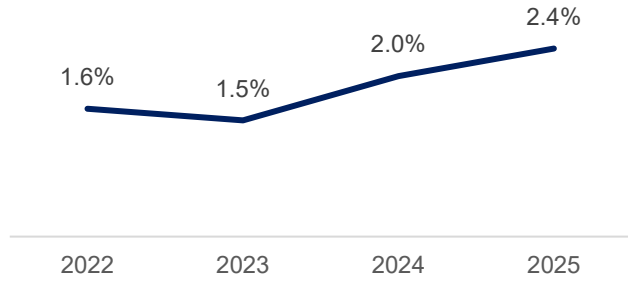
Return on Equity Ratio



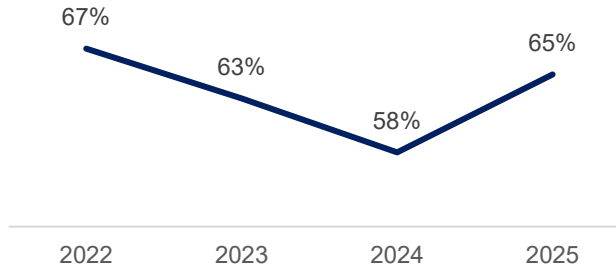
¹ Including collaterals, coverage ratio for 2022 is 131%, 126% for 2023 and 110% for 2024 and 111% for 2025.

Strong Financial Track Record – Ratios

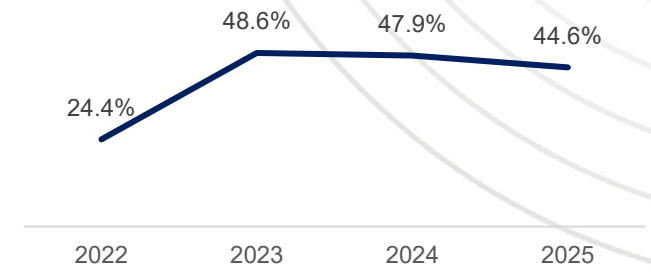
Return on Assets



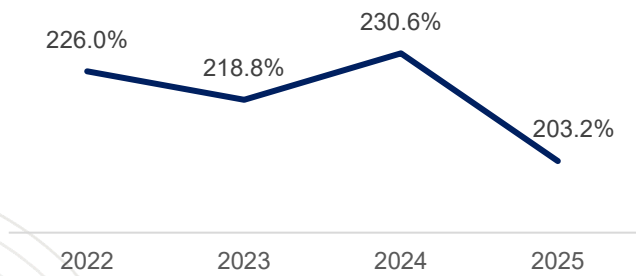
Loan to Deposit Ratio



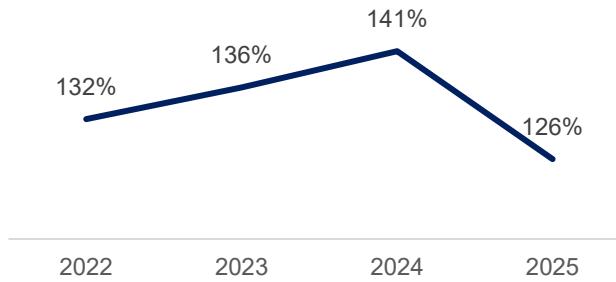
Non Interest Income / Gross Revenue



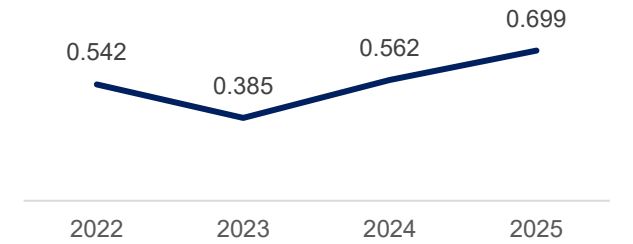
Liquidity Coverage Ratio



Net Stable Funding Ratio

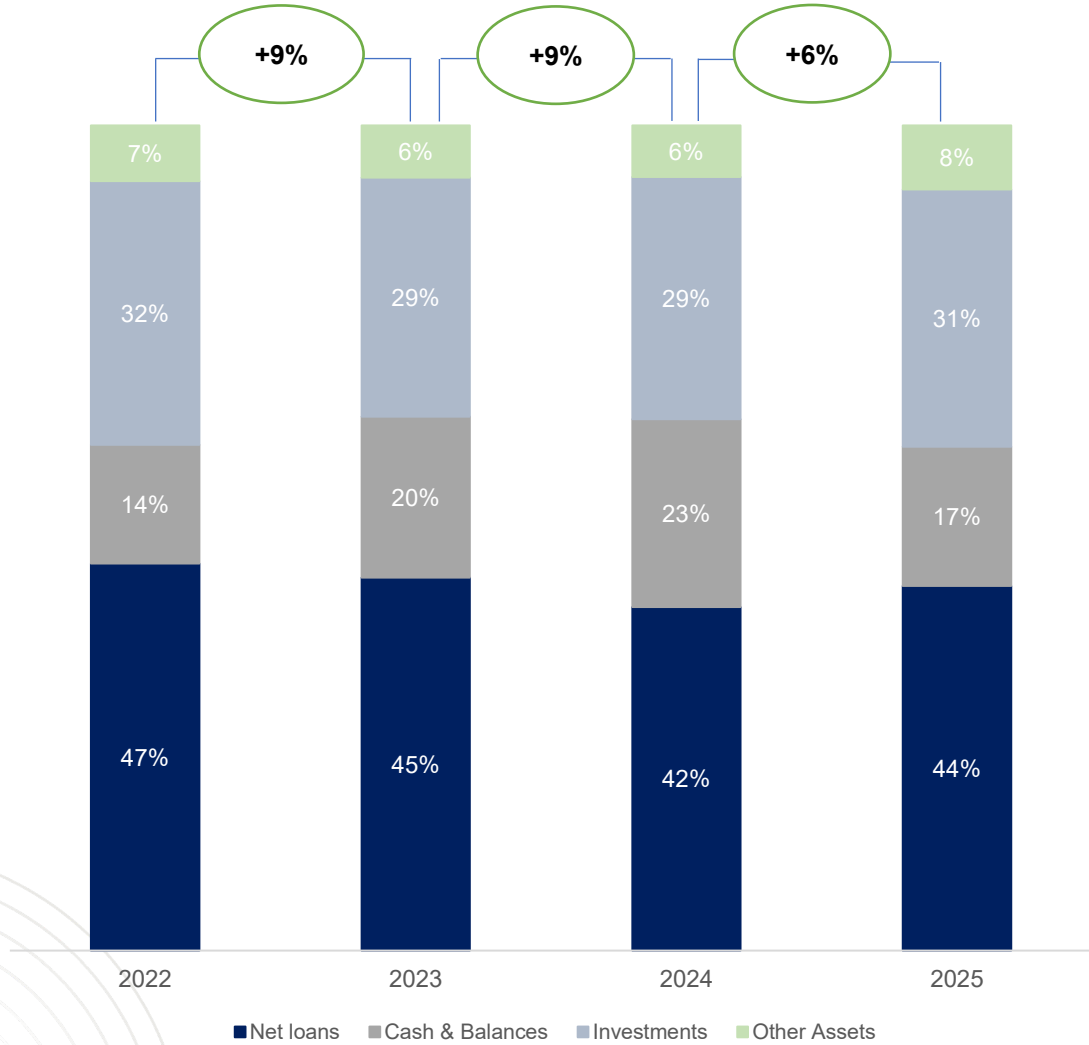


Earnings Per Share

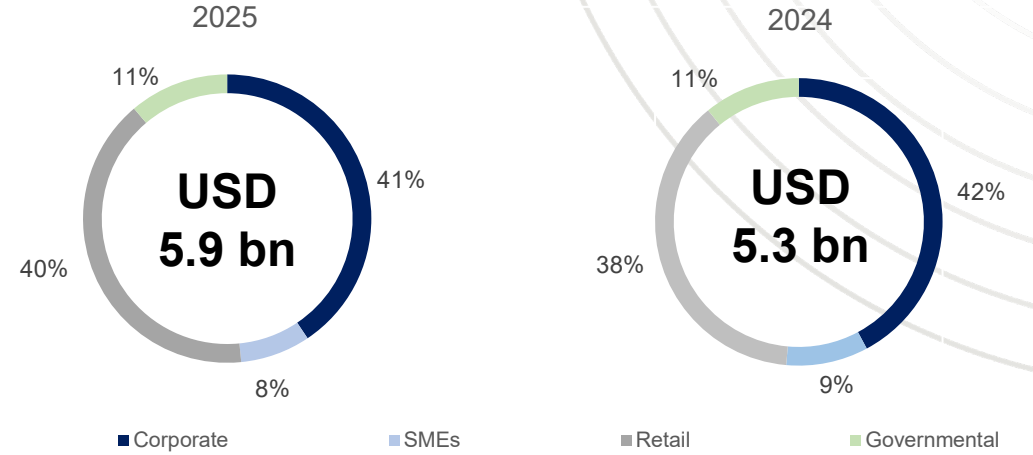


Assets Breakdown

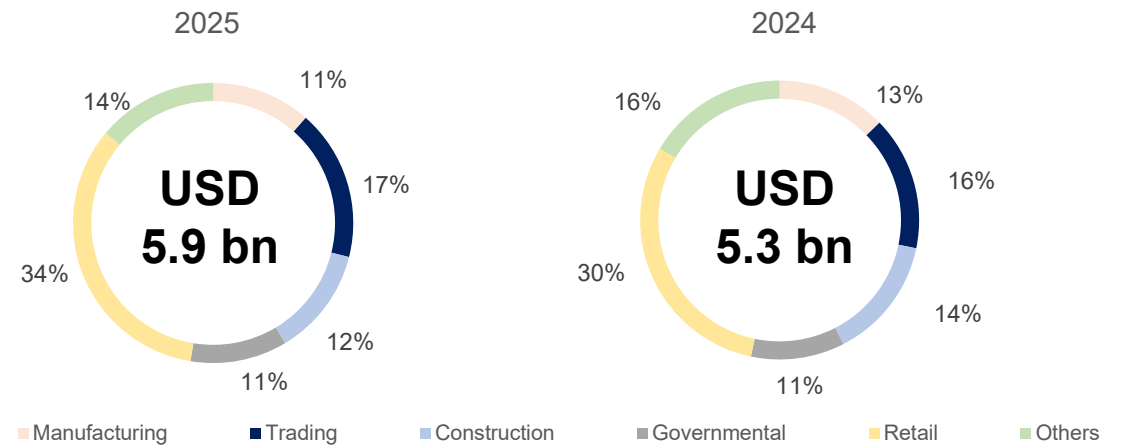
Assets Breakdown



Gross Portfolio Breakdown

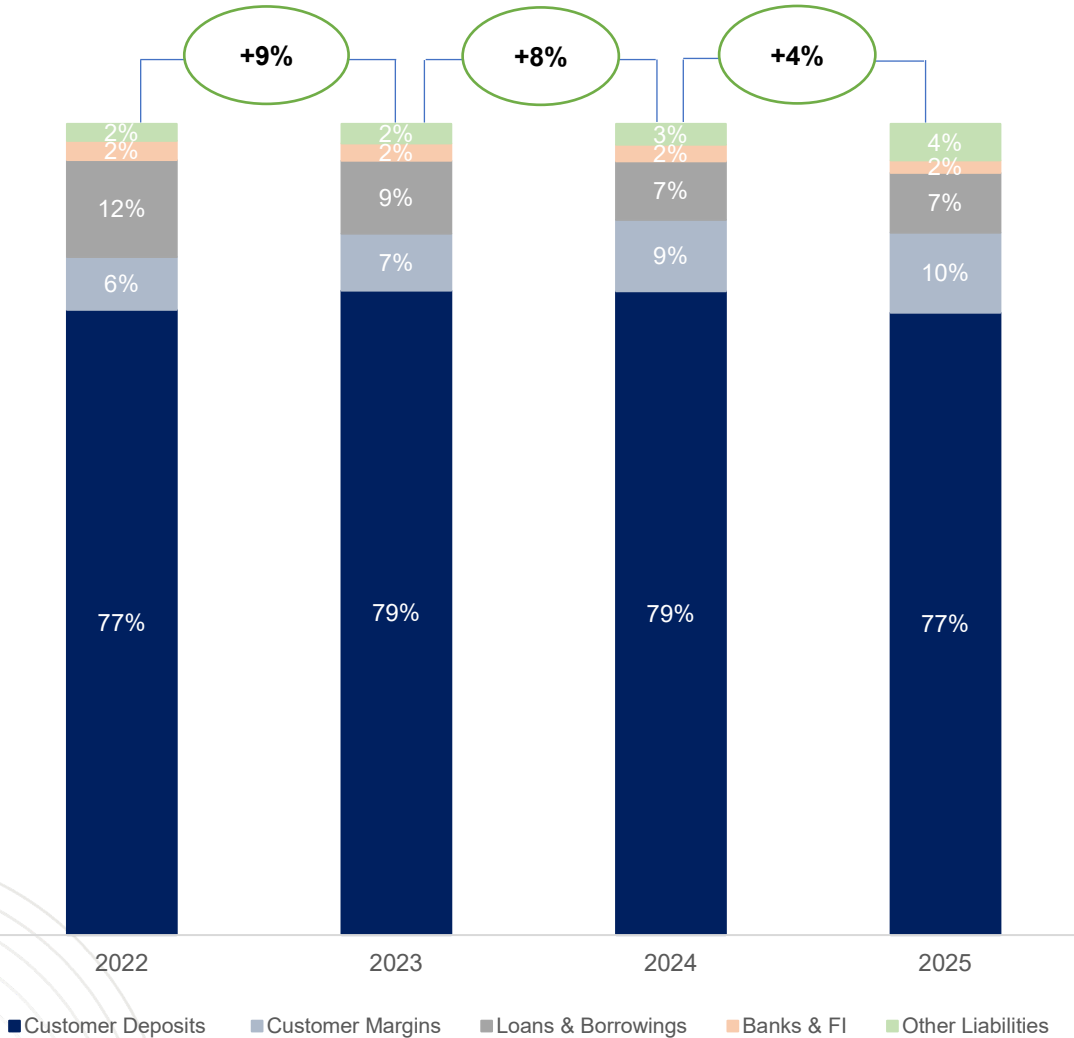


By Sector

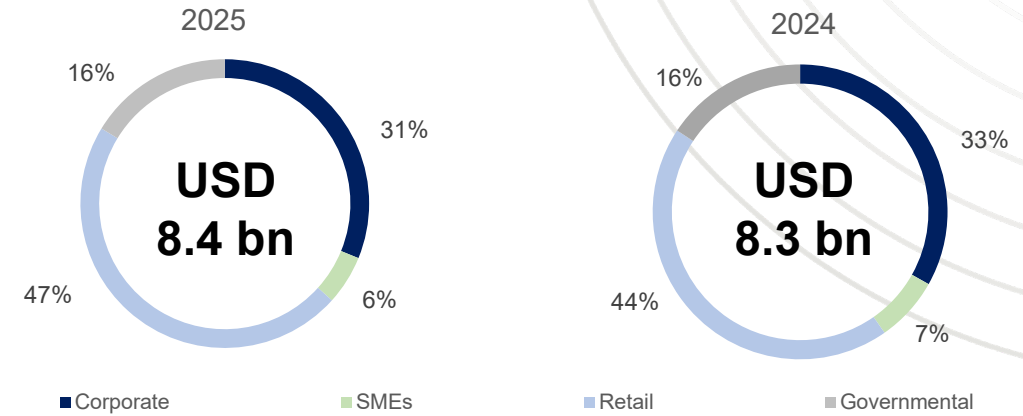


Liabilities Breakdown

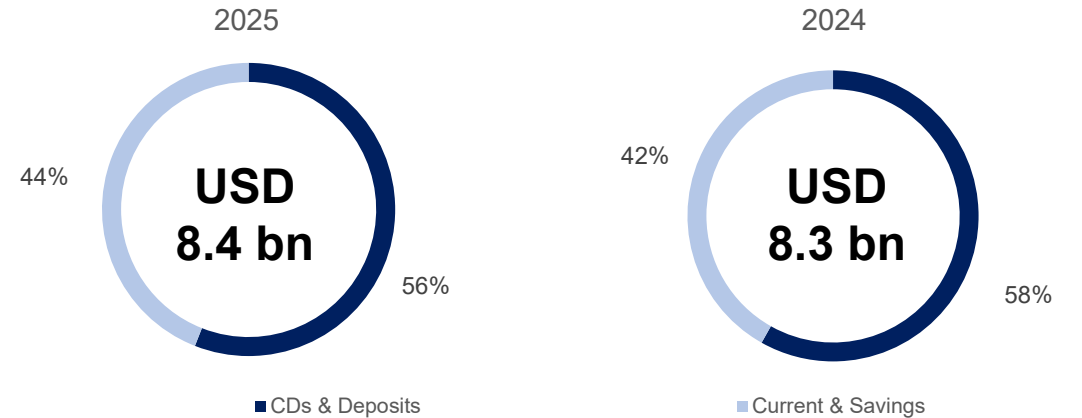
Liabilities Breakdown



Customer Deposits by Segment

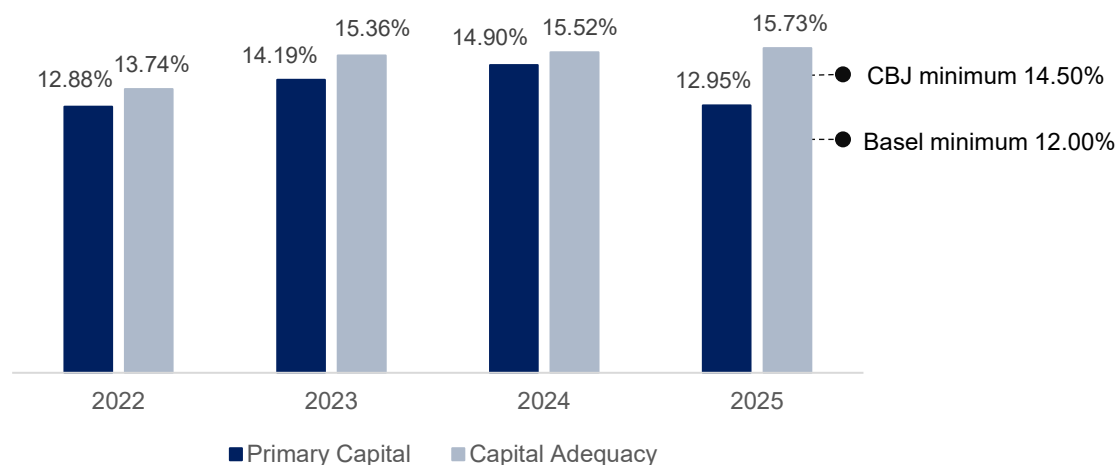


Customer Deposits by Type



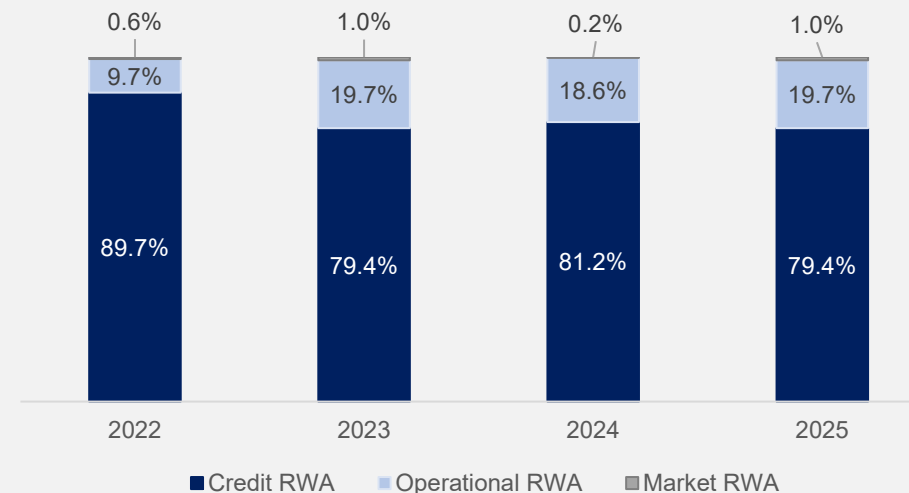
Strong Capital Base

Capital Adequacy Walkthrough



By December 2025, **Capital Ratios** were **above** the minimum regulatory requirements; **CAR** ratio is at **15.73%** against Basel and Central Bank of Jordan's requirement of 12% and 14.5% respectively.

RWA Movement



Consolidated USD 000s	2022	2023	2024	2025
Tier 1 Capital	723,724	780,815	903,256	940,098
Tier 2 Capital	48,502	64,127	37,422	201,466
Total Regulatory Capital	772,226	844,941	940,678	1,141,564
Total RWAs	5,619,691	5,502,598	6,061,936	7,259,376
Capital Adequacy	13.74%	15.36%	15.52%	15.73%

Market Share for Jordan Branches – November 2025









Item	Banking Sector*	Growth**	Capital Bank Jordan*	Growth**	Market Share Dec 23	Market Share Dec 24	Market Share Nov 25
Total Assets	103,989	5.5%	7,766	(2.9)%	8.5%	8.1%	7.5%
Deposits	70,241	6.6%	5,368	(5.5)%	8.9%	8.6%	7.6%
Loans	51,058	4%	3,283	(2.8)%	7.9%	6.9%	6.4%

* In USD millions.

** Growth is measured against December 2024.

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

Peer Comparison – Q3, 2025

	Total Assets ¹	Net Loans ¹	Deposits ¹	Equity ²	Net Profit ²	Efficiency Ratio	ROE
 Arab Bank PLC	44.3	18.6	30.2	6,795	606	36.7%	12.6%
 Housing Bank	13.5	6.6	8.5	2,047	168	43.8%	11.1%
 Bank al Etihad	16.4	8.7	12.4	1,372	81	48.1%	10.1%
 Capital Bank	12.2	5.4	8.7	1,293	200	37.6%	23.6%
 Jordan Kuwait Bank	7.5	2.8	5.0	1,299	165	36.5%	19.3%
 Cairo Amman Bank	5.6	3.1	3.6	753	28	66.9%	5.2%
 Jordan Ahli Bank	5.2	2.6	3.4	589	24	58.7%	6.8%
 Bank of Jordan	4.5	2.2	3.3	740	52	55.8%	9.3%

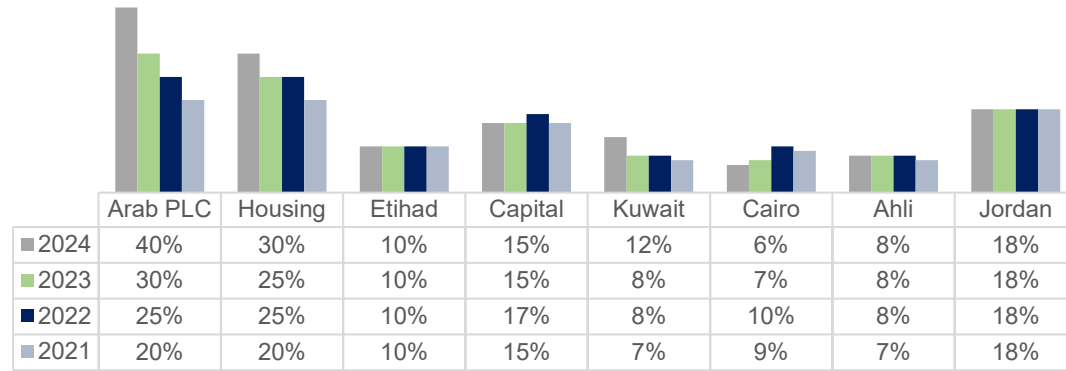
¹ USD billions.

² USD millions.

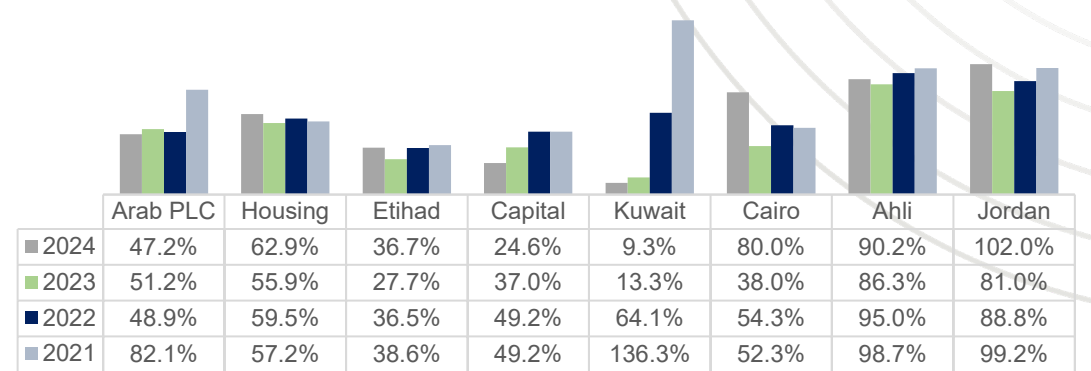
Source: Amman Stock Exchange

Capital Bank Stock – Versus Peers

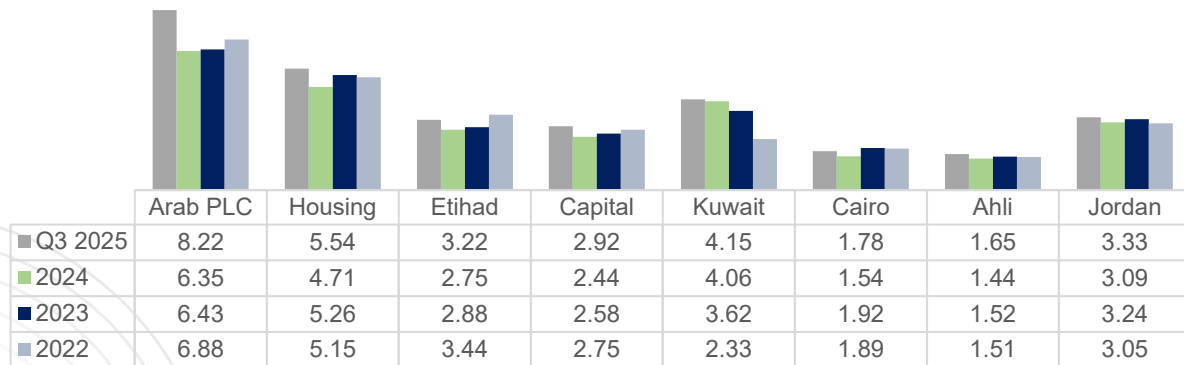
Dividend as a Percentage of Capital



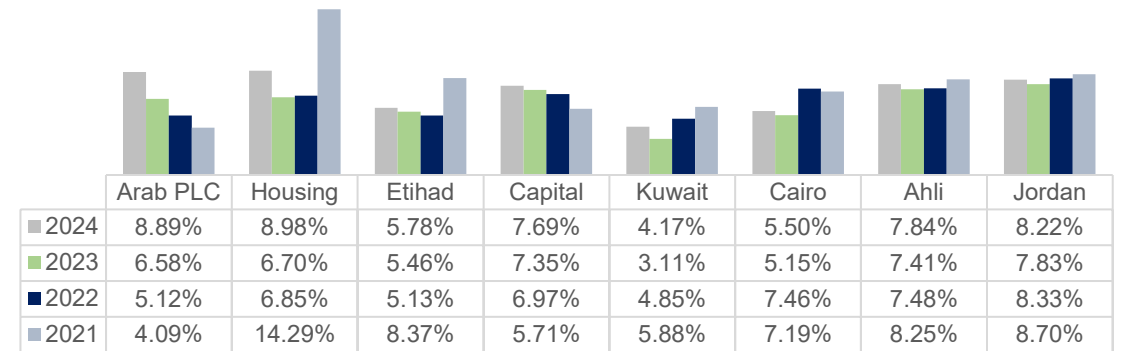
Dividend Payout Ratio



Stock Closing Price (in USD)

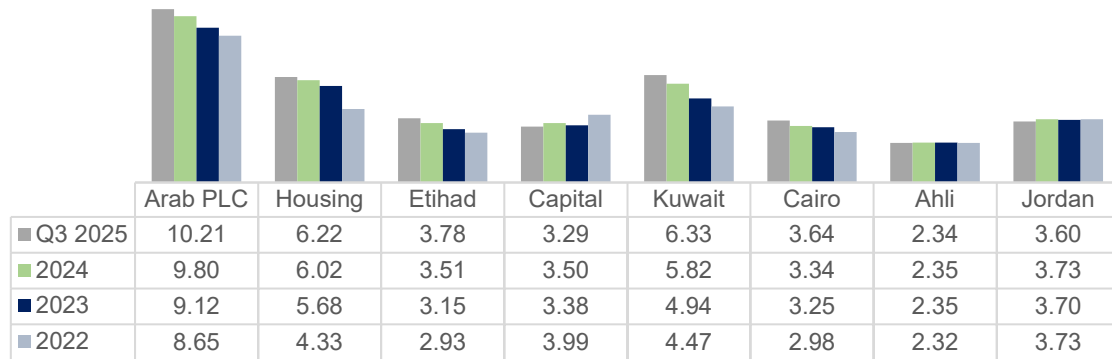


Dividend Yield

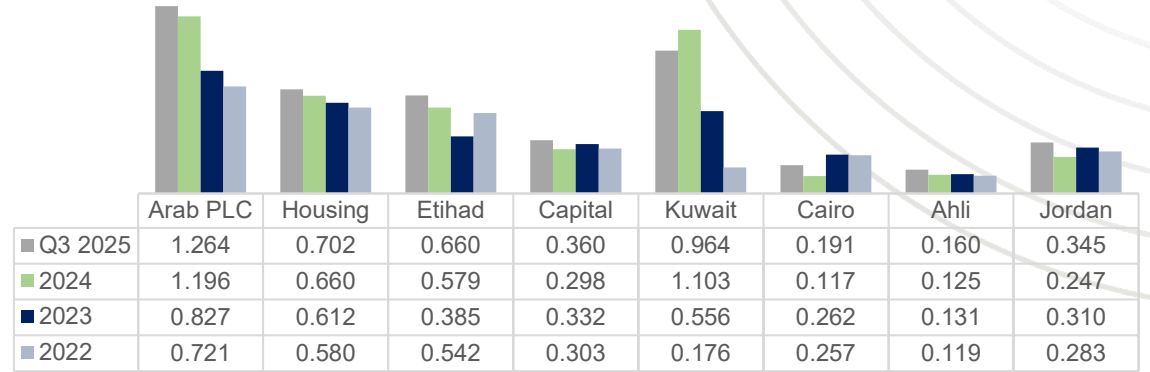


Capital Bank Stock – Versus Peers

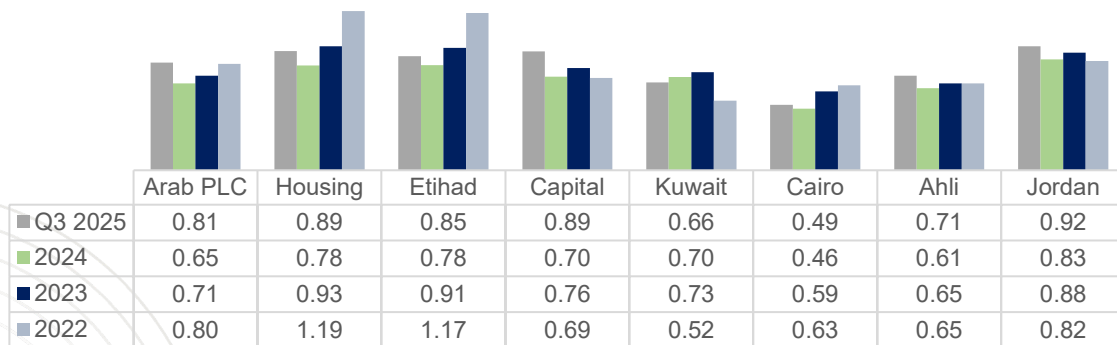
Book Value Per Share (in USD)



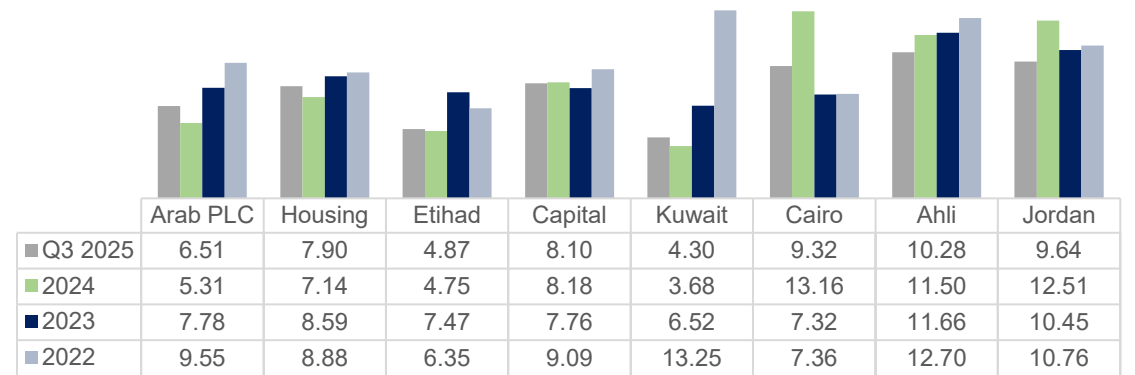
Earnings Per Share (in USD)



Price to Book Value



Price to Earnings Ratio



Capital Bank Stock

Listed on: Amman Stock Exchange (ASE)

Subscribed Shares: 263,037,122

Symbol: CAPL

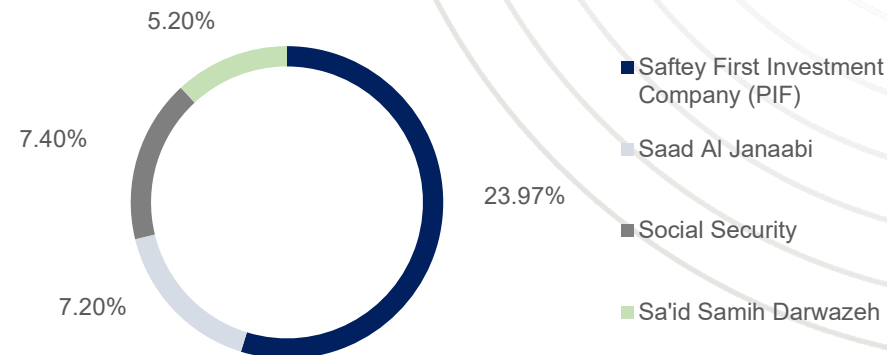
Free Float: 43.9%

ISIN: JO1101711017

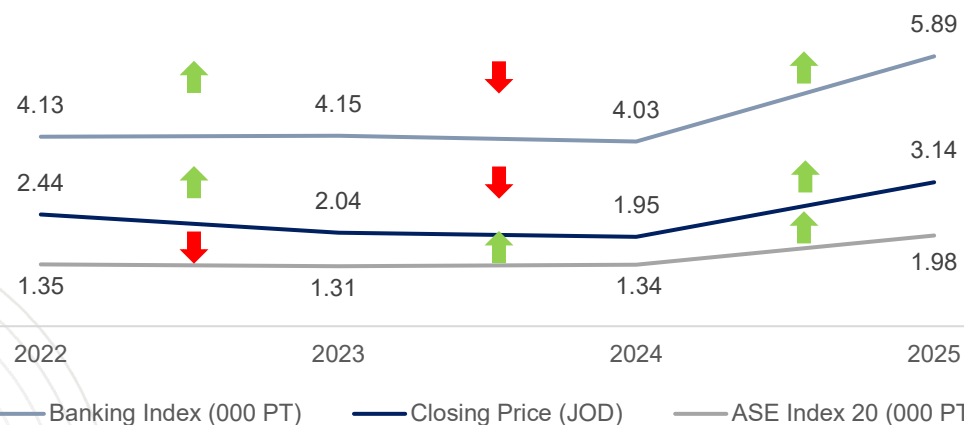
Share Turnover*: 13.5%

Year	Opening Price	Closing Price	High Price	Low Price
2025	JOD 1.95	JOD 3.14	JOD 3.14	JOD 1.80
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

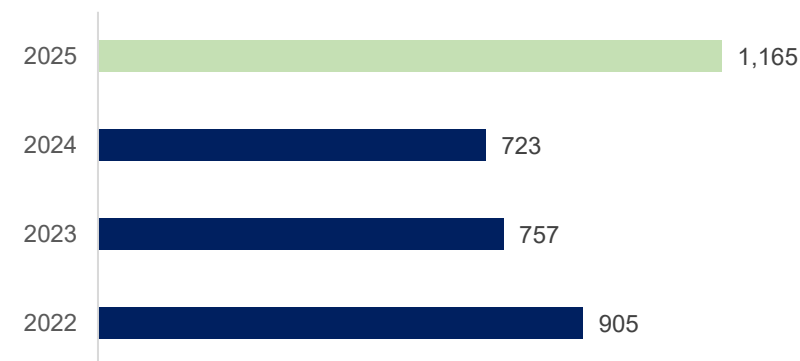
Major Investors with 5% Ownership or More (31.12.2025)



Capital Bank Share vs ASE 20 and Banking Index (Closing Price Q4, 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 I** 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.



Tier II Green Subordinated Loan Secured From Global Institutions

In 2025, Capital Bank had signed a **Green Subordinated (Tier II) Loan** totalling **USD 155m**, making it one of the largest of its kind. This transaction was led by the European Bank for Reconstruction and Development (**EBRD**) alongside a consortium of reputable international and regional financial institutions (**Sanad, OPEC Fund, Arab Fund, Green For Growth** and **ILX**).

The **10-year** facility reflects growing international confidence in Jordan's economy and highlights Capital Bank's ambitious strategy and strong financial position.



National Bank of Iraq – Snapshot Q4, 2025

Leading Commercial Bank In the Iraqi market.	USD 5b Total Assets	Sound Funding Profile Strong NSFR.	NSFR at 111%
Balanced Lending Portfolio Solid net loan portfolio.	USD 2.1b Net Loans	Strong Liquidity Buffer High-quality liquid assets.	LCR at 111%
Core Deposit Strength Stable and diversified funding base.	USD 3.1b Deposits	Expanding Client Base Growing relationships across segments.	+560K Clients
External Credit Validation Long Term Deposit Foreign/Local.	Caa1/B3 MOODY'S	Experienced Team A skilled and efficient workforce.	1,578 Employees
Rising Net Interest Income Sustained growth from core banking.	35% Increase	National Branch Network Broad presence across key markets.	41 Branches
Capital Strength Well-supported by Equity.	USD 717m Equity	Extensive ATM Network Convenient access nationwide.	424 ATMs

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 provides **leasing, brokerage, custody, asset management, advisory** and **investment** services, including trading in gold, foreign exchange and oil.
- NBI has further expanded its offering to include **insurance** services and a fully integrated payments value chain through **Switch** and **DFC**, delivering modern, secure and digitally enabled financial solutions.
- 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, PROPARCO and the IFC.

Timeline

Capital increased to become IQD 400 billion from IQD 300 billion in 2023.	2025	Acquired 51% stakes in Switch and DFS , establishing a fully integrated digital payments and distribution platform.
Commenced operations of its newly established branch in Kingdom of Saudi Arabia and added a new revenue stream through the Leasing Company .	2024	Acquired a 51% stake in Union International Insurance Company , diversifying revenue streams and expanding the Group's presence across the financial services value chain.
NBI acquired Bank Audi's branches in March 2021, further strengthening positioning in Iraqi market.	2023	Capital increased again to IQD 520 billion in April.
NBI's capital is raised to IQD 100 billion , adopting a new strategy focused on building capacity and improving infrastructure to service large corporates.	2021	NBI's capital was raised to IQD 250 billion , with Capital Bank's ownership stake rising to 61.85% .
National Bank of Iraq established as a publicly traded private bank in Iraq with a capital of IQD 400 million .	2013	Capital bank of Jordan acquires a 59% stake in NBI, becoming the main shareholder to drive the bank towards a corporate governed bank .
	2011	
	2005	
	1995	

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 31.12.2025



Assets Under Management
~USD 1bn



Number of Brokerage Accounts
~9.6K

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

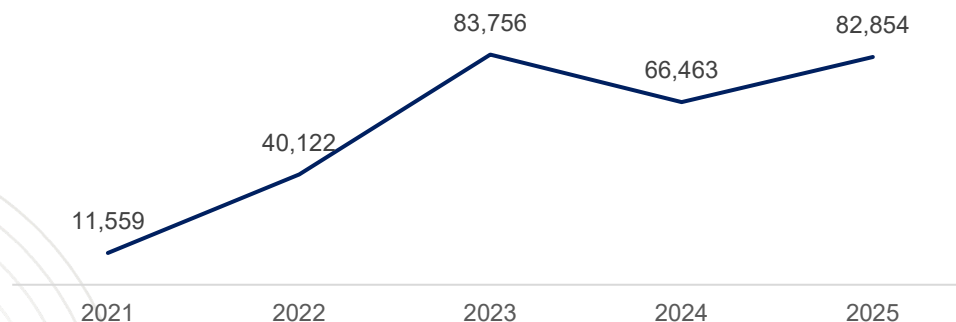
- Local, regional and international markets.
- Equities
- Treasuries and corporate bonds.
- Structured products.
- Precious metals.
- Equity research.
- Sector reports.
- Economic reports.
- Market reports.

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.

Equipment and Machinery

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

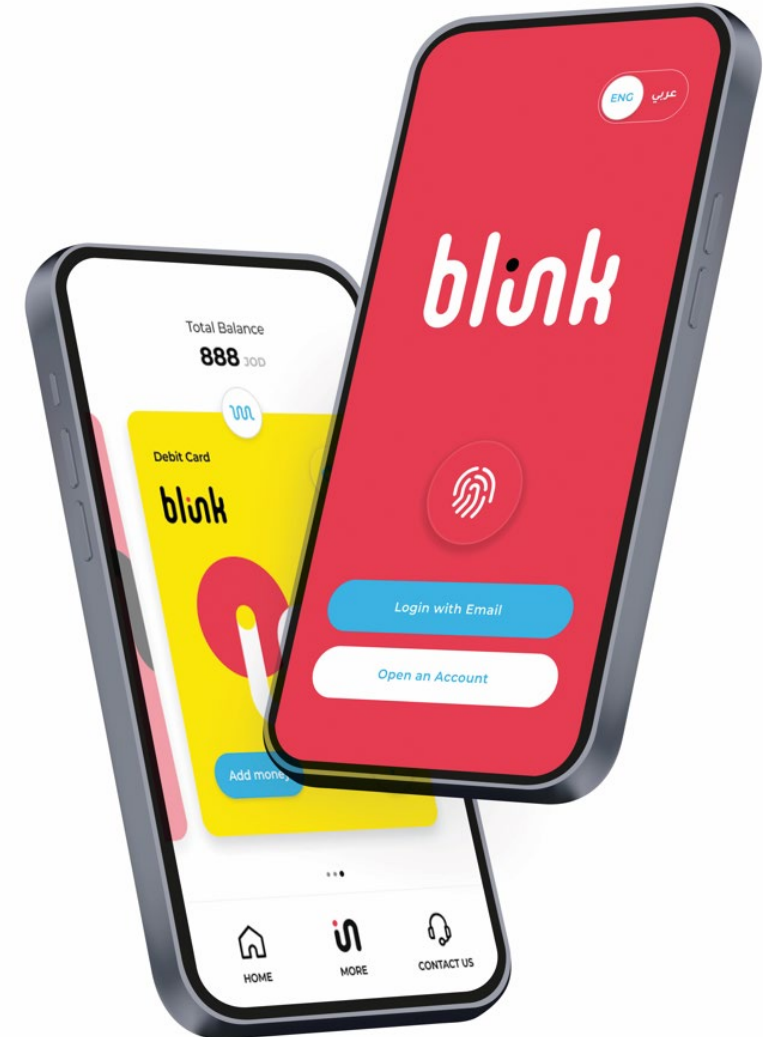
Portfolio Thrive



Capital Leasing's **portfolio** has increased nearly **sevenfold (7x)** 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, term deposit account, 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/Google 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 continued to demonstrate strong performance, reaching a 99.7% penetration rate among eligible customers, reflecting a sustained shift toward digital banking as more customers favour online channels for their everyday banking needs.
- Customers can now onboard to Capital Investments via the app, link their Capital Bank and Investment accounts and fund them instantly, and create term deposits directly from the app, with options for maturity or monthly interest, as well as top-ups and auto-renewal, enhancing convenience and engagement.

Ecosystem and Partnerships



- In 2024, Capital Bank became Jordan's first bank to comply with Open Banking regulations. We introduced consent management via our app, allowing customers to securely control access to their financial data, including Payment Initiation Services (PIS) and Account Information Services (AIS).
- Capital Bank is also partnering with local and regional banks, startup accelerators and Fintech's to offer innovative solutions, expanding our reach and delivering new benefits through our world-class open banking platform.

Customer Centricity & Experience



- Digital services place customer experience at the core of Capital Bank's transformation, enabling KYC updates via the app, diverse payment options and secure, user-friendly channels that reduce branch visits and allow customers to bank anytime, anywhere, improving efficiency and convenience.
- Enhanced engagement and lifestyle integration through in-app and dashboard notifications, instant Travel Insurance, and e-voucher purchases across multiple shops, merchants, and gaming stores encourages the app's use as a seamless, one-stop solution for both financial and lifestyle needs.

Innovation in Payments



- Inward CLIQ-based international transfers are now live for Capital Bank and Blink customers, with outward transfers via international partners in progress, creating new cross-border revenue opportunities and expanding the bank's global payment capabilities.
- Customers can now set their preferred account as default for eFAWATEERcom and Sanad payments, enabling a seamless, consistent, and fully user-controlled digital payment experience that enhances convenience and engagement.

Enhanced Efficiency & Productivity



- Digital transformation initiatives strengthened operational efficiency and customer engagement through a unified Corporate Relationship Management workspace, improving portfolio visibility, performance tracking, and data-driven relationship management.
- Expanded digital integration of Trade Finance into the Corporate Relationship Management platform enhanced transparency, reduced turnaround times, and supported responsible growth by delivering a more consistent, seamless, and sustainable customer experience.

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 – 2028



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

Moody's as of 25.09.2025	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 Bank Group – Awards and Recognitions



- **Global Finance’s Best Private Banks for 2026**

Global Finance magazine has named Capital Bank among the World’s Best Private Banks for 2026 in the awards’ eleventh edition, recognising the Bank’s leadership in private banking. The accolade reflects Capital Bank’s continued commitment to excellence, underpinned by advanced wealth management solutions, tailored financial planning, access to global investment opportunities, and exclusive lifestyle services for high-net-worth clients.

- **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.

Capital Bank Group – Awards and Recognitions



- **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.



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

Capital Bank received the 'Excellence in Data and AI Application' award at the 9th 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
 - The Arab Group for the Protection of Nature
 - Promise Welfare Society
 - 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.

Driving Sustainable Growth – Through ESG Integration

1 Strengthening Workforce Capabilities

Training volume increased tenfold in 2024 relative to 2023, with **50** certificates earned by employees and over **250** participating in leadership development programs.

2 Maintaining Excellence in Client Satisfaction

Maintained a **96%** customer satisfaction rate, highlighting a commitment to fostering strong brand loyalty and positive client experiences.

3 Accelerating Growth through Digital Onboarding

Achieved an **85%** increase in customer onboarding compared to the previous year, driven by enhanced digital processes.



4 Advancing Inclusive Financial Access

Seven branches are now fully accessible to clients with disabilities, supported by **128** ATMs, to ensure equitable access to financial services.

5 Scaling Renewable Energy Infrastructure

Fully integrated our **third** solar station, transitioned the fleet to electric vehicles, and installed **EV** charging stations for employees.

6 Embedding ESG into Talent and Client Strategy

Established a dedicated **ESG** committee and drafted a supporting policy framework.



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
H.E. Bassem Khalil Al-Salem	2010	Chairman	Undergraduate > 26 years experience
H.E. Said Samih Darwazah	2021	Vice Chairman	Masters >26 years experience
Hitaf Investment Company Represented by Mr. 'Mohammed Ali' Khaldoun Al-Husry	2009	Member	Masters >20 years experience
The Safety First Investment Company - PIF Represented by Mr. Muteb Mohammad Al-Shathri	2022	Member	Masters >16 years experience
The Safety First Investment Company - PIF Represented by Ms. Lamyah Mohammed Alfozan	2022	Member	Masters >16 years experience
The Safety First Investment Company - PIF Represented by Mr. Fadi Adel AlSaid	2022	Member	Undergraduate >21 years experience
Social Security Corporation Represented by Mr. Saleh Hamdallah Al-Shbikat	2009	Member	Masters >16 years experience
Al-Jadara Company for Real Estate Investment Represented by Mr. Sultan Mohammed El-Seif	2009	Member	Undergraduate >16 years experience
Investments & Integrated Industries Co. Represented by Mr. Khalil Hatem Al-Salem	2009	Member	Undergraduate >16 years experience
H.E. Samir Zaid AlRifai	2025	Independent	Masters >26 years experience
Ms. Dalia Abdelazim Wahba	2025	Independent	Undergraduate >26 years experience
Mr. Khalid Walid Nabils	2017	Independent	Masters >21 years experience
Mr. Yousef A.Y. Ensour	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 27 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	Appointed
Fraje Nersesian	Chief Strategy and Organizational Support Officer	2024
Haya Abuata	Chief Human Resources Officer	2020
Labib Musallam	Chief Treasurer and Investment Officer	2024
Mamoun Al Said	Chief Institutional Banking Officer	2025
Manar Al Nsour	Group Chief Financial Officer	2016
Manar Aabidi	Group Chief Credit Officer	2020
Mohammed Mu'az	Group Chief Legal Counsel	2003
Munis Haddadin	Group Chief Risk Officer	2021
Nadeem Khitan	Chief Consumer Banking Officer	2023
Adel Awad	Chief Information Technology and Transformation Officer	2025
Rami Stephan	Group Chief Audit Executive	2024
Shereen Nasr	Group Chief Compliance Officer	2025
Touleen Barto	Chief Marketing and Corporate Communications Officer	2021

SUBSIDIARIES

Ayman Abu Dhaim	CEO, National Bank of Iraq	2018
Bashar Amad	CEO, Capital Investments	2021
Manar Ameen	General Manager, Capital Leasing	2022
Rola Abu Irshaid	SEO, Capital Investments – DIFC	2024

Gender



61%



39%

Education

Bachelor's

53%

Master's

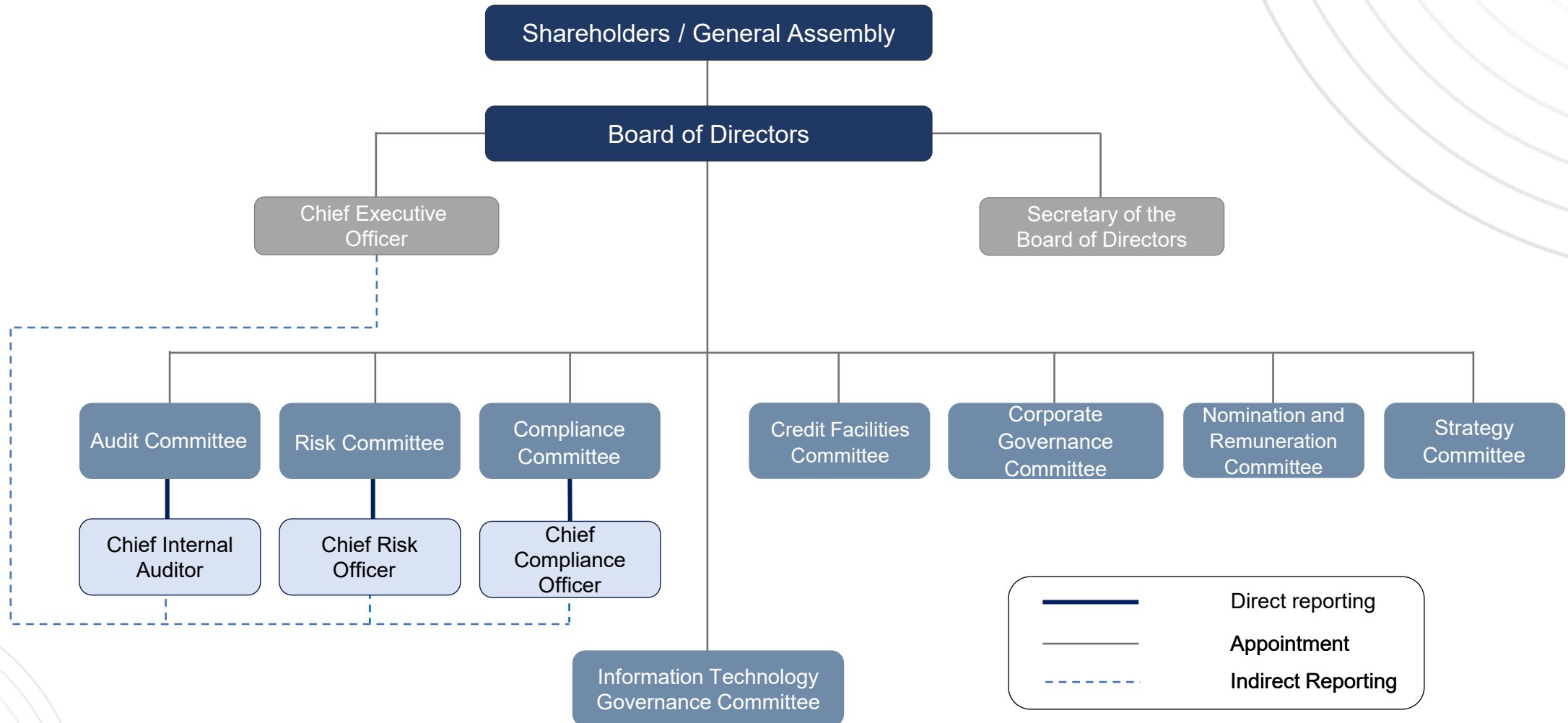
47%

Average Experience



25
Years

Solid Governance and Decision Making





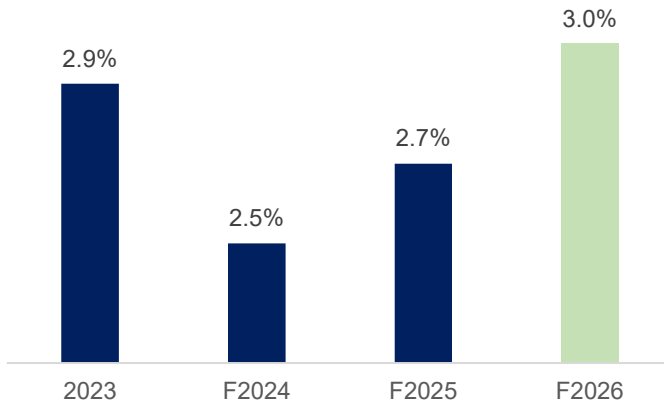
Section 3

Macroeconomic Developments and Banking Sector Highlights

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bank

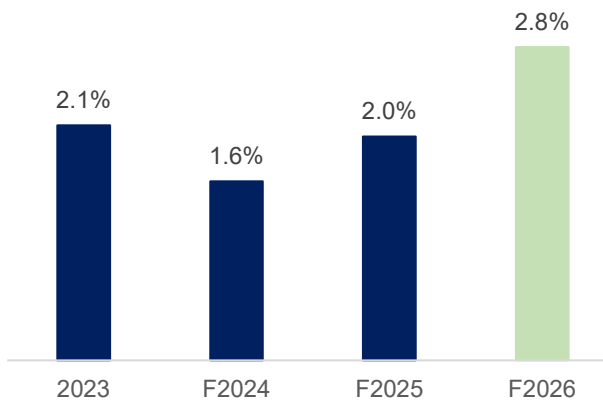
Jordanian Economy Highlights

Real GDP Growth Rate



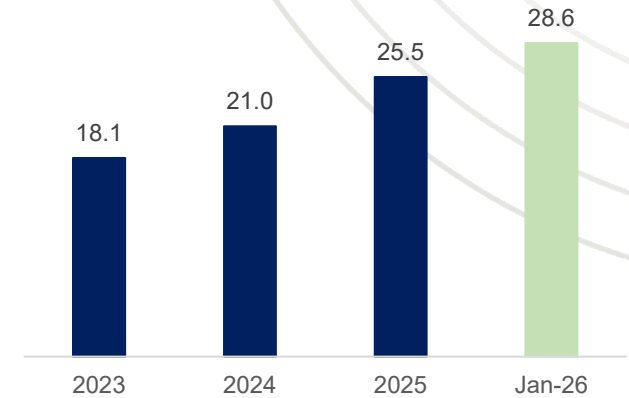
Jordan's real GDP growth is projected to strengthen to 2.7% in 2025 and 3% in 2026, supported by a gradual recovery in tourism, improved regional trade flows, and ongoing structural and fiscal reforms. However, growth remains exposed to regional geopolitical tensions, which could weigh on tourism activity, trade and investor sentiment.

Inflation Rate (CPI, Average Annual)



Inflationary pressures are expected to remain moderate but elevated, rising to around 2.8% in 2026, driven by higher global commodity prices, energy costs, and firm domestic demand. While inflation remains contained under the baseline scenario, regional instability and supply-side risks could add upward pressure in the near term.

Foreign Currency Reserves (USD Bn)¹



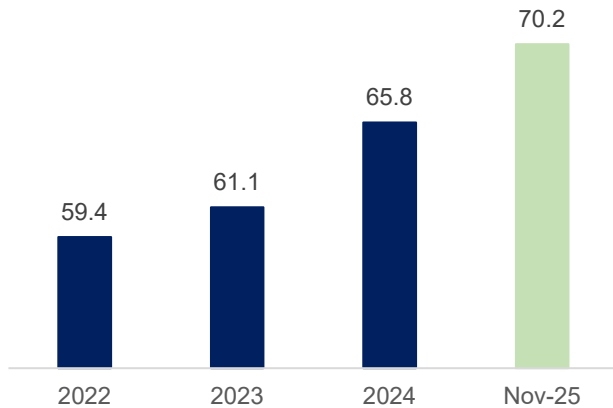
Jordan's foreign currency reserves increased to approximately USD 29 billion by January 2026, reflecting continued external financial support, resilient remittance inflows, and a recovery in tourism receipts. Despite the improvement, reserve dynamics remain sensitive to external financing conditions and regional developments, underscoring the importance of sustained reforms and external support.

Source: Moody's, with a forecast of the **population** to be **11.6 million** by end of 2026.

¹ Source: Central Bank of Jordan

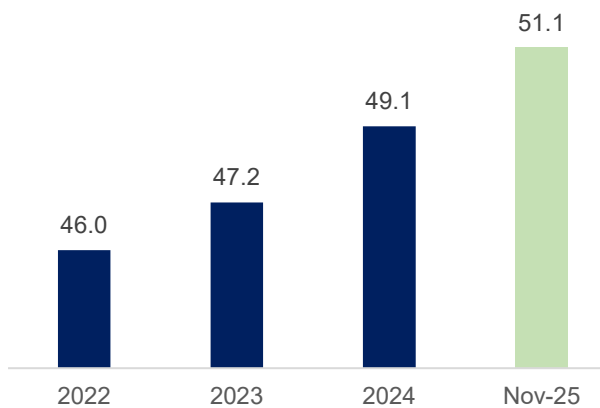
Jordanian Banking Sector

Total Bank Deposits (USD Bn)



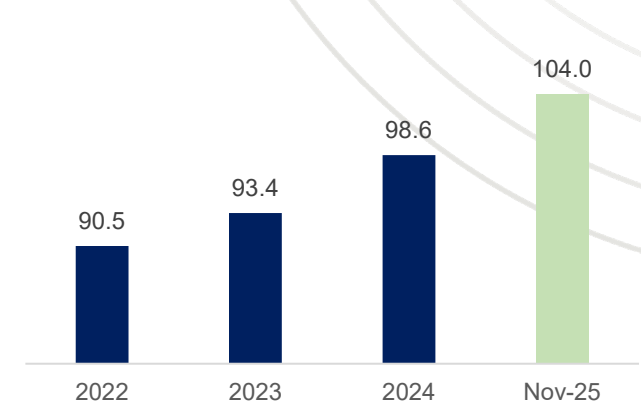
Standing at USD 70.2 billion as of end of November 2025, Total Bank Deposits witnessed a rising trend throughout the years.

Banks Total Loans (USD Bn)



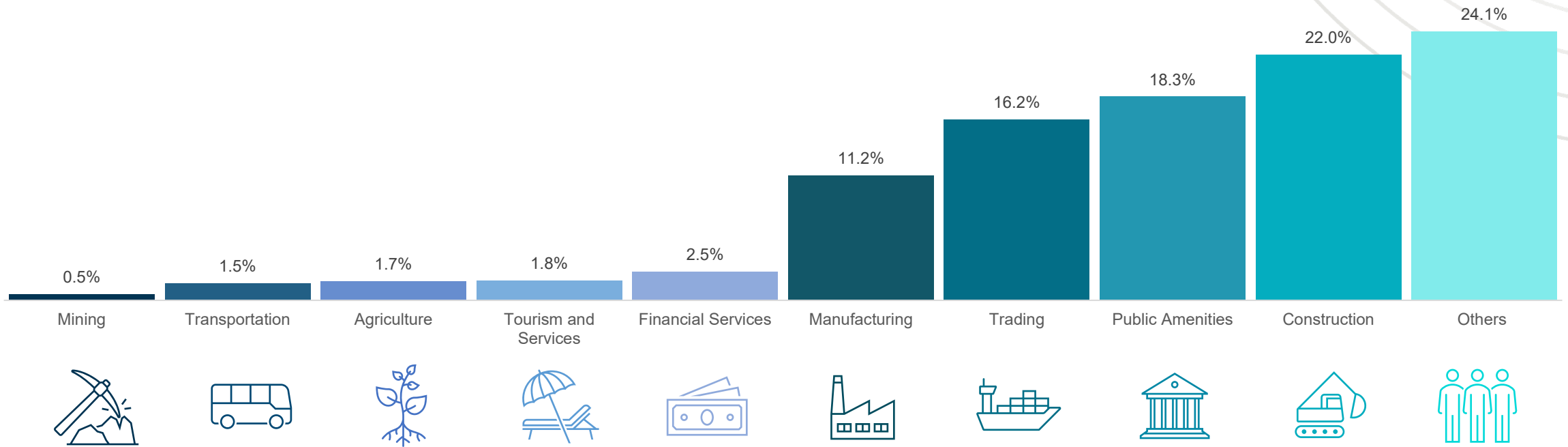
At USD 51.1 billion, Banks' Total Loans similarly witnessed an increasing trend since 2022, with Loan to Deposit ratio reaching 72.7% in November 2025 compared to 74.5% as of December 2024.

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 November 2025.

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

Key Banking Indicators

Item	2021	2022	2023	2024	2025
Non-Performing Loans Ratio	5.30%	4.80%	4.94%	5.6%	5.8%*
Coverage Ratio	79.9%	81.5%	75.6%	73.1%	71.3%*
Return on Equity (ROE)	8.3%	8.8%	9.3%	9.8%	11.5%*
Return on Assets (ROA)	1.0%	1.0%	1.1%	1.2%	1.3%*
Overnight Window Rate	2.0%	6.25%	7.25%	6.25%	6%**
Average Interest Rate on Term Deposits	3.5%	4.6%	5.9%	5.9%	5.3%**

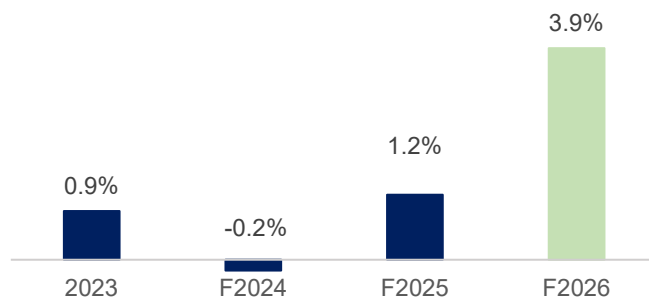
* Data as of June 2025.

** Data as of November 2025.

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

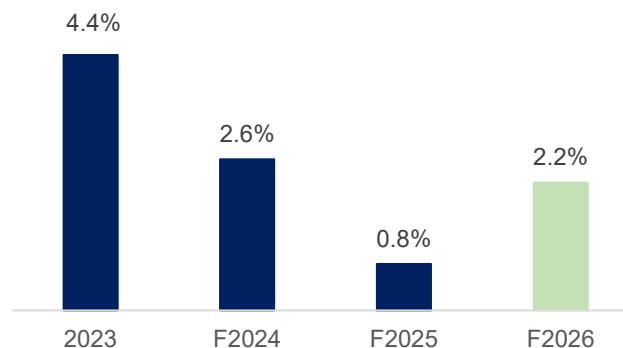
Iraqi Economy Highlights

Real GDP (% Change)



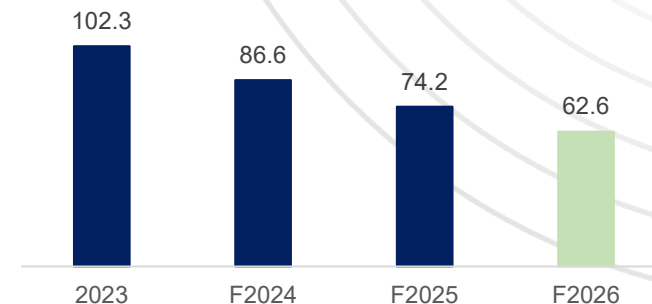
Iraq's GDP is projected to recover following the 2024 contraction, supported by stabilised oil prices, public investment and post-conflict reconstruction. However, the outlook remains exposed to regional geopolitical tensions, which could affect oil production, exports and investment sentiment.

Inflation Rate (CPI, Average Annual)



Inflation is forecast to rise moderately to around 2.2% in 2026, reflecting price normalisation and reconstruction-related demand. Despite upside risks from energy prices and regional instability, inflation is expected to remain manageable under the baseline scenario.

Foreign Currency Reserves (USD Bn)



Foreign currency reserves are expected to decline by approximately 16% in 2026 compared to 2025, mainly due to oil revenue volatility and fiscal pressures. While reserve levels remain relatively strong, heightened geopolitical risks reinforce the importance of fiscal reforms and revenue diversification to preserve macroeconomic stability.

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