



بنك الاردن Bank of Jordan



# Bank of Jordan Group - Q4 - 2024

Investor Presentation

**03. Executive Summary**

**05. BOJ Footprints**

**11. Strategic Focus**

**15. Value Proposition**

**19. Innovation and Agility**

**25. Sustainability Reports**

**28. Financial Performance: KPI**

**39. Subsidiaries and External Branches**

**41. Economic Overview**

# Table of Contents



# Executive Summary

# Bank of Jordan at a Glance

Bank of Jordan group currently operates and has a strong network in the Middle East.

Balances as of Q4 - 2024.



**ASSETS**  
~ \$ 4,450 Million



**CUSTOMER DEPOSITS**  
~ \$ 3,175 Million



**SHAREHOLDERS EQUITY**  
~ \$ 745 Million



**BRANCHES**  
113 branches



**NET PROFIT AFTER TAX**  
~ \$ 78 Million



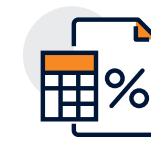
**CREDIT FACILITIES - NET**  
~ \$ 2,114 Million



**SERVED BY**  
1,927 employees



**ATMS**  
251 ATMs



**BUSINESS DIVISIONS**  
Corporate & SME  
Retail  
Treasury  
Investment Services  
Financial Leasing



**PRESENCE**  
Jordan  
Palestine  
Syria  
Bahrain  
Iraq

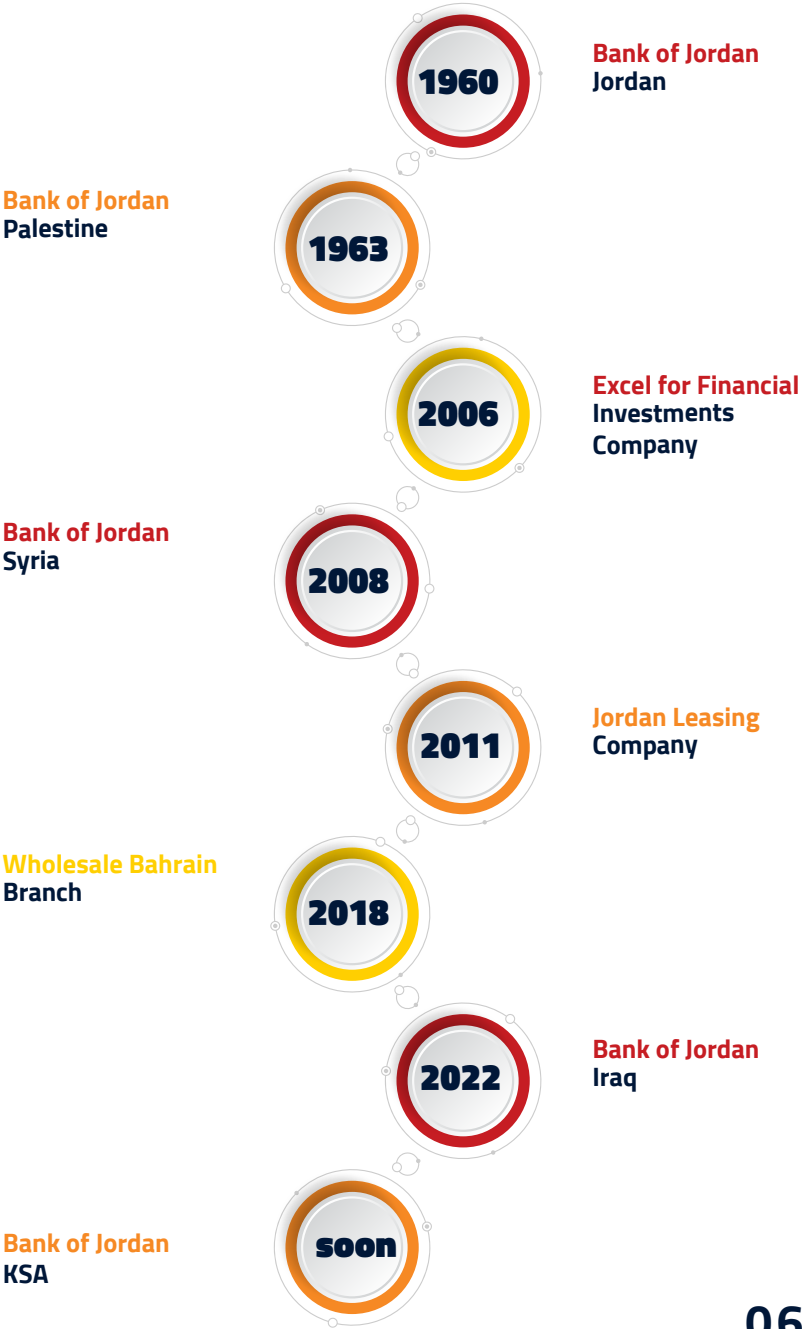


# Bank of Jordan Footprint

# Bank of Jordan Footprint

Bank of Jordan is one of the oldest commercial banking institutions and most pioneering financial institutions in Jordan, established on March 03, 1960. Today, Bank of Jordan stands as one of the region's leading banks, with shareholders' equity amounting to approximately USD 701 million as of 31/03/2024. The bank operates a wide-reaching distribution network that includes branches, offices, and ATMs strategically located throughout Jordan, Palestine, and Iraq. Moreover, Bank of Jordan offers a broad array of electronic and digital distribution channels, such as the BOJ Mobile application, the BOJ Business Banking digital services platform and a Contact Centre.

The bank delivers comprehensive banking products and services tailored to meet the diverse needs of individuals, small and medium-sized enterprises, and large corporations. Furthermore, it has played an active role in financing developmental projects for both national institutions and the private sector. The Bank of Jordan Group today includes branches in Jordan, Palestine, Bahrain, and Iraq, as well as the following subsidiaries: Bank of Jordan - Syria, Excel for Financial Investments Company, and Jordan Leasing Company. As part of our regional expansion plans, we are currently focused on identifying growth opportunities in rapidly developing regional economies. We are diligently preparing to launch operations in Riyadh, Saudi Arabia, with the aim of expanding our business network and enhancing our services in the region. This initiative aligns with our overarching goal of achieving sustainable success and promoting economic growth.



# Expansion and Footprint



<b>Bank of Jordan</b> (Jordan) <b>82 Branches</b>	(Jordan) <b>191 ATMs</b>
<b>Bank of Jordan</b> (Palestine) <b>19 Branches</b>	(Palestine) <b>46 ATMs</b>
<b>Bank of Jordan</b> Subsidiary (Syria) <b>11 Branches</b>	(Syria) <b>12 ATMs</b>
<b>Wholesale</b> Bahrain Branch <b>1 Branch</b>	(Bahrain) <b>0 ATMs</b>
<b>Bank of Jordan – Iraq</b> (Baghdad Branch) <b>1 Branch</b>	(Iraq) <b>1 ATMs</b>



# Board of Directors, Management & Shareholder Information

## The Board, CEO, and Auditors Governance Structure

### Chairman of the Board / Dedicated

**Mr. Shaker Tawfiq Fakhouri**

### Vice Chairman

**Mr. Walid Tawfiq Fakhouri**

### Members

**Dr. Yanal Mawloud Zakaria**

Representative of Al-Ekbal for General Investment Co. Cayman Islands.

**Mr. "Shadi Ramzi" Abd Al-Salam Al-Majali**

Representative of Al Tawfiq Investment House – Jordan

**Mr. Haitham Mohammed Samih Barakat**

Representative of Al Loloua for General Investments Co. Cayman Islands.

**Mr. Husam Rashed Manna'**

Representative of Al Yamama for General Investments Co. Cayman Islands

**Mr. Walid Mohammad Al-Jamal**

Representative of Al Pharaenah Int'l for Industrial Investments Co.

### Members

**Mr. Walid Rafiq Anabtawi**

**Mr. Mohammad Sa-ed Ishaq Jarallah**

**Mr. Youssef Jan Chamoun**

**Mr. Emad Adeen Jihad Al-Mass**

### Chief Executive Officer

**Mr. Saleh Rajab Hammad**

### Auditors

**Deloitte & Touche (M.E.) - Jordan**

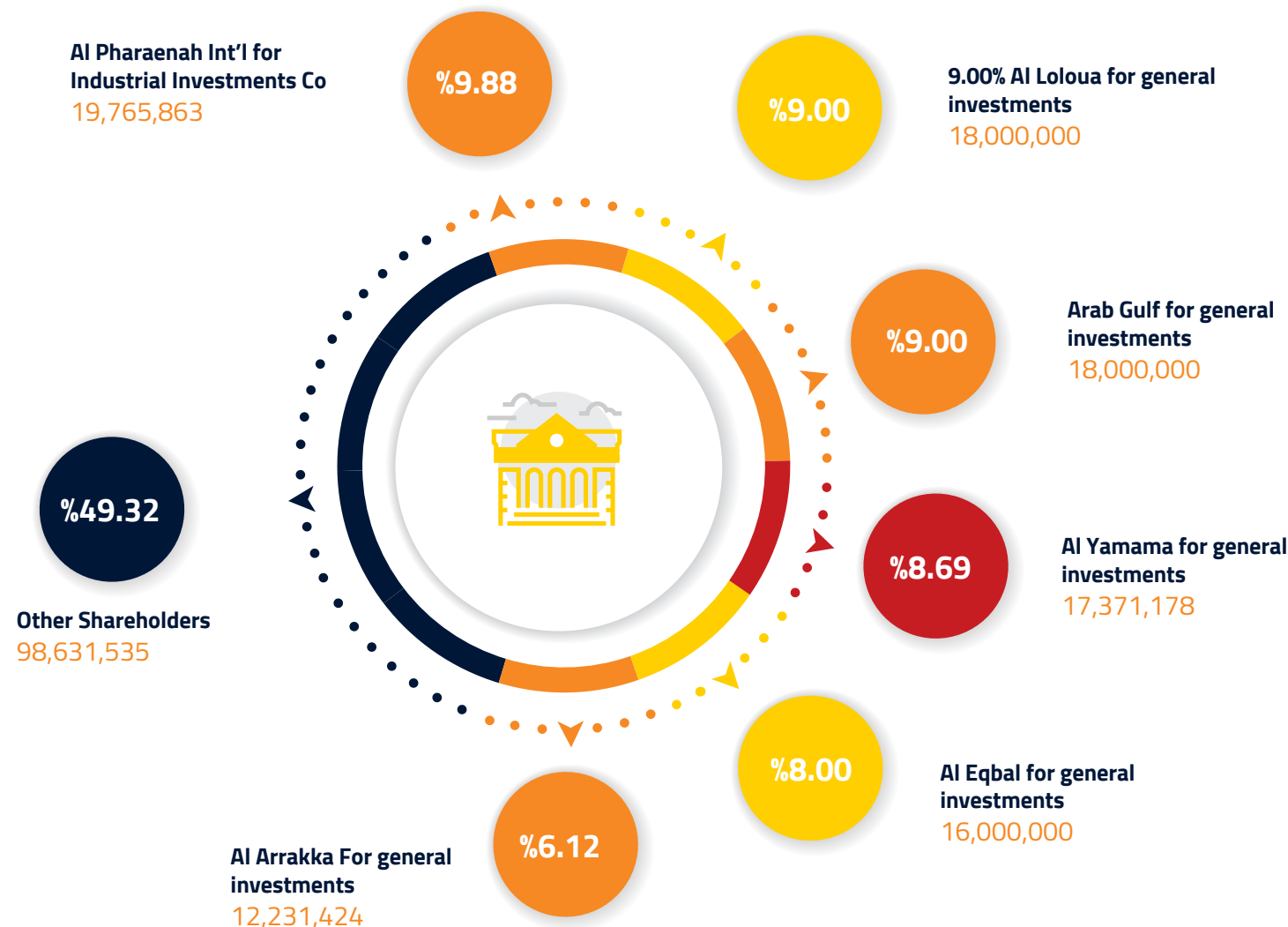
For more information about  
Bank of Jordan's approach to  
corporate governance

[Click here](#)

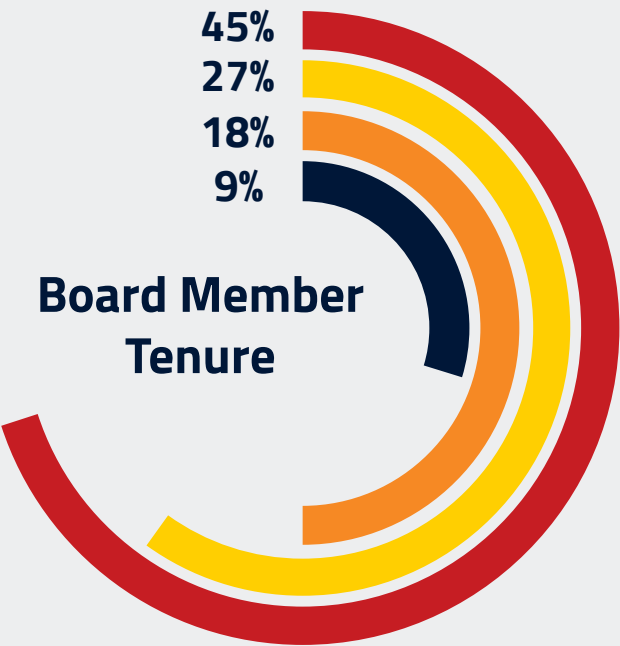


# Board of Directors, Management & Shareholders information

## Main Shareholders\*



# Board Member Tenure & Membership Structure



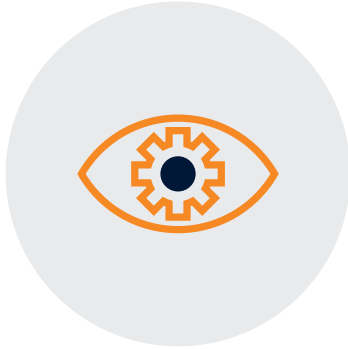
- 3-5 years
- 6-10 years
- 11-19 years
- Above 20 years

- Non - Independent
- Independent

The board consists of 11 members who are elected by the general assembly to a four-year term; 7 are non-independent and 4 are independent.



# Strategic Focus



### **Our Vision**

To be a pioneering bank that excels in providing products and services, offers comprehensive financial solutions and acquires an advanced position in the Arab region.



### **Our Mission**

To build amicable relations with our customers, optimize the returns to shareholders and contribute to social advancement by providing comprehensive financial solutions through high quality and efficient service channels and modern business environment that comprise an excelling team of employees.

# Strategic Direction

## Overview 2024

---

### Profitability, Growth, & Market Penetration

Focus on maximizing financial returns, market expansion, and incorporate a prudent approach to managing risk.

This is reflected in the emphasis on optimizing provision levels—allocating the right amount of financial reserves to guard against potential future loan losses. By carefully calibrating these provisions, the bank aims to maintain a balance between risk mitigation and capital utilization, ensuring that it can navigate economic fluctuations without compromising its growth trajectory or profitability objectives.

### Data Driven Decision Making

Emphasizes the significance of leveraging data and advanced analytics to refine strategic decision-making, streamline operations, and tailor customer engagements.

This strategy is contingent on the maturity of data management within the organization, ranging from moderate to high. It is founded on robust data analytics capabilities, the integration of AI in processes, and the utilization of predictive analytics to anticipate market shifts and customer preferences. This strategy underscores the bank's commitment to becoming a more data-driven institution.

# Strategic Direction

## Overview 2024

---

### Elevating Financial Well-being

Elevating the financial literacy of targeted customer segments, offering tailored educational content, personalized advisory services, and innovative product solutions catered for each segment's needs.

The strategy leverages the bank's digital platforms for enhanced customer engagement, with the objective of equipping customers with the knowledge to make informed financial decisions. Concurrently, it involves cultivating an internal culture of engagement, ensuring that employees are aligned with and are active participants in the bank's strategic goals.

### Driving A Performance-driven Culture For Targeting Segments

Establishing a performance-driven culture within the bank, emphasizing the importance of clear goals, recognition systems, and accountability.

It is designed to enhance employee engagement, ensure adherence to ethical practices, and cultivate a customer-focused innovation mindset. The goal is to create an environment where a Key Performance Indicator (KPI)-driven culture thrives, guiding continuous improvement and professional development across the organization.



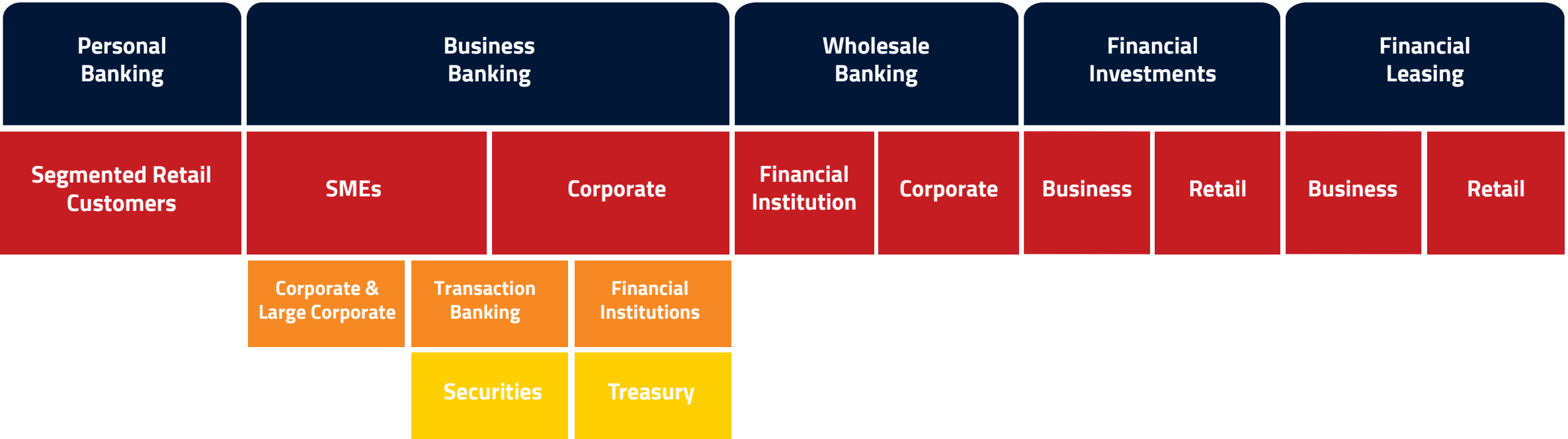
# Value Proposition



# Segmentation

## Strategic Segmentation Map

Bank of Jordan is committed to creating, communicating, and delivering its value proposition to its customers through meticulous customer segmentation, aiming to serve your personal, business, and investment needs. Our customer-centric approach is designed to fulfill our customers' requirements efficiently and effectively.



# Value Proposition Elements

## How BOJ is Creating Value to Customers?



# Value Proposition Elements

## How BOJ is Creating Value to Customers?

### Financial Leasing

#### ● Your Leasing Financing

##### Financial leasing options

1. Ijarah Ending with Ownership Transfer (Ijara Muntahia Bittamleek)
2. Operating lease
3. Selling then Leasing the Asset/ Asset liquidation

### Securities Services

#### ● For foreign institutional investors in the Jordanian market

- Safekeeping
- Settlement
- Reporting
- Corporate actions
- Dividends collection and distribution
- Market updates and news

An abstract graphic featuring overlapping organic shapes in yellow and red. The yellow shape is on the left, and the red shape is on the right, with a dark red area where they overlap.

**Innovation  
and Agility**

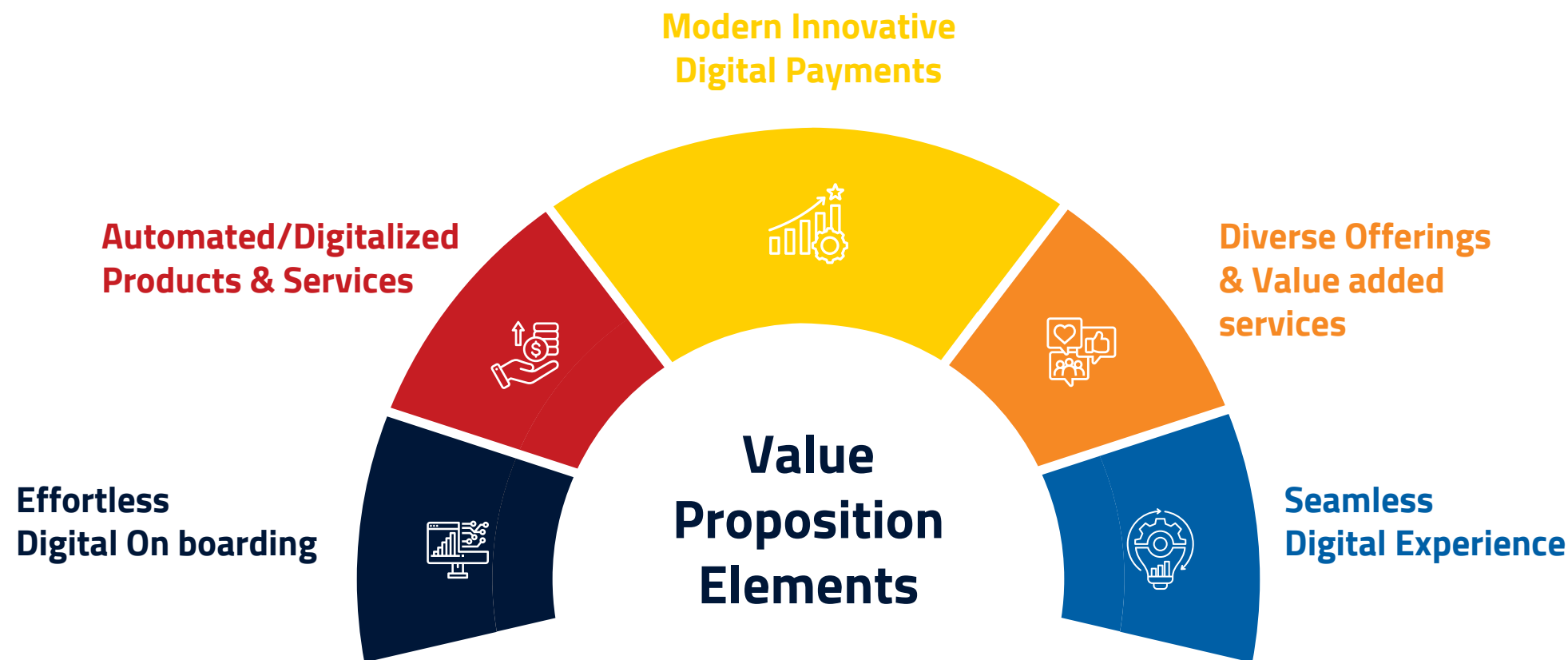
# Digital Banking & E-Channels

Driven by the bank's progressive strategy, the Digital Banking and E-Channels department is overlooking digital functions which are core to the daily banking functions, and attend to the overall strategy of digital transformation. While continuously adapting to the latest customer needs and banking trends, the bank tends to utilize a customer-driven approach in order to enhance customer-facing channels.



# Value Proposition Elements

## How is BOJ Creating Value for Customers?



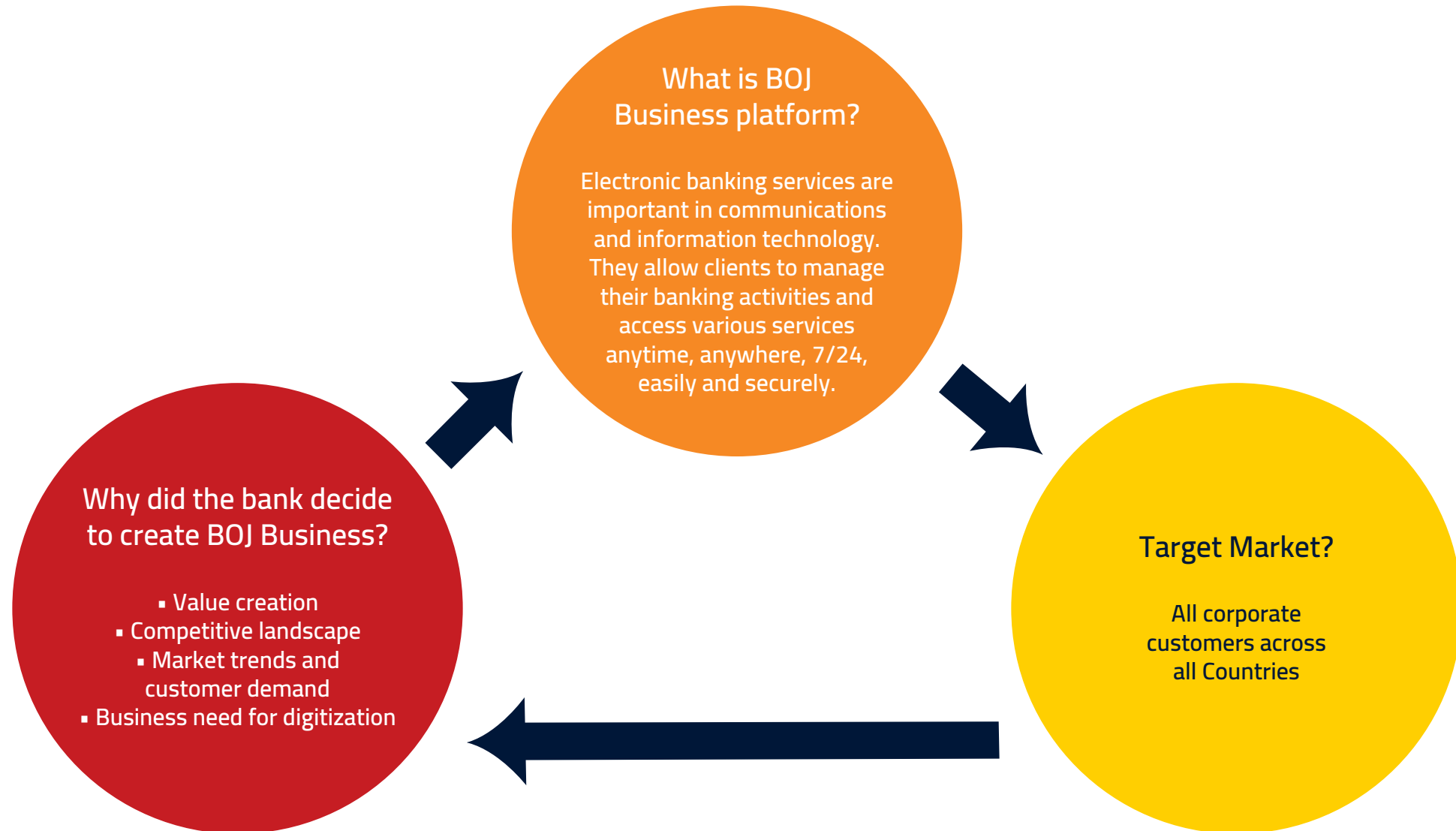


# **BOJ Business Online Banking**



# Introduction to BOJ Business

---



# BOJ Business Overview -

## Key Features

---



**Reporting:** Accounts statement ,(PDC & Instant Cheques summary include images), SWIFT images, Loan schedules, Offline requests (Credit card, Open sub-accounts, Cheque book request.

**Payments:** Own account transfers, International transfers, within bank transfers, Bulk File Upload, Payroll

**Management and Issuance of Trade Finance transactions:** Letters of Credit (LC's), Bank Guarantees (BG's) and Bills for Collection (BC's).

# BOJ Business Overview -

## Platform Capabilities

---



# Key Benefits

Better visibility through  
real-time reporting

## Holding structure:

Manage multiple accounts and their payments  
with a single sign-in and across all their Bank of  
Jordan accounts in all countries.

Reduce time spent on  
reports and data gathering

Full access anytime,  
anywhere !

## Cost Savings:

- Reduce operational and labor costs by eliminating the use of paperwork

## Enhanced Security:

- Two-factor authentication through OTP (Email & SMS)
- BOJ Business Secured by SiteLock Trust Seal Testing Certificate
- Regular cyber security audits

## Efficiency gains:

- Enhance transaction efficiency and speed through single and bulk payments
- Streamlined processes at the back-end level leading to faster transaction processing

# BOJ Information Security Program

Bank of Jordan is committed to maintaining a strong cybersecurity position by adhering to internationally recognized standards and frameworks, in addition to local and regional authoritative regulatory requirements.



Bank of Jordan achieved second place among all banks and financial institutions in Jordan that participated in the interactive cyber-attack tabletop exercise conducted by the Central Bank of Jordan.



# Sustainability Reports

# 2023

## Highlights

We are marking a significant milestone in our journey towards fostering a sustainable future. We have dedicated substantial efforts to establishing a robust sustainability framework, anchored on four key pillars that shape our approach to integrating sustainability into the bank's operational processes.

### Reinforcing Our Primary Governance Principles and Advancing Sustainable Finance



Board members maintained an attendance rate of approximately **95%** at board meetings.



**100%** of the Board of Directors are non-executive members.



**Zero** incidents of non-compliance with laws and regulations nor non-monetary penalties documented within the past 3 years.



BOJ has maintained the distribution of cash dividends of **18%** of the capital, amounting to JOD 36 million within the past 3 years.



**11%** increase in the percentage of environmentally friendly car loans.



**13.3%** increase in returns (total income).



**14.5%** of our total credit facilities portfolio is dedicated to financing small and medium enterprises.

### Cultivating Amicable Relations with Our Customers



**92.8%** Overall customer satisfaction rate.



Successfully launched the **BOJ Business Banking** Platform.



**87%** of complaints have been resolved within five business days throughout 2023.



Project Completion of the **Middleware** System.



**85%** of our clients have been using digital channels within the past 3 years.



**92%** Relative importance of movements executed digitally from the total transactions executed



**Zero** data breaches have been recorded within the past 3 years



**54** ATMs and **33** branches are equipped for individuals with mobility impairments.



# 2023

## Highlights

### Unwavering Commitment to Our Communities and Our Environment



**Zero fines** for non-compliance with environmental laws and regulations within the past 3 years.



**9000+** beneficiaries of our social initiatives and programs.



**22.8%** increase in donations and sponsorships provided by BOJ.



Avoided carbon emissions amounting to **2,644 tons of CO2**, due to reliance on solar energy.

**100%** Total reliance on solar energy to meet our electrical energy needs in the last 3 years.



**11%** increase in spending on local suppliers.

### Developing a Team of Exceptional Employees



**99.5%** of our total workforce are locals.



**24.6%** increase in the number of females in middle and senior management.



**764** employees participated in the field training program on behavioural competencies, representing **53%** of the total workforce in 2023.



**19.4%** increase in the number of training hours provided to employees compared to 2022.



**1000+** employees attended training on the Code of Professional Conduct.



**21%** decrease in the number of grievances.

# Corporate Social Responsibility (CSR)

Rooted in our unwavering belief in the principles of social solidarity and understanding the ever-evolving societal needs, Bank of Jordan is deeply committed to executing impactful social responsibility initiatives. Over the years, we have fostered strategic partnerships with various charitable and civil society organizations, reflecting our dedication towards bolstering key societal pillars.



CSR Spending till Q4-2024 (by activity) ~ 1157 Thousand USD (1.2 Million Dollar)

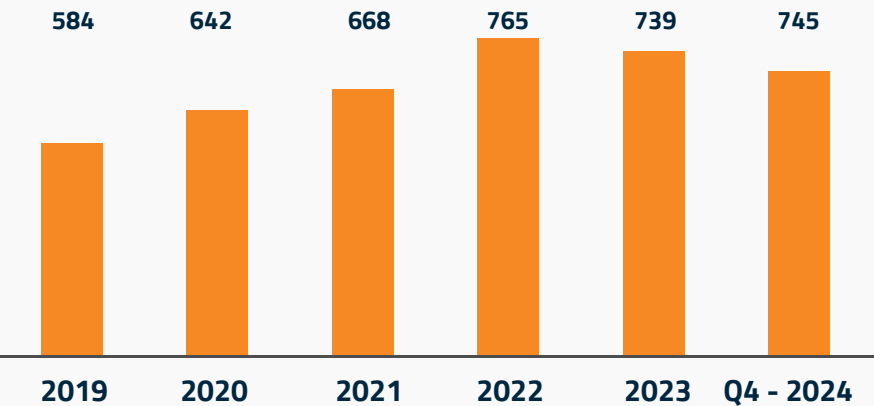


# **Financial Performance Key Performance Indicators**

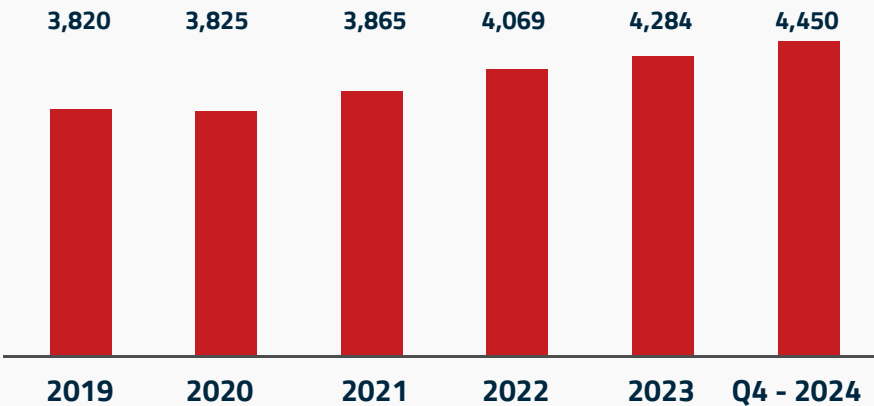
# Financial Performance

## Key Performance Indicators

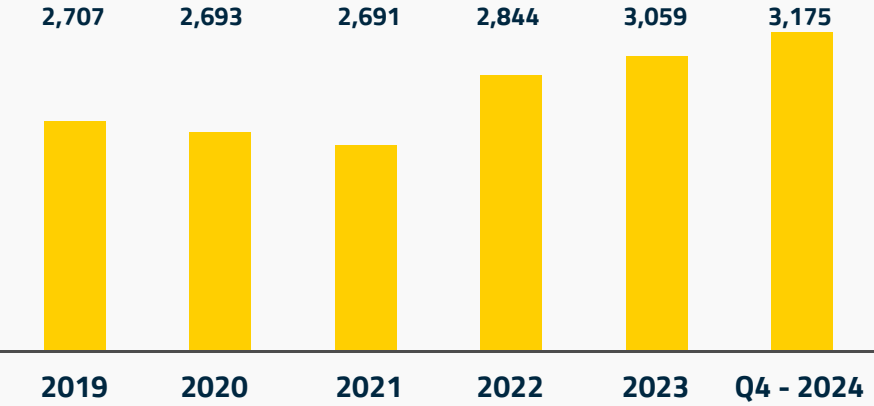
Equity Attributable to Shareholders (\$ Million)



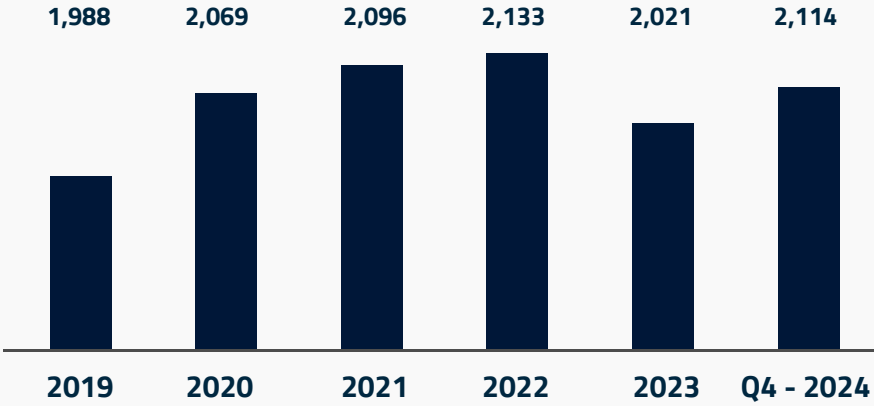
Total Assets (\$ Million)



Customer Deposits (\$ Million)

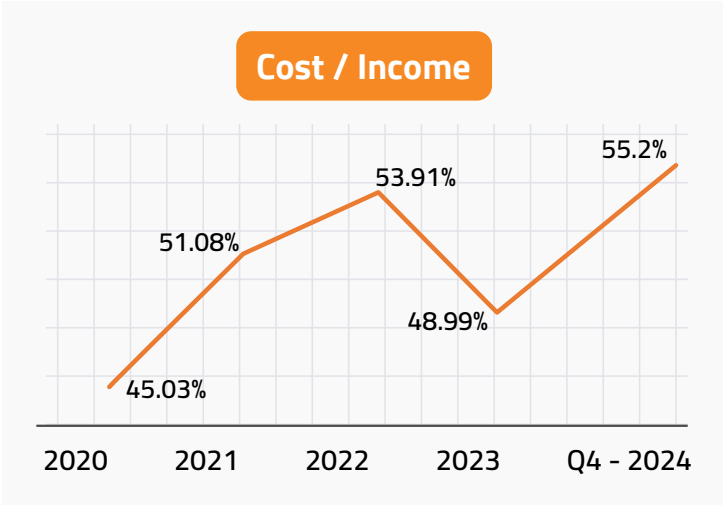
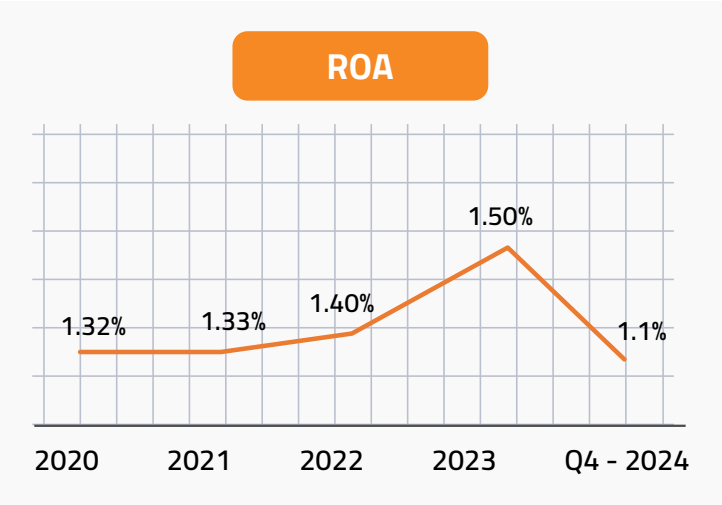
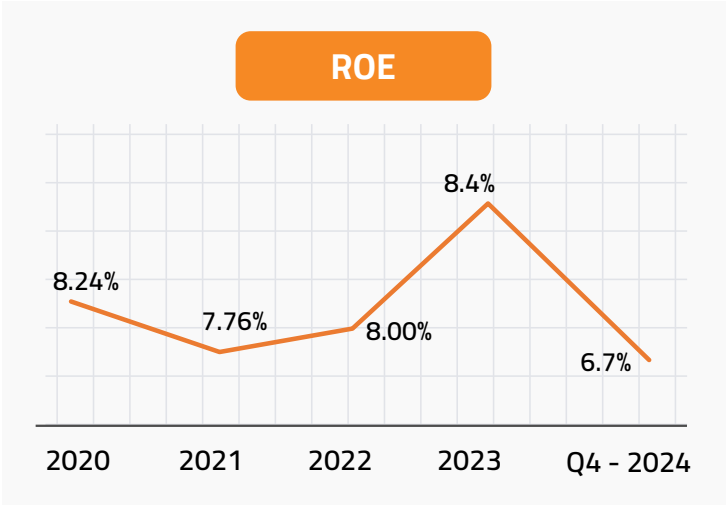
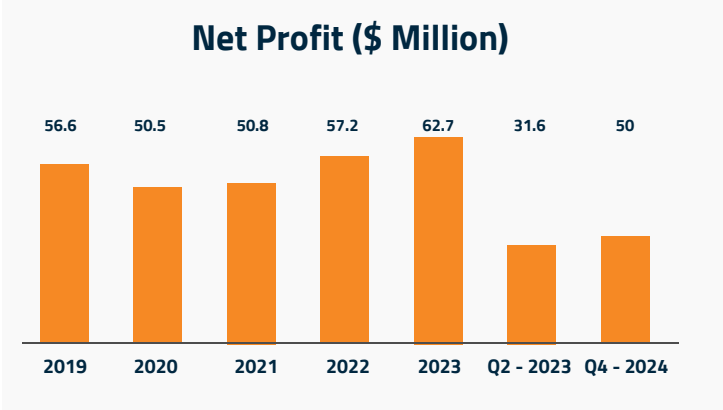
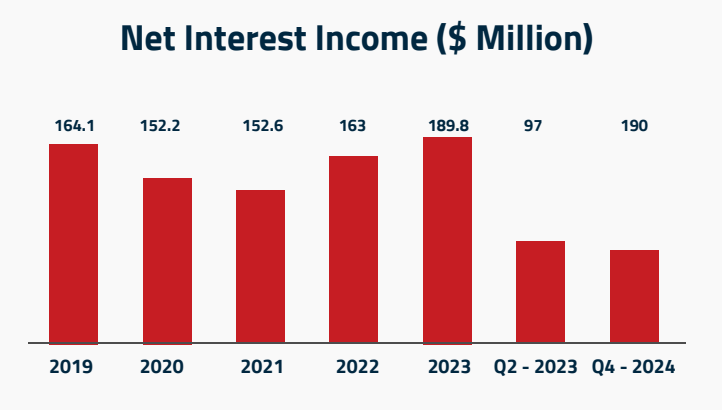
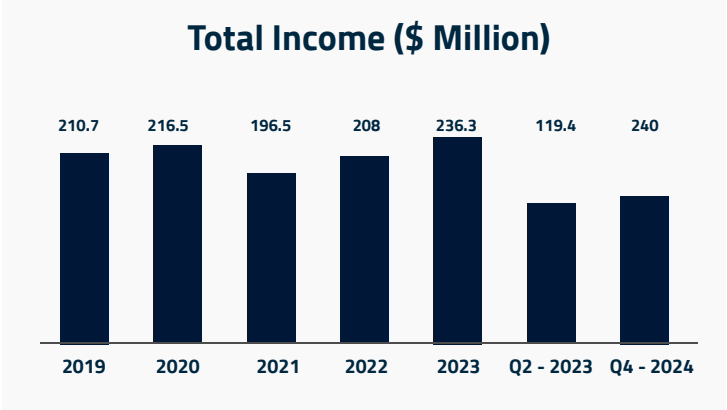


Credit Facilities - Net (\$ Million)



# Financial Performance

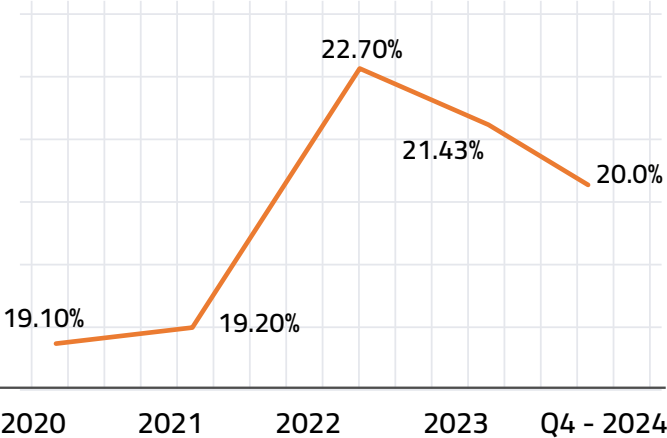
## Key Performance Indicators



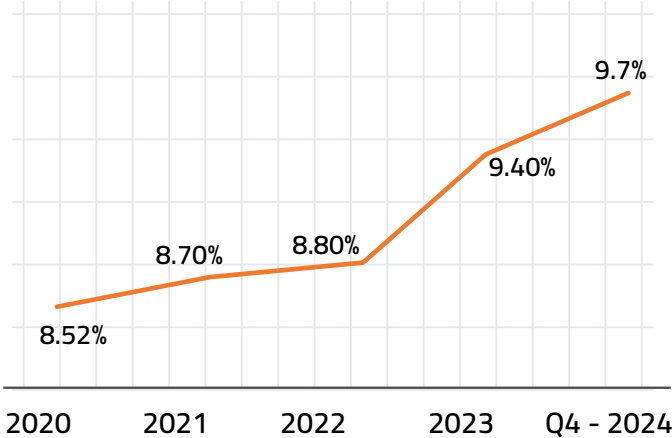
# Financial Performance

## Key Performance Indicators

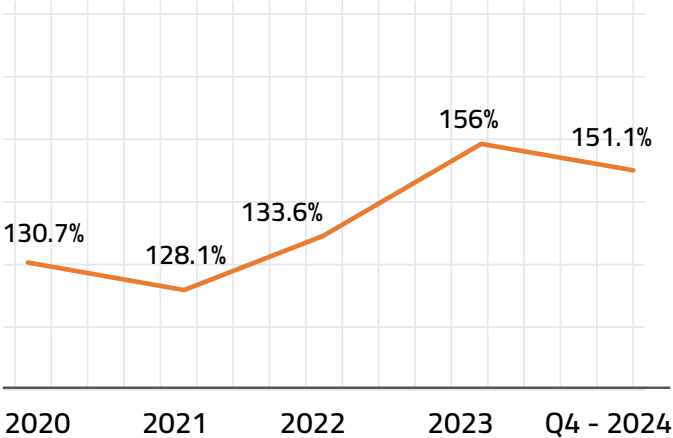
Capital Adequacy  
Ratio (CAR)



NPL Ratio



Legal Liquidity  
Ratio



# Consolidated Statement of Financial Position

## as of 31/12/2024

Assets	2024 USD	2023 USD
Cash and balances with central banks – Net	1,088,271,893	1,224,878,080
Balances with banks and financial institutions – Net	378,145,326	201,059,536
Deposits with banks and financial institutions -Net	660,008	631,804
Financial assets at fair value through profit or loss	500,984	494,777
Financial assets at fair value through other comprehensive income	353,394,519	337,021,810
Direct credit facilities at amortized cost - Net	2,113,926,955	2,020,974,722
Financial assets at amortized cost - Net	233,935,499	231,490,337
Property and equipment – Net	86,066,753	82,496,142
Intangible assets – Net	12,168,058	10,433,729
Deferred tax assets	35,441,808	33,106,399
Other assets	147,315,594	141,266,461
<b>Total Assets</b>	<b>4,449,827,398</b>	<b>4,283,853,798</b>



# Liabilities and Owners' Equity

Liabilities:	2024 USD	2023 USD
Banks and financial institutions' deposits	59,712,417	100,640,928
Customers' deposits	3,175,421,291	3,059,315,560
Cash margins	281,786,124	197,848,460
Sundry provisions	7,802,928	10,080,666
Income tax provision	26,994,111	27,147,278
Deferred tax liabilities	324,275	665,279
Borrowed funds	56,167,515	51,129,120
Other liabilities	76,838,434	78,619,063
Total Liabilities	3,685,047,096	3,525,446,354

# Owners' Equity

Bank's Shareholders Equity	2024 USD	2023 USD
Paid-up capital	282,087,447	282,087,447
Statutory reserve	172,682,704	164,920,549
Voluntary reserve	154,028	105,608
General banking risks reserve	5,785,643	5,785,643
Special reserve	8,250,695	8,250,695
Foreign currency translation differences	-13,286,463	-13,486,714
Fair value reserve	52,265,292	44,843,757
Retained earnings	237,192,422	246,610,863
<b>Total Owner's Equity - Bank's Shareholders</b>	<b>745,131,769</b>	<b>739,117,849</b>
Non-controlling interests	19,648,533	19,289,595
Total Owners' Equity	764,780,302	758,407,444
<b>Total Liabilities and Owners' Equity</b>	<b>4,449,827,398</b>	<b>4,283,853,798</b>

# Consolidated Statement of Profit or Loss as of 31/12/2024

	For the Year Ended Sep.30	
	2024	2023
	USD	USD
Interest income	277,945,841	261,352,551
Less: Interest expense	88,035,319	71,523,774
Net Interest Income	189,910,522	189,828,777
Net Commissions income	36,259,566	34,776,281
Net Interest and Commissions Income	226,170,087	224,605,058
Foreign currencies income	6,911,825	5,856,756
Gain from financial assets at fair value through profit or loss	12,484	71,075
Cash dividends from financial assets at fair value through other comprehensive income	801,324	1,074,604
Profits from the sale of financial assets at fair value through other comprehensive income - debt Instruments	212,344	226,501
Other income	6,232,560	4,424,116
Total Income	240,340,625	236,258,109

# Consolidated Statement of Profit or Loss as of 31/12/2024 Cont.

	2024	2023
Employees expenses	58,425,725	50,157,082
Depreciation and amortization	16,141,638	15,835,276
Other expenses	58,047,238	52,593,415
Expected credit loss	28,890,381	20,769,312
(Recovered from) assets foreclosed by the Bank impairment provision	45,532	-56,645
Sundry provisions	1,177,952	4,773,656
<b>Total Expenses</b>	<b>162,728,465</b>	<b>144,072,096</b>
<b>Profit for the Year Before Income Tax</b>	<b>77,612,159</b>	<b>92,186,013</b>
Less: Income tax	27,841,283	29,484,762
<b>Profit for the Year</b>	<b>49,770,876</b>	<b>62,701,251</b>
<b>Attributable to:</b>		
Bank's Shareholders	49,389,530	62,092,247
Non-controlling Interests	381,346	609,004
<b>Profit for the Year</b>	<b>49,770,876</b>	<b>62,701,251</b>
	USD/Fills	USD/Fills
Earnings per share for the year attributable to the Banks' shareholders	0.247	0.310

# Financial Performance

## Competitive Position

---



Bank of Jordan is proud to announce that we were recently selected by Global Finance for the Best Sub-Custodian Bank in Jordan award



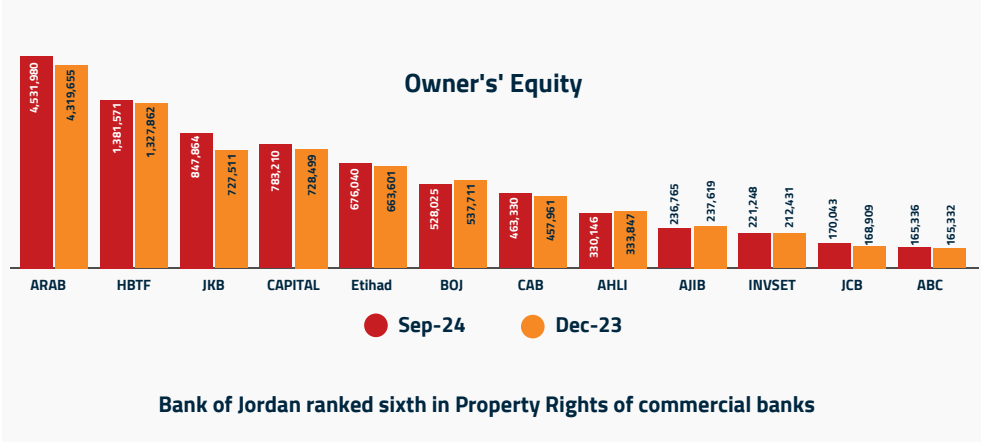
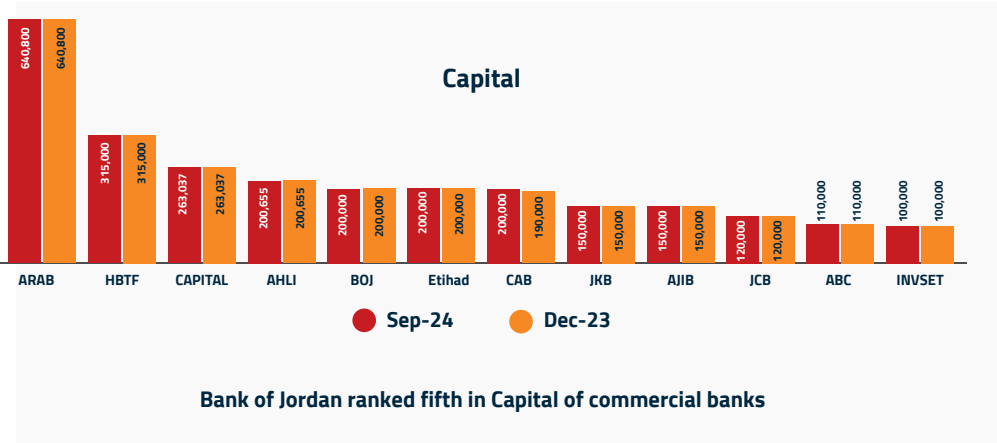
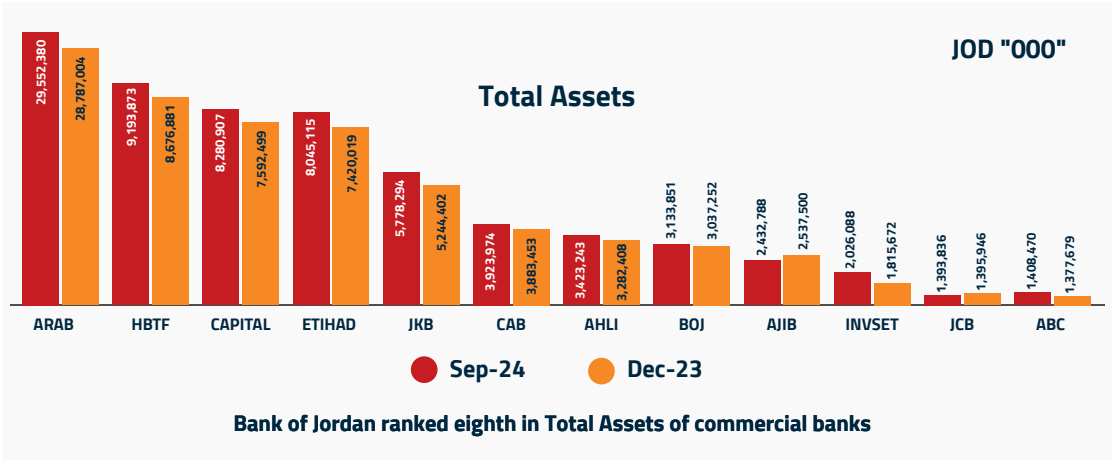
The Bank of Jordan achieved second place among all banks and financial institutions in Jordan that participated in the interactive cyber-attack tabletop exercise conducted by the Central Bank of Jordan through the Cyber Incident Response Team for the Financial and Banking Sector (Jo-FinCERT), in collaboration with Exelasis. This tabletop exercise aimed to test the ability of financial institutions to take the necessary actions and make decisions in response to potential cyber threats targeting the sector.



Bank of Jordan is proud to announce the remarkable achievement of winning the Picasso Gold Award in the Digital Marketing Category. This prestigious honor was awarded for the design of the 'All Eyes on You' Savings Accounts Campaign, which was recognized as the best and most creative design in this category for 2024. The award, granted by an international jury of industry experts, reaffirms our leadership in delivering innovative and creative marketing solutions that meet the highest global standards.

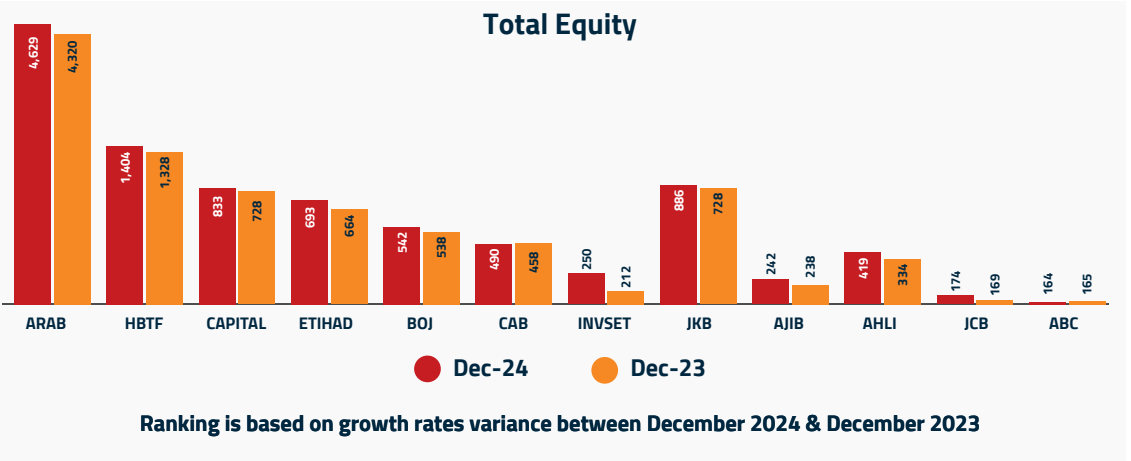
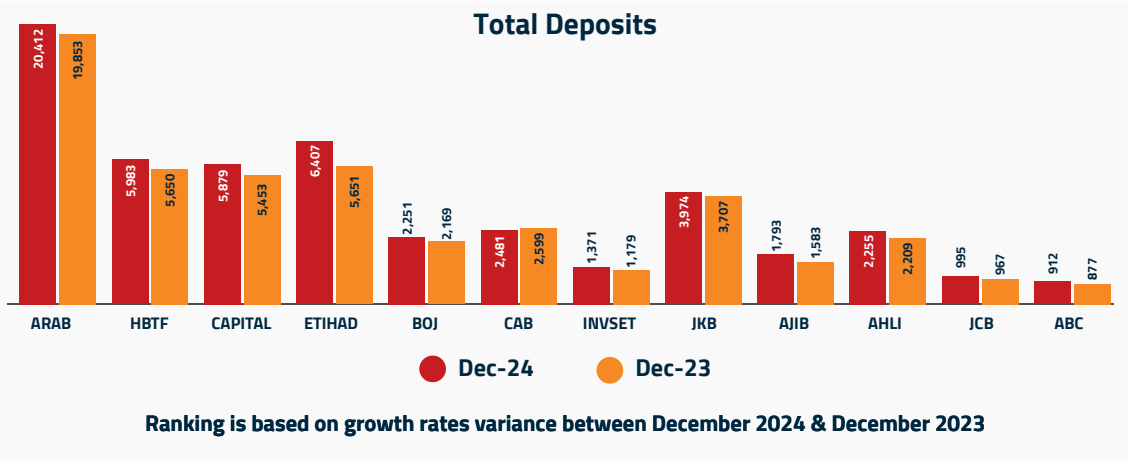
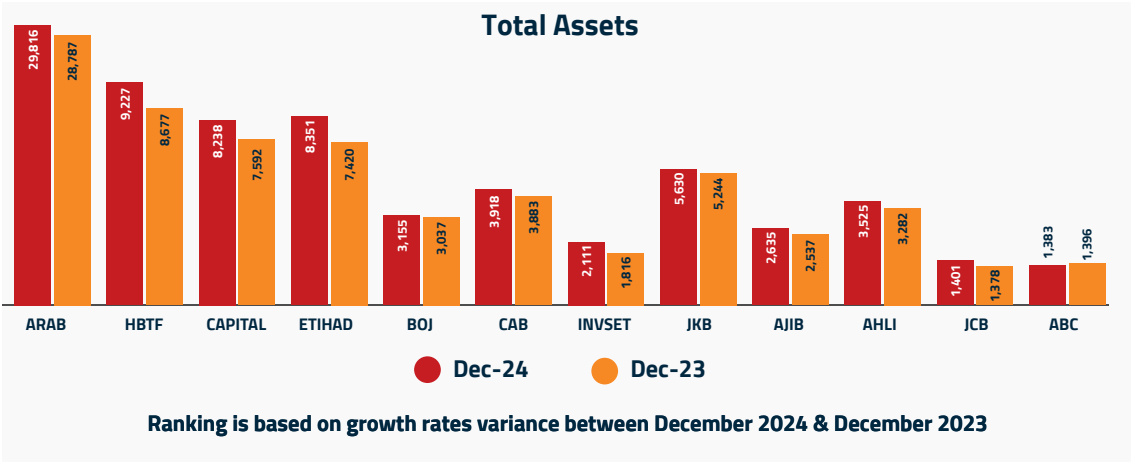
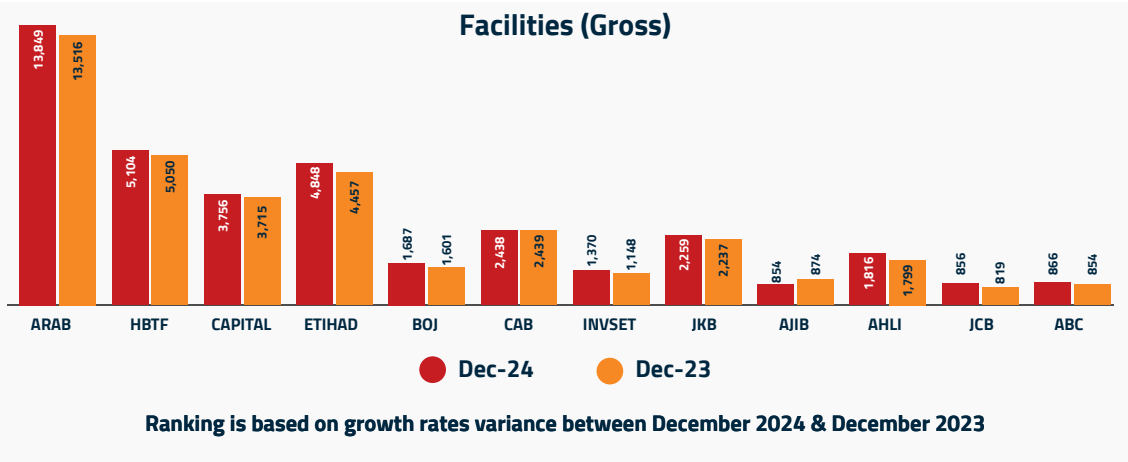
# Financial Performance

## Competitive Position



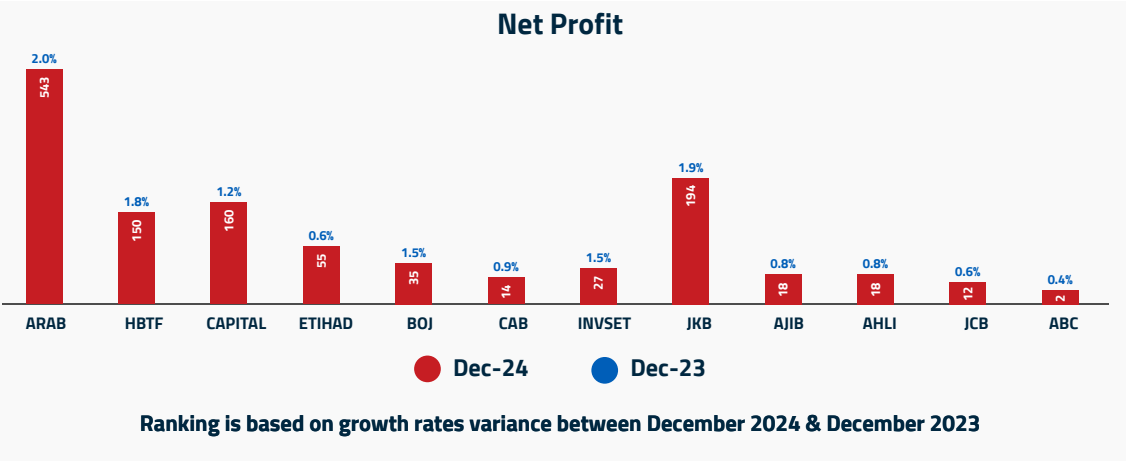
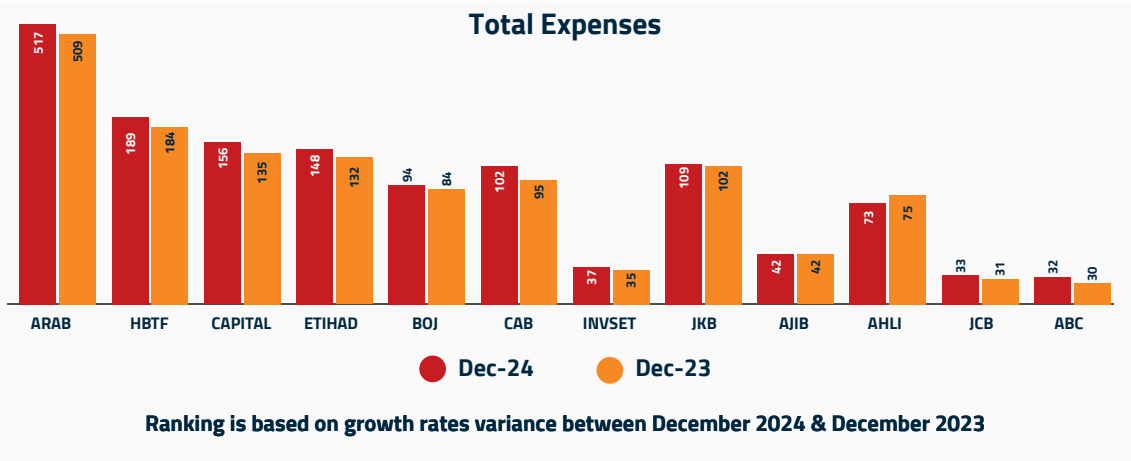
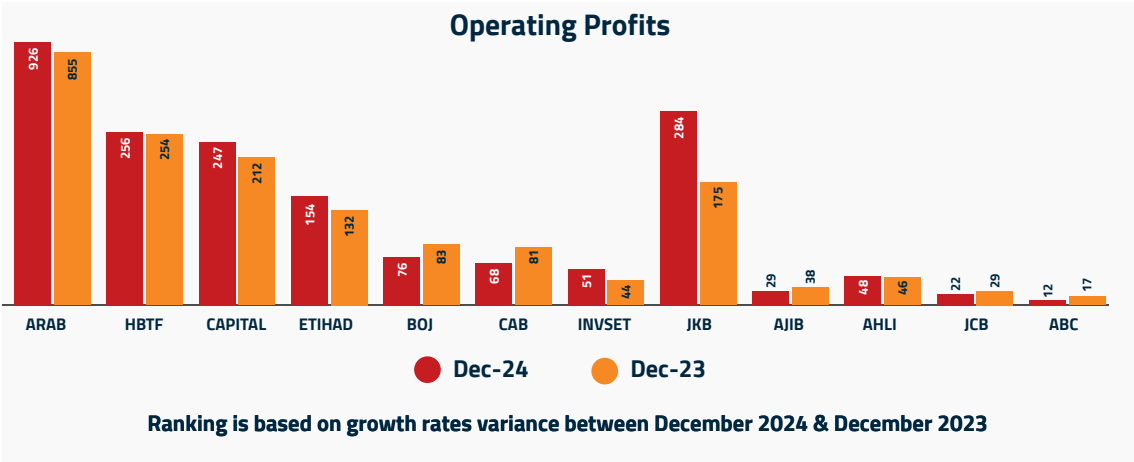
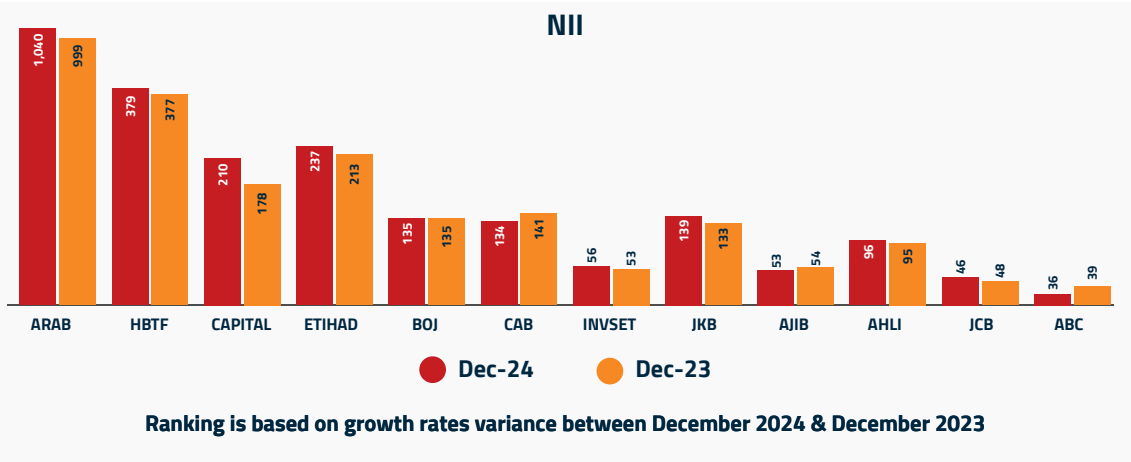
# Banks

## Balance sheet



# Banks

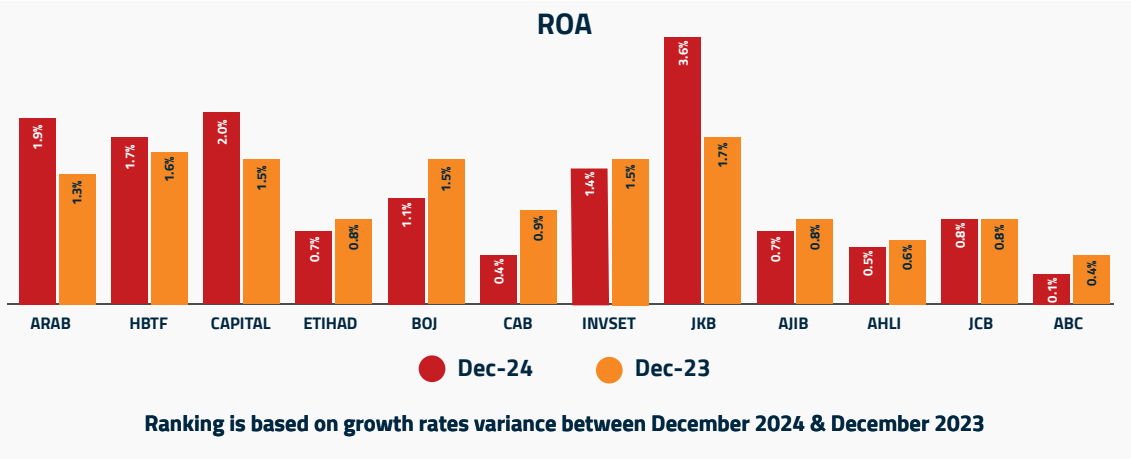
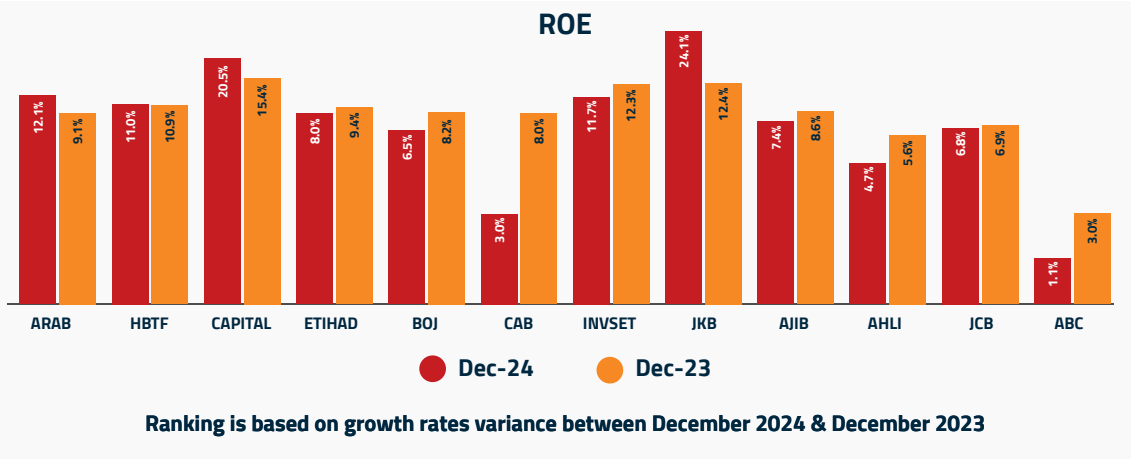
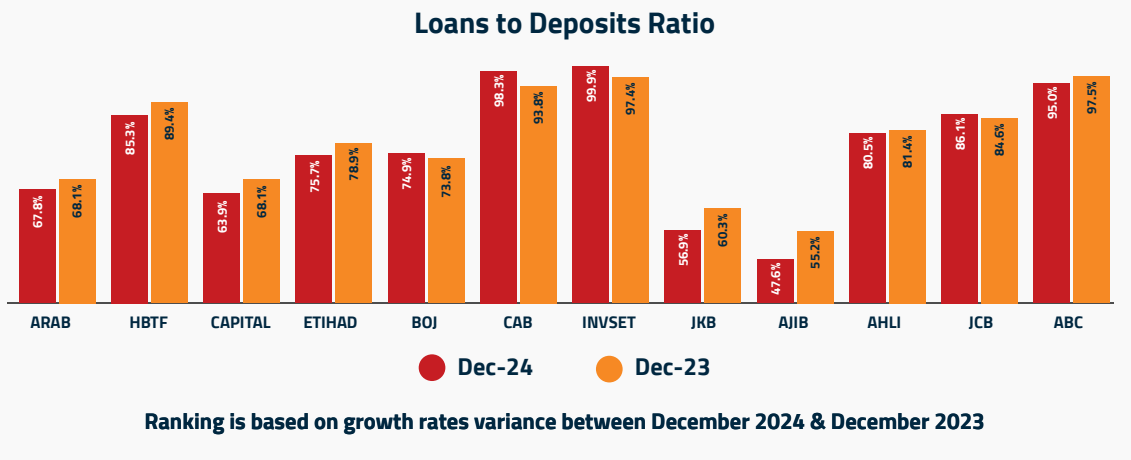
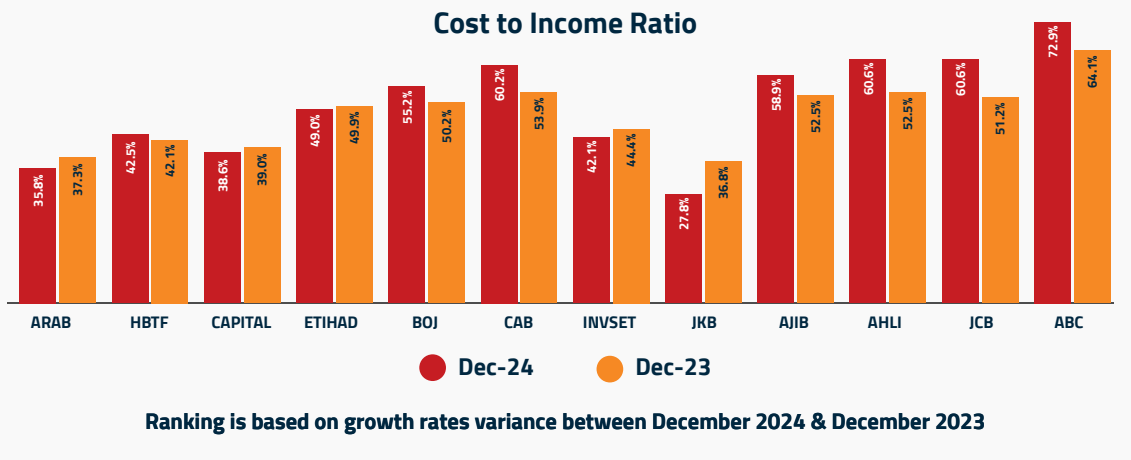
## Income statement





# Banks

## KPI's



# Bank of Jordan Credit Rating

## Fitch Credit Rating

---

### Ratings

Foreign Currency  
Long-Term IDR **BB-**  
Short-Term IDR **B**

Viability Rating **bb-**

Government Support Rating **b**

### Outlooks

Long-Term Foreign-Currency IDR **Stable**  
Sovereign Long-Term Foreign Currency IDR **Stable**  
Sovereign Long-Term Local Currency IDR **Stable**

### Sovereign Risk (Hashemite Kingdom of Jordan)

Long-Term Foreign-Currency IDR **BB-**  
Long-Term Local-Currency IDR **BB-**  
Country Ceiling **BB**



# **Subsidiaries and External Branches**

# Subsidiaries and External Branches

## External Branches

**Bank of Jordan – Palestine**  
Paid-up Capital: \$ 75,000,000  
Date of Establishment: 1963

**Bank of Jordan - Bahrain**  
Paid-up Capital: \$ 50,000,000  
Date of Establishment: 2018

**Bank of Jordan - Iraq**  
Paid-up Capital: \$ 83,500,000  
Date of Establishment: 2022

## Subsidiaries

**Excel for Financial Investments Company**  
% Ownership: 100.0%  
Paid-up Capital: \$ 4,936,530  
Date of Establishment: 2006

**Bank of Jordan - Syria**  
% Ownership: 49.0%  
Paid-up Capital: SYP 15,000,000,000  
Date of Establishment: 2008

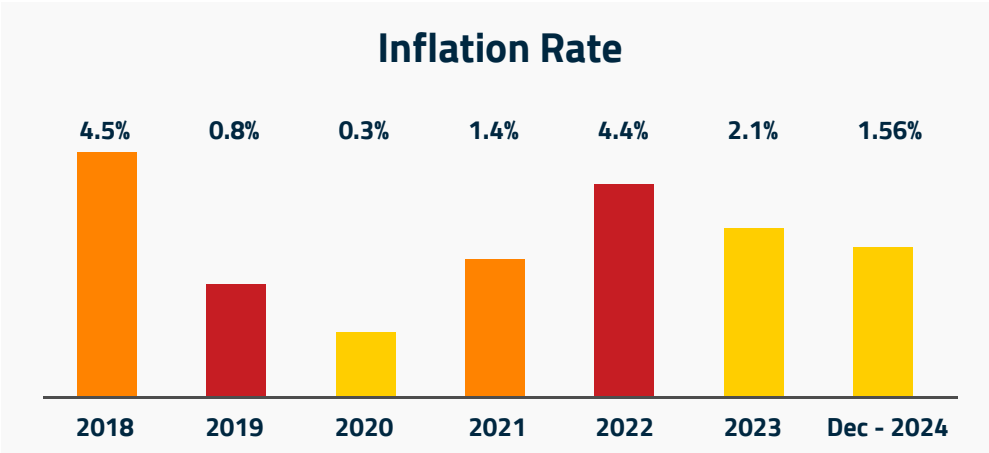
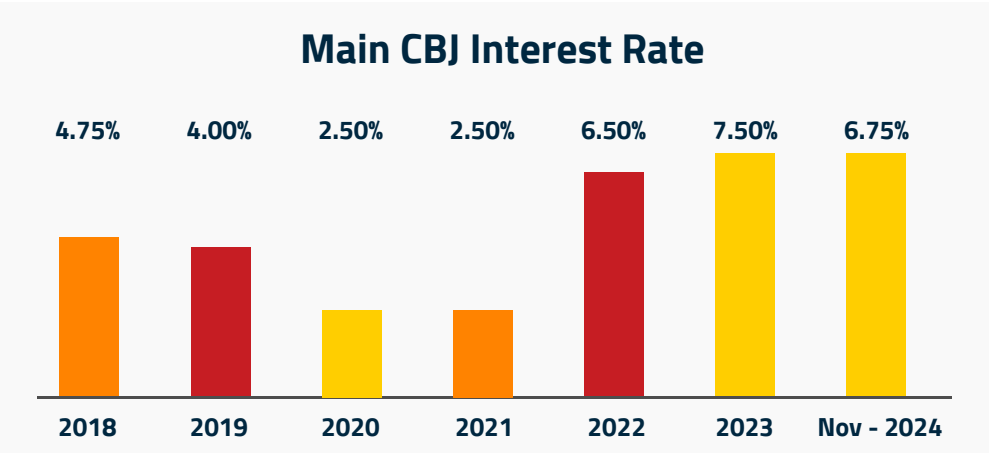
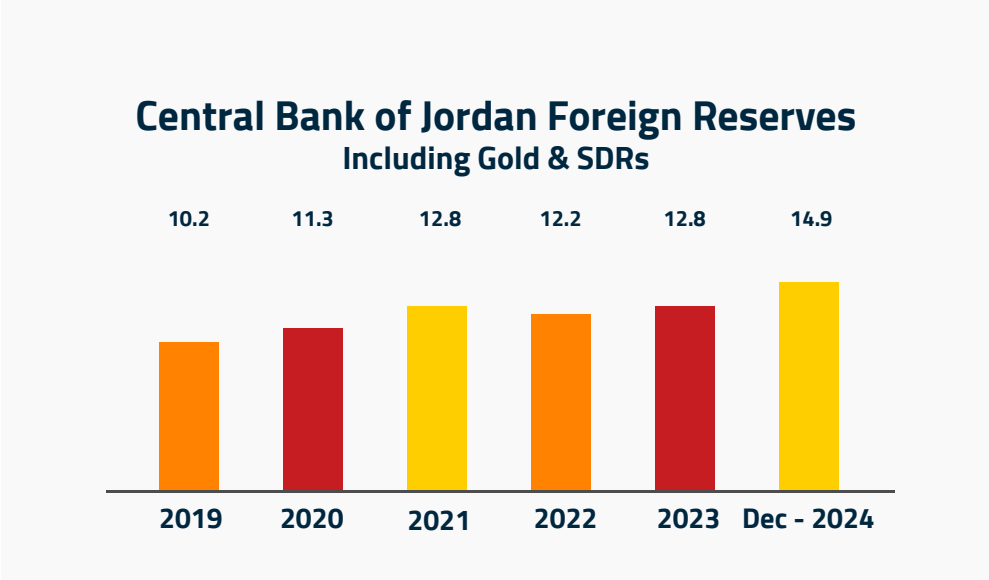
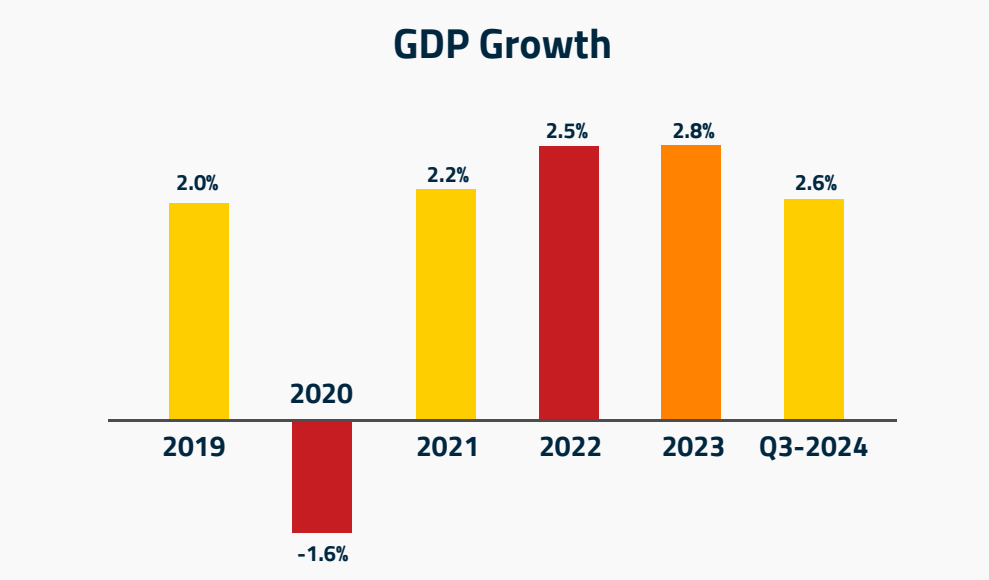
**Jordan Leasing Company**  
% Ownership: 100.0%  
Paid-up Capital: \$ 28,208,744  
Date of Establishment: 2011



# Economic Overview

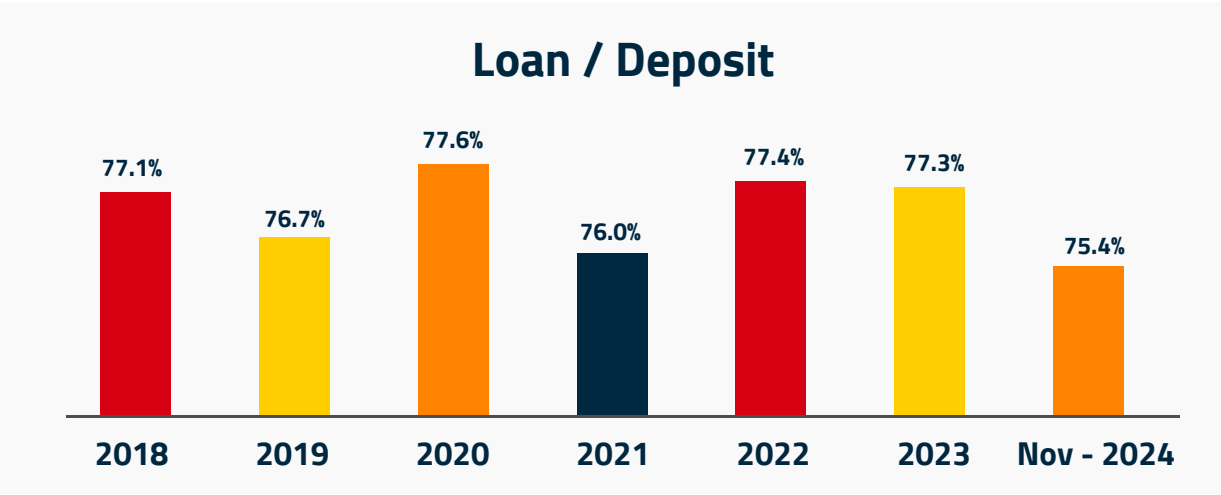
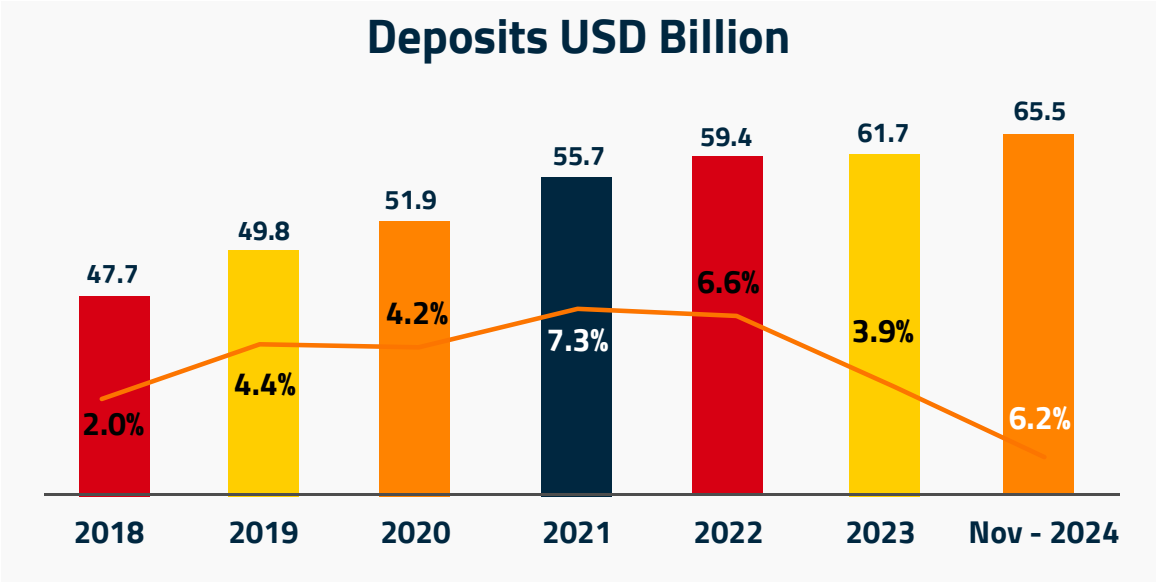
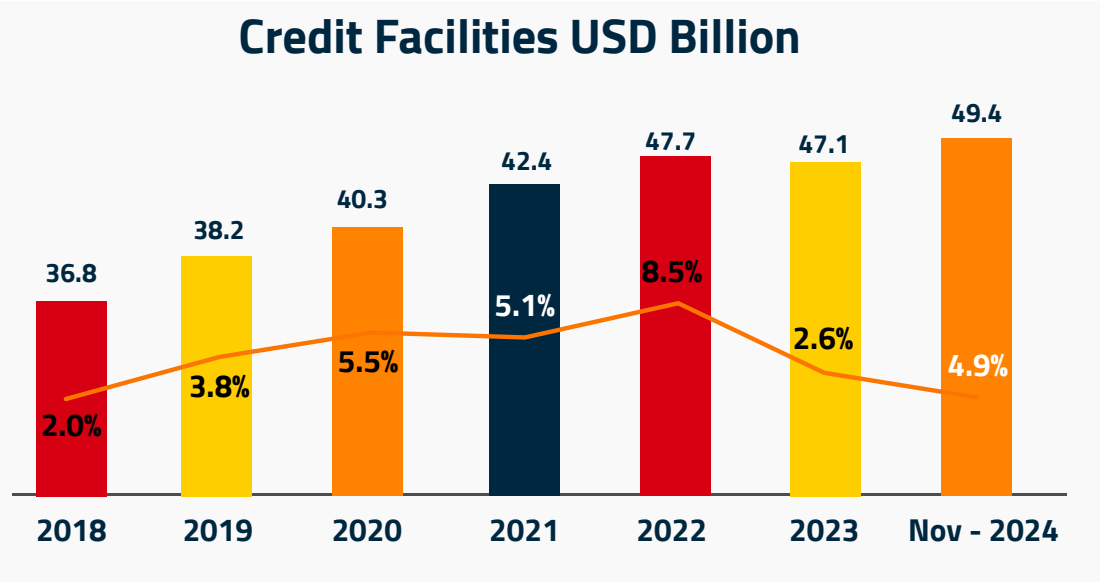
# Economic Performance

## Jordan



# Financial and Banking Sector

## Jordan



**THANK YOU!**