



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 a modern business environment that comprises an excelling team of employees.

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Bank of Jordan

Public Shareholding Limited Company, established in 1960, Commercial Registration No. 13, Paid-up Capital JD 155,100,000 P.O. Box 2140 Amman 11181 Jordan, Tel.: 5696277 Fax: 5696291

E-mail: boj@bankofjordan.com.jo Website: www.bankofjordan.com Call Center: 06 580 77 77



His Majesty King Abdullah II Bin Al Hussein



His Royal Highness Crown Prince Hussein Bin Abdullah II

# **Board of Directors**

### Chairman & CEO

Mr. Shaker Tawfiq Fakhouri

### Vice Chairman

Dr. Abdel Rahman Samih Toukan

### Members

Mr. Walid Tawfiq Fakhouri

Mr. Yahya Zakariya Al-Kadamani

Dr. Mazen Mohammed Al-Bashir

Dr. Yanal Mawloud Naghouj

Mr. Jan Joseph Shamoun

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

Mr. Haitham Abu Nasr Al Mufti

Representative of Al-Ekbal Jordanian General Trading (LLC)

Mr. Haitham Mohammed Samih Barakat

Representative of Arabian Gulf General Inv. & Transport Co.

Mr. Ammar Mahmoud Abu Namous

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

### General Manager

Mr. Shaker Tawfiq Fakhouri

### Auditors

Deloitte & Touche (M. E.) - Jordan

### **Chairman's Letter**

### Dear Fellow Bank of Jordan Shareholders,

It is with pleasure that I present you with the fifty fourth annual report for the Bank of Jordan. In this report we discuss the financial statement and noteworthy achievements for the year 2014.

The macroeconomic picture continued to improve for both the local and global economies, despite the continued regional challenges. In particular, the local economy showed improvement in year 2014 over 2013, as the Gross Domestic Product increased by 3% for the first three quarters of the year, as opposed to 2.8% for the same period prior year. Similarly, inflation for the year was 2.8%, significantly lower than the 5.6% in prior year. The all-important foreign reserves reached a very comforting level of USD14.1 billion by end of 2014, an increase of USD2.1 billion from end of 2013. Additionally, the unemployment rate dropped to 11.9% in year 2014, as opposed to 12.6% for the prior year.



The overall improvement in key economic indicators reflected well on the International Monetary Fund review of Jordan, which showed that the Jordanian economy is able to sustain growth despite regional conflicts. As a matter of fact Standard and Poor's view of the country was raised from negative to stable, reflecting the sound fiscal and monetary policies embraced by the Jordanian Government and the resulting international faith in the country. This trust reflected well on funding, as the Jordanian Eurobond offering of USD1 billion, at the end of June, 2014, was well received. Further, the improved governmental discipline, as shown by adhering to the years 2013 and 2014 budgets without revisions, reflected well on donor countries perception and resulted in IMF expectations of a growth of 3.1% for the full year of 2014, and 3.8% for the year 2015.

Internationally, it is expected that the global economy will grow at 3.3% in 2014 and 3.5% in 2015. This can be attributed to recovering advanced economies, and in particular the USA and the Eurozone, as well as the improving outlook for emerging economies. The recovery is fuelled by the relaxed monetary policies in most advanced economies as well as growth-stimulating policies worldwide. It should be noted that lower energy prices will negatively reflect on growth in oil-exporting countries, while simultaneously acting as a stimulus for oil-importing countries, which will benefit through lower costs and reduced energy-subsidies, hence leading to smaller deficits.

Locally, the Central Bank of Jordan monetary policies succeeded in sparing the country external shocks as well as achieving its goals of monetary stability, containing inflation and delivering a stable exchange rate, while at the same time protecting the stability of the banking sector. This culminated in healthier economic growth and rising trust in the overall national economy.

This increased trust in the Jordanian economy allowed the Central Bank of Jordan to reduce interest rates on its financial instruments twice during 2014. The first was a 25 basis points reduction on all instruments in January, while the second was a 50 basis points drop in weekly repurchase agreements rates and the overnight deposit window rate. These decisions were to entice growth through stimulating lending while taking advantage of the positive perception and the improving perception of the Jordanian economy.

### Dear Valued Shareholders,

Bank of Jordan continued to deliver value to its shareholders. The bank's financial results for the year 2014 are the byproduct of continual and diligent work on improving performance, diversification of sources of income, and application of the latest systems and methods in managing assets and liabilities, as well as the Bank's ability to convert challenges into opportunities. As a result, Bank shareholders' equity grew by 5.9% year-over-year to reach JD335.7 million.

As for specifics, Bank of Jordan increased its net profit attributable to shareholders to JD47.1 million, up from JD40.7 million in prior year. As such net profit grew by 15.7% for the year. Additionally, the bank has set aside JD15.9 million in reserves to account for portfolio delinquency as well as issues with the portfolio of Bank of Jordan – Syria, in view of the lingering prevailing political and financial conditions in that country.

Total income for 2014 grew by JD10.2 million or 8.9% to reach JD124.6 million. In particular, net operational revenue accounted for 89% of total income, or JD111 million, rising by 8.2%. Finally, assets grew to JD2,190.2 million, increasing by 5.5%.

Further, our customers continued to entrust us in all of our operating segments. As such, customer deposits rose to JD1,628.5 million, growing by 84.3 million or 5.5%. Similarly, the credit portfolio grew by JD60.3 million or 5.8%, compared to prior year, to reach JD1,100.6 million. Bank of Jordan worked diligently to earn the trust of its customers by delivering on customer requirements and needs and working together as partners to deliver banking solutions of the highest standard. This was achieved by providing comprehensive and distinguished relationship management and continual dialogue.

As for key financial indicators relating to quality and efficiency of asset management and financial stability, the capital adequacy ratio for the bank was 16.98%, well above the Central Bank of Jordan mandate of 12% and the Basel II requirement of 8%. The ratio of nonperforming loans (NPLs), after deducting suspended interest, to total loans dropped to 7.21% from 8.72% in the year prior, while the ratio of NPLs to total assets dropped to 3.9% in year 2014 from 4.8% a year earlier, both ratios indicating the improving quality of the Bank of Jordan credit portfolio. Additionally, the bank now has fully provisioned for nonperforming loans, with the ratio of such provisions rising to 101.9% from 95.4% a year earlier. Such achievements enhance the ability of the bank to expand its credit offerings to its customers.

More significantly, operating efficiency improved as well, with net interest income revenue on assets rising to 4.2%, up from 4.1% in year 2013. Further, the net profit attributable to bank shareholders to total income rose to 37.8% in year 2014, up from 35.6% a year earlier. More significantly, return on assets rose to 2.2% in this year from approximately 2% in the prior year of 2013, hence marking one of the best ratios in the banking industry. As a result, return on Bank shareholders'equity rose to 14.4%, compared to 13.7% in the previous year. That was achieved while the bank maintained higher liquidity ratios than what is required by the regulators, with the banking group achieving a ratio of 140.12% for the year 2014, compared to 138.17% in 2013.

Building on these significant achievements in performance, quality, capital adequacy, liquidity and efficiency, the Bank of Jordan Group is diligently working on feasibility studies for regional expansion. The aim of such plans is to expand operations by exploiting regional opportunities, while simultaneously diversifying risk and enhancing regional presence.

### Dear Fellow Shareholders.

Bank of Jordan continued to make progress on strategic projects and initiatives stemming from the 2014-2016 Strategic Plan. The Capital Markets Department was created in year 2014 to manage the bank's portfolio of high-quality foreign equities according to standards normally practiced by world-class investment funds. This initiative was undertaken to diversify investment venues while still maintaining the desired low risk profile. Similarly, the bank established a specialized department to offer custodial services, hence becoming the first local bank to offer such custody services to foreign investors in Jordanian equities. It is through the newly created Custody Department that the bank fulfills the needs of global equity funds by providing custody and clearing services to such investors in the Jordanian market.

It is our belief that Bank of Jordan does play a vital role in the economic development of the regions it operates in, while still achieving distinguished operating results and maintaining higher customer and stakeholder satisfaction. It is such belief that drives the bank to apply leading practices and best-of-breed tools in managing its financial, technical and human capital to continue to build on its leading local and regional position amongst peers. On this front, Bank of Jordan has reorganized its operating divisions in line with best-practices. As such, the bank is currently organized into three operating sectors: Business, Operations, and Risk & Compliance. The newly created Business Sector encompasses all business-related divisions in order to harness the synergy amongst such divisions to better manage growth and profitability. The Risk & Compliance Sector is responsible for managing compliance as well as credit, market, and operational risks, hence creating a complete risk-management organization whilst enhancing regulatory compliance. Further, the bank has reorganized branches in Palestine to enhance growth, performance and quality of service, in line with the strategic plan.

Bank of Jordan continued to be abreast of the latest technological developments in order to provide new venues to service clients' needs. The bank in year 2014 developed new services within its electronic payment gateways, hence upgrading the customer experience and providing enhanced flexibility. The goal was to save our clients time and effort, while still maintaining high efficiency and security.

It is Bank of Jordan's appreciation of the value of its human capital that drives the continued implementation of strategic projects aimed at the enhancement of the bank's human resources and knowledge capital. This involved carrying out organizational, environmental and development initiatives during the year aimed at building a team capable of elevating the overall performance of the bank.

As for Bank of Jordan – Syria, strategic work continued with the aim of maintaining financial and banking services to its clients. Relating to financial results, the bank continued to achieve positive results while still exceeding regulatory capital requirements. In particular, the bank achieved a capital adequacy of 19.48% and a liquidity ratio of 63%, as opposed to the minimum requirement of 30%.

Governance continues to be of utmost importance to The Board of Directors of the Bank of Jordan. Stemming from the bank's core values, the board believes in the role of governance in driving performance while enhancing risk and compliance controls. It is the board's view that proper governance is the base for building enduring relationships with stakeholders based on transparency, while securing the rights of the shareholders and depositors alike. Based on this, the bank continues to work diligently on elevating its Corporate Governance standards and keeping such standards in line with best-practices and the changing business and regulatory environments.

Risk management is an integral part of modern banking. Hence, Bank of Jordan continued to work diligently to evolve its risk management practices. Based on the monitoring of, and reporting on all relevant risks, and keeping on top of regulatory changes, the bank regularly revises its policies and procedures to enhance its risk management and control practices. On this front, the bank revised its operating risk management procedures as well as its anti-money laundering and anti-terror funding policies.

Further, the bank developed its internal capital adequacy assessment process (ICAAP) based on the 31/12/2013 financial statements. These ICAAP numbers revealed the bank's ability to endure foreseeable risks. In addition, the bank in year 2014 worked to complete compliance requirements for the FATCA law, with the expected date for process activation by the IRS being 1/7/2015.

### Dear Valued Shareholders,

We, at the Bank of Jordan, are keen on achieving market leadership and continued growth and preserving high rankings in the markets we operate in. It is our goal to achieve this through rising to the aspirations of our clients by continually providing innovative solutions and services. We are hopeful that year 2015 will witness an improved economic environment for both the local and regional markets as well as more regional stability, hence contributing to our growth in all sectors: retail, SME, and corporate.

Based on the financial results for the year 2014, the Board of Directors is recommending that the General Assembly approves the distribution of cash dividends at the rate of 20% of the share face value, for a total of JD31.02 million, and to retain additional earnings.

At the end of our yearly shareholder meeting, I wish to extend my gratitude and that of the Board of Directors to our clients and shareholders for their continued trust and support, and to extend thanks and appreciation to the Bank of Jordan team for their continual efforts to elevate the performance of the bank and to achieve its goals.

Yours very Truly, Shaker Tawfiq Fakhouri Chairman & CEO



**Board of Directors' Report** 

2014

Economic Performance 2014

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### **Economic Performance 2014**

The Jordanian economy was moving on the right track for the second consecutive year, with improvements in key indicators and higher growth rates. Implementation of the recommendations of Jordan's National Economic Reform Program was also starting to bear fruit. Furthermore, the government won the confidence of donor countries after its success in maintaining fiscal discipline and avoiding the issuance of supplementary budgets in 2013 and 2014–a first in the Kingdom's history. In light of these developments, Standard & Poors affirmed its long- and short-term foreign and local currency sovereign credit ratings on Jordan at 'BB-/B' (stable).

The rating is expected to be upgraded to "positive" should the government persist with its political and economic reforms within the next three years. Such a policy would help address outstanding economic challenges, chiefly the Kingdom's increasing debt burden that is exacerbated by regional turmoil. Another key challenge is to reduce the cost of domestic and external borrowing. Alongside these corrective measures, a ten-year economic blueprint was launched under Royal directives as part of strenuous efforts to propel the economy and lower the unemployment rate. "Jordan 2025" also seeks to strengthen the fiscal and monetary positions and improve the competitiveness of the Jordanian economy towards achieving sustainable development.

### The following table shows the main macroeconomic indicators for 2014:

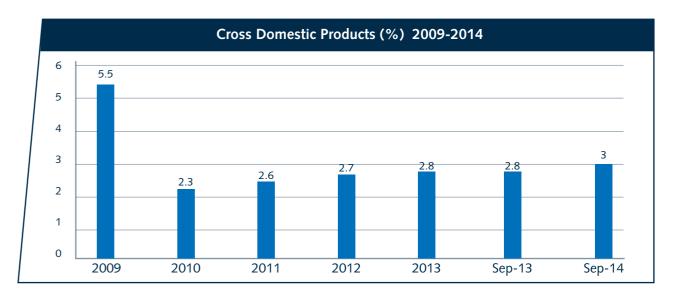
Macroeconomic Indicator	2013	2014	Difference
Gross Domestic Products (GDP) (%)	2.8% Sep	3.0% Sep	0.2%
Inflation Rate (%)	5.6%	2.8%	(2.8%)
Unemployment Rate (%)	12.6%	11.9%	(0.7%)
Foreign Currency Reserves (USD Billions)	12.0	14.1	2.1
Trading Volume in Real Estate (JD Billions)	6.4	7.7	1.3
Remittances of Jordanian Working Abroad (JD Billions)	2.37 Nov	2.43 Nov	0.06
Tourism Income (JD Billions)	2.2 Nov	2.9 Nov	0.7
National Exports (JD Billions)	3.6 Sep	3.9 Sep	0.3
Trading Volume on the Amman Stock Exchange (JD Billions)	3.0	2.3	(0.7)
Credit Facilities of the Banking Sector (JD Billions)	18.9	19.5 Nov	0.6
Customers' Deposits of the Banking Sector (JD Billions)	27.6	30.2 Nov	2.6
Net Balance of Public Debt (JD Billions)	19.1	20.5 Sep	1.4
Fiscal Deficit Excluding Grants (JD Billions)	741.7 Sep	561.1 Sep	(180.6)

Source: CBJ, Department of Statistics/ Ministry of Finance

### **Gross Domestic Product**

GDP at constant prices grew by 3% in the first three quarters of 2014 against a growth of 2.8% realized in the corresponding period in 2013. The expansion was achieved despite the unfavorable regional conditions that continue to cast a shadow on the Jordanian economy. Real GDP growth was, in effect, attributed to the expansion of all sectors—with some seeing higher growth than others. The "trade, restaurants, and hotels" sector edged up 4.3% versus a growth of 3.6% recorded in the same period a year earlier. The "producers of government services" sector inched up 1.9% between January and September as compared to an expansion of 1.3% recorded in the corresponding span in 2013. In the meantime, the "mining and quarrying" sector grew by 14.2% against a retraction of 10.5%, while "electricity and water" expanded by 4.3% against a retraction of 0.6%. The agriculture sector edged up 3% versus a 1% growth.

Other economic activities, meanwhile, saw a slowdown during the first nine months of 2014. Those included "transport, storage, and communications" which reported a small growth of 1.8% from 4%, and "finance, insurance, real estate, and business services" with a growth of 2.7% versus 3.8%. Growth in the "construction" sector came in at 7.8% versus 8.4%, while it stood at 1.5% for the "manufacturing" sector compared with 1.7%. The expansion in the "social and personal services" activity clocked in at 5%, retracting from 5.9% a year earlier. Inflation fell to 2.8% during 2014 as compared to 5.6% the year before.



### **Public Finance**

Figures for the first three quarters of 2014 unveiled an JD817.8 million (or 19%) growth in domestic revenues and foreign aid to JD5.1 billion as compared to the corresponding period in 2013. Foreign aid soared by JD97 million to JD634.1 million, while domestic revenues surged by JD720.8 million (or 19.2%) to JD4.5 billion, according to official statistics. The increase in domestic revenues was attributed to a JD397.6 million rise in tax revenues and a JD324.6 million rise in other revenues. Pension contributions, however, dropped by JD1.4 million.

The same figures revealed a JD637.2 million or 12.6% surge in total expenditures which reached JD5.67 billion during the comparison period. This came on the back of a JD486.4 million (or 10.8%) increase in current expenditures and a JD150.8 million (or 28.3%) rise in capital expenditures.

These developments resulted in a deficit of JD561.1 million at the end of September 2014 against a shortfall of JD741.7 million registered end of September 2013. The outstanding balance of net public debt (net domestic and external) soared by JD1.38 billion or 7.3% to rest at JD20.48 billion as compared to its balance at the end of 2013. Thus, the ratio of debt to GDP (re-estimates for 2014) stood at 80%.

The outstanding balance of net domestic public debt saw an increase of JD653.8 million, hitting JD12.5 billion at the end of the nine-month period of 2014. This was blamed on a JD980.7 million increase in domestic public debt (central government) and a JD326.9 million drop in net domestic debt (own budget agencies).

### The Monetary and Banking Sector

The banking sector continued to play a pivotal role in propelling the national economy through providing financing for the various classes of customers, e.g. individuals, SMEs, and large businesses. It is worth noting that providing access to capital to SMEs was an area of priority for banks, with several soft loan agreements signed to finance this significant group of customers. Added to that, several lines of credit were opened with international socio-economic development agencies aimed at fostering the participation of SMEs in the economy.

The CBJ also managed to realize its primary goals of maintaining monetary stability and enhancing the soundness of the banking systems. Added to that, the CBJ Managed to fend off inflationary pressures, and kept the pegged exchange rate stable. These steps have boosted confidence in the national economy and encouraged growth.

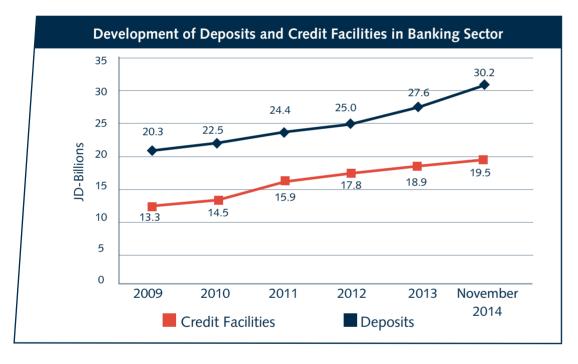
In addition, the CBJ lowered interest rates on key monetary instruments twice in 2014. The first such move was a 25 basis cut on all monetary instruments, effective 20/1/2014. This was followed by a second decision whereby interest was lowered by 50 basis points on weekly repurchase agreements and on overnight deposit window, effective 25/6/2014. The decisions were meant to encourage growth and investments through lowering interest on credit extended by banks to the private sector. They were also essential given the improvements shown by main economic variables, the lower inflation and the comfortable level of foreign reserves with the CBJ.

Also in 2014, the CBJ issued several instructions aimed at upgrading the electronic payment, clearance, and settlements systems. Furthermore, the CBJ issued the corporate governance guidelines for banks in line with those set by the Basel Committee for Banking Supervision, the OECD, and the Financial Stability Oversight Council. The goal was to improve banking operations and address loopholes that surfaced during the global financial crisis.

As for foreign currency reserves, figures show that they touched USD14.1 billion (JD9.98 billion) at the end of 2014, higher by 17.3% than their balance at the end of 2013. Domestic liquidity, meanwhile, rose by 6.8% to JD29.2 billion at the end of November 2014 from its balance recorded at the end of the previous year. Banks' deposits swelled by JD2.6 billion (or 9.6%) to JD30.2 billion. Dinar-denominated deposits soared to JD23.9 billion (up 13.7%), while foreign currency deposits were lower by 3.6% to JD6.4 billion, according to the official figures.

Credit facilities, on the other hand, saw a growth of 2.9% to JD19.5 billion. credit granted to the "tourism, hotels, and restaurants" sector increased by 13.1%, while credit granted to "mining and quarrying" sector rose by 11.9%, while credit extended to the "construction" and the "retail" sectors was higher by 9.8%. Total assets of the banks in Jordan also continued to build up, hitting JD45.2 billion, up by 5.6% from a year earlier.

On another front, figures show that interest on deposits and credit witnessed a drop in the first eleven months of 2014–except for demand deposits whose weighted average interest stood at 0.42%, up 4 basis points. On saving deposits and time deposits the rate stood at 0.82% and 4.14%—down by 5 basis points and 83 basis points, respectively, when compared to the end of 2013. The weighted average interest on credit facilities stood at 9.04% for overdraft, lower by 16 basis points, and 8.88% on loans and advances, lower by 15 basis points. For discounted bills, the weighted average was down by 17 basis points to 9.96% against its level in 2013.



### **Amman Stock Exchange**

Amman Stock Exchange witnessed a decline in most of its indicators during 2014 - on the back of unfavorable regional conditions. Market capitalization retracted by a minimal 0.8% to JD18.1 billion at the end of 2014 as compared to the year before. The share price index weighted by market capitalization, in the meantime, was down by 2.3% to 4,237.6 points against 4,336.7 points at the end of 2013.

The market capitalization to GDP ratio also retracted to 75.8% from 83% recorded at the end of 2013. The trading value shrank by JD764 million (or 25.2%) to JD2.3 billion. The net of non-Jordanian investments showed a drop of JD22.2 million, compared to an increase of JD146.9 million in 2013. In due course, the net non-Jordanian investment in listed companies represented 48.8% of total market value against 49.9% end of 2013.

### **External Trade**

Most external trade indicators came in higher in the first three quarters of 2014 as compared to the same period the year before. Figures revealed that total external trade (national exports and imports) soared by JD744.3 million (or 4.9%) to JD16 billion during the comparison period. National exports increased by around JD308.1 million to JD3.9 billion, with the US market clinching 18.2% of the total followed by the Iraqi market with 16.45% of the total.

Imports, on the other hand, surged by JD436.2 million (or 3.7%) to around JD12.1 billion between January and September 2014 against the corresponding span in 2013. Saudi Arabia was the biggest exporting country to Jordan with 19.3% of total imports, followed by China with 10.4% of the total.

Crude oil and oil derivatives constituted 26.1% of total imports during the nine-month period of 2014, costing the Kingdom around JD2.8 billion. In light of the above, the trade deficit swelled to JD7.6 billion, higher by 1.9% when compared to the end of September 2013.



### The Economic Performance 2015

Global growth is forecast at 3.3% in 2014 and 3.5% in 2015 on projections of recovery in major advanced economies specifically the US and Euro zone, as well as in emerging economies. Other drivers backing the recovery include the accommodative monetary policy implemented in most advanced economies. This is in addition to the adoption of policies aimed at lifting potential growth in some other countries. Advanced economies are expected to see a growth of 1.8% in 2014 and 2.4% in 2015. Growth in developing and emerging market economies are projected at 4.4% in 2014 and 4.3% in 2015. As for Jordan, the IMF reports put GDP growth at 3.1% in 2014, and 3.8% in 2015. Inflation is expected to drop to 1.8% in 2015.

Based on the draft budget law for 2015, total expenditures (central government) are projected at JD8.1 billion (JD6.9 billion in current expenditures and JD1.2 billion in capital expenditures). This leaves a budget deficit of JD688.4 million (including grants estimated at JD1.1 billion). Expenditures of independent institutions are expected at JD1.8 billion with a shortfall of JD998 million (before funding). The 2015 budget will see higher capital expenditures at 14.5% of total expenditures, against 14.2% of the total budget re-estimates in 2014.

On another note, the monetary and banking sector is expected to manage well in 2015, with CBJ reserves forecast to keep their comfortable levels. More efforts aimed at boosting growth and investment and providing financing for the private sector are likely to continue during the course of the year. Key financial soundness indicators also confirm that the banking system will show a positive performance in 2015. These include the capital adequacy ratio which stood at 17.4% at the end of June 2014 against 18.4% at the end of 2013. The Legal liquidity ratio reached 150.2% against 149.1%, and the non-performing loans to total loans ratio maintained its 2013 level, at 7%.

The government will also move ahead with implementing the National Economic Reform Program and will continue to allocate more external resources (grants and loans) to finance capital projects and the budget. The sources of funds in 2015 include the Gulf and the US grants in addition to disbursements under Jordan's Stand-by Arrangement with the IMF. This year will also witness the execution of the second phase of the government plan under which electricity tariff will see another hike despite the drop in international oil prices. The step is part of the medium-term strategy that should help the National Electricity Company pay for its operational expenses. It is also designed to improve the subsidies system and ensure it targets the less privileged.

### **Achievements in 2014**

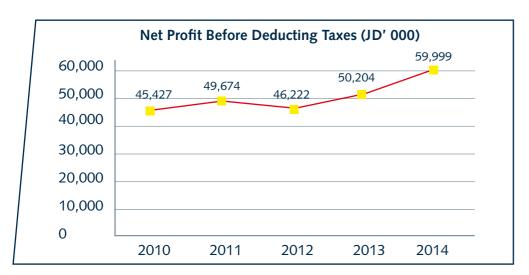
Bank of Jordan continued its track record of success spanning over 54 years, excelling in the banking industry by offering high-quality services and innovative financing solutions that cover the needs of various client segments. It has also managed to cope with market developments locally and regionally, and continues to adopt and implement the necessary strategies that ensure the Bank serves its growing client base efficiently.

Furthermore, the Bank applies the best management practices at the financial, technical, and HR levels, which would ultimately help the Bank achieve positive results and boost customer confidence. A better performance, according to the Bank's mission statement, can contribute to economic growth in the markets where it has physical presence.

### **Financial Results**

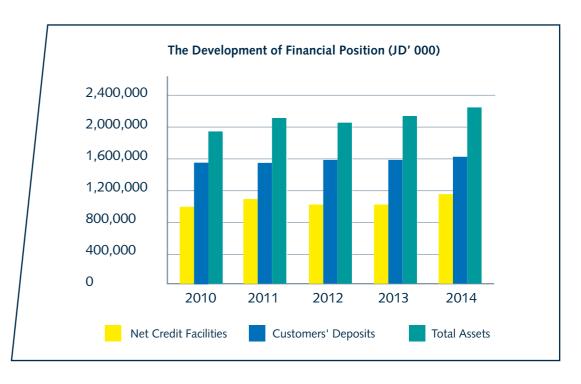
Results for 2014 reflect advancements made at all levels, as the Bank continued to diversify its sources of revenues and implement the latest financial systems related to asset and liability management. Challenges were turned into business opportunities and the race to achieve the highest quantitative and qualitative indicators never ended. Therefore, the Bank managed to keep its key financial ratios within the limits set by monitory bodies: the capital adequacy ratio reached 16.98%, while the legal liquidity ratio stood at 140.12%. In the meantime, non-performing facilities to total facilities (net of suspended interest) did not exceed 7.21% as compared to the international benchmark ratio of 10%. The coverage ratio of provisions for non-performing loans stood at 101.9% in 2014.

As for owner's equity, net profit attributable to Bank shareholders surged by 15.7%, or JD6.4 million in 2014 to settle at JD47.1 million as compared to the previous year. Net profit before taxes soared by 19.5% to approximately JD60 million versus JD50.2 million in 2013. Assets grew by 5.5% to JD2,190.2 million against JD2,076.9 million, while Bank shareholders' equity rose by 5.9% to JD335.7 million in 2014. As for sources of funds, figures show that customer deposits amounted to JD1,628.5 million in 2014. Demand deposits grew by JD31.3 million to JD461.1 million, up by 7.3% from a year earlier. Saving deposit surged by 9.8% or JD55.1 million to JD620 million. Time deposits was higher by 8% or JD35.6 million as compared to its balance at the end of 2013. CDs, in the meantime, witnessed a 35.7% drop to rest at JD67.9 million.



On the credit side, Bank of Jordan continued to monitor the quality of its credit portfolio given the higher market risks. In due course, the Bank extended loans to the various economic projects, but only after they were deemed feasible. It is worth noting that the net credit portfolio saw a year-on-year increase of JD60.3 million, or 5.8% to settle at JD1,100.6 million in 2014. Of those loans, a total of JD551.6 million were granted to the corporate sector, representing a 14.4% increase or JD69.4 million from a year earlier. Loans to the real estate sector rose to JD192.9 million in 2014, higher by 11.5% when compared to 2013.

Loans granted to SMEs rose by 4.5% to JD131.1 million, while the share of the retail and "the government and the public sector" of total loans stood at JD257.9 million and JD63.4 million respectively. The Bank also invested in financial assets, with the financial assets portfolio valued at JD505 million. As for the main items on the income statement for 2014, figures reveal an 8.9% growth in total income to JD124.6 million when compared to 2013. The Bank's net operational income reached around JD111 million or 89% of total income. Cash dividends from investments in financial assets increased to JD3.9 million while foreign currency income was higher by 55% to JD2.8 million. Total expenditures maintained the same level recorded in 2013 standing at JD64.6 million, with a minimal increase of 0.6%.



### **Competitive Position**

Bank of Jordan has established itself as a leading bank among banking and financial institutions in the markets where it maintains presence. Figures for 2014 unveiled that the Bank secured 4.2% of total customer deposits and 5.4% of total credit facilities in the Jordanian market. In the Palestinian market, the bank's share stood at 10.5% and 7.1% of total customer deposits and credit facilities respectively. As for Bank of Jordan-Syria, and despite conditions prevailing in the Syrian market, the Bank's share of total deposits reached 2.8% and 4% of total credit facilities, according to the latest available data.

### **Products and Services:**

In efforts to achieve sustainable growth, Bank of Jordan continued to implement innovative business models throughout 2014. It has also worked on developing an array of products and services and enhancing the efficiency of its operations. Furthermore, the Bank focused on modernizing service delivery and improving the level of customer satisfaction. A main business development in 2014 was the creation of the Capital Markets Department in the second quarter of the year. The department manages investments in high-quality foreign equities in various markets based on standards applied by international investment funds. The move will help the Bank capture promising low-risk opportunities available in capital markets and maximize earnings from foreign assets.

Another milestone in 2014 was launching the custody service, making BoJ the first local bank to provide the service. The step will help the Bank meet the needs of foreign funds and portfolios and provide all related services including safekeeping and settlements, reporting, corporate actions, dividends collection and distribution, and marketing information. The service is provided through the newly-created Securities Department following the completion of all technical requirements.

### **Retail Services:**

In efforts to improve services offered to the retail sector, Bank of Jordan has developed a business model that takes into account a host of variables including competition, type of customers, and market developments. During the course of 2014, the Bank also launched new products including the real-estate loan program for Jordanian nationals, here and abroad, and for the expatriate community living in Jordan. The personal loan program was also offered against cash margins, in addition to offering CDs in foreign currency. Special personal loans were also on offer for some companies. And, for the first time in Jordan, BoJ launched the comprehensive awards program "Neqati", to reward bundles customers on their banking transactions.

Furthermore, the new saving account "Marathon" was launched in April 2014, targeting customers aged 18 years and above. To attract more customers, the Bank modified the value of prizes of the winning saving accounts in Jordan and Palestine. Added to that, the Bank completed the second stage of a program to measure customer satisfaction in cooperation with a specialized firm. It is worth noting that, for the second year in a row, Bank of Jordan came in first place among the banks covered by the assessment. The mystery shopper program was also implemented to ensure customers were efficiently served across all branches. In another related development, the Bank launched its official Facebook page to boost communication with customers.

### **Corporate Services:**

The Corporate Business Development Department continued to finance the corporate sector despite the regional turmoil that has negatively affected trade between Jordan and its neighbors. Main sectors that were financed by the Bank in 2014 were the energy, food, cars, and pharmaceuticals sectors. Likewise, the Bank participated in syndicated loans, whose balance reached JD34.5 million at the end of 2014.

The Bank also worked diligently to earn the trust of its customers by Fulfilling customer requirements, working with them as partners to deliver banking solutions of the highest standard.

#### **SMEs Services:**

Recognizing the valuable contribution of SMEs to economic growth and job creation, Bank of Jordan continued to extend short-term and long-term loans to SMEs through specialized centers stationed across most governorates. It has also built solid relationships with agencies that support the sector, chiefly the Jordan Loans Guarantee Corporation, which guaranteed a higher number of the Bank's customers in 2014. The main beneficiaries from such financing include the housing, food, and construction -related businesses. Added to that, the Bank completed the implementation of "Kinz program", a vast database through which it can inquire about any company.

### Financial Leasing:

Financial leasing services were offered in 2014 covering a wide range of asset types and sectors, with new sectors added including the services, medical, industrial, and real estate sectors. In order to improve the insurance coverage for clients, the bank placed a new condition under which both the rented property and the lessee need to be covered—by a group of designated insurance firms. A new marketing campaign was also launched using various conventional and non-conventional methods. The Bank has also issued operating procedures following the creation of the "Execution Division" at Jordan Leasing Company.

### **Network of Branches:**

The Bank moved ahead with its expansion strategy, adding two more branches in Amman and a third in Zarqa, to ensure its services reach out to all potential business segments. A VIP customer service center was also opened in one of the new branches to enhance the satisfaction of "Al Mumayyaz" customers.

The Bank also renovated five branches, ensuring customers are served in a convenient business environment across all branches.

### **Electronic Banking Options:**

Bank of Jordan has always endeavored to keep abreast of the latest technological advances, switching to e-payment systems that would save time and effort, and limit risks associated with the use of paper money. Thus, the Bank introduced the mobile payment system through the BoJ Mobile application, making BoJ the first bank in Jordan to complete connection requirements with JoMoPay. The application allows clients to use their smart phones to pay other users registered with the JoMoPay network- in line with the CBJ requirements.

The electronic bill payment service "E-Fawateercom" was also introduced using the same application: BoJ Mobile. The step helps customers pay their bills to public and private entities real time online—under the supervision of CBJ. This is in addition to launching the WebCharge Visa Electron card in cooperation with Aramex for Secure online Shopping.

New ATMs were also added in 2014, bringing the total to 118 machines in Jordan (47 of which offer the BNA service). In Palestine, the number of ATMs reached 39.

### **Organizational Structure and Technical Resources:**

Bank of Jordan continued to develop its operating procedures, modernize its structure, and upgrading its IT and communication systems in line with new business requirements, and in accordance with best international practices.

At the organizational level, all business departments were merged into the "Business Sector Management," to ensure all sectors are served effectively through a single window, that Bank investments are managed using an integrated approach.

Other departments that were restructured were the Central Operations Management, the Credit, the Contact Center, and the Engineering Services. The Central Deposit Processing Department was also re-organized with operations related to checks (incoming, clearance, and deferred) entrusted to the "Centralized Clearing Checks and Filing Department". Likewise, the Compliance and Risk Departments was restructured to include the compliance, market, and operational risks departments. It is worth noting that new job descriptions were prepared alongside the new structure.

Similarly, the credit risk, market risk, and operational risk management departments were merged into "the Compliance and Risk Management". The step is aimed at establishing a comprehensive risk management system, and enhancing compliance with regulations issued by supervisory authorities.

In adherence with the CBJ new requirement, the Bank implemented the IBAN and accordingly, changed all related procedures and forms. Programs pertaining to calculating allocations based on currency were also adjusted. As for IT, the Bank completed all procedures needed for launching the mobile payment and on-line bill payment (E-Fawateercom) services offered through the BOJ Mobile Application.

The Bank also completed testing the IGradex upgrade, the Score Card, and the CDA systems in Jordan, and the HRMS system for Palestine. The WebCharge Visa Electron Card was also launched after making the necessary adjustments. The Bank also undertook the needed steps for offering banking services to money exchange bureaus, and amended instructions pertaining to credit facilities in line with the approved credit policy. The work procedures related to the Remedial and Collection Department in Bank of Jordan-Syria, were also changed.

The infrastructure necessary for implementing the FATCA system and its application was also prepared and tested, and the account opening forms were changed accordingly. Work is also progressing to complete the second stage of the E-application. Changes are also being made to forms used for obtaining personal loans, car, and housing loans based on the requirements of the credit analysis system.

The Bank also tested the automated collection system, implemented in cooperation with a leading company in this field. ATMs were also upgraded, as an agreement was reached with NCR company to replace 71 ATMs. Furthermore, preparations are underway to apply the PCI system to obtain official certificates from regulatory bodies. Added to that, the communications systems linking between the headquarters and the regional management were modernized through operating an international leased line.

Risk management policies and tools are being regularly reviewed and special reports are issued to minimize potential risks in order to better performance and cope with market developments.

In addition, files pertaining to operational risks and operational errors are being revisited continuously. The KRIs are also being applied electronically. Stress testing scenarios are carried out in line with the CBJ requirements, and scenarios are reviewed and adjusted in accordance with the nature and size of potential risks. Added to that, the ICAAP was prepared and showed the Bank can deal with all potential risks - based on financial statements as of Dec. 31, 2013.

In compliance with FATCA requirements, Bank of Jordan is now registered with IRS (Internal Revenue Service). In due course, a GIIN Number was also obtained for Bank of Jordan Group: (BoJ - Jordan: LEAD PFFI), Bank of Jordan - Palestine: Member PFFI, and Excel for Financial Investments Co.: Member PFFI). Specialized courses were also conducted to acquaint employees with FATCA compliance requirements.

As part of the compliance process, the Bank also updated customer data and printed out brochures to acquaint clients with FATCA. Similar informative material was posted on the Bank's internal portal for the Bank's employees. Furthermore, the Bank implemented FATCA required changes, including carrying out field testing of the FATCA automated system as of July 2014. Advanced scenarios for monitoring all operations using the automated AML/CTF system were also applied.

To ensure the provision of high quality services, the Customer Complaints Department welcomes any feedback from customers. The department analyzes all complaints it receives and puts in place the necessary measures to ensure any outstanding problems are solved and not repeated. Reports are issued on a regular basis on the number of complaints, their distribution, and the level of risks.

Preparations were also under way for the implementation of ICAAP, Basel III, and stress testing automation systems. As for data security, the Bank contracted a leading company to improve data monitoring and management around the clock in accordance with best international standards. The Data Security Department was also re-organized and manned by experienced staff. The operational risks and AML/CTF policies were also revisited and modified to cope with new business developments and regulatory requirements.

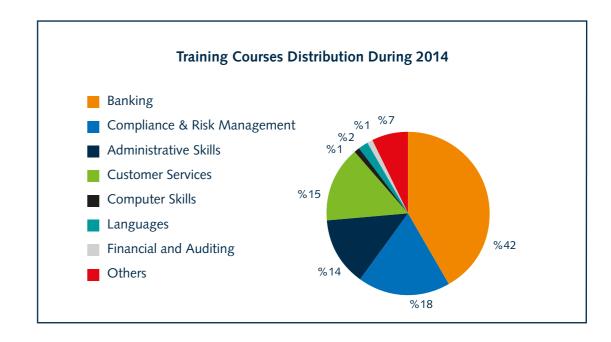
The Bank was also keen to comply with the principles of corporate governance issued by legislative and supervisory authorities. This reflects the Bank's conviction that corporate governance helps improve performance and risk management techniques, enhance communication, and protect shareholders and customers alike.

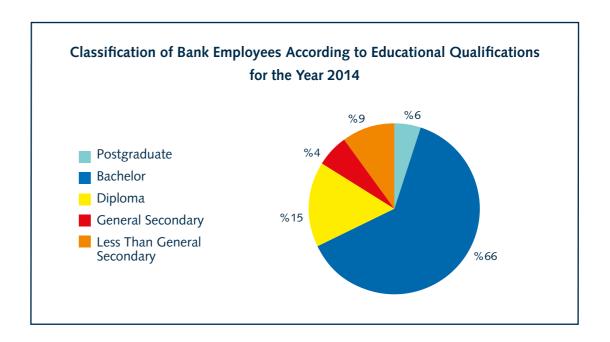
### **Human Resources:**

Bank of Jordan continues to work on developing the skills and competencies of its individual employees while providing incentives to enhance their loyalty and overall performance. In due course, the Bank contracted a consultative firm to prepare the behavioral competences for all job levels and the technical competencies that will apply to some job levels. As a motivation, the Bank of Jordan's employees have been entitled to a sixteenth month salary as of 2014.

In another development, a new grading structure and job evaluation project, covering the salary scale and bonus system, were applied at the regional management in Palestine. In addition, the first phase of the HRMS system was implemented -similar to the system applied in Jordan. This covers the HR Core phase, the payroll, self-service, and attendance systems. The final version of the HR Bylaw for the regional management was also drafted. Other HR related policies and procedures were also updated in line with best practices.

It is worth noting that the Bank has successfully implemented several tailor-made programs targeting bank tellers, the customer service, the contact center, and the direct sales departments. Special training on improving behavior and technical skills was offered to the sales and services managers. The senior and executive management, meanwhile, benefited from a training course entitled: Diplomacy & Tact. In the meantime, the internal trainers and induction programs continued to be offered in the Bank.





### **Corporate Social Responsibility:**

The Bank continued to pay back the local community through sponsoring and supporting educational, cultural, sporting, arts, and charitable activities.

It is worth noting that the Bank invests heavily in the education sector. Thus, it has assisted 39 researchers to access information and data, helping them complete their studies in the fields of economics, management, general knowledge, and social studies. The Bank also granted a scholarship to a distinguished young man to study at King's Academy, known for providing an exceptional educational experience to its students. Added to that, BoJ implemented the "Business Challenge" program at Queen Rania High School for Girls. The program, carried out in cooperation with INJAZ, aims to improve the business skills of young students.

And, for the sixth consecutive year, the Bank maintained its strategic relationship with "Hikayat Simsim" program – which sends educational messages to children. Furthermore, the Bank renewed its cooperation with Save the Children through supporting the "Life Skills" program that is funded by the USAID. Under this program, the Bank furnished sports facilities of a school in Eastern Amman, which would allow the school's students and those of other nearby schools to use those facilities. Additionally, more than 40,000 guests, mostly children, had the chance to visit the Children's Museum free of charge throughout 2014, thanks to an agreement between BoJ and the Museum. Under the arrangement, renewed for the sixth year in a row, visitors are granted free entry to the facility every first Friday of each month. Furthermore, the Bank extended support to the University of Jordan in organizing the Regional Conference (Arab Spring: Ramifications and Challenges).

The Bank also contributed to environmental activities through supporting the Green Caravan campaign organized by the Arab Group for the Protection of Nature. The initiative seeks to rehabilitate affected areas, increase green areas in Jordan, and combat desertification. Bank of Jordan also backed the efforts of the Petra National Trust through co-sponsoring the "Music for Petra" concert aimed at helping preserve Jordan's heritage.

Supporting health services was another priority for Bank of Jordan, as it extended assistance to the Jordanian Royal Medical services in addition to other healthcare charities. These include the Cerebral Palsy Foundation, and the Jordan Medical Aid for Palestinians Association.

As part of its interaction with the local community, the Bank co-hosted an annual Iftar for charities. It also provided in-kind assistance to the needy during the holy month of Ramadan. The Bank also hosted two Iftar banquets for orphans. Other beneficiaries from the Bank's support was Jordan Club for the Deaf, Al karak Construction Association, and the Jordanian National Forum for Women.

The Bank also extended support to the Military Judiciary Conference, organized by the Military Judiciary Directorate. It is worth noting that total contributions during 2014 amounted to JD358,651.







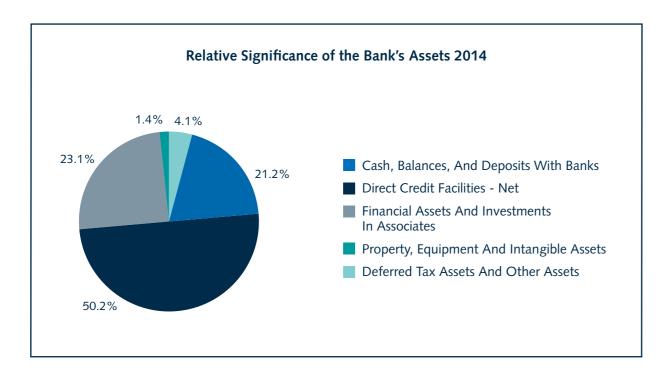




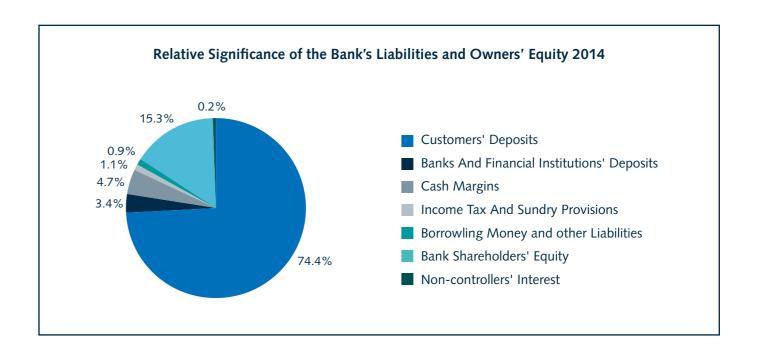
# Analysis of Financial Position and Business Results for the Year 2014

Bank of Jordan's assets surged to JD2,190.2 million at the end of 2014 against JD2,076.9 million in 2013, a growth of 5.5%. Also in 2014, the Bank was persistent in its efforts to maximize shareholder value and to strike a balance between risk and profitability. Added to that, BoJ continued to provide the liquidity needed to meet obligations of various maturities, while utilizing available resources optimally and efficiently. In light of these strenuous efforts, the Bank managed to keep its solid financial position and to further grow its revenues.

The Bank's Assets					
	JD (M	illions)	Relative Significance %		
	2014	2013	2014	2013	
Cash, Balances, And Deposits With Banks	463.6	405.0	21.2%	19.5%	
Direct Credit Facilities - Net	1,100.6	1,040.3	50.2%	50.1%	
Financial Assets And Investments In	505.0	510.5	23.1%	24.6%	
Associates	303.0	3.0.3	23.176	2 110 70	
Property, Equipment And Intangible Assets	30.6	29.7	1.4%	1.4%	
Deferred Tax Assets And Other Assets	90.4	91.4	4.1%	4.4%	
Total Assets	2,190.2	2,076.9	100%	100%	



Liabilities and Owners' Equity				
	JD (M	lillions)	Relative Sig	nificance %
	2014	2013	2014	2013
Customers' Deposits	1,628.5	1,544.2	74.4%	74.3%
Banks And Financial Institutions' Deposits	74.4	69.9	3.4%	3.4%
Cash Margins	102.1	92.1	4.7%	4.4%
Income Tax And Sundry Provisions	24.8	24.5	1.1%	1.2%
Borrowing Money and Other Liabilities	20.5	24.7	0.9%	1.2%
Bank Shareholders' Equity	335.8	317.0	15.3%	15.3%
Non-controllers' Interest	4.1	4.5	0.2%	0.2%
Total Liabilities And Owners' Equity	2,190.2	2,076.9	100%	100%



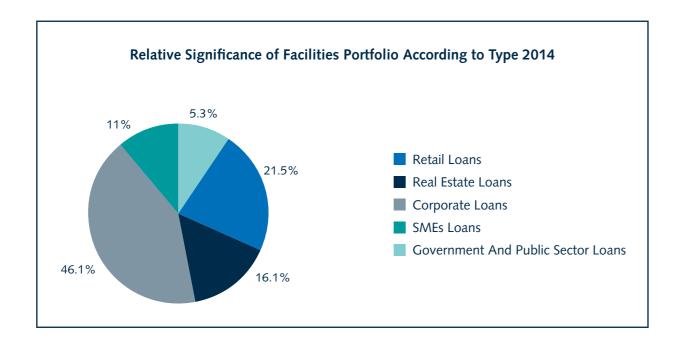
### **Direct Credit Facilities**

Total credit facilities rose by JD50.2 million, or 4.4%, in 2014 compared to 2013 as the Bank adopted a balanced credit policy under the supervision of the Executive Committee. The approach, which was based on comprehensive research on market and credit risks, took into account fluctuations in interest rates and the credit yield spread.

The Bank also maintained the quality of its credit portfolio while working on collecting its dues. It is worth noting that the ratio of non-performing facilities to total credit facilities (net of interest in suspense) stood at 7.21% against 8.72% in 2013, which is within the benchmark ratio.

The Bank also continued to grant loans to the different economic productive sectors, including the retail, SMEs, large corporate, and the public sectors. This is in line with the Bank's policy of diversifying risks and managing funds effectively.

Total Credit Facilities Portfolio (After Deducting Interest And Commission Received In Advance)						
	JD (Millions) Relative Significance %					
	2014	2014 2013 2014				
Retail Loans	257.9	257.1	21.5%	22.4%		
Real Estate Loans	192.9	172.9	16.1%	15.1%		
Corporate Loans	551.6	482.2	46.1%	42.1%		
SMEs Loans	131.1	125.4	11.0%	10.9%		
Government And Public Sector Loans	63.4	109.1	5.3%	9.5%		
Total	1,196.9	1,146.7	100%	100%		



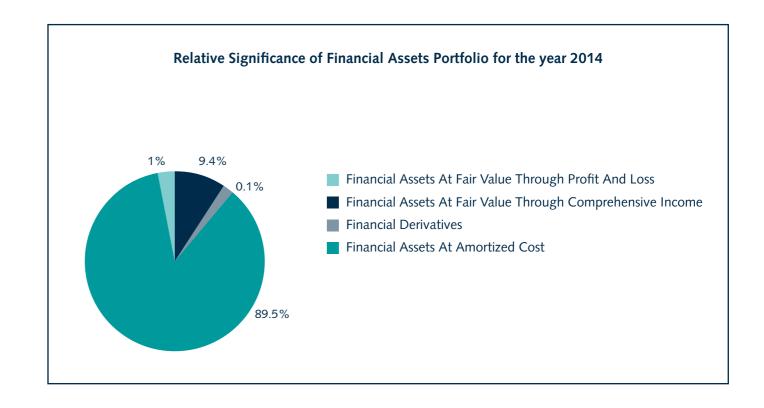
### **Provision for Impairment of Direct Credit Facilities**

Bank of Jordan continues to set aside sufficient provisions against any potential losses. These include a provision for impairment of bad debts - for each loan separately and for the portfolio as a whole. Such a vigilant policy is in line with on the International Accounting Standard (IAS) and guidelines set by monetary bodies, as well auditors' recommendations. Thus, the coverage of provisions for non-performing loans ( net of interest in suspense and cash margins) stood at 101.9% for 2014 against 95.4% in 2013. Total provisions amounted to JD9.4 million in 2014. This is in addition to JD6.5 million representing provisions that were no longer needed and thus were set against other debts. The fair value of collateral accepted for loans, in the meantime, stood at JD407.3 million compared to JD378.1 million at the end of 2013.

### **Financial Assets Portfolio**

The financial assets portfolio was lower by JD5.5 million, or 1.1% in 2014 from a year earlier. This is due to a JD18.6 million, or 28.1%, drop in financial assets at fair value through comprehensive income, which represents investments in active stock markets. In the meantime, financial assets at fair value through profit and loss rose by JD4.1 million. Financial assets at amortized cost rose by JD11.8 million, or 2.7%, which represents investments in bonds and treasury bills (issued and guaranteed by the government), as well as bonds and debentures of companies.

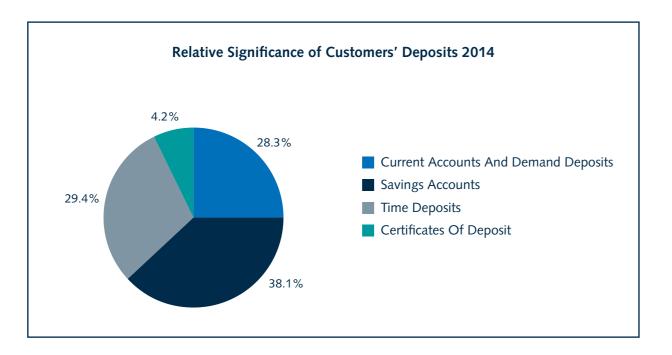
Financial Assets and Investment in Associates Items					
	JD (M	JD (Millions)		nificance %	
	2014	2013	2014	2013	
Financial Assets At Fair Value Through Profit And Loss	4.9	0.7	1.0%	0.1%	
Financial Assets At Fair Value Through Comprehensive Income	47.4	66.0	9.4%	13.0%	
Financial Derivatives	0.8	0.9	0.1%	0.2%	
Financial Assets At Amortized Cost	451.9	440.2	89.5%	86.2%	
Investments In Associates	-	2.7	-	0.5%	
Total	505.0	510.5	100%	100%	



### **Customers' Deposits**

Customers' deposits amounted to JD1,628.5 million in 2014 as compared to JD1,544.2 million a year earlier, higher by JD84.3 million or 5.5%. It is worth noting that the Bank continued to attract fixed and low cost deposits, promote its saving accounts and certificates of deposit, and expand the depositor base. Thus, saving deposits rose by 9.8%, while current accounts and demand deposits saw a rise of 7.3%. Time deposits, meanwhile, saw a year-on-year rise of 8% while CDs dropped by 35.7%. Non-interest bearing deposits reached JD718.6 million against JD659.2 million the previous year.

Customers' Deposits According to Type and Relative Significance						
	JD (Millions) Relative Significance %					
	2014 2013 2014 2013					
Current Accounts And Demand Deposits	461.1	429.8	28.3%	27.8%		
Saving Accounts	620.0	564.9	38.1%	36.6%		
Time Deposits	479.5	444.0	29.4%	28.8%		
Certificates Of Deposit	67.9	105.5	4.2%	6.8%		
Total	1,628.5	1,544.2	100.0%	100%		



### **Bank Shareholders' Equity**

Bank Shareholder's equity recorded a year-on-year increase of JD18.8 million, or 5.9%, to settle at JD335.7 million in 2014. Statutory reserve went up by JD6.6 million or 12% to JD61.2 million, while voluntary reserve reached JD13.7 million. It is worth noting that the Board of Directors recommended to the General Assembly the distribution of cash dividends of 20% of capital (equivalent to JD31.02 million).

### **Capital Adequacy**

The capital adequacy ratio stood at 16.98% in 2014 versus 16.3% in 2013, which is double the minimum ratio of 8% required by the Basel Committee and higher than the 12% ratio set by the Central Bank of Jordan. The regulatory capital adequacy ratio, in the meantime, rose to 16.39% in 2014 against 15.49% a year earlier.

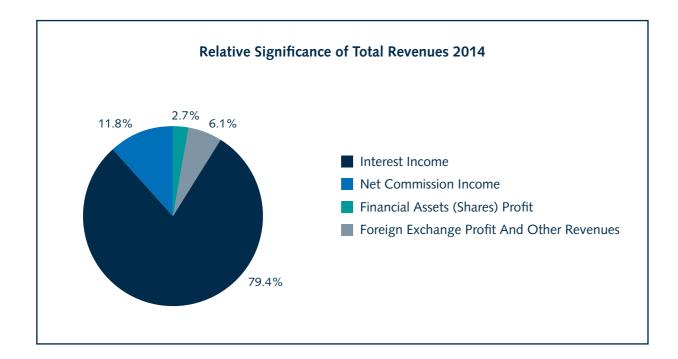
### **Bank's Financial Results**

Total revenues grew by 5.6% to JD154.8 million in 2014 from JD146.5 million the year before. Total income surged by 8.9% to JD124.6 million as compared to JD114.5 million in 2013. Net interest and commission income, in the meantime, recorded a year-on-year growth of 8.2% totaling JD111 million.

Profits before taxes and provisions surged to JD71.6 million in 2014 compared to JD64.8 million in 2013. Net income, after deducting the income tax, the provision for impairment for credit facilities, and other provisions, soared to JD44.8 million in 2014 against JD36.4 million in 2013, up 23.2%.

Net Profit Before And After Taxes And Provisions				
	JD (Millions) Diff			
	2014	2013	2014	
Net Profit Before Taxes And Provisions	71.6	64.8	6.8	
Provision For Impairment Of Direct Credit Facilities	(9.4)	(13.7)	4.3	
Sundry Provisions	(2.2)	(0.9)	(1.3)	
Net Profit Before Tax	60.0	50.2	9.8	
Income Tax Expences	(15.2)	(13.8)	(1.4)	
Net Profit	44.8	36.4	8.4	

Total Realized Revenues and Relative Significance							
JD (Millions) Relative Significance %							
	2014	2014	2013				
Interest Income	122.8	118.1	79.4%	80.6%			
Net Commission Income	18.3	16.5	11.8%	11.3%			
Financial Assets (Shares) Profit	4.2	3.1	2.7%	2.1%			
Foreign Exchange Profit And Other Revenues	9.5	8.8	6.1%	6%			
Total	154.8	146.5	100%	100%			

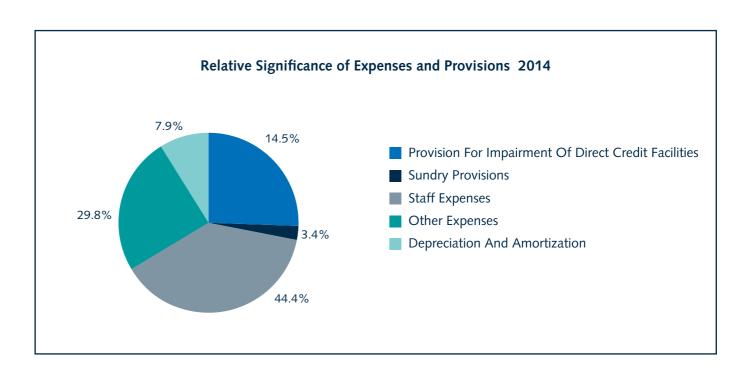


### **Expenses and Provisions**

Expenses and provisions maintained their 2013 level, seeing only a negligible year-on-year rise of 0.6% to JD64.6 million in 2014. This is attributed to a JD4.3 million or 31.6% drop in the provision for impairment of credit facilities. Likewise, depreciation went down by JD218 thousand or 4.1%. Employee expenses, on the other hand, surged by JD2.5 million. Other expenses were also higher by JD1.1 million. This is due to a rise in the cost of insurance, advertisement, subscriptions, maintenance, rent, stationary, and printing. The bank also paid more for charities in 2014. Expenses related to phone bills, professional and legal fees, among other expenses, came in lower in 2014.

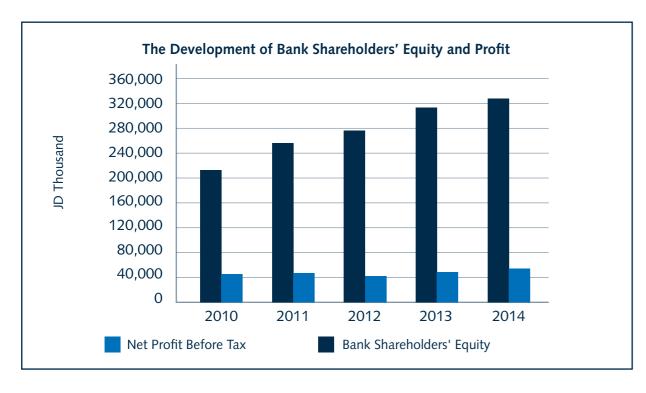
Salaries and remunerations of the senior executive management stood at JD2.2 million in 2014. Fees paid to Bank of Jordan's auditors amounted to JD139 thousand, while fees paid to Bank of Jordan-Syria auditors stood at JD27.2 thousand. Excel Company paid JD5.2 thousand in audit fees, while Jordan Leasing Company paid JD3.5 thousand.

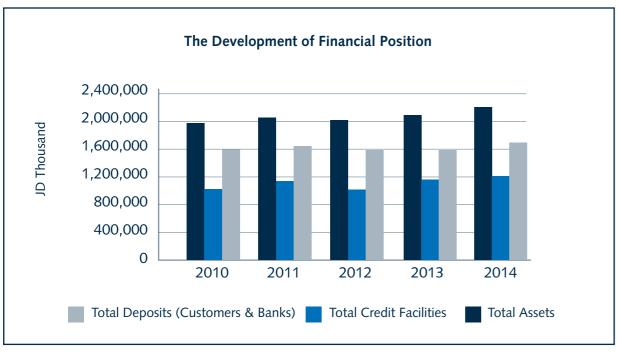
Expenses and Provisions and Relative Significance						
	JD (M	illions)	Relative Significance %			
	2014	2013	2014	2013		
Provision For Impairment Of Direct Credit Facilities	9.4	13.7	14.5%	21.3%		
Sundry Provisions	2.2	0.9	3.4%	1.4%		
Staff Expenses	28.7	26.2	44.4%	40.8%		
Other Expenses	19.2	18.1	29.8%	28.1%		
Depreciation And Amortization	5.1	5.4	7.9%	8.4%		
Total	64.6	64.3	100%	100%		



Main Financial Ratios		
	2014	2013
Return On Average Bank Shareholders' Equity	14.44%	13.73%
Return On Capital	30.39%	26.3%
Return On Average Assets	2.21%	1.99%
Profitability Per Employee (After Tax)	JD 24,388	JD 20,573
Interest Income/Average Assets	5.76%	5.77%
Interest Expense/Average Assets	1.41%	1.56%
Interest Margin/Average Assets	4.34%	4.20%
Coverage Ratio of Provisions for Non–performing Loans (Net)	101.9%	%95.4
Non–performing Loans/Total Credit Facilities ( After Deducting Interset in Suspense)	7.21%	8.72%

Financial Indicators For The Years (2010 – 2014) Amount in JD Thousand							
Fiscal Year	2010 2011 2012 2013 20°						
Total Assets	1,969,064	2,052,858	2,016,628	2,076,937	2,190,187		
Total Credit Facilities	1,023,349	1,125,667	1,028,093	1,146,125	1,196,856		
Total Deposits (Customers & Banks)	1,586,989	1,631,418	1,587,636	1,614,125	1,702,899		
Bank Shareholders' Equity	214,408	259,194	276,510	316,986	335,746		
Non-controllers' Interest	21,351	18,114	14,267	4,506	4,116		
Net Profit Before Tax	45,427	49,674	46,222	50,204	59,999		





### Our Goals for 2015

- Improving the Bank's key financial ratios and maximizing its market share in efforts to enhance its competitiveness in Jordan, Palestine, and Syria. This is in addition to meeting any new requirement issued by supervisory authorities in those markets, and any other related international standards.
- Pressing ahead with plans to improve the quality of customer care and enhance customer satisfaction. In due course, the Bank will continue to evaluate customer experience. Special programs are also being implemented to measure customer satisfaction at various levels. These efforts come alongside completing and reviewing programs included in the retail sector's strategy to ensure they meet the needs of the different clients based on market segmentation.
- Playing a key role in financing the various economic sectors, which would contribute to achieving comprehensive economic growth in the markets where the Bank maintains banking presence. Added to that, the Bank will continue to build partnerships with institutions that serve SMEs.
- Boosting the Bank's presence across the Kingdom to ensure it reaches out to potential clients. The Bank is also keen to improve the level of service across its distribution outlets, which would reflect positively on the bank's image and is in line with its strategy and corporate identity.
- Strengthening the Bank's presence in the region through conducting studies on the feasibility of expanding in regional markets. Such schemes would help the Bank benefit from business opportunities available in those markets, and thus achieve the twin goals of realizing growth and diversifying risks.
- Improving the Bank's processes and business procedures and upgrading the IT and communication systems in order to cope with current and future needs and ensure efficiency. The Bank will also work on completing a range of automation projects, chiefly the Score Card and the CDA systems in cooperation with FICO. Other projects include upgrading the intranet and the e-clearance, e-payment, and the GRC systems, and replacing the internet banking system.
- Ensuring the Bank's compliance with applicable banking and professional laws and regulations issued by local and international supervisory authorities. Accordingly, the Bank will start applying the electronic system for monitoring customer accounts to make sure they are in line with FATCA. This is in addition to adopting and applying the new set of corporate governance principles. Projects are also underway to launch the (Advanced Cyber Security Center) project that would enhance data management and security, in addition to applying the automation systems for the ICAAP, Stress Testing, and the Basel III requirements.
- Developing credit policies and the credit risk management in line with best international practices, and improving the quality of the credit portfolio while limiting concentration risks and default ratios. This would be achieved through improving the efficiency of credit granting and loan collection, while keeping risks to a minimum.
- Investing in human resources and working on enhancing the efficiency of employees at all levels, while implementing strategic work plans related to HR. Furthermore, the Bank will further develop HR bylaws and policies in line with best management practices. Plans are also underway to launch the behavioral competences scheme, and the technical competences scheme for some departments.
- Paying back the local community through supporting local institutions with a focus on sustainable development activities. This comes along backing and sponsoring educational, cultural, social, sports, and charitable initiatives, and building strategic partnerships with targetted national institutions. Such efforts would reflect positively on the Bank's social image and its corporate identity among all segments of the society.

Consolidated Financial Statements and Independent Auditor's Report

2014

Independent Auditor's Report

Consolidated Statement of Financial Position

Consolidated Statement of Income

Consolidated Statement of Comprehensive Income

Consolidated Statement of Changes in Owners' Equity

Consolidated Statement of Cash Flows

Notes to Consolidated Financial Statements

01	21653	25611	3825
02	34319	29428	5435
03	33367	27485	7652
04	16497	19394	3158
05	20903	38633	5415
06	12769	25130	7625
07	16085	27805	5476
08	13922	33493	5625
09	11865	15904	3615
10	27757	41815	10825
11	30226	43127	8329
12	37411	51974	13546

8251

8929

14775

11586

15451

17118

22948

24475

### Independent Auditor's Report

# Deloitte.

Deloitte & Touche (M.E.) - Jordan Jabal Amman, 5th Circle 190 Zahran Street P.O.Box 248 Amman 11118, Jordan

Tel:+962 (0) 6 5502200 Fax: +962 (0) 6 5502210

Independent Auditor's Report

AM/ 8572

To the Shareholders of Bank of Jordan Amman - The Hashemite Kingdom of Jordan

We have audited the accompanying consolidated financial statements of Bank of Jordan (Public Shareholding Limited Company) which comprises of the Consolidated Statement of Financial Position as of December 31, 2014, and the Consolidated Statements of Income, Comprehensive Income, Changes in Owners' Equity and Cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these Consolidated financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Bank's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate for the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Bank of Jordan as of December 31, 2014, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards.

Report on the Legal and Regulatory Requirements

The Bank maintains proper accounting records duly organized and aligned with the accompanying consolidated financial statements and with the financial statements presented within the Board of Directors' report. We recommend that the General Assembly of Shareholders approve these consolidated financial statements.

The accompanying consolidated financial statements are a translation of the statutory consolidated The accompanying consolidated financial statements are a translation of the financial statements which are in the Arabic language to which reference should be made.

Amman – Jordan

Deloitte & Touche (M.E.) - Jordan

January 29, 2015

Deloitte & Touche (M.E.) **Public Accountants** 

Amman - Jordan

Member of Deloitte Touche Tohmatsu Limited

### Consolidated Statement of Financial Position

	Note	Decem	ber 31
Assets	Note	2014	2013
Cash And Balances With Central Banks	4	258,250,810	222,203,68
Balances With Banks And Financial Institutions	5	205,319,866	174,239,02
Deposits With Banks And Financial Institutions	6	-	8,508,00
Financial Assets At Fair Value Through Profit Or Loss	7	4,855,899	755,07
Financial Assets At Fair Value Through Comprehensive Income	8	47,428,226	65,988,14
Financial Derivatives	38	750,745	867,32
Direct Credit Facilities – Net	9	1,100,617,301	1,040,347,18
Financial Assets At Amortized Cost	10	451,957,464	440,199,20
Investments In Associates	11	1	2,724,67
Property And Equipment – Net	12	27,268,112	27,155,77
Intangible Assets	13	3,371,359	2,534,32
Deferred Tax Assets	19/b	19,984,865	16,613,17
Other Assets	14	70,382,718	74,801,42
Total Assets		2,190,187,366	2,076,936,99
Liabilities And Owners' Equity			
Liabilities			
Banks And Financial Institutions' Deposits	15	74,426,183	69,916,51
Customers' Deposits	16	1,628,473,303	1,544,205,72
Cash Margins	17	102,111,486	92,141,50
Sundry Provisions	18	8,792,943	7,576,94
Income Tax Provision	19/a	15,998,305	16,947,81
Borrowing Money	20	500,956	-
Other Liabilities	21	20,022,138	24,656,91
Total Liabilities		1,850,325,314	1,755,445,41
Owners' Equity			
Equity Attributable To Bank's Shareholders			
Paid-up Capital	22	155,100,000	155,100,00
Statutory Reserve	23	61,177,439	54,601,18
Voluntary Reserve	23	13,714,543	13,715,92
General Banking Risks Reserve	23	13,128,988	11,907,43
Special Reserve	23	2,921,601	2,319,56
Foreign Currencies Translation Differences	24	(10,326,397)	(11,643,042
Fair Value Reserve – Net	25	17,959,472	33,450,49
Retained Earnings	26	82,070,084	57,534,18
Total Equity Attributable To The Bank's Shareholders		335,745,730	316,985,74
Non-controllers' Interest		4,116,322	4,505,83
Total Owners' Equity		339,862,052	321,491,58
Total Liabilities And Owners'Equity		2,190,187,366	2,076,936,99

Chief Executive Officer/Board of Directors Chairman

The Accompanying Notes From (1) To (47) Constitute An Integral Part Of These Consolidated Finacial Statements And Should Be Read With Them.

# Consolidated Statement of Income

Bank of Jordan (A Public Shareholding Limited Co	ompany) A	Amman - Jordan J	D
	Note	For the year end	led December 31
	Note	2014	2013
Interest Income	28	122,842,904	118,050,839
Interest Expense	29	30,139,957	32,025,346
Net Interest Income		92,702,947	86,025,493
Commissions Income – Net	30	18,282,731	16,549,784
Net Interest And Commissions Income		110,985,678	102,575,277
Foreign Currencies Income	31	2,826,654	1,822,361
Gains (Losses) From Financial Assets At Fair Value Through Profit	Or Loss 32	352,470	(26,050)
Cash Dividends From Financial Assets At Fair Value Th	rough		
Comprehensive Income		3,851,253	3,154,008
Other Income	33	6,631,878	6,971,507
Total Income		124,647,933	114,497,103
Employee Expenses	34	28,695,069	26,213,876
Depreciation And Amortization	12,13	5,131,143	5,349,386
Other Expenses	35	19,248,982	18,100,947
Provision For Impairment Of Direct Credit Facilities	9	9,396,842	13,746,116
Sundry Provisions	18	2,178,042	874,458
Total Expenses		64,650,078	64,284,783
Profit From Operations		59,997,855	50,212,320
The Bank's Share Of Gain (Loss) from Investment In Associates	11	2,042	(8,231)
Profit Before Income Tax		59,999,897	50,204,089
Less: Income Tax Expense	19	(15,175,308)	(13,810,911)
Profit For The Year		44,824,589	36,393,178
Attributable To			
Bank's Shareholders		47,127,403	40,739,214
Non-Controllers' Interest		(2,302,814)	(4,346,036)
		44,824,589	36,393,178
Earnings Per Share For The Year Attributable To The B Shareholders	ank's		
Basic	36	0.304	0.263
Diluted	36	0.304	0.263

Chief Executive Officer/Board of Directors Chairman

# Consolidated Statement of Comprehensive Income

Bank of Jordan (A Public Shareholding Limited Company) Amman - Jordan JD				
	For the year end	ed December 31		
	2014	2013		
Profit For The Year	44,824,589	36,393,178		
Other Comprehensive Income Items:				
Items That May Be Reclassified Subsequently To Consolidated Statement Of Income:				
Foreign Currencies Translation Differences	3,870,140	(10,617,984)		
	3,870,140	(10,617,984)		
Items That Will Not Be Reclassified Subsequently To Consolidated Statement Of Income:				
(Loss) From Sales Of Financial Assets At Fair Value Through Comprehensive Income	(1,029,646)	(536,777)		
Change In Fair Value Reserve - Net Of Tax	(6,029,617)	22,858,426		
	(7,059,263)	22,321,649		
Total Comprehensive Income	41,635,466	48,096,843		
Total Comprehensive Income Attributable To:				
The Bank's Shareholders	42,024,982	57,858,082		
Non-controllers' Interest	(389,516)	(9,761,239)		
	41,635,466	48,096,843		

# Consolidated Statement of Changes in Owners' Equity

Bank of Jordan (A Public Shareh	olding Limited Co	ompany) Ammar	n - Jordan								
				Reserves							
	Paid-up Capital	Statutory	Voluntary	General Banking Risks	Special	Foreign Currencies Translation Differences	Fair Value Reserve- Net	Retained Earnings	Total Banks Shareholders' Equity	Non- Controllers' Interest	Total Shareholders' Equity
	JD	JD	JD	JD	JD	JD	JD	JD	JD	JD	JD
For The Year Ended December 31, 2014											
Balance - beginning of the year	155,100,000	54,601,184	13,715,928	11,907,433	2,319,566	(11,643,042)	33,450,490	57,534,189	316,985,748	4,505,838	321,491,586
Foreign currencies translation differences	-	(1,385)	(1,385)	(6,718)	-	1,316,645	-	649,685	1,956,842	1,913,298	3,870,140
Profit for the year	-	-	-	-	-	-	-	47,127,403	47,127,403	(2,302,814)	44,824,589
(Loss) from sale of financial assets at fair value through comprehensive income	-	-	-	-	-	-	(9,785,321)	8,755,675	(1,029,646)	-	(1,029,646)
Changes in fair value reserve - net of tax	-	-	-	-	-	-	(6,029,617)	-	(6,029,617)	-	(6,029,617)
The effect of the decrease of The Bank's ownership in the associate company	-	-	-	-	-	-	323,920	(323,920)	-	-	-
Total comprehensive income		(1,385)	(1,385)	(6,718)		1,316,645	(15,491,018)	56,208,843	42,024,982	(389,516)	41,635,466
Transfer to reserves	-	6,577,640	-	1,228,273	602,035	-	-	(8,407,948)	-	-	-
Dividends paid *								(23,265,000)	(23,265,000)		(23,265,000)
Balance - End of the Year	155,100,000	61,177,439	13,714,543	13,128,988	2,921,601	(10,326,397)	17,959,472	82,070,084	335,745,730	4,116,322	339,862,052
For the Year Ended December 31, 2013											
Balance - beginning of the year	155,100,000	48,583,716	13,735,305	11,076,830	1,788,281	(4,524,549)	6,880,281	43,869,842	276,509,706	14,267,077	290,776,783
Adjustments							3,711,783	2,171,177	5,882,960		5,882,960
Adjusted beginning balance	155,100,000	48,583,716	13,735,305	11,076,830	1,788,281	(4,524,549)	10,592,064	46,041,019	282,392,666	14,267,077	296,659,743
Foreign currencies translation differences	-	(19,376)	(19,377)	(257,726)	-	(7,118,493)	-	2,212,191	(5,202,781)	(5,415,203)	(10,617,984)
Profit for the year	-	-	-	-	-	-	-	40,739,214	40,739,214	(4,346,036)	36,393,178
(Loss) from sale of financial assets at fair value through comprehensive income	-	-	-	-	-	-	-	(536,777)	(536,777)	-	(536,777)
Changes in fair value reserve - net of tax	-	-	-	-	-	-	22,858,426	-	22,858,426	-	22,858,426
Total comprehensive income	-	(19,376)	(19,377)	(257,726)	-	(7,118,493)	22,858,426	42,414,628	57,858,082	(9,761,239)	48,096,843
Transfer to reserves	-	6,036,844	-	1,088,329	531,285	-	-	(7,656,458)	-	-	-
Dividends paid			-			_		(23,265,000)	(23,265,000)		(23,265,000)
Balance - End of the Year	155,100,000	54,601,184	13,715,928	11,907,433	2,319,566	(11,643,042)	33,450,490	57,534,189	316,985,748	4,505,838	321,491,586

<sup>\*</sup> According to the resolution of The Bank General Assembly in its ordinary meeting held on March 27, 2014, it was approved to distribute 15% of the bank's capital in cash to shareholders which is equivalent to JD 23,265,000.

<sup>\*\*</sup> In Accordance to the instructions of the regulatory bodies:

<sup>-</sup> The general banking risks reserve cannot be utilized without prior approval from the Central Bank of Jordan and Palestine Monetary Authority.

<sup>-</sup> Retained earnings include a restricted amount of JD 19,984,865 against deferred tax benefits as of December 31, 2014. This restricted amount cannot be utilized through capitalization or distribution unless actually realized.

<sup>-</sup> Retained earnings include an amount of JD 5,834,342 as of December 31, 2014 which represents the effect of early adoption of IFRS (9). These restricted amounts cannot be utilized unless realized through actual sale.

<sup>-</sup> The fair value reserve cannot be utilized including the capitalization, distribution, write-off losses or any other commecrial acts unless realized through actual sale as instructed by Central Bank of Jordan and Jordan Security Commission.

### Consolidated Statement of Cash Flows

	Note	For the year end	ed December 31
Cash Flows From Operating Activities		2014	2013
Profit before income tax	Ì	59,999,897	50,204,08
Adjustments for:			
Depreciation and amortization	12,13	5,131,143	5,349,38
Provision for impairment in direct credit facilities	9	9,396,842	13,746,11
(Gain) from sale of property and equipment	33	(2,712)	(174,032
Loss from financial assets at fair value through profit or loss – unrealize	d 32	110,653	34,69
Effect of exchange rate fluctuations	31	(2,804,769)	(2,307,754
Loss from financial assets at fair value foreclosed by the bank	33	584,000	1,314,00
against doubtful debts – unrealized			
Sundry provisions	18	2,178,042	874,45
Reversed from income tax on prior years	19	-	1,119,00
Bank's share of (gains) losses from investment in associate	11	(2,042)	8,23
Foreign currency exchange differences		289,863	9,749,24
Profit before changes in assets and liabilities		74,880,917	79,917,43
Changes in Assets and Liabilities:		7 1/000/5 17	7 5 7 7 7 1 5
(Increase) Decrease in restricted balances		(553,097)	1,508,62
Decrease in deposits with banks and other financial institutions		8,508,000	354,50
(maturing over 3 months)		0,500,000	331,30
(Increase) in financial assets at fair value through profit or loss		(4,211,480)	_
(Increase) in direct credit facilities		(69,666,959)	(123,465,978
Decrease (Increase) in other assets		3,834,703	(13,403,092
Increase (Decrease) in customers deposits		84,267,580	(8,393,970
Increase in cash margins		9,969,981	7,469,92
Increase in borrowing money		500,956	7,409,92
(Decrease) Increase in other liabilities		(4,736,904)	2 002 20
Net change in assets and liabilities			2,003,38
Net cash flows from (used in) operating activities before taxes,		27,912,780	(133,926,613
end-of-service indemnity provision, and lawsuits provision		102,793,697	(54,009,180
Paid from end-of-service indemnity provision and lawsuits provision	18	(859,451)	(947,84
Income tax paid	19		
Net cash flows from (used in) operating activities	19	(19,882,159)	(19,296,499
·		82,052,087	(74,253,524
Cash Flows From Investing Activities (Purchase) of financial assets at amortized cost		(224 422 000)	(11C 1C7 E10
<u> </u>		(231,132,000)	(116,467,510
Maturity of financial assets at amortized cost		219,373,741	92,101,95
(Purchase) of financial assets at fair value through comprehensive incomprehensive incomprehen	me	(250,002)	(874,123
Sale of financial assets at fair value through comprehensive income		12,758,045	895,78
Proceeds from the sales of investments in associate companies		1,718,163	-
Maturity of financial derivatives		116,577	1,009,86
(Purchase) of property and equipment and advance payments to		(5,669,521)	(2,691,076
acquire property and equipment			
Sale of property and equipment		1,063,036	453,73
(Purchase) of intangible assets	13	(1,476,967)	(1,012,010
Net cash flows (used in) investing activities		(3,498,928)	(26,583,379
Cash Flows From Financing Activities			
Foreign currencies translation differences		3,870,140	(10,617,984
Dividends paid to shareholders		(23,162,870)_	(23,103,82
Net cash flows (used in) financing activities		(19,292,730)_	(33,721,80
Effect of exchange rate fluctuations on cash and cash equivalents	31	2,804,769	2,307,75
		62 0CE 100	(132,250,954
Net increase (decrease) in cash and cash equivalents		62,065,198	(132,230,33
Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents – beginning of the year		314,724,322	446,975,27

### Notes to Consolidated Financial Statements

### 1. General

Bank of Jordan was established in 1960 as a public shareholding limited company with headquarters in Amman – Jordan. On March 3, 1960, it was registered under number (1983) according to the Companies Law No. 33 for the year 1962 with an authorized capital of JD 350,000, represented by 70,000 shares at a par value of JD 5 per share. However, The Bank's authorized and paid-up capital was increased in stages last of which took place in 2011. Thus, authorized, subscribed and paid-up capital reached JD 155/1 million with a par value of JD 1 per share.

The Bank provides all financial and banking services within its scope of activities. Those services are offered through its (69) branches in Jordan, (15) branches in Palestine and its subsidiaries in Jordan and Syria (Excel for Financial Investments Company, Jordan Leasing Company and Bank of Jordan-Syria).

The consolidated financial statements have been approved by the Board of Directors in its meeting No.577 held on January 29, 2015 subjected to approval by the General Assembly of Shareholders.

### 2. Summary Of Significant Accounting Policies

#### **Basis of Preparation**

- The accompanying consolidated financial statements for The Bank and its subsidiaries were prepared in accordance with the standards issued by the International Accounting Standards Board and the interpretations of the International Financial Reporting Interpretation Committee stemming from the International Accounting Standards Board and in conformity with the applicable laws and regulations of the Central Bank of Jordan.
- The consolidated financial statements were prepared on the historical cost basis except for financial assets at fair value through profit or loss, financial assets at fair value through comprehensive income and financial derivatives which measured at fair value at the date of preparation of the consolidated financial statements. Moreover, hedged assets and liabilities are stated at fair value.
- The consolidated financial statements are presented in Jordanian Dinar "JD", being the functional currency of the Bank.
- The accounting policies adopted for the current year are consistent with those applied in the year ended December 31, 2013 except for the effect of the adoption of new and modified standard as in note (47 A).

#### **Basis of Consolidation**

- The consolidated financial statements incorporate the financial statements of The Bank and the subsidiaries controlled by The Bank. Control is achieved whereby The Bank has the power to govern the financial and operating policies of the subsidiaries to obtain benefits from their activities. All intra-group transactions, balances, income, and expenses are eliminated in full.
- The financial statements of the subsidiary companies are prepared for the same financial year of The Bank using the same accounting policies adopted by The Bank. If the accounting policies adopted by the subsidiary companies are different from those used by The Bank, the necessary adjustments to the financial statements of the subsidiary companies are made so as to comply with the accounting policies used by The Bank.

As of December 31, 2014, The Bank owns the following subsidiary companies:

Name of Subsidiary	Paid-up Capital	Bank's Ownership Percentage %	Subsidiary's Nature of Business	Place of Operation	Acquisition Date
Excel for Financial Investments Company	JD 3.5 Million	100	Financial Brokerage	Amman	March 23, 2006
Bank of Jordan-Syria *	3,000 Million (Syrian – Lira)	49	Banking Activities	Syria	May 17, 2008
Jordan Leasing Company	JD 10 Million	100	Finance Lease	Amman	October 24, 2011

The most important information of the subsidiaries for the year 2014 is as follows:

	December	31, 2014	For the Year 2014		
Name of Subsidiary	Total Assets	Total Liabilities	Total Revenues	Total Expenses	
Excel for Financial Investments Company	4,248,579	470,035	364,586	245,663	
Bank of Jordan–Syria *	61,160,292	52,003,031	(600,321)	3,915,001	
Jordan Leasing Company	12,116,861	906,223	949,512	316,500	

- The results of the subsidiaries are incorporated into the consolidated statement of income from the effective date of acquisition which is the date on which actual control over the subsidiary is assumed by The Bank. Moreover, the operating results of the disposed subsidiaries are incorporated into the consolidated statement of income up to the effective date of disposal which is the date on which The Bank loses control over the subsidiaries.
- \* The results of Bank of Jordan–Syria have been incorporated in the consolidated financial statements due to The Bank's power to govern the financial and operating policies of the subsidiary.
- Non-Controllers' interest represents the portion of equity not held by The Bank in the subsidiary.

### **Segmental Information**

- Business is a group of assets and operations that jointly provide products or services subject to risks and returns different from those of other business segments, to the effect that it is measured according to the reports used by the Executive Director and the main decision maker at The Bank.
- Geographical sector relates to providing products or services in an economic environment subject to specific risks and returns different from those operating in other sectors of other economic environments.

#### **Direct Credit Facilities**

- A provision for the impairment of direct credit facilities is recognized in the consolidated statement of income when The Bank cannot obviously recover the overdue amounts, there is objective evidence that the future cash flows of the direct credit facilities have been negatively impacted by an event, and the impairment loss can be estimated. The provision amount is recorded in the consolidated statement of income.
- Interest and commission earned on non-performing credit facilities are suspended in accordance with the instructions of the Central Bank of Jordan, and in accordance with the instructions of the regulatory authorities in Syria and the Palestinian Monetary Authority, whichever is more conservative.
- Credit facilities are written off against its provision when the procedures to collect these direct credit facilities are not feasible. Any surplus in the gross provision if any is reversed through the consolidated statement of income. Subsequent recoveries of amounts previously written off are credited to revenue.
- The credit facilities and its own suspended interests that have been fully covered by provisions, are transferred to off-consolidated financial position statement based on the board of directors' decisions regarding this issue.
- The suspended interests are accounted for the accounts off the consolidated financial position which have legal suits based on the board of directors' decisions.

# Financial Derivatives and Hedge Accounting Financial Derivatives for Trading:

The fair value of financial derivatives for trading such as forward foreign currency contracts, future interest rate contracts, swap agreements, and foreign currency options is recorded in the consolidated statement of financial position. Fair value is measured according to the prevailing market prices; the change in fair value is recognized in the consolidated statement of income.

#### Financial Derivatives for Hedging:

For hedge accounting purposes, the financial derivatives are stated at fair value. Hedges are classified as follows:

- Fair value hedge: hedge for the change in the fair value exposures of The Bank's assets and liabilities.
- When the conditions of an effective fair value hedge are met, the resulting gains and losses from re-measuring the valuation of fair value hedge and the change in the fair value of the hedged assets or liabilities is recognized in the consolidated statement of income.
- When the conditions of an effective portfolio hedge are met, the gain or loss resulting from the revaluation of the hedging instrument at fair value as well as the change in the fair value of the assets or liabilities portfolio is recorded in the consolidated statement of income for the same year.
- Cash Flow Hedge: hedge for the change in the current and expected cash flows exposures of The Bank's assets and liabilities.
- When the conditions of an effective cash flow hedge are met, the gain or loss of the hedging instruments is recognized in owners' equity. Such gain or loss is transferred to the consolidated statement of income in the period in which the hedge transaction impacts the consolidated statement of income.
- When the conditions of the effective hedge do not apply, the gain or loss resulting from change in the fair value of the hedging instrument is recorded in the consolidated statement of income in the same year.
- Profit or loss resulting from the foreign exchange of interest-bearing debt instruments and within financial assets at fair value through other comprehensive income is included in the consolidated statement of income. Differences in the foreign currency translation of equity instruments are included in the cumulative change in fair value reserve within owners' equity in the consolidated statement of financial position.

#### Financial Assets At Amortized Cost

- Financial assets at amortized cost are the financial assets which The Bank management intends, according to its business model, to hold for the purpose of collecting the contractual cash flows which comprise the contractual cash flows that are solely payments of principal and interest on the outstanding principal.
- Financial assets are recorded at cost upon purchase plus acquisition expenses. Moreover, the issue premium\discount is amortized using the effective interest rate method, and recorded as debit or credit in the interest account. Provisions associated with the decline in value of these investments leading to the inability to recover the investment or parts thereof are deducted. Any impairment is recorded in the consolidated statement of income and should be presented subsequently at amortized cost less any impairment losses.
- The amount of the impairment loss recognised at amortized cost is the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the original effective interest rate.
- It is not allowed to reclassify any financial assets from/to this category except for certain cases specified at the International Financial Reporting Standards (and in the case of selling those assets before its maturity date, the results should be recorded in a separate account in the consolidated statement of comprehensive income, disclosures should be made in accordance with the requirements of relevant International Financial Reporting Standards).

#### Financial Assets At Fair Value Through Profit Or Loss

- Financial assets at fair value through profit or loss are the financial assets purchased by the Bank for the purpose of trading in the near future and achieving gains from the fluctuations in the short-term market prices or trading margins.
- Financial assets at fair value through profit or loss are initially stated at fair value at acquisition date (purchase costs are recorded in the consolidated statement of income upon acquisition) and subsequently measured in fair value. Moreover, changes in fair value are recorded in the consolidated statement of income including the change in fair value resulting from translation of non-monetary assets stated at foreign currency. Gains or losses resulting from the sale of these financial assets or part of them are taken to the consolidated statement of income.
- Dividends and interests from these financial assets are recorded in the consolidated statement of income.
- It is not allowed to reclassify any financial assets to/from this category except for the cases specified in the International Financial Reporting Standards.

### Financial Assets At Fair Value Through Other Comprehensive Income

- These financial assets represent the investments in equity instruments held for long term.
- These financial assets are recognized at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognized in the consolidated statement of other comprehensive income and within owner's equity, including the changes in fair value resulting from translation of non-monetary assets stated in foreign currency. Gain or loss from the sale of these investments or part of them should be recognized in the consolidated statement of comprehensive income and within owner's equity, and the balance of the revaluation reserve for these assets should be transferred directly to the retained earnings not to the consolidated statement of income.
- No impairment testing is required for these assets.
- Dividends are recorded in the consolidated statement of income.

### Fair Value

Fair value represents the closing market price (Asset Purchase/Liabilities Selling) of financial assets and derivatives on the date of the consolidated financial statements.

In case declared market prices do not exist, active trading of some financial assets and derivatives is not available, or the market is inactive, fair value is estimated by:

- Comparison with the current market value of a highly similar financial instrument.
- The estimated future cash flows and discounted cash flows at current rates applicable for items with similar terms and risk characteristics.
- Options pricing models.
- Evaluation of long-term assets and liabilities that bear no interest in accordance with discounted cash flows using effective interest rate. Premiums and discounts are amortized within interest revenues or expense in the consolidated statement of income.

The evaluation methods aim to obtain a fair value that reflects market expectations and takes into consideration market factors and any expected risks or benefits at the time of evaluation of the financial instruments. In case the fair value of an investment cannot be measured reliably, it is stated at cost less any impairment.

### Impairment in Financial Assets

The Bank reviews the values of financial assets recorded on the date of the consolidated statement of financial position in order to determine if there are any indications of impairment in their value individually or in the form of a portfolio. In case such indication exists, the recoverable value is estimated so as to determine the impairment loss.

### **Investments in Associates**

- An associate is an entity over which the Bank has significant influence on the decisions related to Financial and operating policies (but does not control) and whereby The Bank owns 20% 50% of its voting rights. Moreover, the Bank recognizes its share in the associate based on the equity method.
- Profits and losses resulting from transactions between The Bank and its associates are eliminated according to The Bank's ownership percentage in these companies.

#### **Property and Equipment:**

- Property and equipment are stated at cost less accumulated depreciation and any impairment loss in its value. Moreover, depreciation is calculated (except for lands) when the assets are ready for use on the straight-line basis over the estimated useful lives of these assets as follows:

	%
Buildings	2 – 15
Equipment and Fixtures	15
Furniture	9
Vehicles	15
Computers	15
Improvements and Decorations	15

- When the carrying amounts of Property and Equipment exceed their recoverable values, assets are written down, and impairment losses are recorded in the consolidated statement of income.
- The useful lives of Property and Equipment are reviewed at the end of each year. In case the expected useful life is different from what was determined before, the change in estimate is recorded in the following years, being a change in estimate.
- Property and Equipment are derecognized when disposed of or when there is no expected future benefit from their use.

#### **Provisions**

Provisions are recognized when the Bank has an obligation on the date of the consolidated statement of financial position arising from a past event and the costs to settle the obligation are both probable and can be reliably measured.

#### **End-of-Service Indemnity**

The required provision for end-of-service indemnities for the year is recorded in the consolidated statement of income while payments to departing employees are deducted from the provision amount. Indemnities paid in excess of the provision are taken to the consolidated statement of income upon payment.

#### Income Tax

- Income tax expenses represent accrued taxes and deferred taxes.
- Income tax expenses are accounted for on the basis of taxable income. Moreover, taxable income differs from income declared in the consolidated financial statements because the latter includes non-taxable revenues or disallowed taxable expenses in the current year but deductible in subsequent years, accumulated losses acceptable upon the tax law, and items not accepted for tax purposes or subject to tax.
- Taxes are calculated on the basis of the tax rates according to the prevailing laws, regulations, and instructions enforced in the countries where The Bank operates.
- Deferred taxes are taxes expected to be paid or recovered as a result of temporary timing differences between the value of assets and liabilities in the consolidated financial statements and the value of taxable amounts. Deferred tax is calculated on the basis of liability method in the consolidated statement of financial position according to the rates expected to be applied when the tax liability is settled or deferred tax assets are recognized.
- Deferred tax assets and deferred tax liabilities are reviewed as of the date of the consolidated statement of financial position, and reduced in case it is expected that no benefit or need will arise, partially or totally.

### Paid-up Capital

- Cost of issuing or purchasing The Bank's shares

The cost of issuance or purchase of The Bank's shares is recognized in the Retained Earnings (net after tax effect if any). If the purchase/issue transaction has not been completed, then the cost will be recognized as an expense in the consolidated statement of income.

- Treasury Shares

No gain or loss is recognised in the consolidated statement of income on the purchase, sale, and issue of treasury shares but recognised in owners' equity within share premium/discount. Moreover, loss is recorded in retained earnings in case the share premium of treasury shares has been used up.

### **Accounts Managed on Behalf of Customers**

- These represent the accounts managed by the Bank on behalf of its customers, but do not represent part of The Bank's assets.
- The fees and commissions on such accounts are shown in the consolidated statement of income.
- A provision against the impairment in the capital-guaranteed portfolios managed on behalf of customers is taken.

#### Offsetting

Financial assets and financial liabilities are offset, and the net amount is reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognized amounts and The Bank intends to either settle them on a net basis or to realize the asset and settle the liability simultaneously.

#### Realization of Income and Recognition of Expenses

- Interest income is realized by using the effective interest method except for interest and commissions from non-performing credit facilities, which have not been recognized as income and registered in interest and commissions in suspense.
- Revenues and expenses are recognised according to the accrual basis.
- Commission is recorded as revenue when the related services are provided. Moreover, dividends are recorded when realized (decided upon by the General Assembly of Shareholders).

### **Recognition of Financial Assets**

Purchase and sale of financial assets are recognized on the trading date (which is the date on which The Bank commits itself to purchase or sell the financial asset).

### **Mortgaged Financial Assets**

Mortgaged financial assets are assets mortgaged to third parties, which hold the right to sell or refinance the mortgage. Those assets are continuously evaluated according to the accounting policies designated for each of them and to its original class.

#### **Foreclosed Assets**

Assets that have been subjected to foreclosure by The Bank are shown at the consolidated financial position under "other assets" at the acquisition value or fair value, whichever is lower. As of the consolidated financial statements date, these assets are re-valued individually at fair value. Any decline in their market value is taken to the consolidated statement of income as a loss whereas any such increase is not recognized. Subsequent increase is taken to the consolidated statement of income to the extent that it does not exceed the previously recorded impairment.

### Intangible Assets:

### A - Goodwill:

- Goodwill is recorded at cost which repesents the excess of the acquisition costs or investment costs in a subsidiary over the net assets fair value of the subsidiary as of the acquisition date. Goodwill arises from the investment in the subsidiary recognised as a separate item in intangible assets. Later on, goodwill will be reviewed and reduced by any impairment amount.
- Goodwill is allocated to cash generating unit(s) to test impairment in its value.
- Impairment testing is done on the date of the consolidated financial statements. Goodwill is reduced if the test indicates that there is impairment in its value, and that the estimated recoverable value of the cash generating unit(s) relating to goodwill is less than the book value of the cash generating unit(s). Impairment is recognised in the consolidated statement of income.

### **B** - Other intangible assets:

- Intangible assets purchased in an acquisition are stated at fair value on the date of acquisition. Other intangible assets purchased other than through acquisition are recorded at cost.
- Intangible assets are classified on the basis of either a definite or an indefinite useful life. Intangible assets with definite useful economic lives are amortized over their useful lives and recorded as an expense in the consolidated statement of income. Intangible assets with indefinite lives are reviewed for impairment as of the consolidated financial statements date, and impairment loss is treated in the consolidated statement of income.
- No capitalization of intangible assets resulting from The Bank's operations is made. They are rather recorded as an expense in the consolidated statement of income for the year.
- Any indications of impairment in the value of intangible assets as of the consolidated financial statements date are reviewed. Furthermore, the estimated useful lives of the impaired intangible assets are reassessed, and any adjustment is made in the subsequent period.

The accounting policy for the intangible assets of The Bank:

#### **Computer Software:**

Software is shown at cost at the time of purchase and amortized at an annual rate of 15% - 20%.

#### **Foreign Currency**

- Transactions in foreign currencies during the year are recorded at the exchange rates prevailing on the date of the transaction.
- Financial assets and financial liabilities denominated in foreign currencies are translated at the average rates prevailing on the consolidated statement of financial position date as declared by the Central Bank of Jordan, Central Bank of Syria and the Palestinian Monetary Authority.
- Non-monetary assets and liabilities denominated in foreign currencies and recorded at fair value are translated on the date when their fair value is determined.
- Gains or losses resulting from foreign currency translation are recorded in the consolidated statement of income.
- Translation differences for non-monetary assets and liabilities denominated in foreign currencies (such as equity securities) are recorded as part of the change in fair value.
- When consolidating the financial statements, the assets and liabilities of foreign branches and subsidiary companies are translated into the functional currency of each entity at the average exchange rates of the Central Bank of Jordan prevailing on the consolidated statement of financial position date. Income and expense items are translated at the average exchange rates for the period. Any exchange differences are taken directly to a foreign currency translation adjustment reserve within owners' equity. Exchange differences arising from the sale of foreign branches or subsidiaries are recorded as part of the revenues or expenses within the consolidated statement of income.

### Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances with central banks and balances with banks and financial institutions, less balances due to banks and financial institutions maturing within three months and restricted funds.

### 3. Accounting Estimates

Preparation of the consolidated financial statements and the application of the accounting policies require The Bank's management to perform assessments and assumptions that affect the amounts of assets, liabilities, disclosures and contingent liabilities. Moreover, these assessments and assumptions affect revenues, expenses, provisions and the balance of fair value reserves within capital and reserves. In particular, this requires The Bank's management to issue significant judgments and assumptions to assess the future cash flows amounts and their timing. Moreover, the aforementioned assessments are necessarily based on assumptions and factors with varying degrees of consideration and uncertainty. In addition, actual results may differ from assessments due to the changes arising from the conditions and circumstances of those assessments in the future.

We believe that the assumptions and estimates with material impacts on the recognition of balances recorded in the consolidated financial statements are fairly presented. And the details of these assumptions are as follows:

- A provision for credit facilities is taken on the basis and estimates approved by management in conformity with the International Financial Reporting Standards (IFRS). The outcomes of these basis and estimates are compared against the adequacy of the provisions as per the instructions of the Central Banks where the Bank branches and subsidiaries operate. The strictest outcomes that conform with the IFRS are used for the purpose of determining the provision.
- Management periodically reassesses the economic useful lives of tangible and intangible assets for the purpose of calculating annual depreciation and amortization based on the general condition of these assets and the assessment of their expected useful economic lives. Impairment loss is taken to the consolidated statement of income.
- Management frequently reviews the financial assets stated at cost to estimate any impairment in their value. Impairment loss is taken to the consolidated statement of income for the year.
- A provision for lawsuits raised against The Bank is taken. This provision is based on a legal study prepared by The Bank's legal advisor. Moreover, the study highlights potential risks that The Bank may encounter in the future. Such legal assessments are reviewed periodically.
- A provision for income tax is taken on the current year's profit and for accrued and assessed tax for the prior year in case of differences exceeding the provision due to not reaching a final settlement with the tax authorities for that year.
- Fair value hierarchy

The Bank is required to determine and disclose the level in the fair value hierarchy into which the fair value measurements are categorised in their entirety, segregating fair value measurements in accordance with the levels defined in the IFRS.

Differentiating between Level 2 and Level 3 fair value measurements, i.e., assessing whether inputs are observable and whether the unobservable inputs are significant, may require judgement and a careful analysis of the inputs used to measure fair value, including consideration of factors specific to the asset or liability. When assessing the financial assets and liabilities' fair value, the bank uses market information when available. In case level 1 inputs are not present, the bank will deal with independent, qualified parties to prepare evaluation studies. Proper evaluation methods and inputs used in preparing the evaluation are reviewed by the administration.

4. Cash And Balances With Central Banks					
This Item Consists Of The Following:	Decem	iber 31			
	2014	2013			
	JD	JD			
Cash In Vaults	60,613,399	59,188,583			
Balances At Central Banks					
Current Accounts And Demand Deposits	32,931,186	36,592,623			
Term And Notice Deposits *	75,179,761	40,830,857			
Statutory Cash Reserve	89,526,464	85,591,623			
	258,250,810	222,203,686			

<sup>-</sup> Except for the statutory cash reserve, restricted balances amounted to JD 2,735,261 as of December 31, 2014 (JD 2,386,356 as of 31 December 2013).

5. Balances With Banks And Financial Institutions						
This Item Consist Of The Following:	Local Banks and Financial Institutio December 31	Local Banks and Financial Institutions December 31	Foreign Banks a Financial Instituti December 31	Foreign Banks and Financial Institutions December 31	Το Decem	Total December 31
	2014	2013	2014	2013	2014	2013
	۵ſ	۵ſ	Дſ	Qſ	Дſ	Дſ
Current Accounts And Demand Deposits	1	ı	32,946,081	13,699,814	32,946,081	13,699,814
Deposits Maturing Within 3 Months Or Less	39,617,900	57,467,550	132,755,855	103,071,660	172,373,785	160,539,210
	39,617,900	57,467,550	165,701,966	165,701,966 116,771,474	205,319,866 174,239,024	174,239,024

Non-interest bearing balances at banks and financial institutions amounted to JD 14,529,831 as of December 31, 2014 (JD 6,416,211 as of December 31, 2013).

Restricted balances at banks and financial institutions amounted to JD 2,175,212 as of December 31, 2014 (JD 1,971,020 as of December 31, 2013).

6. Deposits With Banks And Financial Institutions						
This Item Consists Of The Following:	Local Ba Financial I Decem	Local Banks and Financial Institutions December 31,	Foreign E Financial I Decem	Foreign Banks and Financial Institutions December 31,	Total December 31,	:al oer 31,
	2014	2013	2014	2013	2014	2013
	Qſ	Qſ	Qſ	Oľ	Ωſ	Qſ
Deposits Maturing Within 3 To 6 Months	-		,	1,418,000		1,418,000
Deposits Maturing Within 6 To 9 Months	•	•	•	2,090,000	1	000'060'2
	-	•	•	8,508,000		8,508,000

<sup>-</sup> There are no restricted deposits as of December 31, 2014 and 2013.

<sup>\*</sup>This balance includes JD 7,444,500 maturing within a period exceeding three months (JD 7,444,500 as of December 31, 2013).

7. Financial Assets At Fair Value Through Profit Or Loss		
This Item Consists Of The Following:	Decem	ber 31
	2014	2013
	JD	JD
Shares Listed in Local Active Markets	595,171	647,929
Shares Unlisted in Local Active Markets	64,560	107,143
Shares Listed in Foreign Active Markets	4,196,168	
	4,855,899	755,072

8. Financial Assets At Fair Value Through Comprehensive Income		
This Item Consist Of The Following:	Decem	ber 31
	2014	2013
	JD	JD
Shares Listed in Local Active Markets	33,328,286	52,624,383
Shares Unlisted in Local Active Markets	7,366,218	7,485,867
Shares Listed in Foreign Active Markets	5,018,006	4,753,727
Shares Unlisted in Foreign Active Markets	1,715,716_	1,124,167
	47,428,226	65,988,144

As stated in note (39) on the accompanying consolidated financial statements, The Bank has sold a portion of its investments in financial assets at fair value through comprehensive income to comply with Article (38/A/1) of Banks Law No. (28) for the year 2000 in this regard. This transaction has been conducted with a company related to one of The Bank's major shareholders at its fair value on that date.

The Bank's gain from selling financial assets at fair value through comprehensive income that were recorded through retained earnings amounted to JD 8,755,675 for the year ended December 31, 2014 (loss in the amount of JD 536,777 for the year ended December 31, 2013).

Total cash dividends on financial assets at fair value through comprehensive income amounted to JD 3,851,253 for the year ended December 31, 2014 (JD 3,154,008 for the year ended December 31, 2013), this balance include JD 984,835 related to shares which has been sold during the year.

9. Direct Credit Facilities - Net		
This Item Consists Of The Following:	Decer	nber 31
	2014	2013
	JD	JD
Individual (Retail Customers):	257,870,312	257,131,496
Overdraft Accounts	10,312,052	10,919,422
Loans And Discounted Bills*	235,822,212	234,507,810
Credit Cards	11,736,048	11,704,264
Real Estate Loans	192,882,364	172,920,704
Corporate:	682,669,123	607,572,557
Large Corporate Customers	551,592,725	482,167,347
Overdraft Accounts	96,508,951	114,135,499
Loans And Discounted Bills*	455,083,774	368,031,848
SMEs	131,076,398	125,405,210
Overdraft Accounts	36,549,208	40,047,160
Loans And Discounted Bills*	94,527,190	85,358,050
Government & Public Sector	63,433,842	109,062,116
Total	1,196,855,641	1,146,686,873
Less: Provision For Impairment In Direct Credit Facilities	(85,114,033)	(92,837,291)
Less: Interest In Suspense	(11,124,307)	_(13,502,398)
Net Direct Credit Facilities	1,100,617,301	1,040,347,184

- \* Net of interest and commission received in advance amounting to JD 7,560,935 as of December 31, 2014 (JD 7,953,212 as of December 31, 2013).
- Non-performing credit facilities amounted to JD 96,661,025 representing (8.08%) of the direct credit facilities balance for the year (JD 112,322,605 representing 9.8% as of the end of the prior year).
- Non-performing credit facilities after deducting the suspended interest is JD 85,536,718 representing (7.21%) of direct credit facilities after deducting the suspended interest (JD 98,822,067 representing (8.72%) for the end of prior year).
- Credit facilities granted to and guaranteed by the Jordanian Government amounted to JD 41,100,410 representing (3.4%) of total direct credit facilities for the year (JD 69,513,522 representing (6.06%) for the end of previous year). Moreover, credit facilities granted to the public sector in Palestine amounted to JD 22,333,432 (JD 39,548,594 for the end of prior year).

Provision For Impairment In Direct Credit Facilities:						
The Following Is The Movement On The Provision For			Corporate entities	e entities		
impairment in Direct Credit Facilities:	Individual (Retail	Real	Large Corporate		Public	
	Customers)	Estate	Customers	SMEs	Sector	Total
2014	Qſ	۵ſ	۵ſ	۵r	Oľ	۵ſ
Balance – Beginning Of The Year	18,159,503	5,336,925	58,689,354	10,651,509	,	92,837,291
Foreign Currency Differences	(100,046)	(32,482)	(1,586,808)	(110,023)	1	(1,829,359)
Provision For The Year Taken From Revenues	2,509,896	(1,569,950)	(3,570,594)	12,027,490	1	9,396,842
Provisions Transferred To Off- Statement Of Financial	(3.240.744)	(268.539)	(8.401.694)	(3.379.764)		(15.290.741)
Position Accounts						
Balance – End Of The Year	17,328,609	3,465,954	45,130,258	19,189,212	•	85,114,033

Provision For impairment in Direct Credit Facilities:						
			Corporate entities	e entities		
	Individual (Retail Customers)	Real Estate	Large Corporate Customers	SMEs	Public Sector	Total
2013	Οſ	Qſ	۵ſ	۵ſ	Qſ	Qſ
Balance – Beginning Of The Year	17,023,944	5,504,610	51,117,201	11,054,923	ı	84,700,678
Foreign Currency Differences	(1,272,500)		(3,781,142)	(555,861)	ı	(5,609,503)
Provision For The Year Taken From Revenues	2,408,059	(167,685)	11,353,295	152,447		13,746,116
Balance – End Of The Year	18,159,503	5,336,925	58,689,354	10,651,509	1	92,837,291

The amount of calculated provisions on a single client basis and on a portfolio basis and not reported yet is as follows:

			Corporate entities	e entities		
	Individual (Retail	Real	Large Corporate		Public	
	Customers)	Estate	Customers	SMEs	Sector	Total
2014	۵ſ	Оſ	۵ſ	Оľ	ОГ	Qſ
On A single Client Basis	17,049,496	3,414,474	44,839,823	19,036,949		84,340,742
On A Portfolio Basis	279,113	51,480	290,435	152,263		773,291
Balance – End Of Year	17,328,609	3,465,954	45,130,258 19,189,212	19,189,212		85,114,033

			Corporate entities	entities		
	Individual (Retail	Real	Large Corporate		Public	
	Customers)	Estate	Customers	SMEs	Sector	Total
2013	۵ſ	Οſ	۵ſ	Qſ	Qſ	۵r
On A Single Client Basis	17,747,479	5,243,622	58,277,511	10,512,345		91,780,957
On A Portfolio Basis	412,024	93,303	411,843	139,164		1,056,334
Balance – End Of Year	18,159,503	5,336,925	58,689,354	10,651,509	•	92,837,291

<sup>-</sup> The provisions no longer needed due to settlements or repayments and transferred against other debts amounted to JD 6,541,435 as of December 31, 2014 (JD 11,653,175 as of December 31, 2013).

<sup>-</sup> There are direct credit facilities with a balance of JD 18,309,727, its suspended interest is amounted with JD 3,018,986 and its provision is JD 15,290,741 as of December 31, 2014 have been transferred within off- statement of Financial position accounts as per the Board of Directors decisions, as these credit facilities are fully provided for as of the date of the consolidated financial statements.

Interest In Suspense:					
The following is the movement on the interest in suspense:			Corporat	Corporate entities	
	Individual (Retail Customers)	Real Estate	Large Corporate Customers	SMEs	Total
2014	Qſ	Qſ	۵ſ	Qſ	Qſ
Balance – Beginning of the Year	2,705,614	991,808	6,947,804	2,857,172	13,502,398
Add: Interest suspended during the year	686,788	123,721	1,683,962	226,560	2,721,031
Less: Interest in suspense reversed to income	(420,125)	(294,875)	(511,429)	(290,269)	(1,516,698)
Interest in suspense written off during the year	(2,391)	1	(561,047)	ı	(563,438)
Suspended interest transferred to off - statement of	(177 239)	(57 704)	(1 753 497)	(1 030 546)	(3 018 986)
financial position accounts					
Balance - End of the year	2,792,647	762,950	5,805,793	1,762,917	11,124,307

iliterest ili suspense:					
The following is the movement on the interest in suspense:			Corporate entities	entities	
	Individual (Retail	Real	Large Corporate		
	Customers)	Estate	Customers	SMEs	Total
2013	۵r	Qſ	Qſ	Qſ	۵ſ
Balance – beginning of the year	2,773,356	840,047	6,541,722	2,609,598	12,764,723
Add: interest suspended during the year	304,915	270,240	2,127,363	483,472	3,185,990
Less: interest in suspense reversed to income	(346,780)	(118,479)	(1,615,207)	(194,552)	(2,275,018)
Interest in suspense written off during the year	(25,877)	ı	(106,074)	(41,346)	(173,297)
Balance - end of the year	2,705,614	991,808	6,947,804	2,857,172	13,502,398

10. Financial Assets At Amortized Cost		
This item consists of the following:	Decem	ber 31
	2014	2013
	JD	JD
Financial assets with market prices:		
Governmental bonds or bonds guaranteed by the government	278,686,959	412,722,897
Bonds and debentures of companies	35,460,500	27,476,308
Total financial assets with market prices	314,147,459	440,199,205
Financial assets without market prices:		
Treasury bills or guaranteed by the government	137,810,005	
Total financial assets without market prices	137,810,005	
Financial assets at amortized cost – net	451,957,464	440,199,205

Analysis Of Bonds And Bills:		
	Decem	ıber 31
	2014	2013
	JD	JD
Fixed-rate-of-return financial assets	439,461,339	415,510,855
Variable-rate-of-return financial assets	12,496,125	24,688,350
	451,957,464	440,199,205

The maturities of these assets are as follows:

Up to	More than 1 Month	More than 3 Months	More than 6 Months	More than 1 Year	More than
1 Month	Up to 3 Months	Up to 6 Months	Up to 1 Year	Up to 3 Years	3 Years
25,151,760 JD	55,296,359 JD	20,004,501 JD	216,374,908 JD	133,697,813 JD	1,432,123 JD

The proceeds of the financial assets at amortized cost are to be paid in semi-annual instalments.

11. Investments In Associates		
The summarized movement on the Bank's investment in associates is as follows:	2014	2013
	JD	JD
Balance – Beginning of the year	2,724,672	2,732,903
Disposal of investment in associate/Bank's Share From The (Losses) Of The Associate Company*	(2,724,671)	(8,231)
Balance – End Of The Year **	11_	2,724,672

\* As stated in Note (39) on the accompanying consolidated financial statements, during the second half of the year 2014, the Bank has decreased its investment share in the North Industrial Co. (associate company), by selling a part of this investment to comply with the Article (38/A/1) of the Bank's Law No. (28) for the year 2000 and its amendments in this regard. This transaction has been conducted with a company related to one of the Bank's major shareholders, which resulted a gain amounting to JD 2,042. Moreover, The Bank transferred the remaining shares to financial assets through other comprehensive income.

\*\* The Bank's share of the associates' assets, liabilities and revenues

* The Bank's share of the associates' assets, liabilities and revenues is as follows:		
	Decem	ıber 31
	2014	2013
	JD	JD
Total assets	-	2,747,957
Total liabilities		(23,285)_
Net assets		2,724,672
Net (Loss) for the year	_	(9,042)

- The Bank's share of 26.97% in the total assets and liabilities of North Industrial Company for the year 2013, which is shown above has been calculated according to the most recent audited financial statements as of December 31, 2012. Moreover, National Industries Company is under liquidation, and a full provision has been booked against the value of The Bank's investment in this Company.

The details of investments in associates are as follows:	S:					
			December	December 31, 2014		
			Ö	Cost		
	Percentage of Ownership	Book Value - Beginning of the Year	Additions (Disposals)	Revaluation Using the Equity Method	Bank's Share of (Losses)	Industry Type
Company's Name	%	Дſ	Оľ	۵r	Дſ	
Jordanian companies:						
National Industries Co. (under liquidation)	46.74	_		_	ı	Industrial
Palestinian Companies:						
North Industrial Co.	1	2,724,671	(2,724,671)	1	1	Industrial
		2,724,672	(2,724,671)	1		

The details of investments in associates are as follows:	:s					
			December	December 31, 2013		
			JÖ	Cost		
	Percentage of Ownership	Book Value - Beginning of the Year	Additions (Disposals)	Revaluation Using the Equity Method	Bank's Share of (Losses)	Industry Type
Company's Name	%	Q	Q	Q	Q	
Jordanian companies:						
National Industries Co. (under liquidation)	46.74	_	1	_	ı	Industrial
Palestinian Companies:						
North Industrial Co.	26.97	2,732,902	1	2,724,671	(8,231)	Industrial
		2,732,903	1	2,724,672	(8,231)	

<sup>-</sup> The Bank's right to vote on the resolutions of the General Assemblies of Shareholders of these companies is based on the ownership percentage in each associate.

12. Property and Equipment - Net							
The details of this Item are as Follows:	Land	Buildings	Equipment, Furniture and Fixtures	Vehicles	Computer	Decorations and Improvements	Total
2014	۵r	Дſ	Дſ	Дſ	۵r	۵r	JD
Cost:							
Beginning balance	3,278,631	13,237,005	20,413,238	1,243,287	12,547,723	19,356,469	70,076,353
Additions		2,043,779	972,971	46,210	640,248	1,306,306	5,009,514
(Disposals)		(6,339)	(1,493,405)	(151,757)	(2,213,561)	(431,541)	(4,296,603)
Foreign currencies differences	(41,243)	(392,692)	(808'96)	(080'9)	(33,307)	(114,785)	(684,415)
Ending balance	3,237,388	14,881,753	19,796,496	1,131,660	10,941,103	20,116,449	70,104,849
Accumulated depreciation:							
Beginning balance	1	5,675,693	13,954,920	1,025,100	9,616,506	13,999,393	44,271,612
Annual depreciation	1	210,727	1,655,519	101,720	932,485	1,596,404	4,496,855
(Disposals)	1	(1,200)	(1,440,869)	(133,662)	(1,956,089)	(228,771)	(3,760,591)
Foreign currencies differences	•	(29,892)	(42,096)	(3,999)	(19,919)	(61,197)	(160,103)
Ending balance		5,855,328	14,124,474	989,159	8,572,983	15,305,829	44,847,773
Net book value of property and equipment	3,237,388	9,026,425	5,672,022	142,501	2,368,120	4,810,620	25,257,076
Payments on acquisition of property and equipment*		636,556	193,062	1	1,123,012	58,406	2,011,036
Net property and equipmentat the end of the year	3,237,388	9,662,981	5,856,084	142,501	3,491,132	4,869,026	27,268,112
2013							
Cost:							
Beginning balance	3,956,448	18,715,391	21,009,190	1,362,112	12,973,781	20,183,073	78,199,995
Additions	-	5,536	1,048,500	-	890'665	1,356,261	3,009,365
(Disposals)	(100,978)	-	(641,026)	(33,793)	(345,156)	(564,105)	(1,685,058)
Foreign currencies differences	(576,839)	(5,483,922)	(1,003,426)	(85,032)	(679,970)	(1,618,760)	(9,447,949)
Ending balance	3,278,631	13,237,005	20,413,238	1,243,287	12,547,723	19,356,469	70,076,353
Accumulated depreciation :							
Beginning balance	-	5,782,956	13,122,582	926,986	9,344,997	13,399,610	42,607,131
Annual depreciation	-	201,205	1,613,597	145,100	1,023,825	1,710,475	4,694,201
(Disposals)	-	-	(546,870)	(33,791)	(331,690)	(493,002)	(1,405,353)
Foreign currencies differences		(308,468)	(234,389)	(43,195)	(420,626)	(617,690)	(1,624,368)
Ending balance	•	5,675,693	13,954,920	1,025,100	9,616,506	13,999,393	44,271,611
Net book value of property and equipment	3,278,631	7,561,312	6,458,318	218,187	2,931,217	5,357,076	25,804,741
Payments on acquisition of property and equipment*	•	882,523	163,364	1	281,662	23,480	1,351,029
Net property and equipment at the end of the year	3,278,631	8,443,835	6,621,682	218,187	3,212,879	5,380,556	27,155,770
**************************************	- 4	200				11.1	7 1

<sup>\*</sup> The financial obligations relating to the acquisition of property and equipment amounted to JD 993,604 for the year 2014, and were settled in accordance with the contractual conditions on the purchase of these assets.
- Fully depreciated property and equipment amounted to JD 27,841,133 for the year 2014 (JD 27,776,374 for the year 2013)

13. Intangible Assets		
This item consists of softwares that get amortized with an annual	For the year end	ed December 31
rate from 15% to 20% and its details are as the following:	2014	2013
	JD	JD
Balance - Beginning of the year	2,534,327	2,259,515
Additions	1,476,967	1,012,010
Amortization for the year	(634,288)	(655,184)
Foreign currencies differences	(5,647)	(82,013)
Balance - end of the year	3,371,359	2,534,327

14. Other Assets		
This Item Consists Of The Following:	Decem	ıber 31
	2014	2013
	JD	JD
Transactions in transit	35,011	-
Accrued interest income	7,435,082	9,915,240
Prepaid expenses	2,512,113	1,758,023
Assets foreclosed by the bank in repayment of debts *	42,387,170	42,027,842
Financial assets foreclosed by the bank in repayment of debts **	5,037,000	5,621,000
Clearance checks	2,560,577	3,139,799
Advanced payments on the acquisition of land & real estate	1,335,491	1,806,852
Prepaid tax expenses	1,788,929	4,450,095
Accounts receivables & other debit balances	_7,291,345_	6,082,570
	70,382,718	74,801,421

* The following is the movement on the assets foreclosed by the Bank:		
	Foreclose	ed Assets
	2014	2013
	JD	JD
Balance - Beginning of the year	42,027,842 29,072,99	
Additions	4,178,502	13,413,141
Disposals	(3,830,206)	(458,290)
Recoveries from Impairment (Losses) - (Note 33)	11,032	-
Balance - End of the year	42,387,170	42,027,842

- According to the Jordanian Banks' Law, buildings and plots of land foreclosed by The Bank against debts due from clients should be sold within two years from the foreclosure date. However, the Central Bank of Jordan may extend this period for two more years in exceptional cases.

** The following is the movement on the financial assets foreclosed by The Bank	in repayment at del	bts:	
	Financial As	sets (stocks)	
	2014	2013	
	JD JD		
Balance - Beginning of the Year	5,621,000 6,935,000		
Impairment (loss) – Note (33)	(584,000)	(1,314,000)	
Balance - End of the Year	5,037,000	5,621,000	

15. Banks And Financial Institutions'	Deposits					
This Item Consists Of The Following:	De	cember 31, 20	14	De	ecember 31, 20	013
	Inside the Kingdom of Jordan	Outside the Kingdom of Jordan	Total	Inside the Kingdom of Jordan	Outside the Kingdom of Jordan	Total
	JD	JD	JD	JD	JD	JD
Current accounts and demand deposits	-	12,550,183	12,550,183	-	4,993,312	4,993,312
Time deposits	9,217,000	52,659,000	61,876,000	16,735,500	48,187,700	64,923,200
Total	9,217,000	65,209,183	74,426,183	16,735,500	53,181,012	69,916,512

16. Customers' Deposits					
This Item Consists Of The Following:		D	ecember 31, 201	14	
	Individuals	Large Corporate	SMEs	Public Sector and Government	Total
	JD	JD	JD	JD	JD
Current accounts and demand deposits	292,456,616	89,744,245	58,756,495	20,099,093	461,056,449
Saving accounts	603,967,644	14,664,102	1,312,977	90,429	620,035,152
Time and notice deposits	305,892,704	35,476,228	69,971,624	68,184,578	479,525,134
Certificates of deposit	65,340,308	2,466,260	50,000	-	67,856,568
Total	1,267,657,272	142,350,835	130,091,096	88,374,100	1,628,473,303

		D	ecember 31, 201	13	
	Individuals	Large Corporate	SMEs	Public Sector and Government	Total
	JD	JD	JD	JD	JD
Current accounts and demand deposits	258,116,757	81,735,255	66,769,002	23,183,059	429,804,073
Saving accounts	550,019,392	522,055	14,184,272	221,275	564,946,994
Time and notice deposits	283,666,798	65,185,517	22,469,318	72,641,556	443,963,189
Certificates of deposit	102,654,978	-	2,836,489	-	105,491,467
Total	1,194,457,925	147,442,827	106,259,081	96,045,890	1,544,205,723

- Deposits of the Jordanian Government and the public sector inside Jordan amounted to JD 78,086,639 equivalent to (4.8%) of total customers' deposits for the year (JD 78,525,369 equivalent to (5.08%) for the prior year).
- Non-interest bearing deposits amounted to JD 718,630,284 equivalent to (44.13%) of total customers' deposits for the year (JD 659,225,735 equivalent to (42.69%) of total deposits for the prior year).
- Restricted deposits amounted to JD 6,129,436 equivalent to (0.38%) of total customers' deposits for the year (JD 7,355,283 equivalent to (0.48%) of total deposits for the prior year).
- Dormant deposits amounted to JD 48,725,628 for the year (JD 49,931,344 for the prior year).

17. Cash Margins			
This Item Consists Of The Following:	Decem	ber 31,	
	2014 201:		
	JD	JD	
Cash margins on direct credit facilities	81,918,468	68,882,803	
Cash margins on indirect credit facilities	20,193,018	23,258,702	
Total	102,111,486	92,141,505	

18. Sundry Provisions					
This item consists of the following:	Beginning Balance	Provided for During the Year	Used During the Year	Foreign Currencies Differences	Ending Balance
2014	JD	JD	JD	JD	JD
Provision for end-of-service indemnity	6,923,287	2,101,719	(859,451)	-	8,165,555
Provision for lawsuits	610,523	(263,599)	-	-	346,924
Other Provisions	43,136	339,922		(102,594)	280,464
	7,576,946	2,178,042	(859,451)	(102,594)	8,792,943
2013					
Provision for end-of-service Indemnity	7,091,709	776,410	(944,832)	-	6,923,287
Provision for lawsuits	613,270	-	(2,747)	-	610,523
Other Provisions	94,917	98,048	(266)	(149,563)	43,136
	7,799,896	874,458	(947,845)	(149,563)	7,576,946

19. Income Tax		
A. Income Tax Provision	2014	2013
The Movement on the income tax provision is as follows:	JD	JD
Beginning of year balance	16,947,814	17,367,872
Income tax paid	(19,882,159)	(19,296,499)
Income tax for the year	18,932,650	18,876,441
End of year balance	15,998,305	16,947,814
Income tax in the consolidated statement of income represents the following:	2014	2013
Income tax on the year's profit	18,932,650	18,876,441
Tax adjustment for prior years	-	(1,119,000)
Deferred tax assets for the year-addition	(4,279,809)	(4,602,086)
Amortization of deferred tax assets	522,467	655,556
	15,175,308	13,810,911

- Legal income tax rate in Jordan amounts to 30% whereas the legal income tax rate considering The Bank's investments in Palestine amounts to 20% and in Syria (a subsidiary) to 25%.
- A final settlement was reached with the Income and Sales Tax Department in Jordan up to the end of the year 2010. Moreover, The Bank submitted its tax returns for the years 2011, 2012 and 2013 and has paid the required amounts according to the law, however, no final settlement has been reached with the Income and Sales Tax Department for these years yet. The Income and Sales Tax Department claims the Bank for tax differences for the year 2011 amounting to JD 1,750,030. The Bank has objected this assessment and raised a lawsuit against Income and Sales Tax Department in this regards which still in its preliminary stages. In the opinion of the management and its tax consultant that The Bank will not entail any obligations in excess of the provision booked in the consolidated financial statements.
- The Bank has reached at the end of the year 2014 a final settlement with Income Tax and Value added Tax Departments for the years 2012 and 2013 on The Bank's operations in Palestine. Moreover, the Bank has allocated during the year 2014 an amount of JD 1,530,000 to meet the Tax obligations on The Bank's results for the year 2014 (JD 660,000 against income tax and JD 870,000 against value added tax). In the opinion of The Bank's management and its tax consultant the allocated provisions is sufficient to meet the tax obligations for the year 2014.
- A final settlement was reached with the Income and Sales Tax Department up to the year 2011 regarding Excel for Financial Investments Company (subsidiary). Moreover, the Company has submitted its tax returns for the years 2012 and 2013 and paid the declared taxes.
- Jordan Leasing Company (subsidiary) has reached a final settlement with the Income and Sales Tax Department up to the year 2012. Moreover, the company has submitted its tax returns for the year 2013 and paid the declared taxes.

B. Deferred Tax Assets/Liabilities						
The details of this item are as follows:			2014			2013
Accounts Included	Balance - Beginning of the Year	Amounts Released	Amounts Added	Balance- End of the Year	Deferred Tax	Deferred Tax
Deferred Tax Assets	۵r	Дſ	Оſ	Дſ	Дſ	Дſ
Provisions for non-performing debts	20,750,000	-	886,027	21,636,027	7,572,609	6,225,000
Provision for non-performing debts-prior years	3,840,380	33,018		3,807,362	1,286,870	1,296,999
Provision for staff end-of-service indemnity	6,923,287	859,451	2,101,719	8,165,555	2,819,361	2,192,918
Interest in suspense	1,064,970	66,857	1	998,113	337,292	359,885
Provision for lawsuits held against The Bank	610,523	263,599	1	346,924	118,949	187,313
Impairment in assets foreclosed by The Bank	338,687	11,032	1	327,655	113,407	105,604
Impairment in assets available for sale	7,079,808	1	1	7,079,808	2,477,933	2,123,942
Other provisions	14,909,240	431,981	3,899,314	18,376,573	4,594,144	3,727,310
Evaluation of financial assets foreclosed by The Bank in repayment of debts	1,314,000	•	584,000	1,898,000	664,300	394,200
	56,830,895	1,665,938	7,471,060	62,636,017	19,984,865	16,613,171

	56,830,895	1,665,938	7,471,060	62,636,017	19,984,865	16,613,171
- The Movement On Deferred Tax Assets/Liabilities Is As Follows:	es Is As Follows:					
			2014	14	2013	13
			Assets	Liabilities	Assets	Liabilities
			Qſ	Qſ	Qſ	Qſ
Balance-Beginning of the Year			16,613,171	1	14,151,149	5,882,960
The effect of the amendments of Income Tax Law in Jordan*	ın Jordan*		1,798,374	1	1	1
Added during the year			2,481,435		4,602,086	1
Amortized during the year			(522,467)	1	(952,559)	(5,882,960)
Foreign currencies differences			(385,648)	1	(1,484,508)	1
Balance-End of the Year			19,984,865	1	16,613,171	

c. The following is a summary of the reconciliation between accounting	profit and taxable	e profit:
	2014	2013
	JD	JD
Accounting profit	59,999,897	50,204,089
Tax-Exempt profit	(6,729,106)	(4,563,531)
Tax-Unacceptable expenses	5,891,961	14,829,717
Taxable profit	59,162,752	60,470,275
Income tax rate	32%	31.2%
	18,932,650	18,876,441

- Deferred tax amounting to JD 19,984,865 as of December 31, 2014 resulting from the timing differences relating to the special provisions for non-performing debts, the staff end-of-service indemnity provision, net interest in suspense, and other provisions taken to the consolidated statement of income in prior years are calculated at an average tax rate of 31.9%. In the opinion of management, these tax benefits will be utilized in connection with the expected future profits.

20. Borrowing Money						
This account's details are as follows:	Amount	In total	The remaining	Installments Maturity	Collaterals	Price of Borrowing Interest
2014	JD	JD	JD	JD	JD	JD
Borrwing from the Central  Bank of Jordan	500,956	60	60	Monthly	Treasury Bonds	2.25%
Total	500,956					

- The above amount has been re-borrowed to one of The Bank's customers listed under small and medium entities with an interest rate of 5.25%.
- This balance is borrowed with fixed interest rate, and there are no borrowing in variable rates or with no interest rate as of December 31, 2014.

21. Other Liabilities				
This Item Consists Of The Following:		Decem	iber 31	
		2014	2013	
		JD	JD	
Accrued interest payable		6,337,248	7,297,107	
Accepted cheques		7,122,010	6,301,548	
Temporary deposits		1,873,177	1,410,445	
Dividends payable		1,343,031	1,240,901	
Deposits on safe boxes		158,329	149,787	
Sold real estate margins		97,000	1,745,290	
Other liabilities *		3,091,343	6,511,834	
		20,022,138	24,656,912	

* The details of other liabilities are as follows:				
	Decem	ıber 31		
	2014	2013		
	JD	JD		
Transactions in transit	-	2,533,845		
Social security deposits	219,228	204,809		
Income tax deposits	241,605	297,873		
Accrued expenses	2,159,624	3,101,100		
Incoming transfers	140,234	168,445		
Board of directors' remuneration	55,000	55,000		
Other credit balances	275,652	150,762		
	3,091,343	6,511,834		

### 22. Paid-up capital

- The authorized capital of the Bank is JD 155,100,000 as of December 31, 2014 (JD 155,100,000 as of December 31, 2013)
- The authorized capital of the Bank is JD 155,100,000 by year end, divided into 155,100,000 shares at a par value of JD 1 each.

### 23. Reserves

#### - Statutory Reserve

The amount accumulated in this account is transferred from the annual net income before tax at 10% during the year and previous years according to the Banks Law and Companies Law. This reserve cannot be distributed to shareholders.

### - Voluntary Reserve

The amounts accumulated in this account are transferred from the annual net income before taxes at 10% during the previous years. This reserve will be used for the purposes approved by the Board of Directors. Moreover, the General Assembly of Shareholders has the right to capitalize or distribute the whole reserve or part thereof as dividends.

### - General Banking Risks Reserve

This item represents the general banking risks reserve in line with the instructions of the Central Bank of Jordan, and other supervisory Authorities.

### - Special Reserve

This reserve represents the periodic fluctuation reserve calculated according to the instructions of the Palestinian Monetary Authority concerning The Bank's branches operating in Palestine.

- The restricted reserves are as follows:

Reserve	Amount	Nature of Restriction
	JD	
Legal Reserve	61,177,439	Companies and Banks Laws
General Banking Risks Reserve	13,128,988	Supervisory authorities requirements
Special Reserve	2,921,601	Supervisory authorities requirements

### 24. Foreign Currencies Translation Differences

This item represents the differences resulting from the translation of net investment in foreign subsidiary (Bank of Jordan–Syria) upon consolidating the financial statements.

The movement on this item is as follows:		
	2014	2013
	JD	JD
Balance – Beginning of the year	(11,643,042)	(4,524,549)
Changes in the translation of net investment in The subsidiary during the year*	1,316,645	(7,118,493)
Balance – End of the year	(10,326,397)	(11,643,042)

<sup>\*</sup>This item includes The Bank's net share of the structural position related to the investment in the capital of Bank of Jordan-Syria for the year 2014.

25. Fair Value Reserve - Net		
The Details Of The Fair Value Reserve As Follows:	December 31	
	2014	2013
	JD	JD
Balance-Beginning of the Year	33,450,490	6,880,281
Adjustments		3,711,783
Adjusted Balance–Beginning of the Year	33,450,490	10,592,064
Unrealized (losses) gains/Shares - net	(6,029,617)	22,858,426
(Transferred) as result for sale of financial assets at fair value through comprehensive income - recognized	(9,785,321)	-
The effect of decrease at The Bank's ownership in the associate	323,920	
Balance – End of the Year	17,959,472	33,450,490

26. Retained Earnings		
The details of this item are as follows:	2014	2013
	JD	JD
Balance–Beginning of the Year	57,534,189	43,869,842
Adjustments	-	2,171,177
Adjusted Balance-Beginning of the Year	57,534,189	46,041,019
Dividends distributed to shareholders	(23,265,000)	(23,265,000)
Profit for the year	47,127,403	40,739,214
Transferred to reserves	(8,407,948)	(7,656,458)
Gain (loss) from sale of financial assets at fair value through comprehensive income	8,755,675	(536,777)
Foreign currencies translation differences	649,685	2,212,191
The effect of decrease of The Bank's ownership in the associate company	(323,920)	
Balance - End of the Year *	82,070,084	57,534,189

<sup>\*</sup> Retained earnings include an amount of JD 19,984,865 restricted against deferred tax benefits as of December 31, 2014 (JD 16,613,171 as of December 31, 2013).

### 27. Proposed dividends

The Board of Directors recommended the distribution of 20% of capital equivalent as cash dividends to the shareholders, equivalent to JD 31,020,000 this is subject to the approval of the General Assembly of Shareholders. Whereas in the year 2014, cash dividends of 15% of capital were distributed to shareholders equivalent to JD 23,265,000 from the revenues of 2013.

28. Interest Income		
This Item Consists Of The Following:	2014	2013
	JD	JD
Direct Credit Facilities:		
Individual (Retail Customers):	26,505,985	27,747,848
Overdraft accounts	1,128,571	1,152,976
Loans and discounted bills	21,588,085	22,417,746
Credit Cards	3,789,329	4,177,126
Real Estate Loans	11,396,638	13,592,008
Corporate Entities:	49,925,942	37,062,231
Large Corporate Customers:	37,319,986	26,960,046
Overdraft accounts	7,395,109	6,001,086
Loans and discounted bills	29,924,877	20,958,960
SMEs:	12,605,956	10,102,185
Overdraft accounts	2,959,261	3,339,394
Loans and discounted bills	9,646,695	6,762,791
Government And Public Sector	5,978,500	8,017,284
Balances With Central Banks	1,243,400	578,177
Balances And Deposits With Banks And Financial Institutions	2,146,134	3,285,739
Financial Assets At Amortized Cost	25,646,305	27,767,552
Total	122,842,904	118,050,839

29. Interest Expense		
This Item Consists Of The Following:	2014	2013
	JD	JD
Banks and financial institution deposits	1,901,214	1,355,879
Customers' deposits:		
Current and demand deposits	149,438	164,979
Saving accounts	1,650,251	2,113,150
Time and notice deposits	17,386,665	19,156,753
Certificates of deposit	4,506,749	6,094,059
Borrowed funds	6,626	14,369
Cash margins	1,281,442	1,033,074
Fees of deposits guarantees	3,257,572	2,093,083
	30,139,957	32,025,346

<sup>-</sup> Retained earnings include an amount of JD 5,834,342 as of December 31, 2014 which represents the effect of early adoption of IFRS (9). These restricted amounts cannot be utilized unless realized as instructed by Jordan Securities Commission.

30. Commissions Income - Net		
This Item Consists Of The Following:	2014	2013
	JD	JD
Commission Income:		
Direct Credit Facilities	5,141,745	5,251,128
Indirect Credit Facilities	3,063,251	2,890,162
Other Commissions	10,333,464	8,778,078
Less: Commission Expense	(255,729)	(369,584)
Net Commissions Income	18,282,731	16,549,784

31. Foreign Currency Income					
This Item Consists Of The Following:	2014	2013			
	JD	JD			
From Trading/Dealing	21,885	(485,393)			
From Revaluation	2,804,769	2,307,754			
	2,826,654	1,822,361			

32. Gains (Losses) from Financial Assets at Fair Value Through Profit or Loss								
This Item Consists Of The Following:	Realized	Unrealized	Unrealized					
	Gains	Gains	Dividends	Total				
Year 2014	JD	JD	JD	JD				
Local shares	-	(95,341)	13,145	(82,196)				
Foreign shares	429,960	(15,312)	20,018	434,666				
	429,960	(110,653)	33,163	352,470				
	Realized	Unrealized						
	Gains	Gains (Losses)	Dividends	Total				
Year 2013	JD	JD	JD	JD				
Local shares	-	(34,695)	8,645	(26,050)				
	-	(34,695)	8,645	(26,050)				

33. Other Income		
This Item Consists Of The Following:	2014	2013
	JD	JD
Revenues from prior years returned to income	1,154,650	2,779,305
Gains from the sale of foreclosed assets	1,768,592	811,107
Telephone, post, and swift	507,379	540,056
Real estate rent	195,126	112,841
Gains from the sale of property and equipment	2,712	174,032
Interest in suspense reversed to income	1,516,698	2,275,018
(Losses) of impairment of financial assets foreclosed by the bank in repyment or Debts	(584,000)	(1,314,000)
Returned from impairment in lands and real estate	11,032	-
Other income	2,059,689	1,593,148
	6,631,878	6,971,507

34. Employees Expenses		
This Item Consists Of The Following:	2014	2013
	JD	JD
Salaries, Bonuses, and employees' benefits	23,072,605	20,962,912
Bank's Contribution to social security	1,754,917	1,633,700
Bank's Contribution to provident fund	1,489,339	1,358,731
Medical expenses	1,175,680	1,190,888
Staff training expenses	479,564	426,423
Transportation and travel expenses	722,964	641,222
	28,695,069	26,213,876

35. Other Expenses		
This Item Consists Of The Following:	2014	2013
	JD	JD
Rent	3,053,106	2,854,613
Printing and Stationery	870,770	772,669
Telephone, Swift, and Postage	1,414,119	1,429,064
Maintenance, repairs, and cleaning	2,724,832	2,303,933
Fees, Taxes, And Licences	2,722,125	2,814,619
Advertising and subscriptions	2,804,403	2,334,753
Insurance Expenses	1,660,821	1,228,112
Electricity and heating	2,225,349	2,335,604
Donations	305,125	244,216
Hospitality	218,434	189,914
Professional and legal fees	644,092	931,564
Miscellaneous	550,806	606,886
Board of Directors remunerations	55,000	55,000
	19,248,982	18,100,947

36. Earnings Per Share							
This Item Consists Of The Following:	2014	2013					
	JD	JD					
Profit for the year (Bank's Shareholders)	47,127,403	40,739,214					
Weighted Average Number Of Shares	155,100,000	155,100,000					
Net Income for the year/share (Bank's Shareholders):							
Basic	0.304	0.263					
Diluted	0.304	0.263					

37. Cash And Cash Equivalents						
The Details Of This Item Are As Follows:	Decem	ıber 31				
	2014	2013				
	JD	JD				
Cash And Balances With Central Banks Maturing Within 3 Months	250,806,310	214,759,186				
Add: Balances With Banks And Other Financial Institutions Maturing Within 3 Months	205,319,866	174,239,024				
Less: Banks And Financial Institutions' Deposits Maturing Within 3 Months	(74,426,183)	(69,916,512)				
Restricted Accounts	(4,910,473)	(4,357,376)				
	376,789,520	314,724,322				

38. Financial Derivatives Instruments							
The Details Of Financial			Total	Nominal Value Maturities			
Derivatives As Of Year-end Are As Follows:	Positive Fair Value	Negative Fair Value	Nominal Value	During 3 Months	From 3 To 12 Months	Total	
2014	JD	JD	JD	JD	JD	JD	
Foreign Currencies Forward Contracts (Purchase)	752,075	1,330	6,014,667	6,014,667		6,014,667	
Total	752,075	1,330	6,014,667	6,014,667		6,014,667	
			Total	Nominal Value Maturities			
	Positive Fair Value	Negative Fair Value	Nominal Value	During 3 Months	From 3 To 12 Months	Total	
2013	JD	JD	JD	JD	JD	JD	
Foreign Currencies Forward Contracts (Purchase)	876,456	9,134	14,624,826	14,624,826	_	14,624,826	
Total	876,456	9,134	14,624,826	14,624,826		14,624,826	

Nominal value indicates the value of transactions at year-end, and does not relate to market risk or credit risk.

### 39. Related parties transactions

Within its normal activities, The Bank enters into transactions with its major shareholders, members of the Board of Directors, executive management and the associate company at the commercial rates of interest and commission. Moreover, all loans and advances with related parties are performing, and no provision for probable credit losses has been taken thereon.

The Consolidated Financial Statements Include The Following Balances And Transactions With Related Parties:							
						To	otal
		Board of		Staff		Decen	nber 31
	Major Shareholders	Directors Members	Executives Management	Provident Fund	Other Parties	2014	2013
Consolidated Statement Of Financial Position Items:	JD	JD	JD	JD	JD	JD	JD
Credit Facilities	7,500,000*	3,320,465	407,645	-	29,841,053	41,069,163	38,123,097
Deposits	35,187	709,342	1,289,212	116,930	1,486,696	3,637,367	22,904,075
Cash Margins	-	13,698	-	-	488,184	501,882	82,237
Off-Consolidated Statement Of Financial Position Items:							
Letters Of Guarantee	-	222,335	-	-	278,090	500,425	154,382
Total For the Yea Decemb					ear Ended		
						2014	2013
Consolidated Statement Of Income Items:	JD	JD	JD	JD	JD	JD	JD
Credit Interest And Commission	400,417	49,164	22,286	-	1,337,865	1,809,732	986,922
Debit Interest And Commission		3,422		27,352	251,099	281,873	217,736

The lowest interest rate on the employees' housing loans was 4.5%, whereas the lowest interest rate on related parties' loans was 4.05% (against cash margins 2.8%) for JD and 3% for USD, and the highest interest rate received on loans was 11.49% for JD and 3% for USD. The highest interest rate paid to related parties was 4.4% for JD and 0.4% for USD, and the lowest interest rate paid was 0.025% for JD and 0.02% for USD.

\* This balance represents the partial financing made by The Bank to a company related to one of The Bank's major shareholders for the sale of the portion of investments which exceed the allowed limits per Article (38/A/1) of The Banks Law No. (28) for the year 2000. These investments summarized by financial assets at fair value through comprehensive income represented by 984835 shares in El-Eqbal Investment Company at its fair value as of the sale date which is equivalent to JD 13 per share, in addition to the sale of 1940000 shares of The Bank's investment in North Industrial Company (A non traded associate company) at its fair value. The Bank's profit from selling Al Iqbal shares that were recorded through the retained earnings amounted to JD 8,755,675. The profit recorded in the consolidated statement of income as a result of selling the North Industrial Company's shares amounted to JD 2,042.

Salaries and Remunerations of Executive Management:					
	Decem	ıber 31			
	2014	2013			
	JD	JD			
Salaries And Benefits	2,172,885	1,393,523			
Transportation And Board Secretary	48,000	45,000			
Total	_2,220,885	1,438,523			

### 40. Risk management

### First: Descriptive Disclosures:

The Bank manages banking risks through identifying the risks that it might be exposed to and methods of challenging and mitigating them. This is achieved through implementing a group of restructuring projects using best standards and banking acts that aim at separating risk management activities from those related to development of business and operations (execution).

In this context, The Bank has formed a Risk Management Committee, comprising executive management, so as to analyse, scrutinize, and monitor risks, and submit reports periodically to the Risk Management Committee, under the Board of Directors. The Risk Management Committee's main duty is to ensure the presence of an effective internal monitoring function in accordance with the policies and scope of work set for it by the Board of Directors.

Risk management assumes the responsibility of managing the various types of risks through:

- Preparing policies and getting them approved by the Board of Directors.
- Analysing the risk types (credit, market, or operations).
- Developing measurement and control methodologies for each risk type.
- Providing the Board of Directors and executive management with reports and information about quantitative and qualitative measurements of The Bank risks.

The Bank has prepared the requirements needed for the purpose of Basel III calculation and stress testing as well as preparing an internal valuation for Capital adequacy ICAAP.

### **Credit Risks**

Credit risks arise from the probable inability and/or lack of desire of the borrower or third party to fulfil its obligations in a timely manner. These risks include on-consolidated financial statements items such as loans and bonds and off-consolidated financial statements items such as guarantees and/or documentary credits causing financial losses to The Bank.

In this regard, The Bank reinforces institutional frameworks that govern the management of credit through the following:

- 1. Setting up independent specialized departments for the management of credit as follows:
- Companies Credit Risk Department (for management of companies credit risks).
- Small and Medium Size Enterprises (SMEs) Risk Management Department (for management of SMEs credit risks).
- Individuals Credit Risk Department (for management of individuals credit portfolios risks).
- 2. Separation of Business Development Department from Credit Risk Departments.
- 3. Implementing a set of approved policies and procedures that outline principles for defining, measuring, and managing the type of risk.
- 4. Applying a customers' credit rating system that classifies customers into ten levels through:
- Rating borrower's risks (economic sector, management, financial status, experience, etc.).
- Rating credit risks (risks are weighed according to credit nature and type).
- Rating guarantees (risks are weighed according to nature and type of guarantee).
- 5. Determining credit concentrations at the credit type level, economic sector, geographical distribution, credit portfolios, etc. Credit risks are managed by departments according to their specialization.
- 6. Implementing an authorization and relationship management system:

Bank of Jordan adopts an authorization system that includes authority granting, delegation, and control and relationship management of the various credit activities.

### 7. Determining credit risk mitigation methods:

Bank of Jordan adopts various methods to mitigate credit risks, such as the following:

- Providing the proper credit structure that matches its purpose and repayment period.
- Ensuring the completion of all control aspects relating to the utilization of credit and the sources of its payment.
- Obtaining proper guarantees to hedge against any risks in this regard.
- Analysing and evaluating credit transactions by credit risks departments.
- Periodically evaluating guarantees according to the nature, type, and degree of risks to reinforce guarantees and ensure their adequacy constantly.
- Setting up specialized committees for approving credit.
- 8. Controlling credit execution by the Credit Control Department in addition to a unit concerned with documentation, completion of legal audit, and execution.
- 9. Applying the credit management mechanisms (CREMS and E-loan).
- 10. Setting up a specialized department for following up on the collection of dues and non-performing debts.
- 11. Setting up Executive Credit Risks Committee ensuing from the Board of Directors for reviewing risks, investments, and credit policies and strategies.
- 12. Determining the duties of the various credit risks departments concerning the mechanism and periodicity of controls and issuance/submission of reports to the Board of Directors and Executive Management.
- 13. Analysing economic fluctuations and changes in the structure and quality of credit portfolios.

### 14. Stress Testing:

This aims at testing the Bank's ability to face tough hypothetical scenarios with low probability of occurrence. The following scenarios have been assumed and their impact on the Bank's financial position and capital adequacy has been assessed:

- The default of general trade finance by 15%, the default of tourism sector by 15%, the increase of credit facilities granted to manufacturing sector by 25% and the default of construction sector by 10%.
- The default of major 3 customers in the following sectors (Tourism, Industrial, Construction and General Trade) have been classified as non-performing.

### 15. Control Reports:

- The credit risks departments, each according to its specialization, control and evaluate all credit operations through a set of control procedures:
- Daily control:

Monitoring/Controlling credit violations, un-renewed due credit ceilings, due accounts, and others.

- Controlling the quality and distribution of the credit portfolio.
- Rating credit risks, economic sector, credit type, guarantees, concentration, credit asset quality trends, and others.
- Controlling credit exposure at the customer level (total exposure), geographic area, credit type, economic sector, maturity date, guarantee type, and others.

These reports are submitted periodically to the Executive Risks Committee under the Board of Directors. Timely reports on daily operations are submitted to the CEO.

#### **Operational Risks**

Operational risks arise from the inefficiency or failure of internal operations, employees, or systems or it may stem from external events including legal risks. The Bank's Operational Risks Department was set up in the year 2003. It has qualified staffers and automatic systems. It is affiliated with Risk Management.

The Bank manages operational risks based on the following criteria:

- 1. Preparing the operational risks policy, approving it by the Board of Directors, and applying it. This includes the criteria for defining and measuring risks in addition to the acceptance level of this type of risk.
- 2. Applying an operational risk management system (CARE).
- 3. Setting up a risk profile that includes all operational risk types and control procedures that restrict them and the periodicity of their testing in a manner that ensures their efficiency and continuity at the unit level of the Bank.
- 4. Evaluating, by the Internal Inspection Department, the validity of the monthly tests relating to self-assessment of the various units of the Bank, classifying these units according to the pertinent approved classification standards, and incorporating them into the internal inspection report it submits to the Audit Committee on a timely basis.
- 5. Evaluating the Risk Profile:

In this regard, a self-assessment tool (CRSA) has been applied to manage and constantly evaluate risks, to identify new risks, ensure the efficiency of control procedures to limit these risks, and renew the risk profile on a timely basis to reflect the reality of the business environment.

- 6. Setting up a database for operating errors, analysing them, and submitting a report on the concentration of and type of these errors to the Board of Directors.
- 7. Applying rating standards and evaluating The Bank's units according to international principles and standards and the business environment.
- 8. Setting-up and determining key risk indicators at The Bank's level.
- 9. Stress testing.
- 10. Providing the Board of Directors and Executive Management with periodic reports (monthly, quarterly, semi-annually, and annually) that reflect the reality of the control environment for the various units of the Bank.

### **Compliance Risks**

These represent the risks that arise from the probable failure by the Bank to comply with (violate/transgress) the prevailing laws, regulations, instructions, banking laws, and code of ethics issued by the international and local regulatory bodies, including the internal policies of the Bank.

In this regard, a compliance department has been set up, staffed with qualified and trained personnel, equipped with automatic systems, and assigned the task of managing this type of risk according to the following criteria:

- Preparing the compliance policy, approving it by the Board of Directors, and enforcing it. This policy includes the principles for defining, measuring, and controlling risks.
- Applying an automatic system for managing compliance risks.
- Evaluating and adopting all work policies and procedures and ensuring their compliance with laws, regulations, and instructions governing the Bank's work .
- Preparing and applying compliance matrices, which include limiting the violation of laws and regulations and ensuring compliance with them periodically according to the nature and type of the matrix.
- Studying, appraising, and analysing customers' complaints to better understand them, their concentration, and impact.
- Promulgating and applying the code of ethics to all employees of The Bank.

- Qualifying and training all employees of The Bank.
- Providing the Board of Directors and Executive Management with periodic reports that include violations and non-compliance at the Bank's unit level.

As for anti-money laundering activities, an autonomous unit within the Compliance Department has been set up with appropriate and qualified capabilities and systems, The Bank uses to manage the unit of Anti-money laundering and terrorist finance as follows:

- 1. Preparing a policy for anti-money laundering approved from the Board of Directors. The policy Which is in line with the instruction of Anti-Money Laundering and Terrorist Finance number 51 for the year 2010, and implement it effectively.
- 2. Implementation of automated system to check daily customers transactions.
- 3. Rating of customers in accordance to their risk grade.
- 4. Periodically automated check to ensure that none of the Bank's customers are included on prohibited lists.
- 5. Check of customers with high risks.
- 6. Awareness of The Bank's employees each as per their specialities.

The Bank has also established a unit to meet the requirements of tax compliance for foreign accounts (FATCA) and supply them with qualified human resources, and the requirements of compliance operation management for FATCA law were prepared within the following basis:

- The preparation and adoption of a policy to deal with the law of the FATCA.
- The preparation and adoption of a compliance program with the law of FATCA.
- Rehabilitation and training of all employees of the Bank to deal with the requirements of the law FATCA.
- Contract with a specialized company to implement an automated system to manage the requirements of FATCA.
- Adjustment models open accounts to meet the requirements of the law FATCA.
- Develop a mechanism to update customer data on an ongoing basis.

### Liquidity Risk

Liquidity risk represents The Bank's inability to make available the necessary funding to meet its obligations on their maturity dates or to finance its activities without incurring high costs or losses. Moreover, liquidity risks are divided into two types:

- Funding Liquidity Risk

This risk represents The Bank's inability to change assets into cash such as the collection of receivables or to obtain funding to meet its obligations.

- Market Liquidity Risk

This risk represents The Bank's inability to sell the asset in the market or selling the asset at a huge financial loss due to weak liquidity or demand in the market.

The Bank manages liquidity as follows:

- Installing a set of liquidity management policies and procedures, approved by the Board of Directors, that specifies the criteria for definition, measurement, control, follow-up, and management of liquidity risk.
- Setting up a liquidity crisis management plan that includes the following:
- Special procedures for the management of liquidity risk.
- A special committee to manage liquidity risk.
- A liquidity contingency plan.
- Developing liquidity risk tools, measurement, management, and monitoring through:
- Preparing liquidity risk reports according to the maturity scale.
- Monitoring ceilings and quality of the investment portfolio.
- Identifying sources of funds, and classifying/analyzing them according to their nature.
- Controlling legal liquidity and daily cash liquidity. This means keeping an adequate amount of liquid assets (cash and cash equivalents) to meet obligations.
- Matching maturities of assets and liabilities, taking into consideration all internal and external cash flows.
- Performing stress testing.
- Submitting periodic reports to the Investment Committee, Executive Risk Management Committee, and Risk Management Committee/Board of Directors.

### **Second: Quantitative Disclosures:**

(40/A) Credit Risk

Exposure To Credit Risk (After impairment provisions and before collateral held or other mitigation factors):					
	2014 2013				
	JD	JD			
On-Statement Of Financial Position Items					
Balances With Central Banks	197,637,411	163,015,103			
Balances With Banks And Financial Institutions	205,319,866	174,239,024			
Deposits With Banks And Financial Institutions	-	8,508,000			
Credit Facilities:	1,100,617,301	1,040,347,184			
Individual (Retail Customers)	237,749,056	236,266,379			
Real Estate Loans	188,653,460	166,591,971			
Corporate Entities	610,780,943	528,426,718			
Large Corporate Customers	500,656,674	416,530,189			
SMEs	110,124,269	111,896,529			
Government & Public Sector	63,433,842	109,062,116			
Financial Assets At Fair Value	52,284,125	66,743,216			
Financial Derivatives Instruments	750,745	867,322			
Financial Assets At Amortized Cost (Bonds & Treasury Bills)	451,957,464	440,199,205			
Other Assets	27,995,549	35,498,251			
Off-Statement Of Financial Position Items					
Letters Of Guarantee	90,954,592	84,920,655			
Letters Of Credit	47,796,284	69,674,433			
Acceptances	14,407,378	22,187,936			
Un-utilized Facilities	146,454,657	113,237,275			
Total	2,336,175,372	2,219,437,604			

- Obtaining suitable guarantees and recording them correctly against any potential risks. These guarantees represent cash guarantees, and non-cash guarantees such as real estate, vehicles, equipment and stock mortgages in addition to guarantees and credit derivatives binding to all parties involved and legally exercisable at all competent courts.
- Having a credit rating system for the customers of the Bank and relying on the credit ratings issued by international credit agencies for banks and companies.
- Performing periodic evaluations of guarantees according to the nature, kind, and degree of risk to ensure their adequacy against the credit granted.
- Conducting a legal audit of all contracts and documents and their applicability according to the system, laws and regulations of the Bank.
- Having financial derivatives that mitigate market risks.

Credit exposure is distributed according to the degree of risk as fol	ording to the degre	e of risk as follows:					
			Δ	December 31, 2014	4		
			Corporat	Corporate Entities			
	Individual (Retail Customers)	Real Estate	Large Corporate Customers	SMEs	Government & Public Sector	Banks & other Financial Institutions	Total
Grades:	۵r	۵r	۵۲	Qſ	۵ſ	۵r	۵r
Low Grade	1	1	1	-	502,727,354	197,637,411	700,364,765
Standard Grade	236,277,576	171,332,021	544,500,392	148,857,073	1	205,319,866	1,306,286,928
From Which Past Due*:							
Up To 30 Days	895,132	6,259,069	2,477,293	449,767	1	1	10,081,261
From 31 To 60 Days	175,125	1,227,447	815,912	173,647		1	2,392,131
Watch List	2,270,406	3,635,977	15,093,609	8,563,091		1	29,563,083
Non-performing:	18,301,948	8,021,685	51,895,299	18,442,093	1	ı	96,661,025
Substandard	2,774,153	292,162	ı	107,595	1	ı	3,137,910
Doubtful	2,284,770	1,029,756	6,135,613	530,414		1	9,980,553
Losses Written-off	13,243,026	992'669'9	45,759,687	17,804,083		1	83,506,562
Total	256,849,930	182,989,683	611,489,300	175,862,257	502,727,354	402,957,277	2,132,875,801
Less: Interest In Suspense	(2,792,647)	(762,950)	(5,805,793)	(1,762,917)		ı	(11,124,307)
Less: Allowance For Impairment Losses	(17,328,609)	(3,465,954)	(45,130,258)	(19,189,212)	•	•	(85,114,033)
Net	236,728,674	178,760,779	560,553,249	154,910,128	502,727,354	402,957,277	2,036,637,461

Credit exposure is distributed according to the degree of risk as follows:	ording to the degre	e ot risk as tollows	12				
			Q	December 31, 2013	3		
			Corporat	Corporate Entities			
	Individual (Retail Customers)	Real Estate	Large Corporate Customers	SMEs	Government & Public Sector	Banks & other Financial Institutions	Total
Grades:	۵ſ	۵ſ	۵ſ	۵ſ	۵ſ	۵ſ	۵r
Low Grade	1	ı	-	-	528,081,055	163,015,103	691,096,158
Standard Grade	248,888,763	157,885,906	485,899,739	112,911,918		191,278,166	1,196,864,492
From Which Past Due*:							
Up To 30 Days	1,042,085	438,966	13,357,368	3,355,807	1	1	18,194,226
From 31 To 60 Days	263,427	89,757	3,723,911	1,255,421		ı	5,332,516
Watch List	3,331,950	4,571,994	16,119,310	11,450,485	-	ı	35,473,739
Non-performing:	22,274,470	10,462,804	61,178,837	18,406,494	-	ı	112,322,605
Substandard	1,065,217	196,311	527,770	456,169		1	2,245,467
Doubtful	2,003,135	1,157,349	1,657,019	1,542,856		ı	6,360,359
Losses Written-off	19,206,118	9,109,144	58,994,048	16,407,469	•		103,716,779
Total	274,495,183	172,920,704	563,197,886	142,768,897	528,081,055	354,293,269	2,035,756,994
Less: Interest In Suspense	(2,705,614)	(808,166)	(6,947,804)	(2,857,172)		ı	(13,502,398)
Less: Allowance For Impairment Losses	(18,159,503)	(5,336,925)	(58,689,354)	(10,651,509)		•	(92,837,291)
Net	253,630,066	166,591,971	497,560,728	129,260,216	528,081,055	354,293,269	1,929,417,305

The following table breaks down the fair value of collaterals	the fair value of collat		held as secunty tor credit facilities:			
			December 31, 2014	31, 2014		
			Corporate Entities	e Entities		
	Individual (Retail Customers)	Real Estate	Large Corporate Customers	SMEs	Government and Public Sector	Total
Grades:	Дſ	Дſ	Дſ	Дſ	۵r	Qľ
Low Grade	1	ı	ı	1	1	1
Standard Grade	49,744,588	135,426,097	96,012,119	59,137,189	ı	340,319,993
Watch List	8,353	3,349,231	8,509,204	7,309,671	ı	19,176,459
Non-performing:	3,676,080	5,736,975	26,379,385	12,017,713	ı	47,810,153
Substandard	358,273	252,738	5,331,479	848,876		6,791,366
Doubtful	109,440	927,154	1	419,105	1	1,455,699
Losses Written-off	3,208,367	4,557,083	21,047,906	10,749,732		39,563,088
Total	53,429,021	144,512,303	130,900,708	78,464,573	1	407,306,605
As:						
Cash Margins	16,025,115	•	19,441,397	14,218,670	-	49,685,182
Real Estate	25,438,447	144,492,115	91,496,580	58,293,083	-	319,720,225
Listed Shares	1	1	17,446,389	358,879	-	17,805,268
Equipment And Vehicles	11,965,459	20,188	2,516,342	5,593,941	-	20,095,930
Total	53,429,021	144,512,303	130,900,708	78,464,573	•	407,306,605

<sup>-</sup> Credit risk exposure include balances and deposits at banks and financial institutions, treasury bills and any assets which has credit exposure.
\* All of the loan balance is considered mature if any instalment or interest matures for a period that exceeds 90 days, as for the overdraft it is considered mature if it exceeds the limit for a period that exceeds 90 days.

The following table breaks down the fair value of collaterals held as security for credit facilities:	וthe fair value of collat t	erals held as security 1	for credit facilities:			
			December 31, 2013	31, 2013		
			Corporat	Corporațe Entities		
	Individual (Retail Customers)	Real Estate	Large Corporate Customers	SMEs	Government and Public Sector	Total
Grades:	Дſ	Qſ	۵ſ	۵ſ	۵r	۵ſ
Low Grade	ı	1	ı	ı	1	ı
Standard Grade	36,491,780	144,675,029	73,643,660	42,528,267	1	297,338,736
Watch List	179,130	4,922,686	7,801,551	10,313,865	1	23,217,232
Non-performing:	3,600,383	7,418,640	33,016,153	13,532,516	1	57,567,692
Substandard	321,772	427,029	7,454,889	1,742,579	1	9,946,269
Doubtful	274,685	1,211,419	2,928,346	2,000,184	ı	6,414,634
Losses Written-off	3,003,926	5,780,192	22,632,918	9,789,753		41,206,789
Total	40,271,293	157,016,355	114,461,364	66,374,648	1	378,123,660
As:						
Cash Margins	10,964,162	ı	16,631,480	18,439,415	ı	46,035,057
Real Estate	13,018,125	157,016,355	75,213,275	44,550,385	ı	289,798,140
Listed Shares	524,093	ı	17,818,042	204,245	ı	18,546,380
Equipment And Vehicles	15,764,913		4,798,567	3,180,603	•	23,744,083
Total	40,271,293	157,016,355	114,461,364	66,374,648	-	378,123,660

### 1. Rescheduled Loans

These represent loans classified previously as non-performing, removed from non-performing credit facilities according to proper scheduling, and reclassified as debts under watch list. Total rescheduled loans amounted to JD 5,239,016 as of December 31, 2014 (JD 8,453,702 as of December 31, 2013).

This balance represents the rescheduled loans either classified as watch list or returned to performing loans.

### 2. Restructured Loans

Restructuring means to rearrange facilities instalments by increasing their duration, postponing some instalments, or increasing their grace period. They are classified as debts under watch list and amounted to JD 37,357,279 as of December 31, 2014 (JD 65,371,673 as of December 31, 2013).

### 3. Debit Securities and Treasury Bills

The schedule below shows the distribution of bonds and bills according to the international agencies' classification:	Rating Agency	Classification	Within Financial Assets at Amortized Cost	Total
Rating Grade		JD	JD	JD
Foreign Bank Bonds	Moody's	Aa3	7,171,124	7,171,124
Foreign Bank Bonds	Moody's	A2	2,896,882	2,896,882
Foreign Bank Bonds	Moody's	A1	2,896,369	2,896,369
Unrated			22,496,125	22,496,125
Jordanian Government Bonds			275,960,859	275,960,859
Jordanian Treasury Bills			137,810,005	137,810,005
Bonds Guaranteed by the Government			2,726,100	2,726,100
Total			451,957,464	451,957,464

4. Concentration of credit risk exposure according to geographical distribution as follows:	rding to geograph	hical distribution	as follows:				
(Distributed in accordance to the country of residence for the counterparty)	Inside	Other Middle	Firone	* V V	America	Rest of the	Total
Geographical Distribution	Jordan	East Countries	5	300	3	World	3
	Qſ	Оſ	Qſ	Qſ	Оľ	۵ſ	Qſ
Balances With Central Banks	144,128,711	53,508,700	-		1		197,637,411
Balances With Banks And Financial Institutions							
Deposits With Banks And Financial Institutions	39,617,900	106,425,961	36,358,257	52,530	22,537,897	327,321	205,319,866
Credit Facilities:	971,347,525	128,545,113	10,726	456	679,827	33,654	1,100,617,301
Individual (Retail Customers)	189,037,337	47,987,056	10,726	456	679,827	33,654	237,749,056
Real Estate	186,643,921	2,009,539	1		1		188,653,460
Corporate Entities:	554,565,857	56,215,086	1		1		610,780,943
Large Corporate Customers	463,091,879	37,564,795	1	1	1		500,656,674
SMEs	91,473,978	18,650,291	1		1		110,124,269
Government & Public Sector	41,100,410	22,333,432	1		1		63,433,842
Financial Assets At Fair Value	42,360,752	5,704,436	22,769	•	4,196,168		52,284,125
Financial Derivatives Instrument	1	750,745	1		1		750,745
Bonds, Debentures, And Bills:							
Financial Assets At Amortized Cost	428,358,089	23,599,375		,	ı		451,957,464
Other Assets	21,629,975	6,360,418	1,376	3,780		1	27,995,549
Total 2014	1,647,442,952	324,894,748	36,393,128	992'99	27,413,892	360,975	2,036,562,461
Total 2013	1,561,226,372	330,558,507	31,848,730	494,055	5,213,953	75,688	1,929,417,305

<sup>\*</sup> Excluding Middle Eastern Countries.

5. Concentration of credit risk exposure according to economi	according	to econom	c activities as follows:	as follows							
Economic Sector	Finance	Finance Manufacturing	Trade	Real Estate	Construction Agriculture	Agriculture	Restaurants, Hotels and Public Facilities	Shares	Individual (Retail Customers)	Government and Public Sector	Total
	Qſ	Дſ	Qſ	Qſ	Оſ	Qſ	Qſ	Qſ	Оſ	Qſ	Qſ
Balances With Central Banks	197,637,411		ı		1		,	ı		-	197,637,411
Balances With Banks And Financial Institutions	205,319,866	,	ı		ı						205,319,866
Deposits With Banks And Financial Institutions											
Credit Facilities:	1,836,013	219,784,441	233,786,108	169,136,258	21,420,451	17,226,894	80,761,628	25,985,926	267,245,740	63,433,842	1,100,617,301
Financial Assets At Fair Value	3,840,463	31,851,023	420,506	7,047,465	116,400	,	9,008,268		1		52,284,125
Financial Derivatives Instrument	750,745	,	ı		ı	1		1	1		750,745
Bonds, Debentures, And Bills:											
Within The Financial Assets At Amortized Cost	60,798,929	1,861,125	10,635,000		1		2,726,100	1		375,936,310	451,957,464
Other Assets	15,425,505	391,335	394,211	8,695	•		5,037,000		3,421,800	3,317,003	27,995,549
Total 2014	485,608,932	253,887,924	245,235,825	176,192,418	21,536,851	17,226,894	97,523,996	25,985,926	270,667,540	442,687,155	2,036,562,461
Total 2013	397,827,186	237,666,198	185,873,019	173,689,797	42,642,328	15,444,488	145,320,906	3,184,254	239,400,020	488,369,109	488,369,109 1,929,417,305

#### 40.b. Market Risks:

#### **Descriptive Disclosures:**

These risks arise from the fluctuations in the fair values or the future cash flows of financial instruments due to the changes in market prices such as interest rate, currency exchange rate, and shares prices. Moreover, market risks arise from the existence of open positions in interest rates, currency exchange rates, and investments in share. These risks are monitored according to specific policies and procedures and through special committees and work centres and include the following:

- Interest rate risks.
- Currency exchange rate risks.
- Fluctuation in share price risks.
- Market risks: are the risks of exposure of the positions on and off the Bank's Consolidated Statement of Financial Position to losses as a result of price fluctuations in the market. This includes the risks arising from the volatility of interest rates and stock prices of investment portfolios, both for the purpose of trading or exchange.

#### Market risks arise from:

- Changes that may occur in the political and economic conditions in markets.
- Fluctuations in interest rates.
- Fluctuations in the prices of financial instruments, and futures selling and buying of futures.
- Foreign currency fluctuations.
- Gaps in maturities of assets and liabilities and interest rate re-pricing.
- Creating of uncovered positions.

#### Interest Rate Risks

Interest rate risks arise from the probable impact of changes in interest rates on the value of other financial assets. The Bank is exposed to the risk of interest rates due to a mismatch or a gap in the amounts of assets and liabilities, according to the various time limits or review of interest rates in a certain period. Moreover, The Bank manages these risks through reviewing the interest rates on assets and liabilities based on the risk management strategy undertaken by the Asset and Liability Management Committee. The Bank follows a policy of hedging all financial assets and financial liabilities whenever the need arises. Hedging is against anticipated future risks.

The Bank has developed analysis scenarios to measure the sensitivity of interest rate risk in addition to providing a system for controlling the difference in the history of re-pricing. This ensures control; reduces risk, and takes into account acceptable risk and balancing maturities of assets with liabilities, as well as the gaps and benefits of hedging their prices.

#### **Foreign Currency Risks**

Foreign currency risks are the risks arising from changes in the values of financial instruments as a result of fluctuations in the prices of foreign currencies using good policy to manage its foreign currency positions.

The Bank's investment policy includes a set of controls that limit this type of risk monitored by a market risk unit such as the following:

- Exceeding limits is not allowed, and any currency excess is settled immediately.
- Any dealer should close the position immediately when the loss reaches the allowed maximum.
- The Treasury and Investment Department analyses and controls open positions daily. It closes the positions in case of excesses of ceiling, loss limits or heightened risks due to market fluctuations.

The following is the net of major foreign currencies positions at the Bank:		
	Decem	ıber 31
	2014	2013
Currency Type	JD	JD
US Dollar	(17,441,672)	(6,160,403)
Sterling Pound	19,130	(8,200,964)
Euro	(4,601,194)	(6,553,525)
Japanese Yen	39,417	30,244
Other Currencies	(7,634,588)	(7,243,276)
	(29,618,907)	(28,127,924)

#### **Share Price Risks**

Share price risks result from the changes in the fair values of investments in shares. The Bank manages these risks through diversifying investments across various geographical areas and economic sectors. Most of the investments held by The Bank are listed in Amman Stock Exchange.

#### Market Risk Management

The Bank follows financial policies for risk management within a specified strategy. Moreover, The Bank has an Asset and Liability Management Committee that supervises and controls risks and performs the optimal strategic distribution of assets and liabilities both on and off the Consolidated Statement of Financial Position. Moreover, a market risk unit was established, staffed with qualified human resources, and equipped with electronic systems. These risk management procedures include the following:

- Preparation and implementation of an investment policy approved by the Board of Directors and the Central Bank of Jordan.
- Preparation and application of a market risk management policy approved by the Board of Directors including the criteria for the definition, measurement, and monitoring of this type of risk.
- Preparation of a mechanism for management of ceilings of local and foreign investments.
- Development of market risk measurement, management, and monitoring tools through:
- Value at risk (VAR).
- Basis point analysis.
- Stress testing.
- Defining stop loss limit.
- Preparation of investment concentration reports (geographical distribution, economic sector, currency, tool, etc).
- Controlling investment ceilings.
- Controlling investment operations, open financial positions, and local and international stocks.
- Preparation of periodic reports to present the Investment Committee, Executive Risk Management Committee, and Risk Management Committee/Board of Directors.

### Quantitative disclosures:

1. Interest Rate Risks			
		December 31, 2014	
	Increase in Interest Rate (1%)	Sensitivity of Interest Revenue Analysis (Profits and Losses)	Sensitivity of Equity Analysis
Currency		JD	JD
US Dollar	2%	(348,833)	-
Sterling Pound	2%	383	-
Euro	2%	(92,024)	-
Japanese Yen	2%	788	-
Other Currencies	2%	(152,692)	-
	(Decrease) in Interest Rate (1%)	Sensitivity of Interest Revenue Analysis (Profits and Losses)	Sensitivity of Equity Analysis
Currency		JD	JD
US Dollar	2%	348,833	-
Sterling Pound	2%	(383)	-
Euro	2%	92,024	-
Japanese Yen	2%	(788)	-
Other Currencies	2%	152,692	-

1. Interest Rate Risks			
		December 31, 2013	
	Increase in Interest Rate (1%)	Sensitivity of Interest Revenue Analysis (Profits and Losses)	Sensitivity of Equity Analysis
Currency		JD	JD
US Dollar	2%	(123,208)	-
Sterling Pound	2%	(164,019)	-
Euro	2%	(131,071)	-
Japanese Yen	2%	605	-
Other Currencies	2%	(144,866)	-
	(Decrease) in Interest Rate (1%)	Sensitivity of Interest Revenue Analysis (Profits and Losses)	Sensitivity of Equity Analysis
Currency		JD	JD
US Dollar	2%	123,208	-
Sterling Pound	2%	164,019	-
Euro	2%	131,071	-
Japanese Yen	2%	(605)	-
Other Currencies	2%	144,866	-

2. Foreign Currencies Risks	;		
		December 31, 2014	
	Increase in Currency Exchange Rate (1%)	Effect on Gain or Loss	Effect on Equity
Currency		JD	JD
US Dollar	5%	(872,083)	-
Sterling Pound	5%	957	-
Euro	5%	(230,060)	-
Japanese Yen	5%	1,971	-
Other Currencies	5%	(381,729)	-
		December 31, 2013	
	Increase in Currency Exchange Rate (1%)	Effect on Gain or Loss	Effect on Equity
Currency		JD	JD
US Dollar	5%	(308,020)	-
Sterling Pound	5%	(410,048)	-
Euro	5%	(327,676)	-
Japanese Yen	5%	1,512	-
Other Currencies	5%	(362,164)	-

3. Fluctuation in Share Price Ris	ks		
		December 31, 2014	
	Increase in Index	Effect on Gain or Loss	Effect on Equity
Indicator		JD	JD
Amman Stock Exchange	5%	29,759	1,666,414
Palestine Stock Exchange	5%	-	250,900
New York Stock Exchange	5%	209,808	-
		December 31, 2013	
	Increase in Index	Effect on Gain or Loss	Effect on Equity
Indicator		JD	JD
Amman Stock Exchange	5%	32,396	2,630,619
Palestine Stock Exchange	5%	-	245,578
New York Stock Exchange	5%	-	-

Interest Rate Sensitivity Gap:									
Classification is based on interest rate repricing				Interest	Interest Rate Sensitivity	ity			
periods or maturities, whichever is nearer.	Less than 1 Month	1 to 3 Months	More than 3 to 6 Months	More than 6 Months to 1 Year	More than 1 to 3 Years	Over 3 Years	Non-Interest Bearing Items	Total	Interest Rate
Assets	Qſ	۵ſ	Qſ	Qſ	۵r	۵ſ	۵r	Qſ	%
Cash and balances with Central Banks	80,652,327	,	1	'	1	7,444,500	170,153,983	258,250,810	2.75
Balances with banks and financial institutions	185,790,035	5,000,000	1		ı	1	14,529,831	205,319,866	2.3
Deposits with banks and financial institution	1	1	1	ı	1		4,855,899	4,855,899	
Financial assets at fair value through profit/loss									
Financial assets at fair value through comprehensive income	1	1	1		ı		47,428,226	47,428,226	
Financial derivatives instruments	399,480	351,265	1	ı	,		ı	750,745	
Direct credit facilities – Net	125,233,473	162,635,310	190,489,640	231,712,791	199,407,540	191,138,547	ı	1,100,617,301	8.7
Financial assets at amortized cost	25,151,760	55,296,359	20,004,501	216,374,908	133,697,813	1,432,123	ı	451,957,464	5.63
Investments in associates	1			,	,		_	_	
Property and equipment – net	1	1	1	1	1	1	27,268,112	27,268,112	
Intangible assets	ı			,	,		3,371,359	3,371,359	
Deferred tax assets	1	1				-	19,984,865	19,984,865	
Other assets			,	•	'	'	70,382,718	70,382,718	
TOTAL ASSETS	417,227,075	223,282,934	210,494,141	448,087,699	333,105,353	200,015,170	357,974,994	2,190,187,366	
LIABILITIES									
Banks and financial institutions' deposits	59,697,580	ı		•	ı	,	14,728,306	74,426,183	1.81
Customers' deposits	243,298,969	126,371,110	97,780,171	95,784,082	226,678,266	119,930,421	718,630,284	1,628,473,303	1.63
Cash margins	13,708,271	9,758,580	10,668,241	11,635,622	3,452,937	5,391,327	47,496,508	102,111,486	1.4
Sundry provisions	1			•		-	8,792,943	8,792,943	
Deferred tax liabilities	ı		ı	,	,	1	15,998,305	15,998,305	
Borrowing Money				,	,	996'009		996'009	
Other liabilities					'	1	20,022,138	20,022,138	
TOTAL LIABILITIES	316,704,820	136,129,690	108,448,412	107,419,704	230,131,203	125,822,704	825,668,781	1,850,325,314	
Interest re-pricing gap	100,522,255	87,153,244	102,045,729	340,667,995	102,974,150	74,192,466	(467,693,787)	339,862,052	
2013									
TOTAL ASSETS	287,740,416	225,023,700	219,119,297	388,885,204	385,684,259	189,736,148	380,747,974	2,076,936,998	
TOTAL LIABILITIES	205,549,962	131,006,858	107,535,681	157,385,889	213,257,736	177,515,979	763,193,307	1,755,445,412	
Interest re-pricing gap	82,190,454	94,016,842	111,583,616	231,499,315	172,426,523	12,220,169	(382,445,333)	321,491,586	

Concentration of Foreign Currency Risk:						
			December	December 31, 2014		
Currency	US Dollar	Sterling Pound	Euro	Japanese Yen	Other	Total
Items	Q	Qſ	Q	Oľ	Дſ	۵r
Assets						
Cash And Balances With Central Banks	55,178,443	126,961	2,842,321	984	33,510,527	91,659,236
Balances With Banks And Financial Institutions	55,795,525	9,273,420	21,537,789	44,628	75,482,039	162,133,401
Deposits With Banks And Financial Institutions	ı	ı	ı	ı	750,745	750,745
Financial Derivatives Instruments	207,211,282	ı	2,728,589	ı	37,914,779	247,854,650
Direct Credit Facilities - Net	62,252,036	ı	ı	1	ı	62,252,036
Financial Assets (At Amortized Cost & At Fair Value &						
Investments In Associates)	2,315,845	(819)	49,271	39	17,140,765	19,505,101
Other Assets	382,753,131	9,399,562	27,157,970	45,651	164,798,855	584,155,169
Total Assets						
Liabilities						
Banks And Financial Institutions' Deposits	21,543,843	1,320	133,523	ı	515,431	22,194,117
Customers' Deposits	315,755,537	9,289,798	29,131,430	6,234	153,064,767	507,247,766
Cash Margins	24,593,419	75,443	2,486,887	1	5,823,732	32,979,481
Other Liabilities	38,302,004	13,871	7,324	ı	13,029,513	51,352,712
Total Liabilities	400,194,803	9,380,432	31,759,164	6,234	172,433,443	613,774,076
Net Position Inside Financial Position 2014	(17,441,672)	19,130	(4,601,194)	39,417	(7,634,588)	(29,618,907)
Commitments And Contingent Liabilities Off The Statement						
Of Financial Position During The Year 2014	82,328,798	166,479	13,910,923	1	61,353,711	157,759,911
			December	December 31, 2013		
Currency	US Dollar	Sterling Pound	Euro	Japanese Yen	Other	Total
Items	Qſ	۵ſ	Qſ	Qſ	Дſ	Дĺ
Assets						
Total Assets	382,282,466	1,706,019	19,691,129	33,741	177,793,588	581,506,943
Total Liabilities	388,442,869	9,906,983	26,244,654	3,497	185,036,864	609,634,867
Net Position Inside Financial Position 2013	(6,160,403)	(8,200,964)	(6,553,525)	30,244	(7,243,276)	(28,127,924)
Commitments And Contingent Liabilities Off The Statement Of Financial Position During The Year 2013	104,342,211	1,949,466	11,674,766	15,188	33,722,673	151,704,304

**Liquidity Risk**First: The table below represents the distribution of liabilities (not discounted) on the basis of the remainder of the contractual maturity at the date of the consolidated financial statements:

December 31, 2014								
	Up to 1 Month	More than 1 to 3 Months	More than 3 to 6 Months	More than 6 Months to 1 Year	More than 1 to 3 Years	Over 3 Years	Without Maturity	Total
	Qſ	Ωſ	Qſ	Qſ	Qſ	۵r	Оſ	OT
Liabilities								
Banks and financial institutions' deposits	73,550,697	875,486	1	ı	1	1		74,426,183
Customers' deposits	430,562,692	149,710,382	127,583,484	187,283,986	329,987,442	326,763,743	76,581,574	1,628,473,303
Cash margins	18,653,609	19,155,847	21,705,707	21,881,046	9,839,076	10,876,201	1	102,111,486
Sundry provisions	533,499	1,656,516	240,000	1,405,158	500,764	4,457,006		8,792,943
Income tax provision	3,581,343	1	12,416,962	ı	ı	ı	1	15,998,305
Borrowing money	1	1	1	ı	1	996'009	1	500,956
Other liabilities	6,762,787	3,830,717	3,579,210	4,629,130	689,296	528,774	2,224	20,022,138
TOTAL LIABILITIES	533,644,627	175,228,948	165,525,363	215,199,320	341,016,578	343,126,680	76,583,798	1,850,325,314
TOTAL ASSETS (Anticipated Maturity)	511,842,122	229,900,742	213,871,042	448,337,699	338,013,496	201,903,271 246,318,994	246,318,994	2,190,187,366
December 31, 2013								
	Up to 1 Month	More than 1 to 3 Months	More than 3 to 6 Months	More than 6 Months to 1 Year	More than 1 to 3 Years	Over 3 Years	Without Maturity	Total
	Οſ	Оſ	Ωſ	Qſ	Q	Оſ	ОГ	П
Liabilities:								
Banks and financial institutions' deposits	59,697,874	-	1	10,218,638	1	ı	1	69,916,512
Customers' deposits	520,104,151	132,882,322	113,691,485	172,492,930	284,114,643	267,011,669	53,908,523	1,544,205,723
Cash margins	17,397,667	9,373,896	17,321,387	21,084,719	17,548,712	9,415,124	1	92,141,505
Sundry provisions	103,136	312,859	210,000	410,687	988,348	5,551,916		7,576,946
Income tax provision		10,569,930	1,200,000	2,077,884	2,000,000	1,100,000	1	16,947,814
Other liabilities	12,112,958	4,468,341	5,997,103	2,023,978	54,532	1	1	24,656,912
TOTAL LIABILITIES	609,415,786	157,607,348	138,419,975	208,308,836	304,706,235	283,078,709	53,908,523	1,755,445,412
TOTAL ASSETS (Anticipated Maturity)	448,089,758	218,236,325	226,111,226	417,862,229	417,057,470	191,375,978 158,204,012	158.204.012	2.076,936,998

**Second:** The table below represents maturities of financial derivatives on the basis of the remainder of the contractual maturity at the date of consolidated financial statements:

- Financial derivatives liabilities, which have been totally settled:

Dec	ember 31, 2014	
	Up to 3 Months	Total
	JD	JD
Currency Derivatives:		
Outflow	(5,263,922)	(5,263,922)
Inflow	6,014,667	6,014,667
Total	750,745	750,745

Dec	ember 31, 2013	
	Up to 3 Months	Total
	JD	JD
Currency Derivatives:		
Outflow	(13,757,504)	(13,757,504)
Inflow	14,624,826	14,624,826
Total	867,322	867,322

		Decembe	er 31, 2014	
	Up to 1 Year	1-5 Years	Over 5 Years	Total
	JD	JD	JD	JD
Letters Of Credit And Acceptances	62,203,662	-	-	62,203,662
Un-utilized Facilities	146,454,657	-	-	146,454,657
Letters Of Guarantee	90,954,592	-	-	90,954,592
Capital Commitments	1,225,517			1,225,517
Total	300,838,428		-	300,838,428
		Decembe	er 31, 2013	
	Up to 1 Year	1-5 Years	Over 5 Years	Total
	JD	JD	JD	JD
Letters Of Credit And Acceptances	91,835,369	-	-	91,835,369
Un-utilized Facilities	113,237,275	-	-	113,237,275
Letters Of Guarantee	84,920,655	-	-	84,920,655
Capital Commitments	727,628	-	-	727,628
Total	290,720,927			290,720,927

### 41. Information On The Bank's Business Segments

- 1. The business segments of the Bank are:
- The Bank is organized for management purposes in a manner that allows measurement of its segments according to reports used by its Chief Executive Officer and main decision-makers through the following main segments:
- $\ Retail\ Banking: include\ following\ up\ on\ individual\ customers'\ accounts,\ granting\ them\ loans,\ credit,\ credit\ cards,\ and\ other\ services.$
- Corporate Banking: include following up on deposits, credit facilities, and other banking services pertinent to corporate customers.
- Treasury: includes providing dealing services and management of The Bank's funds.
- Financial Brokerage Services: include providing purchase and sale of customers' portfolios on their behalf, custody of investments, financial consultations, custody service, and management of initial public offerings.

						oT	Total
	Retail	Corporate	Treasury	Financial Brokerage Services	Other	2014	2013
	Qſ	Qſ	Qſ	۵r	۵r	۵r	۵ſ
Total Income	56,412,016	35,714,474	31,897,643	374,504	249,296	124,647,933	114,497,103
Direct Facilities Impairment Provision	(1,394,556)	(8,002,286)			•	(9,396,842)	(13,746,116)
Segment Result	55,017,460	27,712,188	31,897,643	374,504	249,296	115,251,091	100,750,987
Other Expenses	(29,541,335)	(21,070,818)	(4,431,121)	(209,962)		(55,253,236)	(50,538,667)
Banks Share Of (Losses) From Investment In An Associate		2,042		•	•	2,042	(8,231)
Profit Before Tax	25,476,125	6,643,412	27,466,522	164,542	249,296	628'666'69	50,204,089
Income Tax	(7,238,756)	(3,727,068)	(3,966,931)	(42,905)	(199,648)	(15,175,308)	(13,810,911)
Profit For The Year	18,237,369	2,916,344	23,499,591	121,637	49,648	44,824,589	36,393,178
Other Information							
Capital Expenditures	3,254,872	1,326,672	742,141		345,836	5,669,521	2,691,076
Depreciation And Amortization	2,331,030	1,928,136	599,545	24,227	248,205	5,131,143	5,349,386
Total Assets	483,697,133	622,192,477	897,619,329	4,320,268	182,358,159	2,190,187,366	2,076,936,998
Total Liabilities	1,269,396,968	372,712,842	162,543,962	37,007	45,703,035	1,850,393,814	1,755,445,412

### 2. Information about Geographical Distribution:

This item represents the geographical distribution of The Bank's activities. The Bank conducts its activities mainly in Jordan, representing local activities. Additionally, The Bank performs international activities through its branches in Palestine.

The following is the geographical distribut	ion of the reven	ues, assets, and o	capital expenses	of the Bank acc	ording to geogra	phical location:
	Inside the	Kingdom	Outside th	e Kingdom	То	tal
	2014	2013	2014	2013	2014	2013
	JD	JD	JD	JD	JD	JD
Total Revenues	137,299,275	132,933,631	23,248,413	22,566,759	154,789,932	146,514,218
Total Assets	1,889,220,753	1,736,398,885	433,766,840	500,934,182	2,190,187,366	2,076,936,998
Capital Expenditures	5,486,160	2,273,251	183,361	417,825	5,669,521	2,691,076

### 42 Assets and liabilities maturities:

The following table provides analysis of assets and liabilities according	g to the expected peri	iod of their recoveral	oility or settlement:
		December 31, 2014	
	Up to 1 Year	Over 1 Year	Total
Assets	JD	JD	JD
Cash And Balances With Central Banks	161,279,846	96,970,964	258,250,810
Balances With Banks And Financial Institutions	205,319,866	-	205,319,866
Deposits With Banks And Financial Institutions	-	-	-
Financial Assets At Fair Value Through Profit Or Loss	-	4,855,899	4,855,899
Financial Assets At Fair Value Through Comprehensive Income	-	47,428,226	47,428,226
Financial Derivatives Instruments	750,745	-	750,745
Direct Credit Facilities – Net	710,071,214	390,546,087	1,100,617,301
Financial Assets At Amortized Cost	316,827,528	135,129,936	451,957,464
Investments In Associates	-	1	1
Property And Equipment – Net	-	27,268,112	27,268,112
Intangible Assets	-	3,371,359	3,371,359
Deferred Tax Assets	600,000	19,384,865	19,984,865
Other Assets	9,102,406	61,280,312	70,382,718
Total Assets	1,403,951,605	786,235,761	2,190,187,366
Liabilities			
Banks And Financial Institutions' Deposits	74,426,183		74,426,183
Customers' Deposits	895,140,544	733,332,759	1,628,473,303
cash Margins	81,396,209	20,715,277	102,111,486
Sundry Provisions	3,835,173	4,957,770	8,792,943
income Tax Provision	15,998,305	-	15,998,305
deferred Tax Liabilities	-	500,956	500,956
Other Liabilities	18,801,844	1,220,294	20,022,138
Total Liabilities	1,089,598,258	760,727,056	1,850,325,314
Net	314,353,347	25,508,705	339,862,052

The following table provides analysis of assets and liabilities acc	ording to the expected	period of their recove	erability or settlement:
		December 31, 20	13
	Up to 1 Year	Over 1 Year	Total
Assets	JD	JD	JD
Cash And Balances With Central Banks	154,958,087	67,245,599	222,203,686
Balances With Banks And Financial Institutions	174,239,024	-	174,239,024
Deposits With Banks And Financial Institutions	8,508,000	-	8,508,000
Financial Assets At Fair Value Through Profit	755,072	-	755,072
Financial Assets At Fair Value Through		CE 000 111	CE 000 444
Comprehensive Income	-	65,988,144	65,988,144
Financial Derivatives Instruments	867,322	-	867,322
Direct Credit Facilities – Net	700,631,371	339,715,813	1,040,347,184
Financial Assets At Amortized Cost	211,939,111	228,260,094	440,199,205
Investments In Associates	-	2,724,672	2,724,672
Property And Equipment – Net	-	27,155,770	27,155,770
Intangible Assets	-	2,534,327	2,534,327
Deferred Tax Assets	480,000	16,133,171	16,613,171
Other Assets	57,921,551	16,879,870	74,801,421
TOTAL ASSETS	1,310,299,538	766,637,460	2,076,936,998
LIABILITIES			
Banks And Financial Institutions' Deposits	69,916,512	-	69,916,512
Customers' Deposits	939,170,888	605,034,835	1,544,205,723
Cash Margins	65,177,669	26,963,836	92,141,505
Sundry Provisions	1,036,682	6,540,264	7,576,946
Income Tax Provision	13,847,814	3,100,000	16,947,814
Other Liabilities	24,602,380	54,532	24,656,912
TOTAL LIABILITIES	1,113,751,945	641,693,467	1,755,445,412
Net	196,547,593	124,943,993	321,491,586

### 43. Capital management:

### Capital Components:

### - Paid-up Capital:

The paid-up capital of Bank of Jordan consists of 155.1 million ordinary shares at a nominal value of JD 1 per share. The Bank maintains capital, statutory reserves, and retained earnings to meet the growth in its operations and the requirements of branching locally and regionally.

#### - Regulatory Capital:

Regulatory capital is considered a control tool according to the requirements of regulatory authorities and Basel (II) for the purposes of achieving control over the adequacy of capital and the ratio of regulatory capital to risky and weighted assets and market risk. Regulatory capital consists of:

- (Paid-up capital, legal reserve, voluntary reserve, and retained earnings).
- (Undisclosed reserves, general banking risks reserve, subordinated debts, and the positive fair value reserve at 45% or deduct the negative change balance in full).
- Foreign currency translation difference

### - Regulatory Authorities' Requirements:

The regulatory authorities' instructions entail that the minimum capital shall be JD 100 million. Moreover, banks have been requested to increase their capital adequacy ratio to no less than 12% according to the Central Bank of Jordan instructions. The ratio of owners' equity to total assets must not be less than 6%.

### - Achieving the Objectives of Capital Management:

The Banks management aims at achieving the capital management objectives through developing (enhancing) the Bank's activities, achieving a surplus in operating profits and revenues, and optimally investing available funds. All of this is geared towards reaching the targeted growth in owners' equity through the increase in the compulsory reserve at 10% of the profits earned, voluntary reserve at 20%, and retained earnings.

- The change in regulatory capital resulted in an increase of JD 28.25 million as capital was increased through the growth in reserves and retained earnings. Regulatory capital and the capital adequacy ratio are as follows:

	In Tho	ousands
	2014	2013
Primary Capital Items	JD	JD
Subscribed And Paid-up Capital	155,100	155,100
Statutory Reserve	61,177	54,601
Voluntary Reserve	13,716	13,716
Other Reserves	2,922	2,319
Retained Earnings	27,856	12,705
Minority Interest In The Capital Of Subsidiaries	1,638	1,139
Less: Total Intangible Assets	(3,371)	(2,534)
Foreclosed Property Over 4 Years	(18,187)	(19,469)
50% In The Investments In Banks And Insurance Companies	(2,232)	(2,118)
Total Primary Capital	238,619	215,459
Additional Capital Items		
Translation Of Foreign Currencies	(10,326)	(11,643)
Assessment Of Financial Assets	8,082	15,053
Banking Risk Reserve	13,129	10,025
Less: 50% In The Investments In Banks And Insurance Companies	(2,232)	(2,118)
Total Additional Capital	8,653	11,317
Total Regulatory Capital	247,272	226,776
Total Risk Weighted Assets	1,455,943	1,391,205
Capital Adequacy Ratio (%)	16.98%	16.30%
Regulatory Capital Adequacy Ratio (%)	16.39%	15.49%

44. Fair value hierarchy

A. The fair value of financial assets and financial liabilities of The Bank specified at fair value on an ongoing basis:

Some financial assets and Liabilities of the bank are evaluated at fair value at the end of each fiscal period, the following table shows the information about how to determine the fair value of these financial assets and liabilities (evaluation methods and inputs used).

	Fair Value December	The Level of Fair Value	Evaluation Method and Inputs Used	Important Intangible	Relation Between the Fair Value & the Important
Financial Assets/Financial Liabilities	t 0 ' ' 0	_			IIaiigibie IIipus
financial Assets At Fair Value					
Financial Assets At Fair Value Through					
Income Statement					
Shares That Have Available Market Price	4,791,339	Level One	Stated rates in financial markets	Does not apply	Does not apply
Shares That Do Not Have Available Market Price	64,560	Level Two	Financial statements issued by companies		
Total	4,855,899				
Forward Contracts (Foreign Currency)	752,075	Level One	Stated rates in financial markets	Does not apply	Does not apply
Financial Assets At Fair Value Through					
Comprehensive Income					
Shares That Have Available Market Price	38,346,292	Level One	Stated rates in financial markets	Does not apply	Does not apply
Shares That Do Not Have Available Market Price	9,081,934	Level Two	Financial statements issued by companies	Does not apply	Does not apply
Total	47,428,226				
Financial Assets Fordosed By The Bank In Repayment Of Debts	5,037,000	Level One	Stated rates in financial markets	Does not apply	Does not apply
Total Financial Assets At Fair Value	58,073,200				
financial Liabilities At Fair Value					
Forward Contracts (Foreign Currency)	1,330	Level One	Stated rates in financial markets	Does not apply	Does not apply
Total Financial Liabilities At Fair Value	1,330				

There were no transfers between level 1 and level 2 during the year 2014.

B - The fair value of financial assets and financial liabilities of the Bank (non-specific fair value on an ongoing basis): Except as detailed in the table below, we believe that the carrying amount of financial assets and liabilities shown in the financial statements of The Bank approximate their fair value, because The Bank management believes that the carrying value of the items is equilivant to the fair value, and this is due to either maturity or short-term interest rates that have been repriced during the year.

	Decembe	r 31, 2014	The Level of
	Book value	Fair Value	Fair Value
Financial Assets of Non-specified Fair Value	JD	JD	JD
Balances At Central Banks	197,637,411	197,642,308	Level two
Balances At Banks And Financial Institutions	205,319,866	205,546,538	Level two
Deposits At Banks And Financial Institutions	1,041,749,382	1,044,435,648	Level two
Loans And Bills And Others	451,957,464	456,371,828	Level two
Financial Assets At Amortized Cost	42,387,170	90,930,613	Level two
Total Financial Assets Of Non-Specified Fair Value	1,939,051,293	1,994,926,935	
Financial Liabilities Of Non-Specified Fair Value			
Deposits At Banks And Financial Institutions	74,426,183	75,004,303	Level Two
Customer's Deposits	1,628,473,303	1,634,277,609	Level Two
Cash Insurance	_102,111,486	102,443,869	Level Two
Total Financial Liabilities Of Non-Specified Fair Value	1,805,010,972	1,811,725,781	

The fair value for the financial assets and liabilities for the level 2 and level 3 were determined in accordance to an agreed pricing models, which reflects the credit risk of the parties that are dealing with it.

### 45. Commitments and contingent liabilities

A. Contingent Liabilities:	2014	2013
	JD	JD
Letters Of Credit	47,796,284	69,647,433
Acceptances	14,407,378	22,187,936
Letters Of Guarantee		
Payment	30,256,171	29,665,333
Performance	38,479,204	31,917,646
Other	22,219,217	23,337,676
Un-utilized Credit Facilities	146,454,657	113,237,275
Total	299,612,911	289,993,299

B. Contractual Liabilities:	2014	2013
	JD	JD
Contracts For Purchasing Of Property And Equipment	993,604	449,283
Contracts For Operating And Financing Lease	231,913	278,345
Total *	1,225,517	727,628

<sup>\*</sup> These commitments mature in less than a year.

### 46. Lawsuits against the bank

The Bank is a defendant in lawsuits demanding cancellation of The Bank's claims against others, lifting of real estate mortgages, compensation for damages, and non-cashing of checks. These lawsuits amounted to JD 50,347,871 as of December 31, 2014 (JD 50,364,846 as of December 31, 2013). According to The Bank's management and legal counsel, no material financial liability is likely to be incurred as a result of these lawsuits above the provision recorded which amounted to JD 346,923 as of December 31, 2014 (JD 610,523 as of December 31, 2013). However, amounts that will probably be paid by The Bank as a result of dismissal or amicable settlement of these lawsuits will be taken to the consolidated Statement of Income or against the recorded provision when paid.

### 47. Adoption of new and revised International Financial Reporting Standards (IFRSs)

### 47.a. New and revised IFRSs applied with no material effect on the financial statements:

The following new and revised IFRSs have been adopted in the preparation of the consolidated financial statements for which they did not have any material impact on the amounts and disclosures of the financial statements; however, they may affect the accounting for future transactions and arrangements.

Amendments to IAS 32: Financial Instruments	Presentation relating to application guidance on the offsetting of financial assets and financial liabilities.
Amendments to IAS 36: recoverable amount disclosures	The amendments restrict the requirements to disclose the recoverable amount of an asset or CGU to the period in which an impairment loss has been recognised or reversed. They also expand and clarify the disclosure requirements applicable when an asset or CGU's recoverable amount has been determined on the basis of fair value less costs of disposal.
Amendments to IAS 39: Financial Instruments, Recognition and Measurement, Novation of Derivatives and Continuation of Hedge Accounting	The amendment allows the continuation of hedge accounting when a derivative is novated to a clearing counterparty and certain conditions are met.
Amendments to IFRS 10, IFRS 12 and IAS 27 – Guidance on Investment Entities	On 31 October 2012, the IASB published a standard on investment entities, which amends IFRS 10, IFRS 12, and IAS 27 and introduces the concept of an investment entity in IFRSs.

### 47.b. New and revised IFRSs issued but not yet effective

The following new and revised IFRSs have been issued but are not effective yet:

The Bank has not applied the following new and revised IFRSs that are available for early application but are not effective yet:

# Effective for annual periods beginning on or after

IFRS 15: Revenue from Contracts with Customers	1 January 2017
IFRS 9 Financial Instruments (2014) In July 2014 the final standard of IFRS 9 was issued introducing:  a) New classification for debt instruments that are held to collect contractual cash flows with ability to sell, and related measurement requirement consists of "fair value through other comprehensive income (FVTOCI)".  b) Impairment of financial assets applying expected loss model through 3 phases, starting by 12 month expected impairment loss to be initiated on initial recognition of the credit exposure, and lifetime impairment loss to be recognized upon significant increase in credit risk prior to the date the credit exposure is being impaired, and phase 3 when the loan is effectively impaired.	1 January 2018
Amendments to IFRS 11 to clarify accounting for acquisitions of Interests in Joint Operations.	1 January 2016
Amendments to IAS 16 and IAS 38 to clarify the acceptable methods of depreciation and amortization.	1 January 2016
Amendments to IAS 16 and IAS 41 require biological assets that meet the definition of a bearer plant to be accounted for as property, plant and equipment in accordance with IAS 16.	1 January 2016
Amendments to IFRS 10 and IAS 28 clarify that the recognition of the gain or loss on the sale or contribution of assets between an investor and its associate or joint venture depends on whether the assets sold or contributed constitute a business.	1 January 2016
Amendments to IAS 27 allow an entity to account for investments in subsidiaries, joint ventures and associates either at cost, in accordance with IAS 39/IFRS 9 or using the equity method in an entity's separate financial statements.	1 January 2016
Amendments to IFRS 10, IFRS 12 and IAS 28 clarifying certain aspects of applying the consolidation exception for investment entities.	1 January 2016
Amendments to IAS 1 to address perceived impediments to preparers exercising their judgment in presenting their financial reports.	1 January 2016
Annual Improvements to IFRSs 2012 - 2014	1 July 2016
Annual Improvements to IFRSs 2010 - 2012 Cycle that includes amendments to IFRS 2, IFRS 3, IFRS 8, IFRS 13, IAS 16, IAS 38 and IAS 24.	1 July 2014
Annual Improvements to IFRSs 2011 - 2013 Cycle that includes amendments to IFRS 1, IFRS 3, IFRS 13 and IAS 40.	1 July 2014
Amendments to IAS 19 Employee Benefits clarify the requirements that relate to how contributions from employees or third parties that are linked to service should be attributed to periods of service.	1 July 2014

Management anticipates that each of the above standards and interpretations will be adopted in the consolidated financial statements by its date mentioned above without having any material impact on The Bank's consolidated financial statements, except for IFRS 15 and IFRS 9. Management anticipates that IFRS 15 and IFRS 9 will be adopted in The Bank's consolidated financial statements for the annual period beginning 1 January 2017 and 1 January 2018 respectively. The application of IFRS 15 and IFRS 9 may have significant impact on amounts reported and disclosures made in The Bank's consolidated financial statements in respect of revenue from contracts with customers and The Bank's consolidated financial assets and consolidated financial liabilities. However, it is not practicable to provide a reasonable estimate of effects of the application of these standards until The Bank performs a detailed review.

Additional Information as Required by the Jordan Securities Commission

2014

Names and Brief Résumés of Board of Directors and Executive Managers

Major Shareholders' Equity

Board of Directors' Equity

Executive Managers' Equity

Addresses of Bank of Jordan Branches

Organizational Structure



# Additional Information as Required by the Jordan Securities Commission 2014

### A. Chairman's Letter

### B. Board of Directors' Report

### 1. a- Description of Main Activities:

The bank provides a comprehensive range of banking products and services. These include accepting all types of deposits (demand, savings, and time deposits), and issuing certificates of deposit, letters of credit, as well as letters of guarantee to all clients in the various economic sectors locally and abroad. The bank also provides financial leasing services, in addition to the Custody Service.

### 1. b- Location of Branches and Number of Employees:

The bank has 69 branches and 11 exchange offices in Jordan, in addition to 15 branches and one office in Palestine. The address of each branch and office is listed at the end of the report under the section "Addresses of bank of Jordan branches".

The total number of the Bank's employees reached 1,838. The table below illustrates the number of employees in each branch and office.

Branch	No. of Employees	Branch	No. of Employees	Branch	No. of Employees	Branch	No. of Employees
Head Office	865	Deir Abi Saeed	7	Al Bayader	9	Al Rabiyeh	9
Regional Management	155	Sweileh	10	Industrial Area –	7	Abdoun	10
Shmeisani	19	Al Fuheis	9	Al Bayader	,	Hurrieh StMoghablain	9
Amman	6	Abu Nsair	9	Al Mafraq	11	Al Rawnaq	9
Kerak	8	Madaba	10	North Azraq	7	Sport City	8
Irbid	17	First Circle	11	Jabal AlWeibdeh	8	Taj Mall	12
Al Hussun St.	9	Airport	4	Tareq	10	North Hashmi	8
Eidoun St.	9	Hakama St./ Irbid	8	Zarqa Free Zone	8	Ramallah	25
Ma'an	7	Zarqa	9	Marj Al Hamam	8	Hebron	19
Rumtha	9	Faisal St., Zarqa	10	Al Jeezah	9	Jenin	20
Al Turrah	5	New Zarqa	8	Ras Al Aein	7	Nablus	23
Salt	9	North Shuneh	7	Al Yasmeen	11	Gaza	16
Jerash	10	Kufranjah	5	Sweifieh	11	Al Ram	9
Al Mahatta	8	Al Qweismeh	10	Al Wehdat	10	Al Eizaryeh	7
Yarmouk St Al Nasser	7	Third Circle	8	Jabal shamali	8	Industrial Area/ Ramallah	5
Marka	11	Mecca St.	11	Durret Khalda	12	Bethlehem	10
Ajloun	10	University of Jordan	8	Al Ruseifa	8	Tulkarm	9
Jabal AlHussein	14	Thirty St. /Irbid	10	Al Madina	9	Arraba	3
Al Khalidi	8	Al Nuzha	8	Al Monawara /Tla'a Al Ali.		Qabatiya	6
Al Jubaiha	12	Gardens	17	Abu Alanda	10	Rafidia	6
Commercial Market	9	Al Madina Al Monawara St.	10	Khalda	9	Al Naser	11
Wadi Al Seer	6	Aqaba	12	City Mall	12	Al Eersal	6

### 1. c- Capital Investment Volume:

JD 335.7 million as of December 31st, 2014

### 2. Subsidiaries:

a. Bank of Jordan - Syria / Syrian Arab Republic

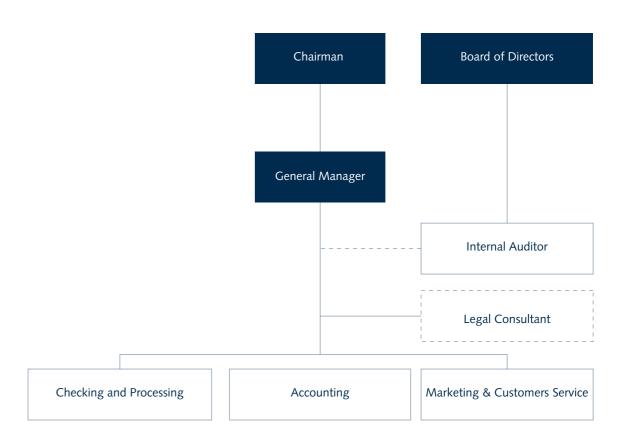
Name of Company	Bank of Jordan – Syria			
Type of Company	Joint Stock Company			
Date of Association	28/5/2008			
Core Business	All Banking Operations			
Paid-up Capital	SYP 3,000,000,000			
Bank's Ownership Percentage	49%			
	Sabaa Bahrat Square, Baghdad St Damascus			
Address	P.O. Box 8058 Damascus, Syria Tel: 00963-11-22900000			
	Fax: 00963-11-2317267			
Number of Employees	197 employees			
Branch Location and Number of Employees	Abu Rumaneh Branch			
	Arab League Square, Damascus			
	Tel: 00963-11-3354500 Fax: 00963-11-3354506			
	P.O. Box 8058 Damascus, Syria Employees: 12			
	Al Faisal St. Branch/Aleppo			
	Al Malek Faisal St Aleppo Tel: 00963-21-2228070 Fax: 00963-21-2228081			
	P.O. Box 8058 Damascus, Syria Employees: 7			
	Baroon Branch/Aleppo			
	Baroon St Aleppo			
	Tel: 00963-21-2126996 Fax: 00963-21- 212598			
	P.O. Box 8058 Damascus, Syria Employees: 5			
	Harasta Branch (Temporarily closed)			
	Hrasta – Damascus Suburban			
	Tel: 00963-11-5376711 Fax: 00963-11-5376713			
	P.O. Box 8058 Damascus, Syria Employees: None Homs Branch			
	Square 94, Abou Tammam St Homs			
	Tel: 00963-31-2231432 Fax: 00963-31-2231439			
	P.O. Box 8058 Damascus, Syria Employees: 4			
	Lattakia Branch			
	Al-Korneish Al-Gharbee St Lattakia			
	Tel: 00963-41-457623 Fax: 00963-41-456768			
	P.O. Box 8058 Damascus, Syria Employees: 9			
	Sahnaya Branch (Temporarily closed)			
	Sahnaya – Damascus Suburban Tel: 00963-11-63900333 Fax: 00963-11-8140614			
	Tel: 00963-11-63900333 Fax: 00963-11-8140614 P.O. Box 8058 Damascus, Syria Employees: None			
	Baghdad St. Branch			
	Sabaa Bahrat Square - Damascus			
	Tel: 00963-11-22900000 Fax: 00963-11-2317730			
	P.O. Box 8058 Damascus, Syria Employees: 12			
	Abaseen Branch			
	Abaseen Square - Damascus			
	Tel: 00963-11-4438261 Fax: 00963-11-4438261			
	P.O. Box 8058 Damascus, Syria Employees: 9 Al Azeziah Branch/Aleppo			
	Al Azeziah Branch/Aleppo Al Azeziah Area – Alzahraa Cinema St Aleppo			
	Tel: 00963-21-2122667 Fax:00963-21-2125672			
	P.O Box 8058 Damascus, Syria Employees: 6			
	Tartous Branch			
	Al Thawra St Tartous			
	Tel: 00963-43-313733 Fax:00963-43-313793			
	P.O.Box 8058 Damascus, Syria Employees: 6			
	Al Hamdanieh Branch/Aleppo (Temporarily closed) Al Hamadanieh - Aleppo			
	Al Hamadanieh - Aleppo Tel:00963-21-5120153 Fax:00963-21-5120156			
	P.O.Box 8058 Damascus, Syria Employees: None			
	Jarmana Branch			
	Al Raees Square - Damascus Suburban			
	Tel:00963-11-56393960 Fax:00963-11-2291123			
	P.O Box: 8058 Damascus, Syria Employees: 5			
Projects Owned by the Bank and their Capitals	None			

## **Board Committee** Remedial and Collection Dept. Remedial and Collection Div. Accounts Follow-Up Legal Div. Corporate Governance, Nomination & Remunerations Committee Internal Control Div. Banking Business Development Management Legal Counsel Corporate and SMEs Dept. Corporate Communication and Research Dept. Financial Institution Dept. Retail Banking Dept. **Board of Directors** General Manager Treasury and Investment Dept. Investment Div. Treasury Div. Shareholders' Affairs **Board Secretary** Provision and Reports Control Div. Organizational Structure / Bank of Jordan – Syria Internal Audit Dept. Audit Committee Credit Review Div. Credit Dept. Internal Banking Controller Risk Management Dept. Risk Committee Compliance & Anti Money Laundering Dept. Information Technology Dept. Central Trade Finance Dept. Central Processing Dept. Central Operations Management Financial Dept.

### b. Jordan Leasing Company - Limited Private Shareholding/Hashemite Kingdom of Jordan

Name of Company	Jordan Leasing Company	
Type of Company	Limited Private Shareholding Company	
Date of Association	24/10/2011	
Core Business	Financial Leasing	
Paid-up Capital	JD 10,000,000	
Bank's Ownership Percentage	100%	
	Bldg. No. 165, Mecca St. – Amman	
Address	P.O. Box 2140 Amman 11181 Jordan	
	Tel: 5542695 Fax: 5542698	
Number of Employees	4 employees	
Branches	None	
Projects Owned by Company and their Capitals	None	

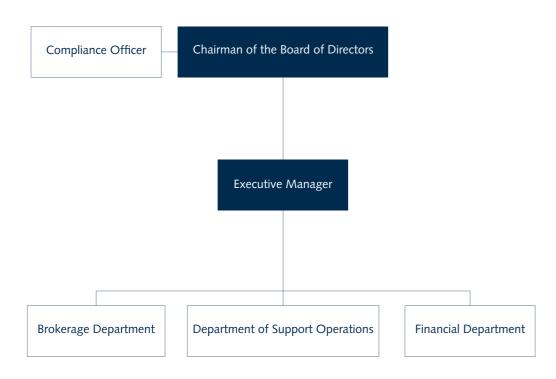
### Organizational Structure / Jordan Leasing Company



### C. Excel for Financial Investments - Limited Private Shareholding Company/Hashemite Kingdom of Jordan

Name of Company	Excel for Financial Investments Company
Type of Company	Limited Private Shareholding Company
Date of Association	23/3/2006
Core Business	Brokerage Services (Buying and Selling Securities)
Paid-up Capital	JD 3,500,000
Bank's Ownership Percentage	100%
	Bldg. No. 95, Al Sharif Abdul Hamid Sharaf St.
Address	Intersection with Ibn Abd Rabbuh St., Al Shmeisani - Amman
	P.O. Box 942453 Amman 11194 Jordan
	Tel: 5654990 Fax: 5675951
Number of Employees	8 employees
Branches	None
Projects Owned by Company and their Capitals	None

### Organizational Structure/ Excel for Financial Investments Company



#### 3. a- Names and Résumés of Board of Directors:



Mr. Shaker Tawfiq Fakhouri Chairman & CEO

**Date of Birth:** 14/11/1969 **Date of Appointment:** 21/1/1995

Date of Membership: 14/6/2001

Nature of Membership: Executive/Non-Independent

#### **Educational Background:**

- M.A. in Business Administration and Professional Accounting from Canisius College, Buffalo/USA, 1995.
- B.A. in Economics from the University of Southern California/USA, 1990.

#### **Professional Experience:**

- Chairman & CEO of Bank of Jordan, as of 8/2007.
- General Manager of Bank of Jordan, as of 8/2003.
- Deputy General Manager of Bank of Jordan, from 12/1996 until 8/2003.
- Executive Assistant to the General Manager of Bank of Jordan, from 1/1995 until
- Attended several advanced banking and leadership seminars and courses, including:
- The "Comprehensive Banking Operations" training program at Bank of Jordan branches, from 2/1991 until 1/1993.
- A specialized credit training course at the Headquarters of Manufacturers Hanover Bank, USA, from 9/1990 until 2/1991.

### Other Current Board Memberships:

- Chairman of the Board of Directors of Jordan Leasing Company.
- Chairman of the Board of Directors of Excel for Financial Investments Co.
- Vice Chairman of Bank of Jordan Syria.
- Board Member of the Arab Islamic Bank Ramallah, Palestine.
- Member of the Board Investment Fund for Yarmouk University.
- Member of the Board of Trustees King Abdullah II Center for Excellence.
- Board Member of The Association of Banks in Jordan.
- Board Member of the Middle East Company for Insurance.

Date of Birth: 5/2/1935 Date of Membership: 31/5/1997

Nature of Membership: Non-Executive/Independent

### **Educational Background:**

- PhD in Economics from Vanderbilt University/USA, 1967.
- M.A. in Economics from Vanderbilt University/USA, 1959.
- B.A. in Economics from the American University of Beirut/Lebanon, 1958.

### **Professional Experience:**

- Former Chairman of the Board of Directors of Amman Stock Exchange, from 2000 until 2004.
- Former General Manager of Jordan Ahli Bank, from 1976 until 1997.
- Former General Manager of the National Real Estate Company in Kuwait, from 1974 until 1976.
- Deputy General Manager of Jordan Ahli Bank, from 1971 until 1974.
- Former Director General of the Import, Export, and Supply Department/ Government of Jordan, from 1969 until 1970.
- Head of Planning Department, in the Jordanian Development Board, from 1961 until 1969.

### Former Board Memberships:

- Former Chairman of the Board of Directors of Amman Stock Exchange.
- Board Member of the Jordan Cement Factories Company.
- Board Member of the Industrial Development Bank.
- Board Member of Jordan Ahli Bank.
- Committee Member of Jordan Commercial Bank (previously Jordan Gulf Bank).
- Board Member of Jordan Hotels & Tourism Company.



Dr. Abdel Rahman Samih Toukan Vice Chairman of the Board of Directors



Mr. Walid Tawfiq Fakhouri Board Member

Mr. Yahya Zakariya

Al-Kadamani

**Board Member** 

Date of Birth: 12/2/1972 Date of Membership: 17/2/2005

Nature of Membership: Non-Executive/Non-Independent

### **Educational Background:**

- M.A. in Business Administration from City University/UK, 2000.
- B.A. in Science Marketing from Western International University/UK, 1992.

### **Professional Experience:**

- Chief Executive Officer and Chairman of the Board of Al-Tawfiq Investment House / Jordan, as of 2007.
- Chairman of the Board of the Arab Islamic Bank/Palestine, from 2001 to date.
- Member of the Executive Committee of the Islamic Corporation for Development of the Private Sector Islamic Development Bank/Jeddah, as of 9/2009.
- Assistant General Manager of Bank of Jordan, from 9/2003 until 4/2004.
- Managing Director of Arab Islamic Bank/ Palestine, from 9/1999 until 6/2001.
- Assistant General Manager of Bank of Jordan, from 4/1999 until 9/1999.
- Executive Manager of Bank of Jordan, from 7/1995 until 4/1999.

### Other Current Board Memberships:

- Board Chairman of the Arab Islamic Bank/ Palestine.
- Board Chairman of Trust International Transport Company.
- Vice Chairman of Al-Eqbal Investment Company.
- Vice Chairman of Zahrat Al Urdon Real Estate & Hotels Investments Company.
- Vice Chairman of Excel for Financial Investments Company.
- Board Member in the International Tobacco and Cigarettes Company.

#### Former Board Memberships:

- Board Member of Jordan Express Tourist Transportation Company (JETT).
- Board Member of Al-Yarmouk Insurance Company.
- Board Member of Arab Union International Insurance Company.
- Board Member of Industrial Development Bank.
- Board Member of Al-Ekbal Printing and Packaging Company.

### $\label{professional} \textbf{Professional Experience Gained Through Work in Private Business:}$

- A total of 17 years of experience in financial and investment services, including 10 years in the field of Islamic financial and investment services.



Nature of Membership: Non-Executive/Independent

### **Educational Background:**

- B.A. in Business Administration from Minnesota University/USA, 1979.

### **Professional Experience:**

- Manager of the Holy Lands Tourist Company-General Agents for Alitalia/Jordan, from 1979 until 2004.
- Vice Chairman of the Board of Directors of Arab Islamic Bank/Palestine.

### Other Current Board Memberships:

- Vice Chairman of the Board of Directors of Arab Islamic Bank/Palestine.

### Former Board Memberships:

- Board Member of Jordan Express Tourist Transportation Company (JETT), from 1981 until 1999.
- Board Member of the International Tobacco and Cigarettes Company.
- Board Member of Al-Ekbal Printing & Packaging Company.



Dr. Mazen Mohammed Al-Bashir Board Member



Dr. Yanal Mawloud Naghouj
Board Member



Mr. Jan Joseph Shamoun Board Member

Date of Birth: 6/7/1955 Date of Membership: 22/10/2008

Nature of Membership: Non-Executive/Non-Independent

### **Educational Background:**

- M.Sc. in Family Medicine, London University/UK, 1990.
- Membership of the Royal College of Family Physicians/UK, 1987.
- M.B,B.Ch. in Medicine from Cairo University / Egypt, 1980.

#### **Professional Experience:**

- Founder and Director of the Jordan Center of Family Medicine, as of 10/1991.
- Family physician in the private sector, as of 1992.
- Part-time lecturer at Liverpool University, University of Jordan, Jordan University of Science and Technology, during the period between 1987 until 2000.
- President of the Jordanian Society of Family Physicians, serving several terms as of 7/1993 until 2012.

### Other Current Board Memberships:

- Board Chairman and Chief Executive Officer of the consultant and Investment Group Company (Istishari Hospital).

Nature of Membership: Non-Executive/Independent

### **Educational Background:**

- B.A. in Literature / Philosophy and Social Studies from Beirut Arab University / Lebanon, 1986.
- B.Sc. in Medicine and Surgery from Alexandria University / Egypt, 1987.

Date of Birth: 1/1/1951 Date of Membership: 7/3/2009

Nature of Membership: Non-Executive/Independent

### **Educational Background:**

- Business Administration from PIGIER Institute/Lebanon, 1973.

### **Professional Experience:**

- Board Chairman of Dana for General Trading (LLC), as of 3/2009 to date.
- Board Chairman of Al-Faris Company for Agricultural Products (LLC), as of 5/2006 to date.
- Board Chairman of Al-Nahrain Company for Trading (Authorized SEAT Dealers) from 1994
- Founding Partner and Board Chairman of Arab Trade Consultants Company, as of 1993.
- Founding Partner of Shamoun and Calis Company for Trading, from 1981 until 1993.
- General Manager of Lion Trading Company, from 1978 until 1981.
- Partner in Joseph Shamoun and Sons Company, from 1973 until 1978.

### Former Board Memberships:

- Board Member of the Arab Union International Insurance Company.
- Board Member of Amman Surgical Hospital.



Mr. "Shadi Ramzi" Abd Al-Salam Al-Majali Board Member

Al Mufti

**Board Member/Representative** 

of Al-Ekbal Jordanian

**General Trading (LLC)** 

Date of Birth: 6/7/1962 Date of Membership: 7/3/2009 Nature of Membership: Non-Executive/Independent

#### **Educational Background:**

- M.Sc. in Software Engineering (Computer Science/Systems Analysis) from George Washington University, Washington D.C./USA, 1985.
- B.Sc. in Mathematics & Military Sciences from The Citadel USA The Military College of South Carolina/USA, 1983.

### **Professional Experience:**

- CEO of King Abdullah II Design and Development Bureau, as of 7/2010 to 5/2014.
- CEO of Aqaba Development Corporation, from 1/2010 until 7/2010.
- General Manager of Saraya Aqaba, from 2/2007 until 12/2009.
- Revenues and Customs Commissioner in Aqaba Special Economic Zone Authority (ASEZA), from 1/2004 until 2/2007.
- Gulf Area Manager of Qatar for the Middle East Contracting Company, from 9/2002 until 12/2003.
- Tala Bay CEO, from 10/2000 until 9/2002.
- General Manager of Trans Jordan for Communication Services Company, from 5/1997 until 9/2000.
- General Manager of Al-Nisr for Advanced Telecommunications Company, from 2/1997 until 11/2003.
- Vast military experience, serving in the military from 1985 until 1996.

### Other Current Board Memberships:

- Member of the Board of Trustees Mutah University, as of 11/2014.
- Board Member of Jordan Investment Trust, as of 7/2014.

#### Former Board Memberships:

- Chairman of the Board of The King Abdullah II Design & Development Bureau (KADDB) From 12/2010 5/2014.
- Member of the Board of Trustees The Royal Tank Museum.
- Member of the Board of Trustees Jordan University for Science and Technology (JUST)
- Member of the Board of Aqaba Water Company, from 1/2010 until 8/2010.
- Member of the Board of the Aqaba Port and Containers Company, from 1/2010 until 8/2010.
- Member of the Board of Directors of Aqaba Airport Company, from 1/2010 until 8/2010.
- Member of the Board of Trustees -Mutah University, from 11/2009 until 8/2010.
- Member of the Board of Trustees Applied Science University, from 1/2006 until 10/2009.
- ASEZA Commissioner, from 1/2004 until 2/2007.
- Board Member of Jordan Electricity Distribution Company, from 6/2006 until 3/2007.
- Board Chairman of Aqaba International School, from 6/2006 until 2/2007.
- Board Member of the Yemeni Payphone Company, from 9/1998 until 9/2000.
- Board Member of the Middle East Defense and Security Agency, from 8/1997 until 11/2003.
- Vice Chairman of The King Abdullah Special Operation Training Center (KASOTC), from 12/2010 until 2/2013.
- Member of Greater Amman Municipality Council, from 8/2010 until 8/2013.



### **Educational Background:**

- B.Sc.in Automotive Engineering from the University of Chelsea/UK,1975.

### **Professional Experience:**

Former Board Chairman of King Abullah II Design and Development Bureau, from 2004 until 2006.

### Other Current Board Memberships:

- Board Member of the International Company of Science and Technology.

### Former Board Memberships:

- Board Member of Alfa for Mining and Technology
- Board Chairman of Al Weibdeh for Tourist Restaurants Co.
- Mr. Haitham Abu Nasr Member of the Association Committee of King Abdullah II Design and Development Bureau.
  - Board Member of the Royal Automobile Museum.
  - · Vice Chairman of the Special Operations Forces Exhibition and Conference (SOFEX).
  - Member of the Royal Commission for Motor Sports.
  - Board Chairman of CLS Company/Jordan.
  - Board Chairman of JoSecure International Company.
  - Board Chairman of Jordan Electronic Logistics Support.



Mr. Haitham Mohammed Samih Barakat Board Member/Representative of Arabian Gulf General Inv. & Transport Co.

Date of Birth: 1/5/1960 Date of Membership: 7/3/2009 Nature of Membership: Non-Executive/Non-Independent

### **Educational Background:**

- B.Sc. in Electrical Engineering from the Portland State University/USA, 1984.

### **Professional Experience:**

- General Manager of the Advanced Engineering Group/Jordan, 2007.
- Founder and CEO of Quartz Electromechanic Company/Ras Al-Khaima, UAE, 2006.
- Founder and Partner of the Advanced Electrical Engineering Company/Qatar, 2001.
- CEO of Kuwait Electrical Poles & Lighting Industries Company WLL (KEPLIC)/Kuwait, as of 1999.
- Founder and CEO of the Qatar Electromechanical Company/Qatar, as of 1998.
- Founder and CEO of Faddan Electromechanical Contracting Company/Jordan, from 1994 until 1997.
- Deputy General Manager of the National Industries Company/Jordan, from 1/2004 until 7/2004.
- Deputy General Manager of Faddan for Trading and Contracting Company/Kuwait, from 1984 until 1990.

### Other Current Board Memberships:

- Board Member of the United Cable Industries Company /Jordan.
- Founding Member of the Clean Energy Company/Jordan.
- Board Member of the Arab Islamic Bank/Palestine.

### Former Board Memberships:

- Board Member of Al-Sagr Insurance Company.

### **Professional Experience Acquired from Private Business:**

- Over 25 years of experience in Jordan, the Gulf, and the US including founding and managing various engineering companies in several countries.

### Other Professional Experience:

- Experience in project management and development.



Mr. Ammar Mahmoud Abu Namous Board Member/Representative of Al Pharaenah Int'l for Industrial Investments Co.

Date of Birth: 16/12/1968 Date of Membership: 16/6/2011 Nature of Membership: Non-Executive/Independent

### **Educational Background:**

- B.A. in Law from the University of Jordan, 1992.

### **Professional Experience:**

- Advocate since 1994 to date.

### b- Names and Résumés of Senior Executive Managers:

### Mr. Nicola Yousef Bahou

Executive AGM/
Chief Business Officer

Date of Birth: 17/7/1965 Date of Appointment: 3/5/2005

### **Educational Background:**

- M.A. in Enterprise Management from Durham University/UK, 2006.
- B.A. in Banking and Finance from the Ahliyeh Amman University/Jordan, 2004.
- Diploma in Banking and Finance from the Institute of Banking Studies/ Jordan, 1987.

### **Professional Experience:**

- Executive AGM/Chief Business Officer, since 12/2014 to date.
- Executive Assistant General Manager/Organization, Banking Operations, and Automation Management at Bank of Jordan, since 3/2013 until 12/2014.
- Assistant General Manager/Organization, Banking Operations, and Automation Management at Bank of Jordan, since 5/2005 until 2/2013.
- Held many executive and administrative positions at HSBC Bank, from 1983 until 2005.
- Member of the Chartered Management Institute of London.

### Other Current Board Memberships:

- Board Member of Bank of Jordan Syria.
- Board Member of Excel for Financial Investments Company.
- Board Member of Jordan Express Tourist Transportation Company (JETT).

### Mr. Saleh Rajab Hammad

- \* AGM/Chief Risk Officer
- \* Board Secretary

Date of Birth: 27/7/1962 Date of Appointment: 1/12/1994

### **Educational Background:**

- B.Sc. in Computer Science from University of Jordan, 1985.

### Professional Experience:

- AGM/Chief Risk Officer, as of 12/2014 to date.
- Executive Manager/Compliance and Risk Department at Bank of Jordan, as of 1/2009 until 12/2014.
- Manager of Compliance and Operational Risk Department at Bank of Jordan, as of 12/1994 until 12/2008.
- Long-standing experience in auditing and operations.
- Attended several courses on risk management and the Basel II requirements organized in Jordan and abroad.
- Holds several professional certificates including CCO, and CORE certificates.
- Programmer and Systems Analyst at Cairo Amman Bank, from 11/1987 until 11/1994.

### Other Current Board Memberships:

- Vice Chairman of the Jordan Leasing Company.
- Board Member of the Consultant and Investment Group Co. (Ltd.)
- Board Member of Al-Eqbal Investment Co. (PLC).

### Dr. Nasser Mustafa khraishi

AGM/Chief Operating Officer

**Date of Birth:** 25/4/1962

### Date of Appointment: 9/4/2014

### **Educational Background:**

- PhD in Electrical Engineering/Control Theory /Stanford University/ USA, 1990.
- M.Sc. in Engineering Economic Systems / Stanford University/USA, 1985.
- B.Sc. in Electrical Engineering /Kuwait University/Kuwait, 1984.

#### **Professional Experience:**

- AGM/ Chief Operating Officer, as of 12/2014 to date.
- Executive Manager / Capital Markets Department, from 4/2014 to 12/2014.
- General Manager/Monere LLC/ California, from 2011 to 2014.
- Assistant General Manager/Operations and Information Systems/Bank AlEtihad, from 2009 to 2011.
- Assistant General Manager/Information Systems/Jordan Kuwait Bank, from 2004 to 2009.
- Held several executive/senior positions in several research and consulting firms offering services in Information Systems/USA, from 1988 to 2004.

### Other Current Board Memberships:

Board Member of Al-Eqbal Investment Co. (PLC).

### Mr. Osama Samih Sukkari Legal Advisor

#### **Date of Birth:** 27/4/1955

Date of Appointment as a Legal Advisor and Head of Legal Department: 10/4/1994

#### Educational Background:

- B.A. in Law from Beirut Arab University/Lebanon, 1977.

### **Professional Experience:**

- Legal Advisor & Head of Legal Department, Bank of Jordan, as of 4/1994.
- Extensive experience in legal consultations and lawsuits, as of 1981.

### Other Current Board Memberships:

- Board Member of Al-Shamikha for Real Estate Investments Company.
- Board Member of Bank of Jordan Syria.

### Former Board Memberships:

- Vice Chairman of the Board of Directors of Jordan Leasing Company.
- Member of the Insurance Council of the Social Security Corporation.
- Board Member of Excel for Financial Investments Company
- Board Member of Al-Mowahadah for Transportation Company.
- Board Member of the National Industries Company.
- Board Member of Al-Takamolyeh Investments Company.

### Mrs. Rabab Jamil Abbadi

- \*Executive Manager/ **Human Resources** Department.
- \*Acting Manager/ **Financial Control** Department.

Date of Birth: 10/12/1963

Date of Appointment: 1/9/2009

### **Educational Background:**

- M.B.A. Marketing /Coventry University/UK, 2003.
- B.Sc. in Chemical Engineering /Baghdad University/Iraq, 1987.

#### **Professional Experience:**

- Acting manager/ Financial Control Department/Bank of Jordan, as of 8/2014 to date.
- Executive manager /HR Department/Bank of Jordan, as of 9/2009 to date.
- Head of HR / Bahrain and Egypt/ Standard Chartered Bank, from 9/2006 to 8/2009.
- Head of HR / LEVANT /Standard Chartered Bank, from 9/2004 to 8/2006.
- Worked for Great Plains in the Middle East in several positions including HR products manager, from 10/2000 to 8/2002.
- HR Senior Officer/the American University of Sharjah/UAE, from 7/1999 to 10/2000.
- Credit Officer/Bank Aletihad, from 9/1996 to 5/1999.
- Credit Officer/Industrial Development Bank, from 4/1991 to 8/1996.
- Chemical Engineer/ Intermediate Petrochemicals Industries (IPI), from 11/1988 to 11/1990.

### Mr. Turki Yousef Al-Jabour

**Executive Manager/ Internal Audit Department**  **Date of Birth:** 9/10/1952

Date of Appointment: 1/11/1994

### **Educational Background:**

- B.A. in Accounting from the University of Jordan, 1976.

### **Professional Experience:**

- Vast experience in auditing and banking, including:
- Executive Manager / Internal Audit Department, Bank of Jordan, as of 1/2009 to date.
- Manager of Internal Audit Department at Bank of Jordan, as of 12/2007 until 1/2009.
- Manager of Bank of Jordan/ Amman branch, from 4/2006 until 12/2007.
- Manager of Internal Audit Department at Bank of Jordan, from 11/1994 until 4/2006.
- Senior Inspector at Cairo Amman Bank, from 1/1987 until 10/1994.
- Huge experience in auditing and accounting gained through years of work with major auditing firms, including Al-Sha'er Auditing Firm.
- Lecturer on Banking Operations and Auditing at training courses organized by Bank of Jordan.
- Attended several advanced courses and seminars on administration and banking.

### Mr. Hatem Nafi' Foqahaa

**Acting Regional** Manager/Palestine **Branches Management**  Date of Birth: 4/5/1965

Date of Appointment: 28/1/1992

### **Educational Background:**

- M.A. in Accounting /University of Jordan/Jordan, 1993.
- B.A. in Accounting /BirZeit University/Palestine, 1989.

#### **Professional Experience:**

- Acting Regional Manager/Palestine Branches Management/Bank of Jordan, as of 3/2014 to date.
- Assistant Regional Manager/Palestine Branches Management/Bank of Jordan, from 7/2012 to 3/2014.
- Credit Manager/Palestine Branches/Bank of Jordan, from 8/2010 to 7/2012.
- Manager/ Ramallah Branch/ Bank of Jordan, from 9/2001 to 8/2010
- Assistant Manager/ Ramallah Branch/ Bank of Jordan, from 5/1999 to 9/2001
- Supervisor/the Letters of Credit and Guarantee Department/Bank of Jordan, from 10/1996 to 5/1999
- Letters of Credit and Guarantee Officer/Bank of Jordan, from 1/1992 to 10/1996.

### Mr. Nader Mohammad Sarhan Date of Birth: 7/10/1967

**Executive Manager/ Credit Review Management** 

### **Educational Background:**

- M.A. in Accounting from the Arab Academy for Banking and Financial Sciences/Jordan, 2002.
- B.A. in Accounting from Mansoura University/Egypt, 1990.

### **Professional Experience:**

- Executive Manager/Credit Review Management/Bank of Jordan, as of 12/2014 to date.
- Manager/Credit Department (Corporate, commercial, branches abroad)/Bank of Jordan, from 4/2013 to 12/2014.

Date of Appointment: 28/10/2007

Date of Appointment: 1/3/1998

- Manager/Credit Department (Corporate and branches abroad)/Bank of Jordan, from 11/2007 to 4/2013.
- Head of Credit Review (specialized Lending )/The Housing Bank for Trade and Finance, from 6/2005 to 10/2007.
- Team Leader/the Commercial Credit Department/The Housing Bank for Trade and Finance, from 10/2004 to 6/2005.
- Manager/Commercial Credit/Commercial Credit Department/The Housing Bank for Trade and Finance, from 9/2003 to 10/2004.
- Head of the Companies Accounts/Jordan Commercial Bank, from 10/2002 to 9/2003.
- Head of Commercial Credit Relations/the Commercial Credit Department/ The Housing Bank for Trade and Finance, from 1992 to 10/2002.

### Mr. Dumam Mohammad Khraisat

Manager/Central Operations **Department** 

Date of Birth: 20/12/1972

#### **Educational Background:**

- M.A. in Accounting/University of Jordan/Jordan, 1996.
- B.A. in Accounting/University of Jordan/Jordan,1994.

### **Professional Experience:**

- Manager/Central Operations Department/Bank of Jordan, as of 11/2005 to date.
- Manager/Processes Reengineering Department/Bank of Jordan, from 6/2005 to
- Manager/Banking Operations Department/Bank of Jordan, from 1/6/2005 to 13/6/2005.
- Head of the Programs Testing Unit/Bank of Jordan, from 8/2004 to 5/2005.
- Branch Assistant Manager/Bank of Jordan/Marka Branch, from 11/2003 to 8/2004
- Supervisor/the Branches Management Department/Bank of Jordan, from 10/2002 to
- Internal Auditor/Internal Audit Department/Bank of Jordan, from 3/1998 to 10/2002.
- Internal Auditor/Internal Audit Department/Cairo Amman Bank, from 1994 to 1998.

### Mr. Mousa Yousef Mousa

Treasurer/Treasury & Investment Department

Date of Birth: 13/2/1980

Date of Appointment: 6/6/2007

### **Educational Background:**

- B.A. in Accounting /Al Zaytoonah University/Jordan, 2002.

### **Professional Experience:**

- Treasurer/Treasury and Investment Department/Bank of Jordan, as of 3/2014 to date.
- Chief Trader/Treasury and Investment Department/Bank of Jordan, from 2007 to 2/2014.
- Trader/Treasury and Investment Department/Cairo Amman Bank, from 2002 to 2007.

### Ms. Shereen Ahmad Kraishan

Manager/Market & Operational Risk Department

**Date of Birth:** 26/7/1981

Date of Appointment: 21/9/2010

### **Educational Background:**

- B.A. in Financial and Banking Sciences /Applied Sciences University/Jordan, 2001.

### **Professional Experience:**

- Manager/ Market and Operational Risks Department/Bank of Jordan, as of 1/2014 to date.
- Head of the Market Risks Unit/Bank of Jordan, from 2010 to 1/2014.
- Head of the Market Risks Unit/Jordan Commercial Bank, from 2008 to 2010.
- Head of the Compliance and Anti-Money Laundering Unit/Jordan Commercial Bank, from 2007 to 2008.
- Anti-Money Laundering Officer/Jordan Commercial Bank, from 2005 to 2007.
- Financial Analyst/Jordan Commercial Bank, from 2004 to 2005.

### **Professional Experience Acquired from Private Business:**

Financial Analysis and Accounting/ Private Company/Riyadh-Saudi Arabia, from 2001 to 2004.

### Ms. Lana Fayez Al-Barrishi

Manager/Compliance
Department

**Date of Birth:** 30/7/1980

Date of Appointment: 16/1/2011

### **Educational Background:**

- B.A. in Business Administration /University of Jordan/Jordan, 2002

#### **Professional Experience:**

- Manager / Compliance Department/Bank of Jordan, as of 6/2014 to date.
- Head of the Anti-Money Laundering and Combating Financing Terrorism Unit/Bank of Jordan, from 2011 to 5/2014.
- Officer/the Anti-Money Laundering and Terror Financing Unit/Cairo Amman Bank, from 2009 to 2011.
- Customer Service Officer/Cairo Amman Bank, from 2002 to 2009.
- Certified Anti-Money Laundering specialist CAM.
- Certified Anti-Corruption Manager CACM.

### 4. Shares of Major Shareholders with Equity in Excess of 1% in 2014 and a Comparison with the Previous Year 2013:

Name	Nationality	No. of Shares 2014	Percentage 2014	No. of Shares 2013	Percentage 2013	The ultimate beneficiary of shares 2014	The status of shares * 2014
Mr. Tawfiq Shaker Fakhouri	Jordanian	36,286,204	23.40%	36,286,204	23.40%	Himself	partially mortgaged (12,095,293)
Al-Ekbal Jordanian General Trading (LLC)	Jordanian	19,958,077	12.87%	19,958,077	12.87%	Mr. Tawfiq Shaker Fakhouri Mrs. Nimet Tawfiq Fakhouri	
Al Pharaenah Int'l for Industrial Investments Co.	Jordanian	15,328,427	%888%	15,328,427	9.88%	Mr. Laith bin Ghaith bin Rashad Pharaon Mrs. Dima bint Ghaith bin Rashad Pharaon Mr. Wael bin Ghaith bin Rashad Pharaon Mrs. Lana bint Ghaith bin Rashad Pharaon	
Al Araka for Investments Co.	Jordanian	9,489,347	6.12%	9,489,347	6.12%	Mr. Walid Tawfiq Fakhouri Mr. Samer Tawfiq Fakhouri	
Libyan Foreign Bank	Libyan	7,050,000	4.55%	7,050,000	4.55%		
Mr. Graeme Allah bin Raddad Al-Zahrani	Saudi Arabia	6,230,027	4.02%	6,230,027	4.02%	Himself	
Mr. Rafiq Bin Mohammed Abdul Qadir	Saudi Arabia	4,947,140	3.19%	4,947,140	3.19%	Himself	
Ms. Awatef Mohammed Almasri	Jordanian	4,345,721	2.80%	4,345,721	2.80%	Herself	
Mr. Qasem Abdul Irsheid	Spanish	3,373,227	2.17%	7,149,588	4.61%	Himself	partially mortgaged (3,372,917)
Mr. Hussni Jalal AlKurdi	Jordanian	3,035,814	1.96%	3,035,814	1.96%	Himself	
Jordan Commercial Bank	Jordanian	2,136,361	1.38%	5,699	ı		
Al-Yamama For General Investments Co.	Jordanian	1,898,325	1.22%	1,849,052	1.19%	Mr. Walid Tawfiq Fakhouri Mr. Samer Tawfiq Fakhouri	
=	<u> </u>						

The status of shares (fully or partially mortga

### 5. Competitive Position of the Bank and its Market Share:

Mentioned within the Bank's achievements in 2014 (page20).

### 6. Dependences on specific suppliers or key clients (Locally or Aboard).

No	Name of Suppliers	Percentage of Total Supplies
1	Arab Orient Insurance Co.	11.3%

There is no dependence on specific key clients (whether locally or abroad), who account for 10% or more of the bank's total sales.

- **7.** The Bank does not have any governmental protection, or any privileges, nor do any of its products or services, as stated by laws and regulations or others.
- The Bank has not obtained any patents or concession rights.
- **8.** There are no decisions issued by the government or international organizations or any other entity that would have any material effect on the Bank's operations, products, or competitive capabilities.
- The Bank adheres to all laws, regulations, and international standards that are related to its business.
- International Quality Standards do not apply to the Bank.

### 9. a- An Organizational Structure of the Bank and its Subsidiaries:

- Bank of Jordan Organizational Structure can be found on the last page (144).
- Bank of Jordan Syria Organizational Structure can be found on page (107).
- Jordan Leasing Company Organizational Structure can be found on page (108).
- Excel Company Organizational Structure can be found on page (109).

B. Number of Employees a	and Educational Qu	ıalifications:		
Academic Qualification	No. of Employees/ Bank of Jordan	No. of Employees/ Bank of Jordan –Syria	No. of Employees/ Jordan Leasing Co.	No. of Employees/ Excel for Financial Investments Co.
PhD	3	-	-	-
Master's Degree	91	8	-	4
Higher Diploma	8	1	-	-
Bachelor's Degree	1,219	135	2	3
Diploma	266	32	-	-
General Secondary Education	80	13	1	1
Pre-Secondary Education	171	8	1	-
Total	1,838	197	4	8

C. Details of Training Programs in 2014:					
Description     No. of Courses     No. of Participants					
In-house Courses (organized by the Bank's Training Department)	424	8,922			
External Courses	59	104			
Total	483	9,026			

Areas of Training:						
Topic	No. of Courses	No. of Participants				
Banking	202	3,464				
Compliance and Risk Management	88	2,135				
Administrative Skills	66	1,182				
Customer Services	72	1,462				
Computer Skills	6	13				
Languages	9	11				
Financial & Audit	5	9				
Others	35	750				
Total	483	9,026				

### 10. Description of Risks:

### Mentioned within the Corporate Governance on page (135). These risks include:

- Credit Risk: this risk arises from the probable inability and/or lack of desire of the borrower or third party to fulfill its obligations in a timely manner. These risks include on-consolidated financial statements items such as loans and bonds and off-consolidated financial statements items such as guarantees and/or documentary credits causing financial losses to the Bank.
- Operational Risk: this risk arises from the inefficiency or failure of internal operations, employees, or systems or it may stem from external events including legal risks.
- Compliance Risk: this risk arises from the probability that the Bank may not comply with (violate/transgress) the prevailing laws, regulations, instructions, banking laws (including the Bank's internal policies), and code of ethics issued by international and local regulatory authorities.
- Liquidity Risk: this risk represents the Bank's inability to make available the necessary funding to meet its obligations on maturity dates or to finance its activities without incurring high costs or losses.
- Market Risk: this risk refers to the exposure of the positions on and off the Bank's consolidated statement of financial position to losses as a result of price fluctuations in the market. This includes the risks arising from the volatility of interest rates and stock prices of investments portfolios, both for the purpose of trading or exchange.

#### Market risks arise from:

- Changes that may occur in the political and economic conditions in the markets.
- Fluctuations in interest rates.
- Fluctuations in the prices of financial instruments and buying and selling futures.
- Foreign currency fluctuations.
- Gaps in the maturities of assets and liabilities and interest rate re-pricing.
- Creating of uncovered positions.
- Interest Rate Risk: this risk arises from the probable impact of changes in interest rates on the value of the financial assets. The Bank is exposed to this risk due to a mismatch or a gap in the amounts of assets and liabilities, according to the various time limits or review of interest rates in a certain period.
- Foreign Currency Risk: this risk arises from the changes in the values of financial instruments as a result of the fluctuations in the prices of foreign currencies, using good policy to manage its foregin currency positions.
- Share Price Risk: this risk results from the changes in the fair value of investments in shares.

#### 11. Bank Achievements in 2014:

Mentioned in the Board of Directors' Report under a separate section (page 19), supported with figures and a description of the Bank's main events in 2014.

- **12.** There is no financial impact of non-recurring operations during 2014 and no intervention in the Bank's main activities.
- 13. Realized Profits/Losses, Dividends, Bank Shareholders' Equity, and the Closing Price of Share 2010-2014:

Financial Indicators for the past five years (2010-2014)					In JD	(Thousand)	
Fiscal	Bank Shareholders'	Non-Controllers'	Net Profit	Net Profit   Cash Dividends		Distribution of	Closing Price of Share
Year	Equity	Interest	Before Tax	Amount	%	Bonus Shares	(JD)
2010	214,408	21,351	45,427	16,500	15%	45,100	2.96
2011	259,194	18,114	49,674	23,265	15%	-	2.05
2012	276,510	14,267	46,222	23,265	15%	-	2.30
2013	316,986	4,506	50,204	23,265	15%	-	2.50
2014	335,746	4,116	59,999	31,020	20%	-	2.65

2010	Bonus shares were distributed at a rate of 41% of capital on 6/4/2011.
2010	bollas shares were distributed at a rate of 1170 of capital of 07 172011.

### 14. Analysis of Bank's Financial Position and Business Results for the Year 2014:

Mentioned in the Board of Directors' Report, under a separate section (page 27). Below are the main financial ratios:

No.	Financial Ratios	2014	2013
1	Return on Average Bank Shareholders' Equity	14.44%	13.73%
2	Return on Capital	30.39%	26.3%
3	Return on Average Assets	2.21%	1.99%
4	Profitability per Employee (After tax)	JD 24,388	JD 20,573
5	Interest Income to Average Assets	5.76%	5.77%
6	Interest Expense to Average Assets	1.41%	1.56%
7	Interest Margin to Average Assets	4.34%	4.20%
8	Non-Performing Loans/ Total Credit Facilities	7.21%	8.72%
0	(After Deducting Interest in Suspense)	7.21/0	0.72/0

### 15. The Bank's Future Plan

The Bank's strategic future plans, projects, and the Board of Directors' projections, are all mentioned within Bank of Jordan's Goals for 2015, listed under a separate section (page36).

### 16. Auditors' Remuneration (for Bank of Jordan and its Subsidiaries):

Statement	Auditors' Remuneration (JD)
Bank of Jordan	139,017
Bank of Jordan – Syria	27,178
Excel for Financial Investments Company	5,246
Jordan Leasing Company	3,497
Total	174,938

<sup>\*</sup> The evaluation fees of the business continuity plan that were paid to the auditors of Bank of Jordan – Jordan branches, amounted to JD 10,005 in accordance with the regulatory authorities' requirements.

### 17. Statement of the Number of Financial Securities Issued by the Bank:

A. Number of Shares Owned by Members of the Board of Directors and/or their Relatives:

Name	Status	Nationality	No. of Shares <b>2014</b>	No. of Shares <b>2013</b>
Mr. Shaker Tawfiq Fakhouri	Chairman &CEO	Jordanian	7,050	7,050
Aya Shaker Fakhouri	Daughter	Jordanian	6,496	5,979
Tala Shaker Fakhouri	Daughter	Jordanian	6,473	5,979
Sarah Shaker Fakhouri	Daughter	Jordanian	6,334	5,979
Salma Shaker Fakhouri	Daughter	Jordanian	1,456	1,072
Tamara Shaker Fakhouri	Daughter	Jordanian	2,838	2,725
Dr. Abdel Rahman Samih Toukan	Vice Chairman of the Board of Directors	Jordanian	91,031	91,031
Mr. Walid Tawfiq Fakhouri	Board Member	Jordanian	8,196	8,196
Mrs. Shatha Abdel Majid Al-Dabbas	Wife	Jordanian	286	286
Rakan Walid Fakhouri	Son	Jordanian	19,983	19,883
Mariam Walid Fakhouri	Daughter	Jordanian	35,303	35,243
A'esha Walid Fakhouri	Daughter	Jordanian	7,505	7,445
Ahmad Walid Fakhouri	Son	Jordanian	6,489	6,389
Mr. Yahya Zakariya Al-Kadamani	Board Member	Jordanian	950,000	950,000
Mrs. Amaal Amin AtTurk	Wife	Jordanian	205,000	203,000
Dr. Mazen Mohammad Al-Bashir	Board Member	Jordanian	107,050	107,050
Dr. Farihan Fakhri Al Barghouti	Wife	Jordanian	39,347	39,347
Dr.Yanal Mawloud Naghouj	Board Member	Jordanian	5,000	228,775
Mrs. Dana Kayed saga	Wife	Jordanian	493,308	-
Mr. Jan Joseph Shamoun	Board Member	Jordanian	316,414	316,414
Mr. "Shadi Ramzi" Abd Al-Salam Al-Majali	Board Member	Jordanian	14,100	25,847
Al-Ekbal Jordanian General Trading (LLC)	Board Member	Jordanian	19,958,077	19,958,077
Mr. Haitham Abu Nasr Al Mufti	Representative of the Company	Jordanian	-	-
Arabian Gulf General Inv. & Transport Co.	Board Member	Jordanian	8,197	8,197
Mr. Haitham Mohammed Samih Barakat	Representative of the Company	Jordanian	-	-
Al Pharaenah Int'l for Industrial Investments Co.	Board Member	Jordanian	15,328,427	15,328,427
Mr. Ammar Mahmoud Abu Namous	Representative of the Company	Jordanian	-	-

### B. Number of Shares Owned by the Executive Managers and/or their Relatives:

Name	Status	Nationality	No. of Shares 2014	No. of Shares 2013
Mr. Nicola Yousef Bahou	Executive AGM/Chief Business Officer	Jordanian	110,000	110,000
Mr. Saleh Rajab Hammad	AGM/Chief Risk Officer Board Secretary	Jordanian	23,755	18,755
Dr. Nasser Mustafa khraishi	AGM/Chief Operating Officer	Jordanian	4	4
Mr. Osama Samih Sukkari	Legal Advisor	Jordanian	23,655	18,741
Mrs. Najwa Mohammad Saeed Manku	Wife	Jordanian	86,600	84,600
Mrs. Rabab Jamil Abbadi	*Executive Manager/Human Resources Department. * Acting Manager/Financial Control Department.	Jordanian	7,180	-
Mr. Turki Yousef Al-Jabour	Executive Manager/Internal Audit Department	Jordanian	24,000	20,000
Mr. Hatem Nafi' Foqahaa	Acting Regional Manager/ Palestine Branches	Palestinian	-	-
Mr. Nader Mohammad Sarhan	Executive Manager/ Credit Review Management	Jordanian	10,230	5,730
Mrs. Nida'a Hasan Abu Zahra	Wife	Jordanian	4,000	-
Mr. Dumam Mohammad Khraishan	Manager/Central Operations Department	Jordanian	-	-
Mr. Mousa Yousef Mousa	Treasurer/Treasury & Investment Department	Jordanian	-	-
Ms. Shereen Ahmad Kraishan	Manager/Market & Operational Risk Department	Jordanian	-	-
Ms. Lana Fayez Al Braishi	Manager/Compliance Department	Jordanian	-	-
Mr. Salama Mahmoud abu Nasair	Executive Manager/Credit Department until 17/12/2014	Jordanian	-	-
Mr. Johny Samir Zeidan	Regional Manager/Palestine Branches until 13/3/2014	Jordanian	-	-
Mr. Nabil Mahmoud Khalifeh	Financial Control Manager until 24/8/2014	Jordanian	-	-

# C. Companies Controlled by the Chairman, Board Members, the Executive Managers and/or their Relatives, and the Number of Shares Held by Those Companies in Bank of Jordan for the Years 2014 and 2013:

Name	Position	Company	Equity Share in Bank of Jordan 2014	Equity Share in Bank of Jordan 2013
Mr. Walid Tawfiq Fakhouri	Board Member	Al Tawfiq Investment House - Jordan	2,983	2,483
Dr. Mazen Mohammed Al-Bashir	Board Member	Investment Advisory Group Company (Istishari Hospital)	-	-
		Dana for General Trading (LLC)	-	-
Mr. Jan Joseph Shamoun	Board	Arab Trade Consultants Co.	-	-
	Member	Al-Faris Company for Agricultural Products (LLC)	-	-
Mr. Haitham Abu Nasr Al Mufti	Board Member	Alfa for Mining and Technology	-	-
Mr. Osama Samih Sukkari	Legal Advisor	Osama Sukkari & Associates – Attorneys at Law	-	-

There are no companies controlled by other Board Members and/or their relatives nor by the Executive Managers and/or their Relatives.

### 18. The Benefits and Remuneration of the Board Chairman, Board Members, and Executive Managers:

### A. Benefits and Remuneration of the Chairman and Board Members for the Year 2014:

Name	Position	Annual Salary JD	Transport Allowance JD	Remuneration JD	Total JD
Mr. Shaker Tawfiq Fakhouri	Chairman & CEO	501,173	30,000	319,388	850,561
Dr. Abdel Rahman Samih Toukan	Vice Chairman of the Board of Directors	-	30,000	5,000	35,000
Mr. Walid Tawfiq Fakhouri	Board Member	-	30,000	5,000	35,000
Mr. Yahya Zakariya Al-Kadamani	Board Member	-	30,000	5,000	35,000
Dr. Mazen Mohammed Al-Bashir	Board Member	-	30,000	5,000	35,000
Dr. Yanal Mawloud Naghouj	Board Member	-	30,000	5,000	35,000
Mr. Jan Joseph Shamoun	Board Member	- 30,000		5,000	35,000
Mr. "Shadi Ramzi" Abd Al-Salam Al-Majali	Board Member	-	30,000	5,000	35,000
Mr. Haitham Abu Nasr Al Mufti	Board Member/ Representative of Al-Ekbal Jordanian General Trading (LLC)	-	30,000	5,000	35,000
Mr. Haitham Mohammed Samih Barakat	Board Member/ Representative of Arabian Gulf General Inv. & Transport Co.	-	30,000	5,000	35,000
Mr. Ammar Mahmoud Abu Namous	Board Member/ Representative of Al Pharaenah Int'l for Industrial Investments Co.	-	30,000	5,000	35,000
Total		501,173	330,000	369,388	1,200,561

The Board of Directors acknowledge that they did not receive any benefits or remunerations either personally or from related parties whether cash or in kind other than what is mentioned above.

### B. Benefits and Remuneration of the Executive Managers for the Year 2014:

Name	Position	Annual Salary JD	Remuneration JD	Allowance for Transportation & Assuming Secretary Position JD	Total JD
Mr. Nicola Yousef Bahou	Executive AGM/Chief Business Officer	217,493	78,752	-	296,245
Mr. Saleh Rajab Hammad	*AGM/Chief Risk Officer *Board Secretary	92,336	30,089	18,000	140,425
Dr. Nasser Mustafa khraishi	AGM/Chief Operating Officer	50,901	-	-	50,901
Mr. Osama Samih Sukkari	Legal Advisor	163,635	59,489	-	223,124
Mrs. Rabab Jamil Abbadi	*Executive Manager/ Human Resources Department * Acting Manager/Financial Control Department	87,814	23,734	-	111,548
Mr. Turki Yousef Al-Jabour	Executive Manager/Internal Audit Department	64,219	17,683	-	81,902
Mr. Hatem Nafi' Foqahaa	Acting Regional Manager/Palestine Branches	71,718	1,847	-	73,565
Mr. Nader Mohammad Sarhan	Executive Manager/Credit Review Management	75,869	19,651	-	95,520
Mr. Dumam Mohammad Khraishan	Manager/Central Operations Department	49,249	11,262	-	60,511
Mr. Mousa Yousef Mousa	Treasurer/Treasury & Investment Department	36,083	3,527	-	39,610
Ms. Shereen Ahmad Kraishan	Manager/Market & Operational Risk Department	25,544	4,870	-	30,414
Ms. Lana Fayez Al Braishi	Manager/Compliance Department	22,867	4,642	-	27,509
Mr. Salama Mahmoud Abu Nusair	Executive Manager/Credit Department until 17/12/2014	81,054	12,008	-	93,062
Mr. Johny Samir Zeidan	Regional Manager/Palestine Branches until 13/3/2014	17,130	-	-	17,130
Mr. Nabil Mahmoud Khalifeh	Financial Control Manager until 24/8/2014	24,917	8,941	-	33,858
Total		1,080,829	276,495	18,000	1,375,324

### 19. Donations, Grants, and Contribution to the Local Community:

The Bank's donations and support of activities related to the protection of the environment and the local community stood at JD358.7 thousand, as detailed below:

Activities	Amount (JD)
Bank of Jordan Educational Initiative/Partnership Agreement with Hikayat Simsim	53,526
Supporting the Children's Museum	51,699
Royal Medical Services	50,000
Scholarship/student in the school of King's Academy	28,360
Support of Military Justice Foundation	15,000
Charity Associations for Coalition Al Baraka	13,000
Supporting Social and Charitable Organizations and Activities	79,656
Supporting Educational Activities	11,565
Supporting Cultural Activities	23,045
Supporting Environmental Activities	10,000
Supporting Sports Activities	5,400
Miscellaneous	17,400
Total	358,651

# 20. Contracts, Projects and Commitments Signed Between the Bank and its Subsidiaries, Affiliates, Chairman, Board Members, the General Manager, Employees in the Bank or their Relatives:

Excel for Financial Investments Limited Private Shareholding Company, a subsidiary of the Bank, purchases and sells securities to the account of the Bank's portfolio in the Amman Stock Exchange, as per the decisions and resolutions issued by the Bank's Investment Committee, against commissions the company receive for each purchase or sales transaction.

There are no other contracts between the Bank and its subsidiaries, affiliates, Chairman, Members of the Board, the General Manager, employees or their relatives, except for usual banking transactions, (disclosed in exhibit No. (39) on Financial Statements), for which commercial interest rates and commissions apply. All credit facilities granted to related parties are considered performing credit facilities for which no provisions have been earmarked.

### 21. Bank's Contribution to Environmental Protection and Corporate Social Responsibility:

### A. Bank's Contribution to the Protection of Environment:

Bank of Jordan continued to back environmental activities through supporting various environmental associations. These included supporting the Green Caravan campaign organized by the Arab Group for the Protection of Nature, which seeks to increase green areas in Jordan and combat desertification. Bank of Jordan also backed the efforts of the Petra National Trust through sponsoring a concert for Petra aimed at helping preserve Jordan's heritage.

### B. Bank's Corporate Social Responsibility:

Bank of Jordan has always been a leading institution in the area of social responsibility. Over the course of the years, the Bank has contributed to educational, cultural, humanitarian as well as sports and arts activities through sponsoring and supporting various Civic Society Organizations and national institutions. As part of efforts to pay back the community, Bank of Jordan continued to focus on the education sector through its partnership with "Hikayat Simsim" program. The Bank also continued supporting the Children's Museum for the sixth year in a row. Under this agreement, children and their parents enjoy the museum free-of-charge on the first Friday of each month. This is in addition to offering a scholarship to a student at King's Academy School. Furthermore, Bank of Jordan renewed its cooperation arrangement with Save the Children, and supported the University of Jordan in organizing its regional conference entitled (The Arab Spring: ramifications and Challenges). On the health front, the Bank extended support to the Jordanian Royal Medical Services, the Cerebral Palsy Foundation, and the Jordan Medical Aid for Palestinians Association. Added to that, Bank of Jordan extended support to various charities all year long.

Mentioned within the Bank's achievements in 2014 (page 25).

#### C. Annual Financial Statements - 2014

The Bank's annual financial statements, audited by the Bank's auditors Deloitte and Touche (Middle East–Jordan) and a comparison with the previous year (2013), can be found in the second part of the report (Page 40).

### D. Report of the Bank's Auditors

The report from the Bank's auditors, Deloitte and Touche, which include the Bank's annual financial statements, reveals that the audit process was conducted in accordance with international auditing standards. It can be found at the beginning of the 2014 annual financial statements (Page 39).

### E. Acknowledgment

As per Paragraph (E)/Article (4) of the Disclosure and Accounting Standards Instructions issued by the Jordan Securities Commission Board of Commissioners:

- 1. The Board of Directors of Bank of Jordan concedes that, to the best of its knowledge and belief, there are no material matters that may affect the continuity of the Bank's operations during the fiscal year 2015.
- 2. The Board of Directors of Bank of Jordan acknowledges responsibility for the preparation of the 2014 financial statements and that the Bank operates an effective monitoring and evaluation system.
- 3. The Chairman & CEO and the Financial Manager acknowledge that the information and data mentioned in the Bank of Jordan 2014 Annual Report are true, accurate, and complete.



### Bank Commitment to the Corporate Governance Guide

Realizing that good corporate governance is a key to success, the Bank's Board of Directors is keen on applying corporate governance practices that comply with the regulations issued by the Central Bank of Jordan and the Corporate Governance Code for banks in Jordan. These practices, which have been incorporated into the Bank of Jordan Corporate Governance Code, also comply with the best international practices recommended by the Basel Committee. It is worth noting that Bank of Jordan also adheres to regulatory requirements and guidelines in other countries where it operates.

In addition, the Bank regularly – and whenever the need arises – revises and amends the code in order to reflect changes in the Bank's needs and expectations in addition to developments in the banking industry.

It is worth noting that the Bank has published an updated version of the code in the Annual Report (Arabic version). The Annual Report also has a dedicated section that demonstrates the extent to which the Management adheres to provisions of the code.

### **Component One (Board of Directors)**

#### Chairman of the Board:

Regulations of the Corporate Governance Code, regarding the position of the Chairman of the Board, state the following:

- 1- Separation between the Chairman of the Board and the General Manager positions.
- 2- There should be no kinship (up to the third degree) between the Chairman of the Board (president) and the General Manager.
- 3- Separation in duties between the Chairman of the Board and the General Manager according to written instructions approved by the Board and revised when necessary.
- 4- In the case of the absence of the Executive Chairman, the bank should appoint an independent member of the board as a deputy chairman to act as an independent resource and conduit for shareholders. The Executive Chairman has to have a full-time job in the bank.
- 5- The status of the Chairman (whether executive or non-executive) is publicly disclosed.
- 6- The role of the Chairman of the Board:
- The Chairman promotes a constructive relationship between the Board and the bank's senior management, and between the executive directors and the non-executive directors.
- The Chairman promotes boardroom culture, which encourages constructive criticism and alternative views on certain issues under consideration, and encourages discussion and voting on these issues.
- The Chairman ensures that directors receive adequate and timely information.
- The Chairman ensures that the bank's shareholders receive adequate and timely information.
- The Chairman ensures a high standard of corporate governance by the Bank.

In accordance with the Bank's policies that aim to meet the requirements of the Corporate Governance Code for the Bank of Jordan, which was drafted according to the directives of the Central Bank of Jordan, the Bank works on meeting all the requirements in accordance with the Bank's interests and in line with the Jordanian banking business environment as well as the legislative and legal frameworks ruling the Bank's operation. The Chairman occupies the General Manager's position; this is not in line with Item (1) above. However, the Vice-Chairman is independent as per Item (4) above of the Corporate Governance requirements.

### **Board of Directors:**

While the Executive Management is responsible for running daily operations of the Bank, the Board is in charge of drawing up strategies that best serve the interests of the Bank, its shareholders and clients, in accordance with respective laws and regulations.

The Board of the Bank is comprised of 11 members who are elected by the General Assembly for a four-year term. The Board members should have high expertise that qualifies them to pass objective judgments during the Board meetings. The Chairman is elected by the members of the Board.

The Board convened (8) times during 2014. The Board has a specific agenda in each meeting, and the minutes of meetings and decisions are officially documented by the Board Secretary.

#### Names of the Board Members:

Name	Status	No. of Attendance	outstanding Loan Balance of Board Members
Mr. Shaker Tawfiq Fakhouri	Chairman of the Board	8	281,683
Dr. Abdel Rahman Samih Toukan	Vice Chairman of the Board	7	
Mr. Walid Tawfiq Fakhouri	Member	3	
Dr. Mazen Mohammed Al-Bashir	Member	8	
Mr. Yahya Zakariya Al-Kadamani	Member	5	
Dr. Yanal Mawloud Naghouj	Member	8	
Mr. "Shadi Ramzi" Abd Al–Salam Al–Majali	Member	6	41,831
Mr. Jan Joseph Shamoun	Member	3	
Mr. Haitham Abu Naser Al Mufti	Member	6	
Mr. Haitham Mohammed Samih Barakat	Member	6	
Mr. Ammar Mahmoud Abu Namous	Member	2	
Mr. Saleh Rajab Hammad	Board Secretary/Committee Rapporteur	8	

#### The Committees of the Board:

As per the Corporate Governance Code, five committees stem from the Board of Directors to ease implementation of responsibilities. The committees are as follows: the Audit Committee, the Corporate Governance and Strategy Committee, the Nominations and Remunerations Committee, the Risk Management Committee, and the Executive Committee.

#### The Audit Committee:

Three non-executive Board members were elected to form the Audit Committee. The Corporate Governance Code defines the tasks and authorities of the Committee. It also grants the Audit Committee the right to acquire any information from the Executive Management, and the right to ask any executive staff or Board member to attend its meetings.

The Audit Committee consists of the following:	Status	No. of Attendance
Mr. "Shadi Ramzi" Abd Al-Salam Al-Majali	Head of the Committee	9
Mr. Jan Joseph Shamoun	Member	4
Mr. Haitham Abu Naser Al Mufti	Member	9
Mr. Saleh Rajab Hammad	Board Secretary/Committee Rapporteur	9

<sup>\*</sup> The Audit Committee held (9) meetings in 2014.

However, the Audit Committee does not substitute for the responsibilities of the Board of Directors or the Bank's Executive Management for the supervision and adequacy of the Bank's internal control system.

### The Corporate Governance and Strategy Committee:

Five Board members were elected to serve on the Corporate Governance and Strategy Committee, which is chaired by the Board Chairman/General Manager.

The Corporate Governance and Strategy Committee consists of the following:	Status	No. of Attendance
Mr. Shaker Tawfiq Fakhouri	Head of the Committee	5
Dr. Mazen Mohammed Al-Bashir	Member	5
Mr. "Shadi Ramzi" Abd Al-Salam Al-Majali	Member	5
Mr. Jan Joseph Shamoun	Member	4
Mr. Ammar Mahmoud Abu Namous	Member	1
Mr. Saleh Rajab Hammad	Board Secretary/Committee's Rapporteur	5

The Corporate Governance and Strategy Committee held (5) meetings during 2014.

### The Risk Management Committee:

The Committee comprises three members of the Board in order to manage and deal with all kinds of risks faced by the Bank.

The Risk Management Committee consists of the following:	Status	No. of Attendance
Mr. Shaker Tawfiq Fakhouri	Head of the Committee	6
Dr. Mazen Mohammed Al-Bashir	Member	6
Mr. Jan Joseph Shamoun	Member	3
Mr. Saleh Rajab Hammad	Board Secretary/Committee's Rapporteur	6

The Risk Management Committee held (6) meetings during 2014.

#### The Executive Committee:

The Executive Committee was elected from six Board members.

The Executive Committee consists of the following:	Status	No. of Attendance
Dr. Abdel Rahman Samih Toukan	Head of the Committee	42
Mr. Walid Tawfiq Fakhouri	Member	24
Dr. Mazen Mohammed Al-Bashir	Member	48
Dr. Yanal Mawloud Naghouj	Member	45
Mr. Haitham Mohammed Samih Barakat	Member	11
Mr. Ammar Mahmoud Abu Namous	Member	2
Facilities Committee's Rapporteur/ Committee's Rapporteur	-	49

The Executive Committee held (49) meetings in 2014.

#### The Nominations and Remunerations Committee:

The election of the three members of this committee was from the non-executive members of the Board. Most of those members, including the Committee Chairman, are independent members.

The Nominations and Remunerations Committee consists of:	Status	No. of Attendance
Dr. Yanal Mawloud Naghouj	Head of the Committee	10
Dr. Mazen Mohammed Al-Bashir	Member	10
Mr. Yahya Zakariya Al-Kadamani	Member	9
Mr. Saleh Rajab Hammad	Board Secretary/Committee's Rapporteur	10

The Nominations and Remunerations Committee held (10) meetings in 2014.

#### The Board Secretary:

Minutes of meetings are significant for the Bank, shareholders, and supervisory agencies because they are a permanent register that demonstrate the Board's activities and deliverables, Board of Director's decisions and any other decisions made by committees operating under the Board. Given the vital role of the Board Secretary, it has been decided to appoint Mr. Saleh Rajab Hammad, as Board Secretary. Duties and responsibilities of the Board Secretary are incorporated in the Corporate Governance Code of the Bank.

#### **Conflict of Interests:**

The Board of Directors emphasized in the Bank's Corporate Governance Code that all members of the Board must specify their relationships with the Bank, disclose the nature of this connection, avoid conflicts of interest, and abide by the substance of the Code of Conduct in this regard. A written disclosure must be given on an annual basis or in case of any development that so requires.

### **Component Two (Planning and Policy Formulation)**

The Board of Directors undertakes responsibility for devising the Bank's general strategy and its strategic course of action as well as defining the general objectives for the executive management and supervising their achievements.

### **Component Three (Control Environment)**

The Board of Directors undertakes responsibility to adopt a general framework for internal control in order to achieve the following:

- Effectiveness and efficiency of operations.
- Credibility of financial reports.
- Adherence to laws and regulations in force.

The Board hereby affirms the existence of a general framework for internal control that enables it to follow up on its tasks and take whatever measures are necessary within the following framework:

#### 1- Internal Audit:

The Bank realizes that having an effective internal audit department would fundamentally enhance the internal control systems and the general framework for managing risks related to the Bank's various activities. The internal audit administration performs its tasks within the following specifics:

- a. Preparing the Internal Audit Charter and sanctioning it by the Board of Directors. The charter details the functions of the audit administration including its responsibilities, authorities, and work methodology.
- b. Preparing internal auditing procedures that conform to the new organization of the bank.

- c. Ensuring the preparation of an annual audit plan to be approved by the Audit Committee. The plan should cover most of the Bank's activities as well as organizational units based on risks associated with its activities.
- d. Preparing an annual report about the adequacy of internal control and audit systems in order to eliminate risks and provide suitable recommendations to remove weaknesses.
- e. Ensuring the recruitment and appointment of employees possessing high academic qualifications and appropriate practical experience to audit all activities and operations. This process should include qualified staff to assess data security and IT risks.
- f. Following up on violations and remarks stated in the reports of supervisory agencies and the external auditor; ensuring that they are addressed and that the executive management has adequate controls to ensure such violations are not repeated.
- g. Ensuring that necessary procedures are in place to receive, process, and keep customer complaints as well as remarks related to the accounting system, internal control, and audit processes. Periodic reports concerning these matters have to be submitted.
- h. Keeping audit reports and sheets in a safe and organized manner for a period that conforms to applicable laws and regulations so that they can be examined by the regulatory authorities and the external auditor.
- i. Reviewing the reporting procedures in the Bank to ensure key information about financial, administrative, and operational matters are accurate, reliable and timely.
- j. Ensuring compliance with the Bank's internal policies, the international standards as well as related laws and regulations.
- k. Submitting reports to the Head of the Audit Committee.

### 2- External Audit:

The External Auditor represents another level of control on the credibility of financial data issued by the Bank's accounting and information systems. In particular, this entails expressing clear and honest opinions about the fairness of these statements and the extent to which they mirror actual reality during a certain period. When dealing with external audit firms, the Board of Directors has to consider the Bank's interest and professionalism of the auditing firms, keeping in mind the importance of regular audit rotations and previous experiences with such offices.

### 3- Risk Management:

The management of Bank of Jordan paid special attention to Basel II requirements as a framework to reinforce and enhance the Bank's capability to upgrade the control environment and challenge various types of risks.

To implement these requirements, practical steps were taken such as establishing administrations in the Bank specialized in managing different risks (credit, operations, and market) and manning them with qualified staff and systems.

The Bank has also worked on enhancing credit risk management practices through setting up specialized departments (including Corporate Credit Review Department/SME Credit Review Department, Retail Credit Review Department, and Credit Review Department for branches in Palestine). Furthermore, the Bank has updated and developed policies and procedures related to risk management aimed at ensuring credit quality. In addition, the Bank implemented the "Reveleus System" for calculating the capital adequacy ratio.

As for operational risks, the Bank has been implementing the CARE system since 2003 and a Risk Profile has been created for each of the Bank's departments in addition to a database for operational errors. As for market risks, the Bank has set up a risk management unit comprised of qualified employees.

Moreover, the Bank formed a committee for risk management at the executive management level. This committee is entrusted to review and evaluate the performance of all different risk departments and to submit periodic reports about its work to the Board's Risk Management Committee.

#### The Risk Management functions in line with the following general framework:

- a. The Bank's Risk Management submits periodic reports to the Executive Risk Management Committee whereas daily operations are referred to the General Manager.
- b. The Risk Management undertakes the following responsibilities:
- Preparing risk policies for all types of risks and sanctioning them from the Board of Directors.
- Analyzing all risks including credit, market, liquidity and operational risks.
- Developing methodologies for measuring and controlling all types of risks.
- Recommending risk limits and approvals to the Executive Risk Management Committee and submitting reports and exceptions Pertaining to the risk management policy.
- Providing the Board and the Executive Management with information about risk assessment and risk profile in the Bank. The Board regularly reviews the Bank's qualitative and quantitative risk statistics.
- Approving the means that help risk management, such as:
- Self-assessment of risks and setting risk indicators.
- Preparation of a historical database of the losses in terms of their sources and classification according to type of risk.
- Provision of the necessary systems suitable for risk management at the Bank.
- c. Committees such as Credit, Assets, and Liabilities' Management/Treasury, and Operational Risk assist Risk Management in performing its tasks in accordance with the authorizations defined for these committees.
- d. Incorporating information about risk management in terms of its structure, nature of operations, and progress in the Bank's annual report.
- e. Providing information about risks facing the Bank for the purposes of disclosure and publication to the public.

### 4- Compliance:

In accordance with the Bank's commitment with the Basel II requirements, the Compliance Department was established to ensure compliance with laws, ethical regulations, legislation, and standards, defined by different supervisory bodies and the Bank's internal policies. Qualified human resources and automatic systems were provided to the Department.

On the Compliance Department level, all laws and regulations regulating the Bank's operations were gathered, and compliance awareness was spread among employees through booklets and training courses. An anti-money laundering policy was developed to comply with the instruction of Anti-Money Laundering and Terrorist Finance No. (51/2010) date 23/11/2010.

### The Compliance Department has the following responsibilities:

- a. Drawing up the compliance policy as well as improving and reviewing it regularly (at least once a year) and whenever necessary.
- b. Applying the compliance policy at the Bank.
- c. Preparing an efficient methodology to ensure the Bank's compliance with effective laws and legislation in addition to any related regulations.
- d. Submitting its periodic (bi-annual) reports on its work and on the compliance of the Bank's departments and employees to the Executive Risk Management Committee which will in turn refer them to the Board's Risk Management Committee.
- e. Evaluating and following up on applying Corporate Governance practices in the Bank.

### 5- Financial Reports

The Executive Management of the Bank shall undertake the following tasks:

- a. Preparing financial reports according to International Accounting Standards.
- b. Presenting the reports to the Board members at each regular meeting.
- c. Publishing financial data every three months.
- d. Sending financial reports and full reports to the shareholders annually.

#### 6- Code of Conduct:

The Bank has a Code of Conduct that was approved by the Board and circulated to all employees. Several training courses were organized to educate the Bank's employees on the concept of the Code. The compliance department ensures compliance with these concepts.

### **Component Four (Treatment of Shareholders)**

Under the law, each shareholder has the right to vote during the General Assembly meetings and the right to discuss issues placed on the General Assembly's ordinary and extraordinary agendas. Added to that, shareholders enjoy the right to suggest any other topics to be added for discussion on the General Assembly's ordinary agenda, after obtaining the approval of a number of shareholders (representing at least 10% of stocks recorded) in the meeting. In order to foster this relationship, the Bank works on encouraging shareholders, mainly minority shareholders, to attend the annual General Assembly meetings and to vote in person or in their absence by proxy.

The Board shall provide shareholders with the following:

- A copy of the Annual Report mailed to their respective mailing addresses.
- An invitation to the General Assembly meeting and its agenda.
- All of the information and publicity items addressed to the shareholders in general.

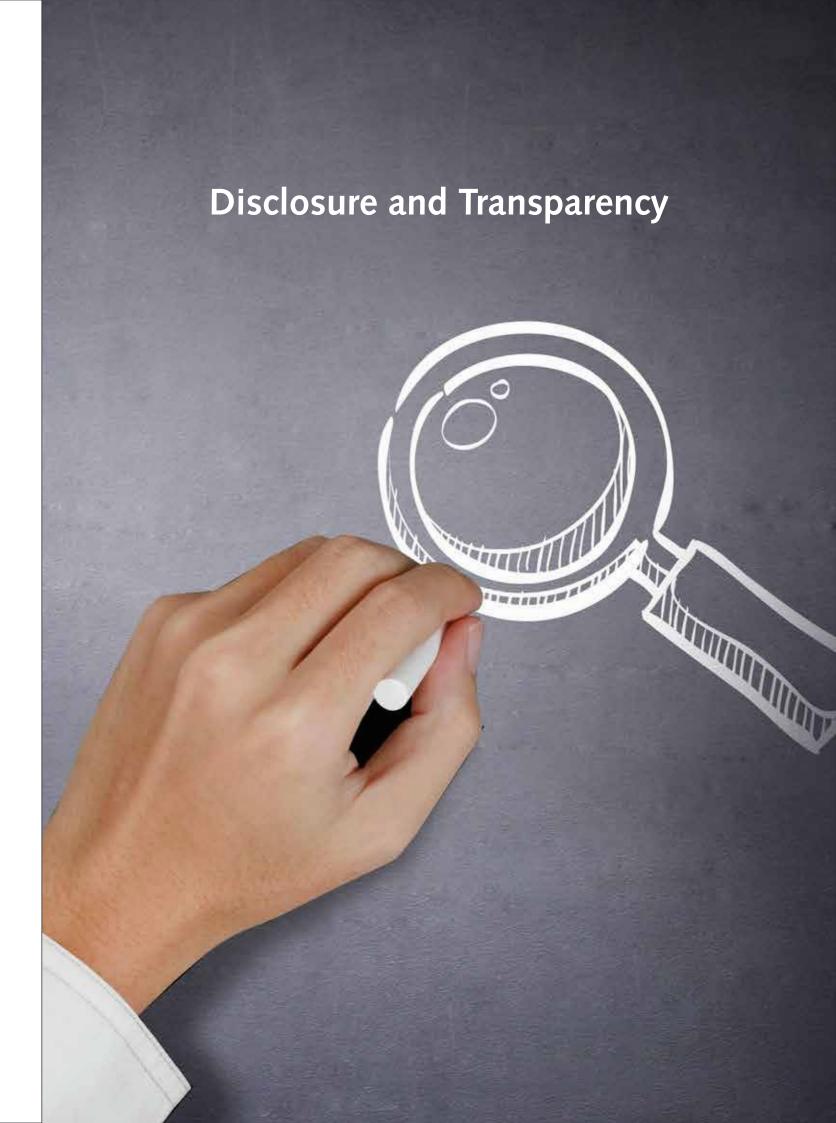
Furthermore, each shareholder has the right to get acquainted with the shareholders' register to get to know his/her own share. The Board shall be keen on the fair distribution of profits, which should be based on the number of stocks held by each shareholder.

### **Component Five (Transparency and Disclosure)**

Bank of Jordan Corporate Governance Guidelines are based on the principles of integrity, objectivity, transparency, disclosure, openness, and accountability for decisions adopted by the Bank. This stems from the Bank's belief that disclosure offers the only means to provide transparent, accurate, comprehensive, and timely information. This helps users assess the Bank's financial position, its achievements, activities, as well as risks facing the Bank and the risk management policies.

The Bank disclose all required information from different regulatory institution. Also the bank publish the Corporate Governess Guide to the public and the extent of what the management adheres to it.

In accordance with the instructions of dealing with customers fairly and transparently No. (56/2012) date 31/10/2012 the Bank established a dedicated unit to manage and address customers' complaints. The unit was equipped with qualified human resources and automated systems and all necessary means available to accommodate and resolve complaints. This unit was administratively subordinated to the compliance department in the Bank.



### **Disclosure and Transparency**

Based on the instructions of dealing with customers fairly and transparently No. 56/2012 issued by the Central Bank of Jordan on 31/10/2012, a unit was established to manage and address customer complaints. The unit was equipped with qualified human resources and automated systems to be controlled and managed administratively by the compliance department. The Bank addresses and manages customer complaints within the following principles:

- Preparation of a mechanism to manage and address customer complaints that is then generalized to the whole Bank.
- Preparation of a policy to deal with customers fairly and transparently that is then adopted and disseminated to the whole Bank.
- The provision of different communication channels for receiving customer complaints is in the following ways:
- Direct call to the unit dialing (06-5692572) or a toll-free number (080 022 335).
- Email complainthandling@bankofjordan.com.jo
- Fax to 06-5600918.
- Telephone complaints allotted to the Bank's branches in times of official business.
- Personal visit to the General Administration Building.
- Call Center for complaints made after official hours.
- Adoption of Service Level Agreement (SLA) and escalation procedures in the event of delay to respond to customer complaints from various units of the Bank in order to meet customer requirements within the specified time frame.
- Study and evaluation of customer complaints to find out actual facts of these complaints and concentration, classification and impact.
- provision of the Board of Directors and senior management with periodic disclosures including a summary of complaints by the degree of risk concentration and classified according to the degree of risk and the actions taken to reduce their recurrence in the future.
- provision of Central Bank of Jordan with the statistics periodically (quarterly) of complaints received by the unit.

Following is statistical report of the complaints that were received from customers in 2014 through various channels distributed according to Electronic Services, (Interest Rates, Commissions, Fees), Professional Conduct, (Credit Cards and Remittances). and (Contracts, Terms and Conditions).

Electronic Services	Interest Rates, Commissions, Fees	Professional Conduct	Credit Cards and Remittances	Contracts, Terms and Conditions	Total
65	199	316	93	304	977

### These complaints were resolved within the following framework:

- Complaints were given a reference number which was also provided to customers with the aim of follow-up.
- Complaints were studied, analyzed and responded to within the time frame specified by the degree and nature of complaints classification.
- Recommendation of the following proposed actions to reduce the recurrence of such complaints in the future:
- Modify work procedures, if necessary.
- Taking disciplinary measures against underperforming employees.
- Rehabilitation and training of staff on working procedures, products, communication skills with customers, etc.
- Development of the Bank's various sites to receive customers and improve the service provided to them.

# Addresses of Bank of Jordan Branches

# Addresses of Bank of Jordan Branches

Amman 11181 Jordan

Amman 11181 Jordan

Jordan Branch Network Head Office – Al Shmeisani Website: www.bankofjordan.com	<b>Tareq Branch</b> Tel.: 5053898 Fax: 5053908 P.O. Box 2140 Amman 11181 Jordan	Al Wehdat Branch Tel.: 4780281 Fax: 4778982 P.O. Box 2140 Amman 11181 Jordan	<b>Zarqa Branch</b> Tel.: 05/3985091/2 Fax: 05/3984741 P.O. Box 2140 Amman 11181 Jordan
Tel.: 5696277 Fax: 5696291 P.O. Box 2140 Amman 11181 Jordan	Marka Branch Tel.: 4893581/2 Fax: 4894341 P.O. Box 2140 Amman 11181 Jordan	Mecca St. Branch Tel.: 5826647/38 Fax: 5826649 P.O. Box 2140 Amman 11181 Jordan	Faisal St. Branch – Zarqa Tel.: 05/3936725 Fax: 05/3936728 P.O. Box 2140 Amman 11181 Jordan
Amman Area Al Shmeisani – Main Branch Tel.: 5696329 Fax: 5696092 P.O. Box 2140	<b>Al Qweismeh Branch</b> Tel.: 4778626 Fax: 4745301 P.O. Box 2140	Khilda Branch Tel.: 5534367 Fax: 5534593 P.O. Box 2140 Amman 11181 Jordan	<b>New Zarqa Branch</b> Tel.: 05/3862581 Fax: 05/3862583 P.O. Box 2140 Amman 11181 Jordan
Amman 11181 Jordan  Amman – Downtown Branch	Amman 11181 Jordan  Abu Alanda Branch  Tala 4464304 From 4463607 BDO Bay 2440	Al Jubaiha Branch Tel.: 5357189 Fax: 5354739 P.O. Box 2140 Amman 11181 Jordan	<b>Zarqa Free Zone Branch</b> Tel.: 05/3826193 Fax: 05/3826194 P.O. Box 2140 Amman 11181 Jordan
Tel.: 4624348 Fax: 4657431 P.O. Box 2140 Amman 11181 Jordan	Tel.: 4164204 Fax: 4162697 P.O. Box 2140 Amman 11181 Jordan  Al Bayader Branch	University of Jordan Branch Tel.: 5355975 Fax: 5355974 P.O. Box 2140	<b>Al Ruseifa Branch</b> Tel.: 05/3746923 Fax: 05/3746913 P.O. Box 2140
Commercial Market Branch Tel.: 4617003 Fax: 4624498 P.O. Box 2140 Amman 11181 Jordan	Tel.: 5852009 Fax: 5815391 P.O. Box 2140 Amman 11181 Jordan	Amman 11181 Jordan  City Mall Branch	Amman 11181 Jordan  Airport Branch
<b>Al Mahatta Branch</b> Tel.: 4655707	Industrial Area – Al Bayader Branch Tel.: 5861057 Fax: 5813642 P.O. Box 2140 Amman 11181 Jordan	Tel.: 5823512 Fax: 5857684 P.O. Box 2140 Amman 11181 Jordan	Tel.: 4451155 Fax: 4451156 P.O. Box 2140 Amman 11181 Jordan
Amman 11181 Jordan	Sweileh Branch Tel.: 5349823 Fax: 5342318 P.O. Box 2140	Al Rabiyeh Branch Tel.: 5523195 Fax: 5521653 P.O. Box 2140 Amman 11181 Jordan	<b>Al Geezah Branch</b> Tel.: 4460179 Fax: 4460133 P.O. Box 2140 Amman 11181 Jordan
Yarmouk St./Al Nasser Branch Tel.: 4910037 Fax: 4910038 P.O. Box 2140 Amman 11181 Jordan	Amman 11181 Jordan  Al Fuheis Branch	Abdoun Branch Tel.: 5929860 Fax: 5929872 P.O. Box 2140 Amman 11181 Jordan	Madaba Branch Tel.: 05/3244081 Fax: 05/3244723 P.O. Box 2140 Amman 11181 Jordan
First Circle Branch Tel.: 4625131 Fax: 4653914 P.O. Box 2140 Amman 11181 Jordan	Tel.: 4720832 Fax: 4720831 P.O. Box 2140 Amman 11181 Jordan	Al Rawnaq Branch Tel.: 5829503 Fax: 5829042 P.O. Box 2140 Amman 11181 Jordan	Jabal Shamali Branch Tel.: 05/3744038 Fax: 05/3744029 P.O. Box 2140
Third Circle Branch	Abu Nusair Branch Tel.: 5237481 Fax: 5249080 P.O. Box 2140 Amman 11181 Jordan	Hurrieh St./Mogablain Branch Tel.: 4203178 Fax: 4203376 P.O. Box 2140 Amman 11181 Jordan	Amman 11181 Jordan  North Jordan  Irbid Branch
Tel.: 4616528 Fax: 4656632 P.O. Box 2140 Amman 11181 Jordan	Jabal Al Nuzha Branch Tel.: 4645933 Fax: 4645934 P.O. Box 2140 Amman 11181 Jordan	Sport City Branch Tel.: 5159214 Fax: 5159304 P.O. Box 2140	Tel.: 02/7242347 Fax: 02/7276760 P.O. Box 2140 Amman 11181 Jordan
Al Khalidi Branch Tel.: 4680025/7 Fax: 4680028 P.O. Box 2140 Amman 11181 Jordan	<b>Wadi Al Seer Branch</b> Tel.: 5814255 Fax: 5816552 P.O. Box 2140	Amman 11181 Jordan <b>Taj Mall Branch</b> Tel.: 5930241 Fax: 5930517 P.O. Box 2140	Al Hussun St. Branch Tel.: 02/7279066/5 Fax: 02/7270496 P.O. Box 2140 Amman 11181 Jordan
Jabal Al-Hussein Branch Tel.: 4656004 Fax: 4653403 P.O. Box 2140 Amman 11181 Jordan	Amman 11181 Jordan  Ras Al Aein Branch Tel.: 4748314 Fax: 4786311 P.O. Box 2140	Amman 11181 Jordan  North Hashmi Branch Tel.: 5051398 Fax: 5051648 P.O. Box 2140	<b>Eidoun St. Branch</b> Tel.: 02/7276403 Fax: 02/7276504 P.O. Box 2140 Amman 11181 Jordan
<b>Gardens Branch</b> Tel.: 5688391/2 Fax: 5688416 P.O. Box 2140	Amman 11181 Jordan  Al Yasmine Branch  Tella 1202(6)2 Franch 1204(2)42 P.O. Ben 2440	Amman 11181 Jordan  Durret Khalda Branch Tel.: 5510825 Fax: 5510948 P.O. Box 2140	Thirty St. Branch Tel.: 02/7246636 Fax: 02/7248772 P.O. Box 2140 Amman 11181 Jordan
Amman 11181 Jordan  Al Madina Al Monawara St. Branch	Tel.: 4392693 Fax: 4391242 P.O. Box 2140 Amman 11181 Jordan  Marj Al Hamam Branch	Amman 11181 Jordan  Al-Madina Al-Monawara/Tla'a Al-Ali Branch	Hakama St. Branch Tel.: 02/7400018  Fax: 02/7406375  P.O. Box 2140
Tel.: 5513953 Fax: 5514938 P.O. Box 2140 Amman 11181 Jordan	Tel.: 5713568 Fax: 5713569 P.O. Box 2140 Amman 11181 Jordan	Tel.: 5513208 Fax: 5513029 P.O. Box 2140 Amman 11181 Jordan	Amman 11181 Jordan  Deir Abi Saeed Branch
Jabal Al Weibdeh BranchTel.: 4646980Fax: 4615605P.O. Box 2140	Sweifieh Branch Tel.: 5861235/6 Fax: 5861237 P.O. Box 2140	Central Jordan  Salt Branch Tel.: 05/3554901 Fax: 05/3554902 P.O. Box 2140	Tel.: 02/6521351 Fax: 02/6521350 P.O. Box 2140 Amman 11181 Jordan

Amman 11181 Jordan

Tel.: 0097022976315 Fax: 0097022976320 P.O. Box 1328

Aqaba Port- Arrivals/ Departures Office

Tel.: 03/2022702

Committee

Risk and Compliance Mangaement Committee

Audit Con

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Nominations & unerations Comm

