2021
Annual Report

Value Creation

Responsible Banking

Digital Transformation

Human Capital

Focused Strategy

Solid Financial Position

Advanced Technologies

Serving Customers

Strategic
Growth
Towards a
Sustainable
Future

HH Sheikh

Nawaf Al-Ahmad Al-Jaber Al-Sabah

Emir of the State of Kuwait

HH Sheikh

Mishal Al-Ahmad Al-Jaber Al-Sabah

Crown Prince of the State of Kuwait

At a Glance

4
Continents

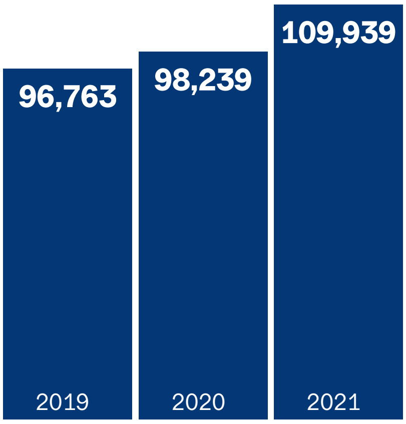
7,511
Global Employees

1.04%
NPL Ratio

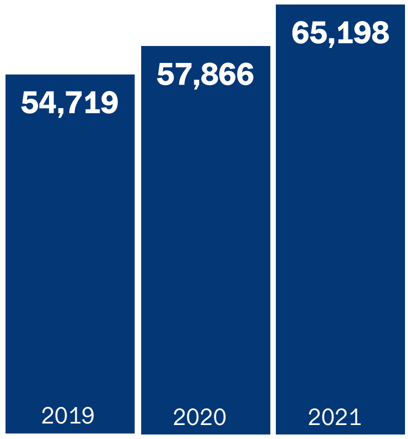
10.2%
Return on Average Equity

109.9
USD Billion Total Assets

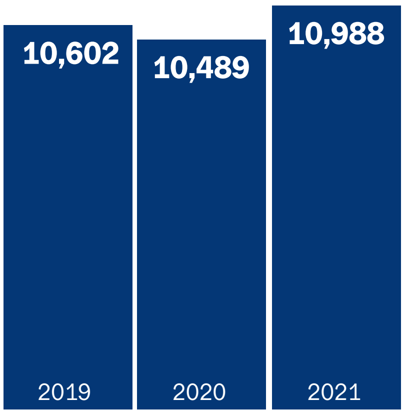
18.1%
Capital Adequacy Ratio



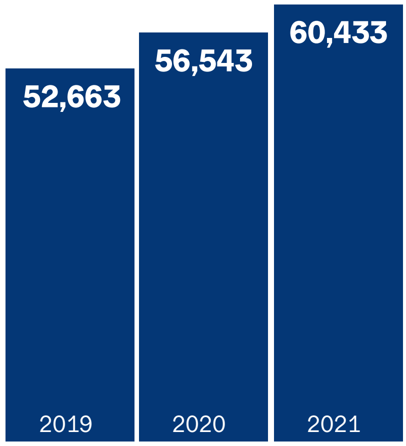
Total Assets (USD million)



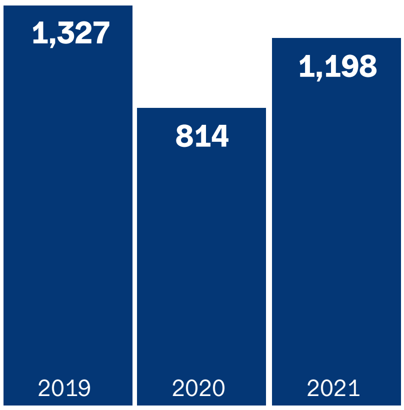
Loans, Advances and Islamic Financing (USD million)



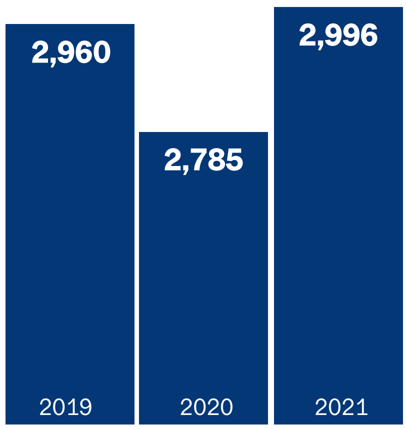
Total Equity (USD million)



Customer Deposits (USD million)



Net Profit Attributable to Shareholders (USD million)



Net Operating Income (USD million)

About NBK

Founded in Kuwait City in 1952, the National Bank of Kuwait S.A.K.P. ('NBK' or the 'Bank') is the country's longest-serving local bank – and the first shareholding company in Kuwait and the Gulf Cooperation Council ('GCC'). Over 69 years, NBK has established itself as Kuwait's leading financial institution, extending its franchise across the Middle East and beyond, to global markets. Today, NBK has around 140 branches in 14 countries across 4 continents.

The Bank has a reputation for experienced and stable management, with a clear strategy for strengthening its core business and expanding into new segments and markets. It has consistently achieved a highly competitive level of profitability, leading to robust shareholder returns, supported by high quality assets and a strong level of capitalization. NBK offers customers a comprehensive range of financial products and investment services, with solutions for individuals, corporates, and financial institutions. NBK is Kuwait's leading banking Group in terms of assets, customer deposits, and customer loans and advances.

Ownership

Established by a group of leading Kuwaiti merchants, NBK has retained its core shareholder base since inception. Its shares have been listed on the Kuwait Stock Exchange since 1984, with a single shareholder (the Public Institution for Social Security) owning more than 5% of the share capital (5.77% as of 31 December 2021). NBK's market capitalization as of 31 December 2021 was USD 23.7 billion.

Operations

With an international footprint, NBK's operational focus is on the Middle East and North Africa ('MENA') region. The Group also has presence in China, France, Singapore, Switzerland, the United Kingdom, and the United States. NBK's main business segments are:

1. Consumer and private banking
2. Corporate banking
3. Islamic banking (through subsidiary Boubyan Bank)
4. Investment banking and asset management (through subsidiary NBK Capital)

Vision

The trusted bank of choice, building on our core values, people and expertise

Mission

To deliver world class products and the highest service quality to our customers

To attract, develop and retain the best banking talent in the region

To support the communities in which we operate

To adhere to our core values of passion, integrity, conservatism and knowledge

By doing so, we believe that we will be able to achieve consistently superior returns to our shareholders

Values

Passion

Integrity

Conservatism

Knowledge

Contents

1 Strategic Review

2 Governance

3 Financial Statements

Strategic Growth Towards a Sustainable Future

NBK's has charted a strategic growth journey founded on customer experience and digital transformation to move towards a promising and more sustainable future as the trusted bank of choice.

Strategic Review

By faithfully executing our corporate strategy, built around three cornerstones – to defend our leadership in core businesses, to grow outside the core and to improve profitability – NBK will fulfill the mission and achieve the strategic objectives of delivering consistently superior returns to the shareholders.

Chairman's Statement

Nasser Musaed Abdulla Al-Sayer
Chairman of the Board of Directors

"Our corporate strategy is designed to achieve consistently superior returns for our shareholders, through the focused and faithful execution of our three strategic cornerstones"

On behalf of the Board of Directors, it is my pleasure to introduce the National Bank of Kuwait's 2021 Annual Report. Despite the various challenges that remain in the wake of the pandemic, National Bank of Kuwait has delivered solid growth and encouraging operational and financial performance in 2021, buoyed by the beginnings of economic recovery and a gradual return to pre-pandemic activities.

Operating Environment

As the restrictions imposed to stem the spread of COVID-19 were gradually eased, the Kuwaiti economy experienced a moderate rebound in 2021, supporting a resurgence in business activity. The strong recovery in oil prices significantly improved the fiscal position of the government, contributing to a gradual return to economic growth and a rise in government revenues in 2021. With interest rates remaining at historically low levels, domestic consumer spending rose significantly, supported by loan payment deferrals, stable employment among Kuwaiti nationals and reduced overseas travel.

The Central Bank of Kuwait continued its support to the Kuwaiti banking industry in the form of liquidity support, capital adequacy ratios and loan-deposit ratios.

Amid this promising early recovery, NBK remained committed to achieving its strategic objectives and goals, namely, to remain broadly recognized as the trusted bank of choice in Kuwait, building on its core values, people, and expertise to deliver world-class products and the highest service quality to customers, whilst also attracting top Kuwaiti talent.

30%
Recommended cash dividend to be distributed to shareholders

Around
140
branches

14
countries

Executing our Strategy

Our corporate strategy is designed to achieve consistently superior returns for our shareholders, through the focused and faithful execution of our three strategic cornerstones: to defend our leadership position in our core business; grow by accessing segments beyond our core; and deliver consistent improvements in profitability.
Enabled by our deep commitment and accelerating investment in innovation and digital transformation, we seek to grow our business in corporate, consumer and private banking. We also strive to diversify in terms of our geography, products, and services, as we target further regional expansion, particularly in the Islamic and wealth management spaces.
Throughout our strategic journey, we will maintain focus on expanding our customer base in the affluent and mass affluent segments whilst also leveraging our expanding product portfolio to attract high-net-worth private banking clients.

Supporting National Priorities

NBK is committed to supporting the Government of Kuwait development plans as part of the national long-term goals defined in New Kuwait 2035.
In particular, the Bank is advancing the nation's strategic agenda in terms of driving economic growth through the private sector to achieve increasing economic diversification.
This includes our contribution to developing and expanding the nation's financing of infrastructure to enable growth in the SME sector and beyond, as well as our role as a key finance facilitator for the establishment of public–private partnerships (PPPs).
We are also actively involved in the process of digitizing Kuwait's economy, as a key partner in the government's drive to expand the country's digital innovation.

Kuwait's Leading Financial Institution

NBK remains in a highly attractive market position, as the leading banking Group in Kuwait in terms of assets, customer deposits and customer loans and advances, with a market share in Kuwait in excess of 30% across key financial indicators. NBK's market capitalization stood at USD 23.7 billion as of end-December 2021.
The Bank has been ranked amongst the 50 safest commercial banks in the world by Global Finance, amongst the top 10 banks in the region and the most valuable banking brand in the country by Brand Finance; complemented by strong across-the-board, long-term credit ratings (A1, A, A+). Moreover, NBK has physical operations across 14 countries to better serve our customers in addition to its competitive advantage as the only bank in Kuwait with access to conventional and Islamic banking.

Robust Corporate Governance

NBK continued to strengthen its corporate governance and risk management practices during this year, in full compliance with local regulations and alignment with international best practices.
We reviewed and updated the Group's governance organizational structure, policies, and Board and Board sub-committees charters according to the regulatory instructions in Kuwait and the instructions issued by the regulatory authorities in countries where the Group operates. The Bank's AGM and EGM were held on 6 March 2021, at which there was a quorum of 78.4%. All Board of Directors' proposals were approved; proposals included the distribution of a 20% cash dividend to shareholders (equivalent to 20 fils per share) in addition to the distribution of 5% bonus shares (5 shares for every 100 shares owned for the year 2020).
Moreover, in the EGM held on 4 December 2021, shareholders approved the increase of the authorized share capital to KD 1.0 billion from KD 750 million.

NBK is committed to supporting the Government of Kuwait development plans as part of the national long-term goals defined in New Kuwait 2035."

Furthermore, and for the year 2021, the Board of Director's recommended the distribution of 30% as cash dividend (30 fils per share) to shareholders that is equivalent to KD 215.8 million. The Board also recommended the distribution of 5% bonus shares to shareholders (5 shares for every 100 shares owned); all of which are subject to AGM approval taking place in March 2022.

As part of our continuous efforts to lead in governing our practices, the Bank appointed two independent Board of Directors in 2021; in compliance with CBK revised corporate governance regulations issued on 10/9/2019. In addition, we enhanced and implemented automated systems for compliance, governance, Anti-money laundering/Combating financing of Terrorism, Anti-financial crimes, Information technology and Cybersecurity risks.

We also looked to develop and standardize governance practices across our Group, improving reporting systems among Group entities and conducted an independent review and assessment of Corporate Governance at NBK's subsidiaries to identify potential gaps or areas in which governance and risk management could be improved.

Putting ESG at The Core of NBK

NBK has a long-standing commitment to lead the banking sector as a responsible corporate citizen. Therefore, the Bank has embarked on a new journey to achieve world-class environmental, social and governance (ESG) practices and reporting. NBK initiated intensive planning in 2021 to devise a strategy to guide our sustainability initiatives going forward.

Our ESG vision will place sustainability at the heart of our strategy, corporate culture, and operations across the Group, and foresees the integration of these elements into an ESG framework that leverages our advanced existing governance structures to apply sustainability principles at every level.

During 2021, NBK continued to seek to impact through a wide range of ESG initiatives and partnerships, which included reinforcing the responsibility of our Board and Board sub-committees to align with critical ESG issues.

The Bank's training initiatives – both internal and for the Government of Kuwait, youth, and community – reflect our profound commitment to investing in the human capital of the nation. To this end, the Bank continues partnering with leading educational institutions and engages a selection of reputable experts to share their expertise, in line with the Bank's social and development agenda. In 2021, this included programs designed for government departments, new university graduates, top female talent and future leaders of the Bank on a wide range of financial, digital, and regulatory topics.

> "NBK has embarked on a new journey to achieve world-class environmental, social and governance (ESG) practices and reporting."

To keep our stakeholders up to date on our progress and achievements related to ESG, we updated our Sustainability webpage and issued our annual Sustainability Report. These engagement channels highlight the Bank's social, economic, and environmental initiatives, and the implementation of corporate governance principles, in accordance with the Global Reporting Initiative (GRI) and our broad commitments to supporting the Kuwait National Development Plan and the global sustainability agenda encapsulated by the UN Sustainable Development Goals in addition to our voluntarily alignment with Boursa Kuwait's sustainability guidelines.

Acknowledgements

On behalf of the Board of Directors, I wish to convey our sincere gratitude to the Bank's executive management for their successful stewardship throughout 2021. Their dedication to NBK's strategic objectives has been both admirable and highly effective in realizing our goals in yet another year of challenges.

I would also like to thank our customers for their continued trust in NBK, and our devoted staff for their tireless efforts to safeguard and advance the interests of the Bank, despite the difficult working conditions brought about by the pandemic.

Finally, thanks are also due to the Central Bank of Kuwait and the Capital Markets Authority for their ongoing efforts to propel the banking sector, and to our valued shareholders for their enduring support for our vision to further cement NBK's leadership of the Kuwaiti banking sector.

Year in Review

January

- NBK named "Best Trade Finance Provider in Kuwait for 2021" in the annual survey of the Global Finance magazine
- NBK sponsored the new edition of "TAMAKAN" program for training fresh Kuwaiti university graduates

February

- NBK received the award of "Best Retail Bank in Customer Services in Kuwait" for 2020, according to Service Hero Customer Satisfaction Index
- NBK successfully issued US$700 Million Regulation S/Rule 144A Perpetual NC6 Tier 1 Capital Securities

March

- NBK's Annual General Meeting approved all Board of Directors proposals, with a 78.4% quorum. The proposals included the distribution of a 20% cash dividend to shareholders in addition to the distribution of 5% bonus shares
- NBK participated in "Ring the Bell Event" to promote the empowerment of women in various fields
- NBK appointed two independent Board of Directors as part of the Bank's compliance with Central Bank of Kuwait corporate governance regulations

April

- NBK continues to support the Kuwait Red Crescent Society (KRCS) efforts in facing Covid-19

May

- NBK Named Silver Winner at MMA 2020 Smarties MENA Awards
- NBK Receives Best Financial Innovation Lab Award in Kuwait for 2021 in the annual survey conducted by the Global Finance magazine

June

- NBK released the documentary narrating the construction journey of its new headquarters
- NBK ranked first among Kuwaiti banks in The Banker's magazine list of Top 1000 World Banks, whereas it ranked 9th in the Middle East

July

- NBK issued its 5th Sustainability Report under the theme "Maintaining Course", underscoring its leading role and institutional approach to integrate sustainability into systems
- S&P Affirms NBK's Credit Rating at "A"

August

- NBK named best bank in "Innovation in Digital Banking" in the Middle East by The Banker
- NBK maintains its inclusion as a constituent of the leading ESG index "FTSE4Good Index Series"

September

- NBK wins Visa GSQA Award for "Pursuit of Excellence – Card-Not-Present Adoption"
- NBK succeeded in issuing USD 1.0 billion in senior unsecured bonds

October

- NBK was recognized by two awards at "Annual Asian Trailblazer Awards - 2021" namely: Best Retail Banking Services in Kuwait, and Best Loyalty/ Rewards Program in the Middle East
- NBK opens its latest advanced self-service branch

November

- Global Finance recognizes NBK's Digital Achievements in 2021 with 10 domestic and regional front awards
- NBK launches the First Digital Bank in Kuwait, "Weyay"

December

- NBK officially launches SWIFT Payment Controls
- NBK headquarters named "Commercial Property Project of the Year in Kuwait" for 2021

Institutional Strength*

NBK is a robust financial institution, as demonstrated by the trust that its customers and shareholders have placed in it, as well as its long-term credit ratings.

Rating agency	Long-term rating	Standalone rating	Outlook
Moody's	A1	a3	Stable
Standard & Poor's	A	a-	Negative
FitchRatings	A+	a-	Stable

*Note: All ratings and outlooks from Moody's, Standard and Poor's and Fitch Ratings are as of 10 February 2022.

Awards and accolades

Global Finance

- Best Bank in Kuwait 2021
- The Innovators Best Financial Innovation Labs - Kuwait 2021
- Best Digital Bank Consumer - Kuwait 2021
- Best Digital Bank Consumer - Middle East 2021
- Most Innovative Digital Bank - Kuwait 2021
- Most Innovative Digital Bank - Middle East 2021
- Best Mobile Banking App - Kuwait 2021
- Best Bill Payment & Presentment - Kuwait 2021
- Best in Social Media Marketing and Services - Kuwait 2021
- Best in Lending - Kuwait 2021
- Best Online Product Offerings - Kuwait 2021
- Best Online Product Offerings - Middle East 2021
- Best Private Bank Award 2022
- Best Trade Finance Provider -Kuwait 2022
- FX Providers - Kuwait 2022
- Best SME Bank Award 2022
- Most Innovative Private Bank - Middle East 2022

- **Best Bank in Kuwait 2021** (Euromoney)
- **Best Private Bank/Wealth Manager for Ultra High Net Worth Clients - Kuwait 2022** (Euromoney)
- **Best Private Bank/Wealth Manager for Mass/Super Affluent Clients - Kuwait 2022** (Euromoney)
- **Technology Innovative for Emerging Technology Adoption - Kuwait 2022** (Euromoney)
- **Best Trade Finance Bank - Kuwait 2021** (GTR)
- **Innovation in Digital Banking Award - Middle East 2021** (The Banker)
- **Bank of the Year 2021** (The Banker)
- **Best Retail Bank - Kuwait 2021** (MEED)
- **Best Loyalty/Rewards Program - Middle East 2021** (MEED)
- **Commercial Property Project of the Year - MEED Project Awards 2021** (MEED)

MSCI ESG RATINGS BB

NBK's rating at 'BB' per the MSCI audit

FTSE4Good

Constituent of the FTSE4Good Index Series

Brand Finance®

Number 1 Banking Brand in Kuwait

Group CEO's Message

Isam J. Al-Sager
Group Chief Executive Officer

"NBK's proactive digital transformation strategy and expanding digital infrastructure continues to drive our success and is now serving as a springboard for regional growth and expansion"

In a year in which strong signs of economic recovery were visible in Kuwait and throughout the region following the economic slowdown resulting from the COVID-19 pandemic, NBK leveraged its strong market position and balanced strategy to deliver strong bottom-line growth over the course of 2021.

Despite the difficult market conditions, we reined our focus on achieving growth, capitalizing on our robust strategy and strong people-centric focus to navigate the pandemic safely and successfully, achieving sustainable growth throughout the year.

2021 also saw growth stemming from our regional and international presence, most notably in Saudi Arabia and Egypt, which remains a key differentiator for NBK in the Kuwaiti banking sector.

Strong Financial Performance

Capitalizing on the nascent economic recovery, financial results for 2021 were highly encouraging, with the Bank delivering an increase in net profit of 47.1% against that of the previous year, to reach KWD 362.2 million.

Meanwhile, customer deposits ended the year at KWD 18.3 billion, increasing by 6.9% over 2020, our net loan portfolio witnessed a growth of 12.7% to reach KWD 19.7 billion, and total assets reached KWD 33.3 billion, increasing by 11.9% over 2020.

During 2021, the Bank succeeded in issuing two bonds to further enhance its capitalization and liquidity levels and boost diversification in its funding profile. The Bank asserted itself as a leading global financial institution issuer in the region. The issuances marked a milestone for the Bank and further endorsed investors' continuous confidence in the Bank's prudent management and confidence in overcoming crises. It was a testament to NBK's strong credit profile as indicated by the heavy oversubscription of the issuances and the very attractive pricing achieved.

A New Client-centred Banking Proposition

In 2021, we consolidated NBK Capital and the Private Banking Group to form NBK Global Wealth Management (GWM) division. The new division therefore combines the extensive investment banking and asset management capabilities of NBK Capital with the expertise, client-focused interfaces and HNWI services developed by the Private Banking Group.

Through GWM, we aim to grow our market share in asset management by providing exceptional solution-driven relationship and advisory services with a view to expanding the share of wallet for our existing client base in Kuwait while also extending further in regional markets including Saudi Arabia.

Launching Kuwait's First Digital Bank, Weyay

In 2021, NBK launched Kuwait's first fully digital bank. Weyay, meaning "with me," provides innovative digital banking services, designed by NBK's young Kuwaiti innovators, and are specifically tailored to meet the evolving banking demands and expectations of Kuwaiti youth.

Weyay is both visually and structurally aligned to attract customers in the under-35 demographic in Kuwait – which accounts for two-thirds of the population – by embodying the youthful and digital-savvy nature of Kuwaiti society.

The platform is highly adaptive and will be consistently refined to ensure that it continues to meet this remit and to deliver exceptional customer satisfaction among Kuwaiti youth. We will depend on developed digital platforms in our future expansions across all markets in the region.

Delivering Progress across our Group

Despite partial lockdowns, forced business closures, travel restrictions and the ongoing supply chain disruption seen throughout the year, NBK **Consumer Banking Group** successfully navigated the negative pressures affecting the operating environment to achieve solid financial results for 2021 and continued to deliver innovative products and services to retail clients.

The **Corporate Banking Group** also succeeded in capturing new business opportunities within the oil sector, as projects began moving in the wake of the pandemic. Moreover, oil and petrochemicals prices increased and delivered further growth across other strategically important sectors during the year.

Our new **Global Wealth Management** division leverages our strong brand that is trusted by HNWIs across Kuwait and beyond. In 2021, Asset under Management reached USD 17.7 billion, meeting and often exceeding relevant performance benchmarks. We also achieved double-digit growth in core revenues, profitability, and maintained our market leadership among our peers in Asset Management, Investment Banking and Brokerage.

Group Treasury's financial objectives were met in 2021, with the Bank remaining comfortably within regulatory ratio limits related to funding and liquidity. Our funding position was strengthened through our successful debt issuances that were met with encouraging demand from international investors, resulting in record low costs.

The main highlight of the year was the successful implementation of the Treasury Investment and Booking System (Murex). Launched in two phases and completed in August 2021.

IT & Operations continued to focus on strengthening and streamlining core systems to play a critical role in maintaining the availability and stability of NBK systems throughout 2021.

IT & Operations played a key role in the implementation of several major NBK initiatives, such as the Kuwait National Banking System (KNPS) – an advanced electronic platform to support new

"we reined our focus on achieving growth, capitalizing on our robust strategy and strong people-centric focus to navigate the pandemic safely and successfully, achieving sustainable growth throughout the year" payment instruments – and the Murex Treasury System, while also delivering feature enhancements to the NBK Mobile application.

While improving the reliability and sustainability of our current infrastructure, IT & Operations retained a strong emphasis on cyber security and regulatory compliance.

Accelerating our Digital Transformation

NBK's proactive digital transformation strategy and expanding digital infrastructure continues to drive our success and is now serving as a springboard for regional growth and expansion.

Mobile Banking, Internet Banking and ATMs/CDMs accounted for over 97.6% of the Bank's total transactions over the year. Transactions executed through Mobile Banking grew by 50%, while our Payment Gateway transactions volume increased by 55% year-on-year, further expanding our digital banking landscape, and demonstrating our success in capitalizing on the rapid digitization of banking witnessed during the pandemic. We also finalized a roadmap to govern our progress in automating operations going forward through Robotic Process Automation (RPA) and Artificial Intelligence (AI).

Our leadership in innovation has enabled us to become the first bank in Kuwait to provide our customers with a seamless online account opening service, and to roll out a new bill-splitting service, which allows users to divide bill amounts among a group of individuals via our mobile banking application. This is complemented by our ongoing program of innovative new products, such as "Weyay", digital branches, express branches, interactive tellers, and other virtual services.

Attracting and developing talent

As our most important asset, we place considerable value on the health, safety, and professional development of our people, and are committed to supporting the economic and social development of the people of Kuwait. NBK is an equal opportunity employer that places significant emphasis on diversity. Females accounted for around 45% of our workforce, and Kuwaitis made up 74.6% of our employees at year-end 2021.

NBK's Recruitment strategy seeks to attract top-tier talent to the Bank and reflects both the objectives and vision of New Kuwait 2035 and the drive to increase the employment of Kuwaiti nationals in the banking sector and support the national economy through local recruitment.

Despite the disruption of the pandemic, NBK continued to attract high-calibre talent throughout 2021, recruiting a total of 376 employees in 2021 – 335 of which were Kuwaiti nationals – and achieving a 3.09% increase in our workforce to reach 2,338 employees.

NBK is widely recognized for its strong workplace culture and support for its employees and customers, as well as for providing exceptional continuing professional development opportunities for its people. This includes our training and work experience schemes aimed at assisting fresh graduates entering the workforce, helping them to develop the skills and experience to lead the development of the sector in the future.

As part of our continuing professional development program, the Bank delivered more than 41,000 employee training hours in 2021. We also offered facilities for 335 trainees through our engagement with LOYAC – the Kuwaiti organization for youth development –and supported 40 fresh external graduates through the TAMAKAN graduate training scheme, a six-month training program with no obligation to join NBK afterwards – but many have joined the Bank.

Meanwhile, we continue to onboard young Kuwaiti talent through the NBK Academy, which gives fresh graduates the opportunity to join the Bank through an introductory training program featuring a rotational module for the different departments of the Bank.

These programs reflect NBK's vision and mission to invest in local talent in line with the Central Bank of Kuwait's objectives towards Kuwaitization.

Looking ahead

To maintain our ambitious organic growth trajectory going forward, NBK intends to invest in building an enabling foundation for the development of the Bank's services and capabilities. We continue to invest heavily in technology, as well as in our people – who represent the engine of our growth and success.

Our strategic focus remains on securing further growth in our home market, as well as in Saudi Arabia and Egypt, powered by the execution of NBK's growth strategy.

We will also intensify our focus on increasing our retail banking market share, while engaging with public sector mega projects to support New Kuwait Vision 2035.

As ever, we remain committed to attracting, engaging, developing, and retaining key talent across the Bank to power our success.

Strategic Growth Towards a Sustainable Future

Weyay
NBK's new youth-focused digital bank

ESG
is at the heart of our operations

Reinforcing our position as the trusted bank of choice in Kuwait, NBK continued to create significant and sustainable value for our shareholders this year, while transforming to better serve our customers, paving a path for growth at home and abroad, and supporting the Government of Kuwait's New Kuwait 2035 goals.

Driven by the effective execution of our corporate strategy and the exceptional talent across the organization, NBK delivered robust growth and a strong financial performance across our Consumer and Corporate Banking Groups, while creating a new Global Wealth Management division to deliver holistic solutions to our high-net-worth customers.

As traditional banking is being challenged globally, we are evolving and growing in strategic areas that will pave the way for future sustainable growth. Our digital transformation continued to accelerate this year, driving efficiency and enhanced customer experience, while we also laid the foundation for future growth by launching Weyay, Kuwait's first digital bank, to enhance the innovative perception of NBK in the eyes of our customers and better attract and serve the needs of the youth of our nation.

While receiving regional and international recognition for our scale, security and service, we have also taken momentous strides in our ESG agenda this year, by putting sustainability at the heart of our operations, supporting the sustainable development goals of Kuwait's National Development Plan, strengthening our corporate governance and community impact, while clearly communicating our priorities and progress to our stakeholders, in order to position NBK for continued strategic growth and value creation over the years and decades to come.

Weyay Bank: A new bank for a new digital era

The Kuwaiti youth segment has long been a key feeder to NBK's Consumer Banking Group salaried customer base. NBK has maintained a strong position in attracting Kuwaiti youth.

However, and as this segment becomes more competitive and highly appealing to NBK's key competitors, we embarked on a journey to defend our market share and provide a more attractive offering. NBK set out on a strategic path to dominate the youth space by launching an innovative proposition tailored to the requirements of Kuwaiti youth, satisfying its unique needs and "changing the game".

Building Kuwait's First Digital Bank

Weyay Bank was conceived to boost NBK's market share among allowance transfer and first-jobber Kuwaitis. With a separate brand passively endorsed by NBK, the new proposition falls under NBK's banking license and leverages the same core banking system to ensure security and efficiency.

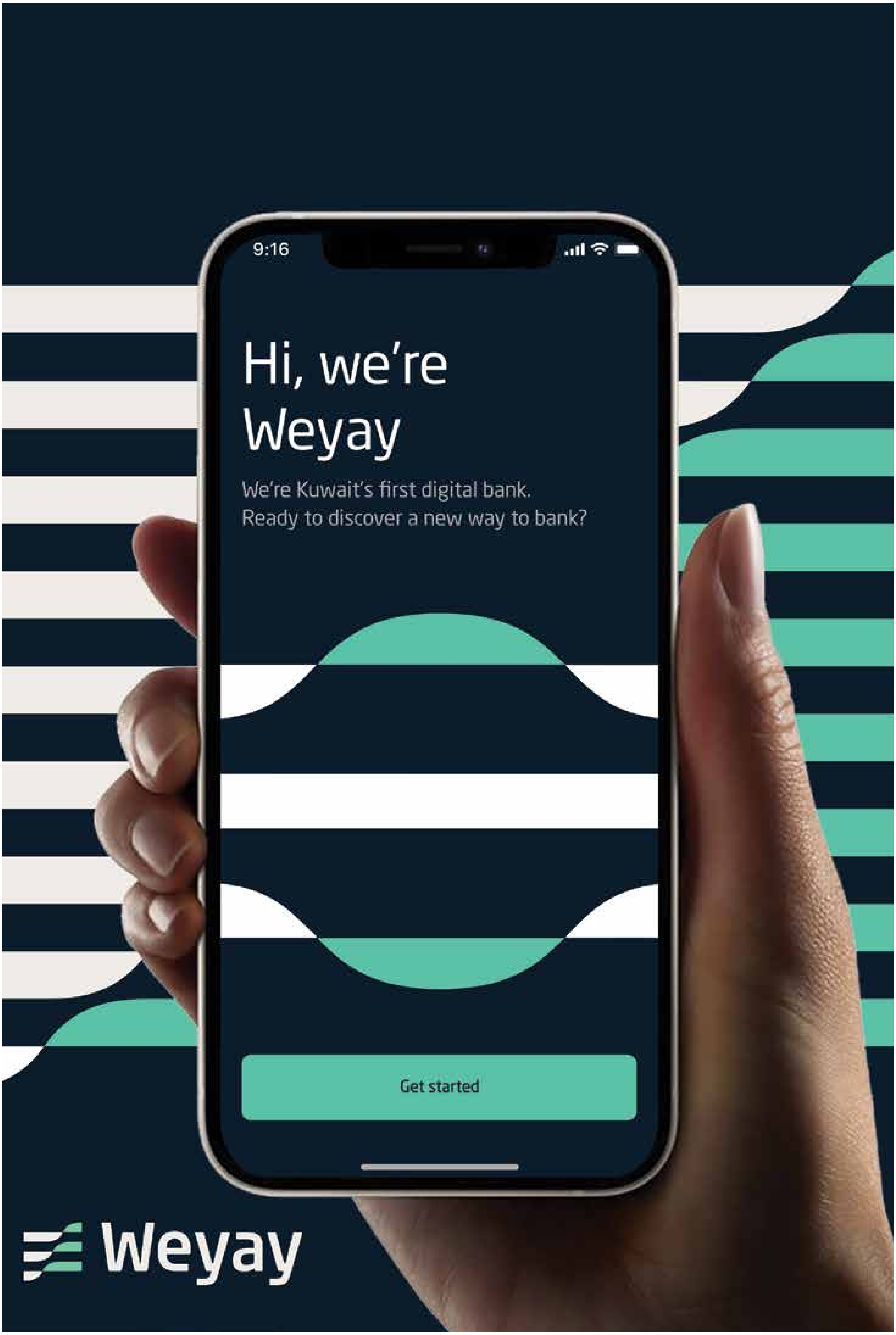
The completely new front-end mobile banking app was built over a period of 14 months by a dedicated ring-fenced cross-functional team assembled from business, support, and control functions. The team of young Kuwaiti professionals and leaders with entrepreneurial spirit and mindset, worked closely with a small group of customers to tailor the proposition based on their feedback.

Connecting with Customers - Disrupting the Market

The Weyay brand was announced in November 2021 and immediately created strong positive buzz in the market that reflected very positively on the NBK brand.

Initial feedback from target customers has been extremely encouraging, as Kuwaiti youth responded with remarkable engagement on social media and website registrations exceeding target projections.

This launch is part of NBK's wider digital transformation strategy to leverage digital disruption, both to explore new markets or exploit existing markets. Weyay was first launched in the Kuwait home market to boost the Kuwaiti market share and will potentially be rolled out in other regional markets to generate new revenue streams for the Group.


9:16
Hi, we're
Weyay
We're Kuwait's first digital bank.
Ready to discover a new way to bank?
Get started
Weyay

Business Model

The business model strives to deliver value to all key stakeholders – from customers and employees to the local community, regulators and shareholders.

NBK's business model is designed to capitalize on the extensive resources that are available to the Group, including a strong brand, international reach, a high level of financial strength, and a powerful corporate culture. We focus our operations and initiatives on a wide range of customer types, across local and international markets, to build a suite of products and services that will meet and exceed their expectations. The business model strives to deliver value to all key stakeholders – from customers and employees to the local community, regulators, and shareholders.

Resources

- **Strong brand** with a strong bond and reputation among our clientele as well as international recognition as a trusted institution and a regional leader
- **International reach** bridging capital and trade flows within MENA and the global markets
- **Financial strength** enabling us to support our clientele with significant transactions
- **Strong corporate culture** that values passion, integrity, conservatism and knowledge

Business focus

- Dominant banking franchise in Kuwait, delivering world class products and highest service quality to retail and wholesale clients
- Expanding footprint and establishing regional clientele in MENA
- Playing an active role in trade flows between MENA and the rest of the world
- Building a global Private Banking and Asset Management franchise serving regional customer base

Value for Stakeholders

- **Clients:** Delivering positive outcomes to clients and enabling them to protect their wealth
- **Employees:** Providing opportunities for workforce to learn, innovate and transform into valued assets
- **Shareholders:** Delivering consistent returns and long-term value
- **Regulators and Governments:** Responsible growth, ensuring transparency and robust governance
- **Communities:** Positive change, supporting social and sustainable economic development

Digital Transformation

NBK is embracing the changing business environment and evolving customer demands resulting from technological advances by launching a digital transformation plan.

Strategy

Our corporate strategy guides the priorities across our Group and enables us to achieve our strategic purpose – 'to achieve consistently superior returns for our shareholders' – while ensuring the sustainability of our business through the integration of key environmental, social and governance factors.

In order to fulfil our vision, we work each day to deliver our mission and live by our values, which are the foundation of our corporate culture and allow our diverse team of talented professionals to focus on our strategic priorities, which are encapsulated by our three strategic cornerstones.

While these cornerstones remained unchanged in 2021, we remained agile in adapting to the changing marketplace and needs of our customers, particularly as the demand for seamless digital financial offerings has been accelerating.

Defend Leadership at the Core: Our core business of retail and wholesale banking in Kuwait makes up about two thirds of the Group's bottom line. As the market leader, NBK pursues a defensive strategy in Kuwait across our business lines, while continuing with our digital transformation to deliver the best experience on a protracted basis to customers, with a focus on:

1. Customer facing initiatives to enhance all touchpoints;
2. Internal initiatives to transform processes at the backend, so that we can deliver against the customer promise; and
3. Building digital culture and execution capacity.

Strategic cornerstones

The cornerstones of our corporate strategy remain unchanged while the "HOW" reflects the way NBK adapts to the changing context

In 2021, we achieved a remarkable increase in Brand Power among Kuwaiti youth, driven primarily by enhancements to our existing products and services through digitization.

Grow Outside the Core: We pursue diversification beyond the core, through growth in Islamic banking within and outside of Kuwait, through our subsidiary Boubyan Bank; continuous expansion of our presence and customer base in MENA; and building a global network facilitating our customers' trade, investment and wider banking needs. Our Business Diversification Program leverages digital disruption outside the core by:

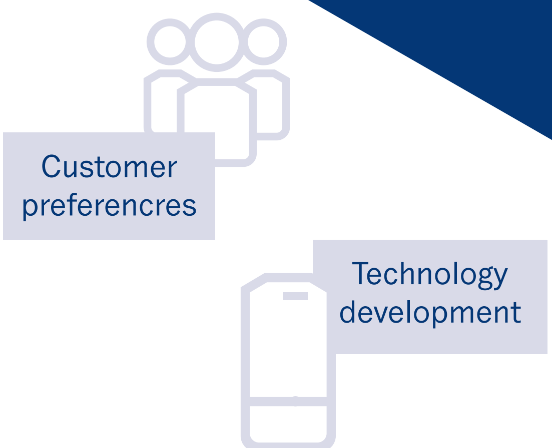
1. scaling up our Islamic franchise with a digital-enabled approach;
2. building a disruptive digital proposition in regional markets;
3. transforming our retail franchise in Egypt with enhanced digital capabilities; and
4. building a regional powerhouse for wealth management.

In 2021, we saw recovery of bottom-line contribution from international business, the establishment of our Global Wealth Management Unit and the launch of Nomo; an Islamic digital bank launched by Bank of London and the Middle East (BLME), a subsidiary of Boubyan Bank.

Improve Profitability: We seek to improve profitability by balancing our focus between delivering against absolute targets and maintaining key ratios. Our investments in the Digital Transformation of the existing business also aims to achieve sustainable improvement in our cost structure in the long term through automation of services as well as internal processes. Meanwhile, our Business Diversification Program prioritizes capital-light businesses in order to enhance the Group's return on capital gradually.

In 2021, we achieved improvement in all key ratios compared to the previous year, laying the foundation for strategic growth towards a sustainable future.

Two-pronged approach



Digital transformation of the core

Execution streams

Over the next 4-years, we aim to transform our business and deliver the best customer experience. Actions will be executed across 3 streams

Customer facing initiatives

Internal initiatives to transform processes

Digital culture and execution capacity

Business diversification leveraging digital disruption

Business diversification priorities

Building digital disruptive businesses

Building a regional powerhouse in wealth management

Scaling up Islamic Banking via Boubyan Bank

Transforming the retail business in Egypt

Key Performance Indicators

The delivery of NBK's strategy is measured against Key Performance Indicators (KPIs), which enable management and the Board to monitor progress towards strategic goals. The KPIs are categorized as 'financial' and 'non-financial'. The table summarizes our overarching KPIs and provides an overview of performance against them in 2021.

	Dimension	KPIs	Objectives	Performance 2020
Financial	Profitability	Return on Assets	Gradual recovery towards 2019 level	
		Return on Equity	Gradual recovery towards 2019 level	
		Cost-to-Income ratio	Gradual recovery towards 2019 level	
	Growth	Core asset growth	Outperform home market	
	Resilience	% of FX, fees and commissions to total income	Maintain current level	
		% of income from international business	Gradual recovery towards 2019 level	
Non-financial	Customer perception	Attitude and behaviour survey results	Maintain perception as leading bank in Kuwait	
	Market perception	Ratings assigned by credit agencies	Maintain high credit ratings	
	Maintenance of Kuwait leadership position	Market share of salaried Kuwaitis	Gradually improve	
		Market share of corporate assets in Kuwait	Maintain current level	

Note: *The objectives for the Bank's KPIs assume the execution of the Government of Kuwait's development plans towards the long-term goals defined in New Kuwait 2035. They also depend on gradual improvements in the political and economic stability of the MENA region over time, provisions returning to pre-financial crisis levels and no major acquisitions. In 2021, the Covid-19 pandemic continued to have a profound and negative impact on the global and regional economy. The Group's KPIs have been adjusted in consideration of these adverse macroeconomic conditions to improve gradually.*


KPI

Financial Review

NBK once again demonstrated its resilience and financial stability to deliver a year of a strong recovery in 2021, both in terms of net profit and growth in business volumes, despite the continued uncertainty and challenges brought on by the COVID-19 pandemic.

KD 362.2
million Net Profit in 2021

18.1%
Capital Adequacy Ratio as of 31 December 2021

Building on its unique proposition and market recovery that accelerated throughout the year, NBK's strategic focus and investments in 2021 continued on driving revenue diversification, volume growth, while maintaining prudent risk practices and improving the cost of risk.

The Bank delivered robust overall financial results and successfully achieved its key objectives, with growth in both top line and bottom line and a well-capitalized balance sheet. Strong growth in both net interest income and non interest income have enabled the net operating income for 2021 to surpass pre COVID-19 levels.

Strong Financial performance

For 2021, net operating income stood at KD 906.3 million, increasing by 7.6% on a year-on-year basis from KD 842.5 million in 2020, primarily driven by improving business activity in line with strengthening markets during the year. Reinforcing NBK's commitment to earnings diversity to mitigate risks, enhance stability and deliver consistent returns, International Banking contributed 24.7% to Group's net operating income, with Islamic Banking – through our subsidiary Boubyan Bank – contributing 21.4%. NBK recorded a 12-month net profit of KD 362.2 million, rising 47.1% from KD 246.3 million in 2020, driven by increasing net interest income, fees, investment income and lower provisions.

The increase in net interest income resulted from growth in business volumes during the year. On a full-year basis, net interest income accounted for 73.8% and non-interest income rose 13.4% to reach KD 237.1 million, representing 26.2% of total net operating income – as compared to 75.2% vs 24.8% respectively in 2020.

Operating expenses increased by 15.2%, to KD 358.9 million, reflecting increased level of economic activities in the current year compared to 2020 and higher costs associated with ongoing investments in digital banking and selective expansion in some of the Group's key business lines. The cost-to-income ratio stood at 39.6% for the year, increasing from 37.0% in 2020, while the operating surplus rose from KD 530.9 million in 2020 to reach KD 547.4 million in 2021.

Total provisions and impairments dropped significantly to KD 132.5 million from KD 246.4 million for the previous year. Credit provisions for the period stood at KD 120.8 million as compared to KD 217.7 million in 2020, resulting in a lower cost of risk of 0.63% in 2021 compared to 1.21% in 2020.

Robust balance sheet

Overall, NBK's balance sheet remains very strong, with stable credit quality metrics. The Group's robust capital base, along with its ability to generate robust operating profits, creates a strong credit loss absorption capacity. Growth in business volumes was strong, with Total Assets growing by 11.9%, to KD 33.3 billion, Loans and Islamic Financing grew by 12.7% to KD 19.7 billion. Loan growth was achieved at Kuwait – in both conventional and Islamic sectors and through International operations, Customer Deposits grew by 6.9%, to KD 18.3 billion. The Group continued to experience growth in its core franchise retail deposits allowing the Group to retire relatively expensive institutional deposits.

During 2021, NBK successfully issued USD 700 million Perpetual Tier 1 Capital Securities and settled USD 700 million issued in 2015. It also issued a landmark USD 1 billion Global Medium Term Notes as part of a broader USD 5 billion program. Both the issuances were over subscribed and very well received by investors across geographies.

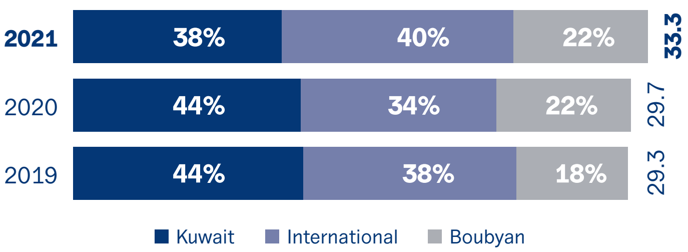
These high-profile transactions strengthen NBK's capital and liquidity position and the buffer on the Bank's Basel III ratios, in line with a historically conservative approach to capital management, while reinforcing the high demand that exists for NBK paper in global markets and the Bank's strong credit profile.

Healthy financial ratios

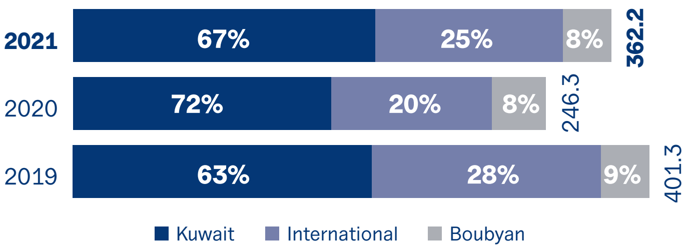
The Group reported a Basel III leverage ratio of 9.8% (10.3% in 2020), Basel III liquidity coverage ratio of 153.8% (145.2% in 2020) and Basel III Net Stable Funding Ratio of 110.3% (115.1% in 2020). Asset quality remained strong, with the Bank's ratio of non-performing loans to gross loans at 1.04% (1.72% in 2020) and coverage at 300% (220% in 2020).

The Group maintained healthy levels of capitalization, with a capital adequacy ratio of 18.1% at year-end, down 0.3% from 18.4% in 2020. This level of capitalization is aligned with the Group's risk appetite and comfortably in excess of Basel III capital adequacy requirements as determined by the CBK.

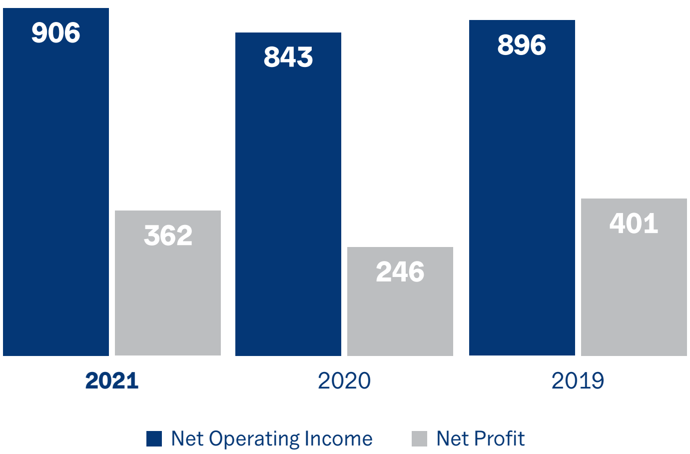
Total Assets (KD billion)



Net Profit (KD million)



Profitability
(KD million)



Key ratios (%)	**2021**	2020	2019
Return on average assets	**1.15**	0.82	1.42
Return on average equity	**10.2**	7.0	12.3
Net interest margin	**2.21**	2.21	2.56
Non-interest income as % of total income	**26.2**	24.8	23.0
Cost-to-income	**39.6**	37.0	34.0
NPL ratio	**1.04**	1.72	1.10
Loan loss coverage ratio	**300**	220	272
Common Equity Tier 1 Capital adequacy ratio	**13.3**	13.6	13.5
Tier 1 Capital adequacy ratio	**15.7**	16.0	15.9
Total Capital adequacy ratio	**18.1**	18.4	17.8

The Board of Directors has recommended a cash dividend of 30 fils per share (20 fils in 2020) and 5% bonus shares (5% bonus shares in 2020). Earnings per share (EPS) stood at 47 fils compared to 31 fils per share in 2020, with equity attributable to shareholders at KD 3.32 billion compared to KD 3.17 billion in 2020. NBK's market capitalization as at 31st December 2021 was KD 7.2 billion (KD 5.8 billion in 2020).

> "NBK delivered robust overall financial results and successfully achieved its key objectives in 2021, with growth in both top line and bottom line and a well-capitalized balance sheet"

Market Outlook

International economy: Moderating growth amid tighter monetary policy

4.4%
global growth forecast in 2022 (IMF)

3.8%
anticipated Non-oil GDP growth in Kuwait for 2022

The global economic recovery is expected to moderate in 2022 amid continued Covid-19 flare-ups, lower government fiscal support, tighter monetary policy, high inflation, and lingering supply-chain bottlenecks.

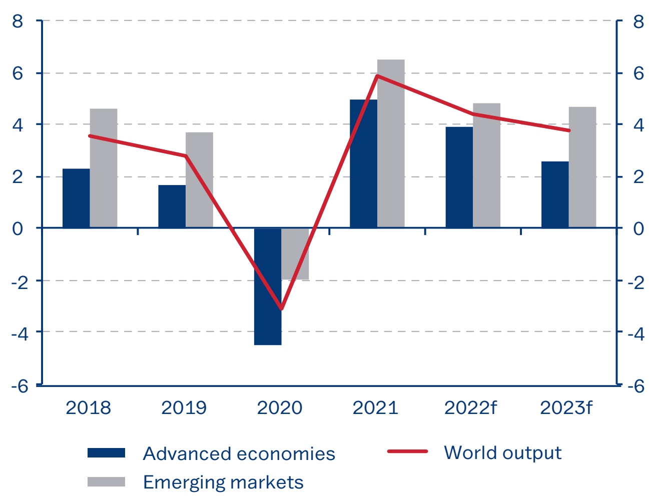
The International Monetary Fund in January cut its global growth forecast to 4.4% in 2022 (from 4.9% previously), following an estimated 5.9% expansion in 2021. Advanced economies are projected to grow by 3.9% and emerging markets by 4.8% in 2022, after expanding by 5% and 6.5%, respectively, last year.

2021 saw oil and commodity prices surge as economies continued their post-pandemic rebound amid strong demand and ongoing supply chain disruptions. The international crude oil benchmark Brent spiked more than 50% to seven-year highs of $86/bbl in late October as oil markets grew increasingly tight.

OPEC+ agreed to unwind its oil supply cuts from May 2020 and proceeded from mid-2021 to raise output at the monthly rate of 400,000 barrels per day. However, due to outages and capacity constraints among several of its members, oil supplies delivered to the market fell drastically short of the group's target and levels required to keep up with consumption and balance oil demand.

High inflation has become a main risk to the global economy and the top concern in several large economies, especially in the US. The Bank of England was the first among the major economy central banks to move benchmark interest rates higher while the US Federal Reserve, having announced its pivot to a more hawkish stance at the end of 2021, is expected to raise the federal funds rate multiple times in 2022 and end its asset purchase program in March. Policymakers across the globe, especially those facing elevated

World GDP growth



Source: IMF

International oil price (ICE Brent)

Source: Refinitiv

domestic inflation, are expected to follow suit, while those in emerging economies will be weighing up the ramifications of tighter US monetary policy on their economies in terms of financial flows and economic growth and are expected to adjust accordingly. Financial markets have already priced in tighter monetary policy in 2022, with bond yields rising and equities seeing investor interest shift away from growth and towards value.

With the coronavirus pandemic persisting into a third year, supply chain disruptions and labor shortages are expected to continue, keeping inflation elevated. However, the highly infectious Omicron strain appears to pose a lower health risk (in terms of deaths and hospitalizations) than previous variants, and hope is growing that 2022 could be the year that the world finally moves on from the pandemic.

GCC: Solid economic recovery and higher oil prices boost government finances

The GCC countries emerged from the pandemic in 2021 on a relatively solid footing. Improvements in the oil markets, swift policy responses, and the easing of pandemic-related measures contributed to a rebound of 3.7% in non-oil sector activity in 2021, while oil production benefited from the OPEC+ agreement to gradually unwind oil supply cuts. Headline growth is estimated at 2.3% in 2021, and is projected to strengthen to 4.5% in 2022.

GCC public finances, meanwhile, also look to be improving, with the combination of high oil prices and fiscal consolidation expected to have markedly reduced the deficit to just 2.2% of GDP in 2021 from 10.4% in 2020. This is lowering the region's borrowing requirements and reducing the magnitude of foreign reserve drawdowns.

The economic recovery has been led by Saudi Arabia – where aggressive structural reforms continue to transform the narrative surrounding the economy in a positive direction – and the UAE on rebounding domestic demand and higher investment levels. Bahrain and Oman are looking to implement fiscal consolidation measures to reduce their deficits while maintaining access to international capital markets. In Kuwait, high oil prices are easing the liquidity pressures the government faced during the pandemic and there are hopes of an accelerated pace of economic reforms. (See below.)

While the regional economic outlook is promising, there are also downside risks. Alongside waves of new coronavirus variants, which would hit economic activity if severe mobility restrictions were re-imposed, a larger-than-expected decline in oil prices would be a significant challenge, particularly for more financially vulnerable countries. It could upend the improvement in public finances and spur the need for further consolidation measures that might have an adverse impact on demand, financial inflows and overall economic activity.

Kuwait: Consumer and oil sector gains drive growth

Kuwait's economy in 2021 showed signs of a solid recovery from the pandemic-driven contraction of the previous year.

Following the easing of mobility restrictions, consumer, real estate and credit activity accelerated, while oil production steadily increased as the OPEC+ group of oil producers began to unwind their supply cuts to meet robust post-pandemic oil demand growth. Higher oil prices were a boon for Kuwait's public finances, providing much-needed liquidity and helping to drastically reduce the country's record fiscal deficit of 2020.

GCC Economic Aggregates

	Units	2018	2019	2020	2021e	2022f
Nominal GDP	$ trn	1.6	1.6	1.4	1.7	1.7
Real GDP	% y/y	1.9	1.1	-4.9	2.3	4.5
- Oil sector	% y/y	6.7	-1.4	-6.2	0.2	5.7
- Non-oil sector	% y/y	1.7	2.8	-4.4	3.7	3.7
Budget balance (FY)	% of GDP	-2.9	-3.2	-10.4	-2.2	-2.1
Current act. balance	% of GDP	8.6	6.6	0.6	7.9	6.4
Inflation (avg.)	% y/y	2.2	-1.0	0.7	1.7	1.4

Source: Official sources, NBK forecasts

Kuwait Key Economic Indicators

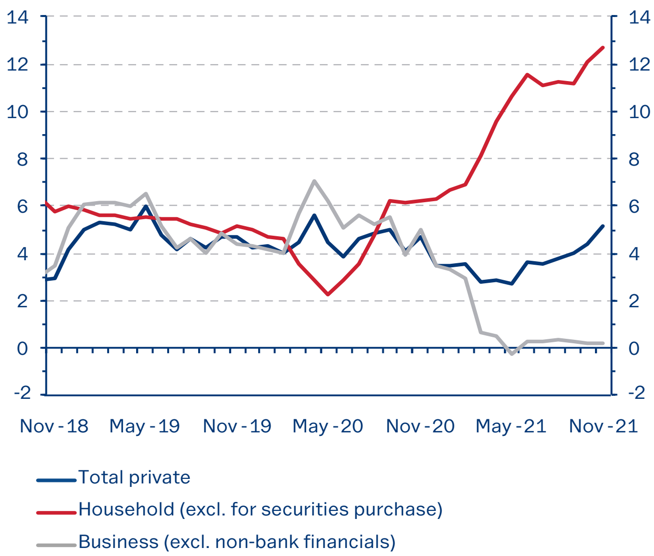
	Units	2018	2019	2020	2021e	2022f
Nominal GDP	$ bn	138	136	106	143	157
Real GDP	% y/y	2.4	-0.6	-8.9	0.9	7.0
- Oil sector	% y/y	2.4	-1.0	-8.9	-1.0	9.8
- Non-oil sector	% y/y	2.5	-0.1	-8.8	3.3	3.8
Budget balance (FY)	% of GDP	-3.1	-9.5	-33.2	-8.7	-1.8
Current act. balance	% of GDP	14.4	24.5	21.1	26.1	28.6
Inflation (avg.)	% y/y	0.6	1.1	2.1	3.4	2.7

Source: Official sources, NBK forecasts

Corporate activity remained relatively subdued, though, while consumer price inflation picked up to over 3.0% due to persistent supply chain pressures and strong demand.

Spearheaded by resurgent consumer spending (POS/ATM) and supportive government policies, including a relatively successful vaccine rollout and a six-month loan payment deferral for nationals, Kuwait's non-oil economy is estimated to have expanded by over 3% in 2021. Demand for household credit was robust at more than 12% y/y in November, while real estate activity recovered to above 2019 levels.

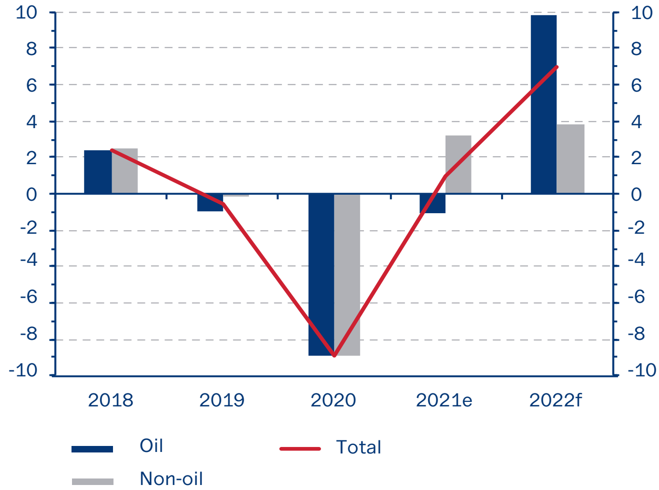
Kuwait private credit to residents



Source: Central Bank of Kuwait

Corporate activity, meanwhile, was still feeling the effects of the pandemic in 2021, weighed down by supply chain disruptions, labor shortages and still soft project activity. These pressures are expected to ease in 2022 as pandemic effects fade and as the government prioritizes major infrastructure projects to meet its Kuwait Vision 2035 strategic objectives. Non-oil GDP growth could reach 3.8% in 2022.

Kuwait real GDP growth

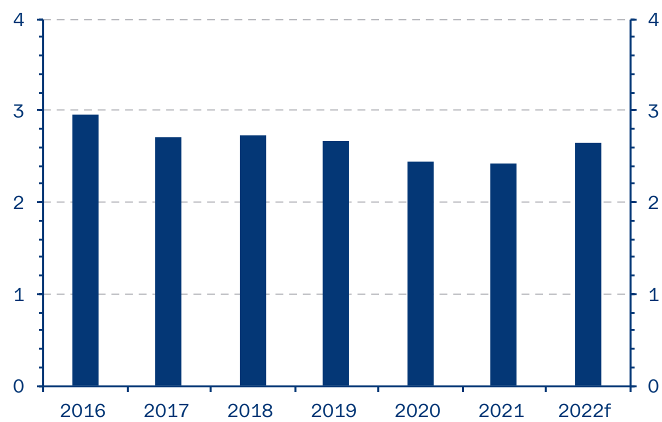


Source: Central Statistical Bureau (CSB), NBK estimates

Kuwait's oil production increased steadily during 2021 as OPEC+ eased its production cuts, though growth remained down 1% y/y, averaging 2.4 million barrels per day. 2022 should see the OPEC+ cuts fully unwound, pushing Kuwait's crude output to 2.65 mb/d on average, up nearly 10%. Headline GDP growth could climb to 7% from around 1% in 2021.

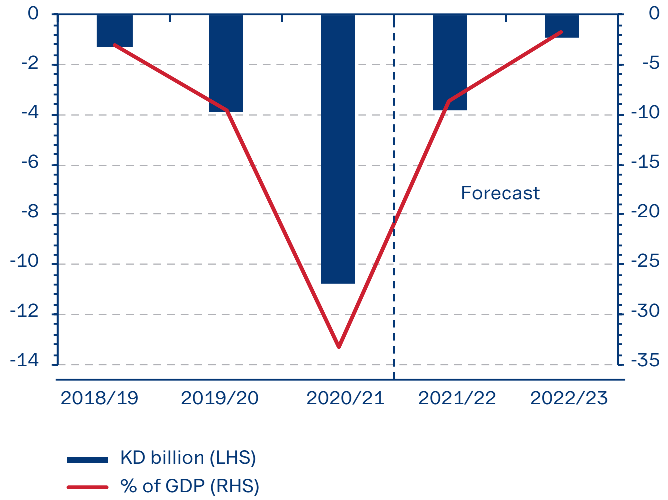
Higher output of crude and refined products – also helped by the full ramp-up of the Clean Fuels refinery project – will provide a welcome boost to government revenues. The fiscal deficit likely narrowed sharply in FY2021/22 to around 9% of GDP from 2020's record high of 33% of GDP.

Kuwait crude oil production



Source: OPEC, JODI, NBK estimates

Kuwait fiscal balance



Source: Kuwait Ministry of Finance (MOF), NBK estimates

The strong recovery in oil prices and the government's commitment to rationalize spending will, along with non-oil revenue-generating reforms, help put the public finances on a more sustainable footing. The deficit could fall below 2% of GDP in FY2022/23. Debt issuance is likely to proceed once, as expected, a new debt law is approved by Parliament over the coming year. However, public debt will remain very low by regional and international standards, at under 7% of GDP in the short term.

Although there were no changes in policy interest rates in Kuwait in 2021, the year ahead should see advanced economy central banks – especially the US Fed – proceed with winding up asset purchase programs and raising interest rates from their historically low levels, in order to address high inflation. Central banks in the GCC operating with fixed exchange rate regimes against the US dollar are expected to follow. Kuwait, with its dinar pegged to a basket of currencies (dominated by the USD), is for the most part also expected to follow.

Kuwait's Banking Sector: robust credit growth, profitability and positive banking metrics

The gradual return to normal business activities in Kuwait had a positive impact on banking results in 2021 in terms of higher credit growth and better non-interest income trends. This improvement, combined with a promising outlook, allowed banks to take much lower provisions than in 2020, resulting in solid increases in profitability.

The measures implemented to support the sector in response to the pandemic by the Central Bank of Kuwait, in the form of liquidity support and capital adequacy ratios were extended in 2021 and will be gradually wound down in 2022.

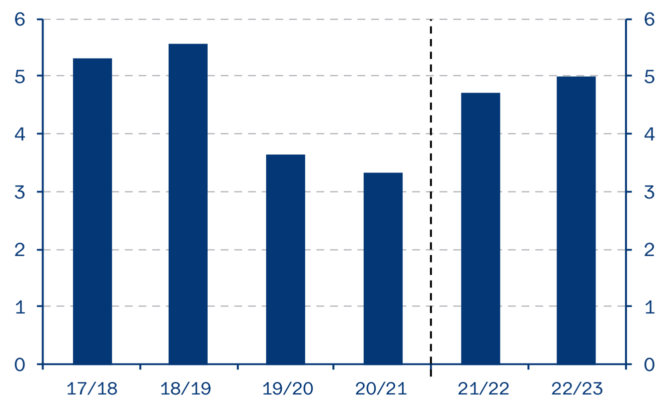
Hence, various measures to support the economy continued to benefit both companies and individuals, such as a further six-month loan repayment holiday for Kuwaiti individuals, supporting credit and consumer incomes. In parallel, the government will be compensating banks for the lost interest.

As with their international counterparts, banks in the MENA region continued to face increased competition from low-cost Fintech players, while the acceleration of digitization during the pandemic has forced traditional institutions to invest strongly in their digital infrastructure to improve productivity, meet customer expectations, and capture market share, especially through leveraging big data capabilities.

Egypt: Economic recovery gathers momentum

In Egypt, economic growth is expected to pick up to 4.7% in FY21/22 from 3.3% in the previous year, led by gains in the oil & gas sector and in previously pandemic-hit sectors such as tourism, manufacturing and transportation (sea freight through the Suez Canal).

Egypt real GDP growth

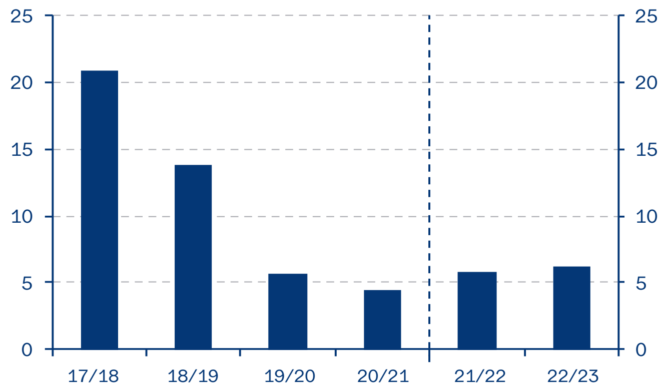


Source: Refinitiv, Central Bank of Egypt, NBK estimates

Over the medium term, growth should average above 5% supported by the above sectors in addition to increased public investment. The government managed to narrow the fiscal deficit to 7.4% of GDP in FY20/21, with revenue growth (+12% y/y) outpacing expenditure growth (+9%), while the primary balance (i.e. excluding interest payments) reached a surplus of 1.4% of GDP. The overall deficit could decline further to 6% by FY23/24, bringing public debt levels down to about 73% of GDP.

Inflation remained relatively subdued at 4.5% in FY20/21, easing from 5.7% in the previous year, although it had picked up to 5.9% by December 2021 amid rising food prices.

Egypt urban consumer price inflation



Source: Capmas, Central Bank of Egypt, NBK estimates

However, it was still below the central bank's target range (7% +/- 2%). The central bank may begin to raise interest rates over 2022, especially if, as expected, the US Fed starts to tighten policy.

The external sector should benefit from the expected recovery in the global economy, with higher exports helping to narrow the current account deficit to around 2.5% of GDP over the medium term. This would support a replenishment of the country's foreign reserves and continued currency stability over the medium term. Downside risks to the outlook include relatively slow vaccination rates combined with the possible emergence of new Covid variants. In addition, high public debt and large financing needs could leave the economy vulnerable to volatility in the global financial environment. In the long run, risks stem reform a reduced appetite for the reforms needed to address challenging structural issues, such as the government's large role in the economy, population growth and the business environment.

ESG

As a leading regional financial institution, NBK is fully committed to adhering to the highest standards of performance and accountability with regards to sound governance, our responsibility to our people and society, and protecting the environment.

In 2021, we continued to integrate critical ESG issues into our business, culture and operations, creating meaningful change, and driving continuous improvement on our ESG journey towards an ever-more sustainable future.

Committed to ESG Performance and Progress

As part of our long-standing commitment to effective and transparent environmental, social, and governance (ESG) implementation and reporting, NBK develops and publishes an annual Sustainability Report each year, in accordance with Global Reporting Initiative (GRI) standards. Throughout the report, we measure, collect, analyze, and report on a range of sustainability and ESG matters, including workplace, marketplace, environment, and community aspects. Besides GRI, our reporting aligns with the UN Sustainable Development Goals (SDGs) and Boursa Kuwait's voluntary sustainability disclosures.

Through this process, we drive continuous improvement by setting targets and identifying trends based on previous performance. Furthermore, we diligently track our ESG ratings to find any areas of improvement and maintain constant and transparent communication with our investors and stakeholders, many of whom are ESG-conscious.

Advancing our ESG performance is a priority to NBK. During 2021, we conducted an internal benchmarking and gap analysis, comparing NBK's current performance against a selection of ESG criteria and indicators. As a result, we identified a number of areas that would further enhance our ESG capabilities to enable the implementation of our ambitious roadmap in the near future within the ESG context, in line with our broader focus on integrating ESG into our corporate strategy and culture.

We also enhanced our Board committee and subcommittee charter's responsibility for overseeing ESG issues covering the ESG approach, including the process used to evaluate, prioritize and manage material ESG-related issues and risks.

ESG Engagement with Key Stakeholders

In line with the Bank's broader commitment to keeping our stakeholders engaged and informed on material issues related to the Bank's performance overall, ESG issues make up an ever-growing focus of these activities.

The primary engagement channel with key stakeholders on ESG issues is NBK's Sustainability Report, which is developed and published each year, to keep stakeholders updated and engaged on key ESG issues. An intensive exercise is carried out on an annual basis to generate and measure dynamic feedback on material topics, from both internal and external stakeholders. The results are then communicated in the report and are available to all stakeholders.

Another important engagement channel related to ESG is NBK's Group website, and specifically the micro-site developed to provide stakeholders' access to NBK's ESG disclosures and related framework alignments – titled "ESG Profile."

Besides these key channels and activities, several other general engagement channels are available to stakeholders concerning our ESG related aspects, which include social media, community initiatives, reports, meetings, etc. Consequently, we have continued to increase ESG awareness and engagement amongst our key stakeholders – both internal and external – during this year.

Environment

NBK seeks to minimize the impact of our operations on the environment, though, as a service-oriented firm in the finance industry, they are by nature less severe in terms of direct effects on the environment compared to other industries.

Nevertheless, every year, NBK measures, assesses, and reports on our environmental performance and impacts via our Sustainability Report, which cover critical topics including Greenhouse Gas (GHG) emissions, electricity, water and waste management.

7,511
Group employees

55% to 45%
Male to Female employee ratio

74.6%
Kuwaitization for domestic operations

Furthermore, our headquarters has been designed and equipped with several environmentally- responsible aspects, being a certified LEED Gold building, including light-emitting diode (LED) lighting, grey water management, efficiencies in heating, ventilation, and air conditioning (HVAC) systems, among others.

Across NBK's services and operations, there are considerations of digital services and solutions channels, technologies, and automation, which are key elements of influencing the environment positively through multiple attributes and savings.

Social

As a proud Kuwaiti corporate citizen and employer, we have long been active in our community and in supporting our valued employees.

An engaged and productive workforce

In 2021, we continued to safeguard our employees from the impact of the COVID-19 pandemic through a wide range of health and safety initiatives, aligned with all government regulations and guidelines, in order to maximize safety in the workplace for our employees, partners and customers.

This year, NBK conducted its second 'Your Voice Matters' survey for employees to have a chance at expressing what it's like to work in the Bank. This year, our international employees joined in giving a first view of 'Your Voice Matters' as a global bank. The Bank partnered with an international well-recognized third party organization to help design, implement and analyze the survey to ensure utmost confidentiality. Management have been working to share the results of the survey to all leaders and discuss the actions to be taken to sustain NBK's strengths and improve on the areas highlighted.

The survey achieved an impressive response rate of 88% at both group level and NBK Kuwait; significantly higher than the global average response rate of 65 – 75%. Not only did the bank achieve an impressive response rate, but also results are very positive responses as well. Group-wide Sustainable Engagement achieved a score of 83%, which is 4% higher than the Financial Services industry benchmark. Key survey findings were very pleasing to management that NBK staff have high levels of pride and commitment to the company and see NBK as a reputable company to work for.

To contribute to the operational sustainability of our Bank, we carried out in-depth succession planning activities, including the implementation of Executive Talent forums, identifying "vital roles" that is key for business continuity, retention and aspiration interviews with executive successors and the successor identifier toolkit.

We continued to attract top tier talent into the Bank in 2021, successfully adding 376 candidates, of which 335 were Kuwaiti nationals, raising the Kuwaitization rate for the Bank to 74.6% of our total 2,338 employees as of year-end.

NBK Academy, which was launched in 2008, continued to provide fresh Kuwaiti graduates the opportunity to join the Bank through an introductory training program into the banking sector, along with a rotational module into branches and different departments, giving them a well-rounded outlook on NBK. This complemented a wide range of additional internal and external training for knowledge and skills development of our employees across a wide range of topics.

A carefully selected group of talented NBK employees with a proven record of high performance and leadership potential took part in the NBK 'High Fliers' Program, delivered in partnership with a well-recognized Business School and focuses primarily on management and leadership disciplines. NBK also implements a 'Women in Leadership' program, which fast tracks the learning and careers of talented women in leadership positions.

For new joiners on Manager level and above, we designed and implemented an Onboarding Program that aims to quickly introduce the new employee to NBK's values, culture and operations, and to quickly and effectively familiarize them with NBK during their notice period.

We also designed and implemented a "Digital Mindset" training curriculum, which is mandatory for all NBK employees, designed to support the overall NBK strategy by developing a broad understanding of digitalization in the financial services sector amongst all NBK employees.

This focus on improving digital knowledge, capabilities and performance extended to an initiative to identify Group HR digital initiatives and create a digital roadmap, which includes 48 initiatives that will be implemented over the coming three years.

Finally, to promote employee health and wellness, a gym was opened at our headquarters, which is open seven days a week and equipped with the latest equipment for all our employees to enjoy. Several other campaigns and initiatives sought to raise awareness and promote a healthy lifestyle and workplace for our employees.

Enhancing Digital Knowledge and Capabilities

NBK's learning curriculum is constantly being updated to keep pace with the rapidly evolving market and meet the changing needs of our customers.

We apply the newest training delivery methods for both soft and technical trainings, by transforming traditional classroom training into virtual training, and promoting NBK's digital culture through a range of digital learning solutions. The content of the programs and access to resources continues to evolve as well, to better support our employees and business.

In 2021, several important steps were taken to implement best practice digitally focused learning and drive digital awareness throughout our workforce, including:

- Data Analytics Academy – in-depth, nine-module program to train and accredit staff in statistical concepts that are critical for understanding and using statistical methods and predictive modelling.
- Digital Mindset Curriculum Training – training all staff across NBK Group in three levels – business heads, managers, and supervisory and operational roles – to align the Bank's strategy towards establishing a digital culture.
- Digital Library – part of the NBK Learning Hub revamp; to assist in the development of staff and help them adapt them to a digital mindset when it comes to training methodologies and techniques.

A socially responsible corporate leader

This year, NBK continued its successful support to 40 fresh external graduates through the TAMAKAN initiative, a six-month intensive program that prepares recent graduates for the job market with no obligation to join NBK afterwards. In 2021, NBK interviewed and presented offers to a number of promising candidates who took part in TAMAKAN, which led to the recruitment of seven talented candidates to the Bank.

We also introduced the "Let's Be Aware" campaign, in cooperation with the Central Bank of Kuwait and Kuwait Banking Association, with the aim of providing the best banking experience to our customers and in assisting them take the best financial decisions as well as protecting their accounts.

Another key achievement was conducting the NBK Run event for the first time, which was formerly the NBK Walkathon. Participants were able to register for a few different distance categories and registration proceeds aimed to support a good cause.

As a Member of the UN Women – Women Empowerment Principles (WEP), NBK continues to apply those principles throughout our organization and operations. In 2021, NBK remained focused on combatting violence against women, and lit up our headquarters building in orange at night in order to raise awareness around this important issue.

NBK also organized a training program for 75 staff of Ports Security Affairs of the Ministry of Interior on the protocols of dealing with the public and customer service, as part of the Bank's CSR initiatives aimed at developing the capabilities of human resources in government bodies and supporting the human capital of Kuwait.

Corporate Governance

NBK strengthened its commitment to the highest standards of governance during 2021, fully aligned with international best practices and standards for our sector, as well as the unique needs and context of our market and organization.

In 2021, two independent Board Members were appointed – Dr. Eid and Dr. Al- Saidi – who bring outstanding academic and professional expertise based on years of experience in leading regional and international financial institutions. Furthermore, Dr. Saidi, has extensive exposure and credentials with regards to ESG, and will assist in further developing ESG practices at NBK with more engagement and oversight by the board.

Furthermore, the role of the Risk and Compliance Committee in surfacing and managing a wide range of risks was further solidified, while NBK also emphasized its long-standing commitment to human rights by creating and approving a new Human Rights policy statement.

ESG focus in 2022

NBK will continue to prioritize its corporate sustainability in 2022, applying ESG as a benchmark for our business performance and impacts, as well as integrating ESG aspects throughout business functions.

NBK aims to strengthen our engagement with the community through a wide range of initiatives, continue enhancing its technologies and digitization in both internal operations and customer-related products, and continue to report and assess environmental aspects of our performance, among others.

Another area of focus in 2022 is the climate change. As a leading regional financial institution, we are actively considering various ways to assess our risk to climate change as well as managing our impact on climate change operationally and through engaging with our customers.

NBK further aims to continue to exhibit the utmost ethical business and governance practices, assess its performance against ESG standards in a continuous basis, and transparently communicate those matters to stakeholders, including through our annual Sustainability Report.

In this way, we will ensure accountability, continuous improvement and transparent reporting to all our stakeholders on the Bank's performance and progress with respect to ESG and sustainability.

Governance

NBK is aligned with international best practice in Corporate Governance.
It is the responsibility of the Board of Directors and its Committees to ensure that regulatory, compliance and ethical standards are upheld across the Bank and its subsidiaries.

Board of Directors

Mr. Nasser Musaed Abdullah Al-Sayer
Group Chairman

Mr. Al-Sayer has been a Board Member of NBK since 1980.
He was appointed as the Board Vice-Chairman in 1993 and Board Chairman in August 2014.
He is Chairman of Board Corporate Governance Committee.
Mr. Al-Sayer has been a Board Member of the Kuwait Banking Association since 1999, where he was also the Chairman from 1999 to 2006. He has served as a member of the Supreme Council for Planning & Development (chaired by H.E. the Prime Minister of Kuwait).
Mr. Al-Sayer was Deputy Director General (1973- 1978) and a Board Member of the Kuwait Fund for Arab Economic Development from 1994 to 2000. He brings to NBK's Board considerable experience in banking, investment, strategic planning and governance in both the private and public sectors. Mr. Al-Sayer holds a Bachelor's Degree in Economics from the University of Oklahoma, USA.

Mr. Ghassan Ahmed Saoud Al-Khaled
Vice-Chairman

Mr. Al-Khaled has been a Board Member of NBK since 1987 and Vice Chairman since August 2014.
Mr. Al-Khaled was the Vice-Chairman and Managing Director at ACICO Industries Co. and has a rich background in Corporate Banking, Trade Finance, Credit and the Retail sector. Mr. Al-Khaled holds a Bachelor of Science degree in Civil Engineering from West Virginia University, USA.

Mr. Hamad Abdul Aziz Al-Sager
Board Member

Mr. Al-Sager was originally a Board Member of NBK from 1975 to 1976, re-joining the Board in 1983.
He is Chairman of Board Credit Committee and member of Board Corporate Governance Committee.
In addition to his position on NBK's Board, Mr. Al-Sager was a Board Member at Al Kout Industrial Projects Co. from 2003 to 2019.
He has extensive experience in the banking industry, particularly in Corporate Credit. Mr. Al-Sager holds a Bachelor of Arts Degree in Economics from Ireland.

Mr. Yacoub Yousef Al-Fulaij

Board Member

Mr. Al-Fulaij has been a Board Member at NBK since 1998 and was General Manager at the Bank from 1983 to 1998. He is also a member of the Board Credit Committee and Board Corporate Governance Committee. Mr. Al-Fulaij has broad experience of banking activities, including Risk Management and Internal Controls. Mr. Al-Fulaij holds a Bachelor of Arts Degree in Business Administration from the University of Miami, USA.

Mr. Hamad Mohamed Al-Bahar

Board Member

Mr. Al-Bahar has been a Board Member of NBK since 2005.
He is also a member of the Board Nomination & Remuneration Committee and the Board Credit Committee. Mr. Al-Bahar sat on the Board of the Kuwait Investment Company from 1981 to 1991, where he served as Chairman and Managing Director. He also served as Managing Director of the Bank of Bahrain and Kuwait. He has extensive experience in Investment Banking and Asset Management, in addition to internal controls.
Mr. Al-Bahar holds a Bachelor of Arts Degree in Economics from Alexandria University, Egypt.

Mr. Muthana Mohamed Ahmed Al-Hamad

Board Member

Mr. Al-Hamad has been a Board Member of NBK since 2007.
He is also a member of the Board Corporate Governance Committee, the Board Nomination and Remuneration, the Board Audit and the Board Risk and Compliance Committee. Additionally,
Mr. Al-Hamad is the Vice-Chairman of Alwatyah United Real Estate Company and was Chairman of Future Communication Company International from 2005 to 2014.
He was previously a Board Member of the Arab European Company for Financial Management (AREF) from 1987 to 1993, and served on the Board of the Commercial Bank of Kuwait from 1993 to 1997, as well as the United Bank of Kuwait from 1996 to 1997. He has considerable experience in Finance and Business Economics. Mr. Al-Hamad holds a Bachelor of Arts Degree in Economic and Political Science from Kuwait University.

Board of Directors (continued)

Mr. Haitham Sulaiman Hamoud Al-Khaled
Board Member

Mr. Al-Khaled has been a Board Member at NBK since 2010.
He is also a member of the Board Audit Committee, Board Risk & Compliance Committee and the Board Corporate Governance Committee. Mr. Al-Khaled has been a Board Member of Al Shall Investments Holding Co. since 2005 and Al Arjan International Real Estate Company since 2010, where he has been Chairman since 2014. Mr. Al-Khaled is also a Board member of Rasameel Investments Co. since 2016 and Kuwait Insurance Co. since 2019 and at ACICO Industries Co. since 2021.
Mr. Al-Khaled previously held the following positions at the leading telecom operator, Zain: Chief Business Development Officer, Chief Executive Officer for the Middle East and Chief Strategy and Business Planning Officer, amongst other responsibilities. He has extensive experience in strategic planning, investments, mergers and acquisitions, corporate governance and internal controls. Mr. Al-Khaled holds a Bachelor of Science Degree in Electronic Engineering from Kuwait University.

Mr. Emad Mohamed Al-Bahar
Board Member

Mr. Al-Bahar joined NBK as a Board Member in August 2014, following the passing away of the former Chairman, Mr. Mohamed Abdul Rahman Al-Bahar. He is also a member of the Board Nomination and Remuneration Committee and the Board Credit Committee. Mr. Al-Bahar is the Chairman of Dar Labit Holding since 2015 and a Member of the Executive Board of Al-Bahar Group, one of the oldest trading conglomerates in Kuwait and the Middle East. In addition to his role on the Executive Board and in the strategic decision-making team at Al-Bahar, he is a Board Member of Al Ahlia Insurance Company Kuwait since 1999 and the Vice-Chairman since 2017 and served on the Board of the Gulf Bank from 1992 to 1994. Mr. Al-Bahar holds a Bachelor's Degree in Management from the American University in Washington DC, USA.

Dr. Robert Maroun Eid
Independent Board Member

Dr. Eid has been an Independent Board member since March 2021. He is the Chairman of the Board Risk and Compliance Committee and the Board Nomination & Remuneration Committee. He is also a member of the Board Audit Committee.
Dr. Eid has served as a Managing Director & Chief Executive Officer of the Arab National Bank in Saudi Arabia from 2005 till January 2021. He also spent over 22 years with the National Bank of Kuwait as Head of International Banking Group in addition to serving as a Managing Director & Chief Executive Officer of the National Bank of Kuwait (International) PLC from 1998 till 2005. He has nearly four decades of international experience in banking. Dr. Eid holds a PhD in Money & Banking from Sorbonne University, France.

Dr. Nasser Amin Hassan Saidi

Independent Board Member

Dr. Saidi has been an independent Board member since March 2021. He is the Chairman of the Board Audit Committee. He is also a member of the Board Risk and Compliance Committee and the Board Corporate Governance Committee.

Dr. Saidi was the Minister of Economy and Trade and Minister of Industry of Lebanon between 1998 and 2000. He was the first Vice-Governor of the Central Bank of Lebanon for two successive mandates, 1993 - 2003. He is the former Chief Economist and Head of External Relations of Dubai International Financial Centre and Executive Director of the Hawkamah-Institute for Corporate Governance. He chairs the MENA Clean Energy Business Council.

Dr. Saidi holds a PhD and a MA in Economics from the University of Rochester in the USA, a M.Sc. from University College, London University, United Kingdom and a BA from the American University of Beirut, Lebanon

Executive Management

Mr. Isam J. Al-Sager
(Group Chief Executive Officer)

Mr. Al-Sager joined the Bank in 1978 and was appointed as GCEO in March 2014. He had previously served as Deputy Group Chief Executive Officer since 2010. He is the Chairman or member of various management Committees. Mr. Al-Sager is the Chairman of the Board of NBK (International) PLC and serves on the Board of Directors of Watani Wealth Management (KSA). Mr Al-Sager is a Board member of MasterCard. He was the Chairman of National Bank of Kuwait – Egypt until May 2019 and a Board member of Turkish Bank, Watani Holding, NBK Trustees (Jersey) Limited. Mr Al-Sager enjoys an extensive banking experience at NBK and has played a major role in turning the Bank into a leading regional institution with a wide international presence. Mr. Al-Sager holds a Bachelor of Science Degree in Business Administration from California State Polytechnic University, USA.

Mrs. Shaikha K. Al-Bahar
(Deputy Group Chief Executive Officer)

Mrs. Al-Bahar has been the Deputy Group Chief Executive Officer since March 2014. She is a member of various Management Committees. She is the Chairperson of NBK Egypt and NBK France. Mrs. Al-Bahar serves on the Board of NBK (International) PLC, United Kingdom, NBK Global Asset Management Limited. Mrs. Al-Bahar has experience in project finance, advisory services, bond issues, Build/Operate/Transfer financing and Initial Public Offerings. She holds a Bachelor of Science degree in International Marketing from Kuwait University, and has attended specialized programs at Harvard Business School, Stanford University, Wharton School and Duke University (USA).

Mr. Salah Y. Al-Fulaij

(Chief Executive Officer – Kuwait)

Mr. Al-Fulaij joined NBK in 1985 and has been the Chief Executive Officer – Kuwait since 2015. He is a member of various Management Committees. Mr. Al-Fulaij serves on the board of NBK France, NBK Capital, NBK Global Asset Management Limited and Watani Financial Brokerage Company. Mr. Al-Fulaij also serves on the Board of Directors of the Shared Electronic Banking Services Company (K-Net). He was the Chief Executive Officer of NBK Capital from 2008 to 2014, and previously Group General Manager of Treasury and Investments Services. Mr. Al-Fulaij is a graduate of the University of Miami, where he received his Bachelor's Degree in Industrial Engineering and his MBA in Business Management. He has participated in a number of executive programs at Harvard Business School, Stanford Graduate School of Business, and Duke University (USA).

Mr. Sulaiman Barrak Al-Marzouq

(Deputy Chief Executive Officer – Kuwait)

Mr. Al-Marzouq joined NBK in 2002 and now he is the Deputy Chief Executive Officer – Kuwait. He moved to the Central Bank of Kuwait from 2012 to 2015, where he headed the Department of Foreign Operations, before moving back to NBK as Group Treasurer. Mr. Al-Marzouq serves on the board of NBK Egypt, NBK Capital and Hayat Investment Company. He has extensive experience in Investment and Wealth Management, in addition to experience in Treasury and Banking Operations. He has served as a Board Member for several banks and companies in Kuwait. Mr. Al-Marzouq holds a bachelor's degree in Economics from Portland State University, USA.

Executive Management (continued)

Faisal Abdulatif Al-Hamad
(CEO of Global Wealth Management)

Mr. Al-Hamad has been the CEO of Global Wealth Management since April 2021. He serves as the Chairperson of NBK Capital and on the Board of Watani Financial Brokerage Company and NBK-France. In addition to previously leading NBK Capital as CEO, Mr. Al-Hamad held several leadership positions since he joined in 2007. Prior to joining NBK Capital, Mr. Al-Hamad held several senior positions in leading organizations, including General Manager at Agility Kuwait and Associate Director at Wellington Management International in the UK. Mr. Al-Hamad holds an MBA from Harvard Business School and a Bachelor's Degree from the University of Chicago.

Mr. Omar Bouhadiba
(CEO International Banking Group)

Mr. Omar Bouhadiba joined NBK in November 2020 as CEO of International Banking Group. Mr. Bouhadiba serves on the Board of NBK (International) PLC, United Kingdom , NBK Egypt and NBK France. He has over 40 years of experience in corporate and investment banking, with Bank of America, Mashreq Bank, NBK, Arab Bank plc and most recently with Barwa Bank as Senior Advisor to the Board of Directors and International Bank of Qatar as Chief Executive Officer. Mr. Bouhadiba holds a Master's Degree in Business Administration (MBA) in Finance from the Wharton School of Finance of the University of Pennsylvania (USA).

Mr. Parkson Cheong
(Group Chief Risk Officer)

Mr. Cheong joined NBK in 1993 and has been the Group Chief Risk Officer since 2008. He is Chairman or a member of several management level Supervisory Committees at the Bank.
Mr. Cheong has extensive experience in Commercial Banking, Syndication Lending, Investment Banking and Corporate Finance. He holds Bachelor of Science Degree in Economics from the University of Wales (UK) and a master's degree in Business Administration (MBA) in Finance from the Wharton School, University of Pennsylvania (USA).

Mr. Emad Al-Ablani

(General Manager – Group Human Resources)

Mr. Al-Ablani joined NBK in March 2003 and was appointed as General Manager – Group Human Resources in 2014. He is also a member of various Management Committees. Former appointments at NBK include Deputy General Manager, Head of Human Resources – Kuwait and Assistant General Manager – Recruitment & HR Operations. He has more than 27 years experience in Human Resources. Mr. Al-Ablani holds an Executive Master's degree in Business Administration (EMBA), from the American University of Beirut (Lebanon) and a Bachelor of Arts Degree in Educational Psychology from Kuwait University.

Mr. Malek Khalife

(Deputy CEO - Head of Global Private Banking)

Mr. Khalife joined NBK in 2005 and has been the Head of Global Private Banking for NBK Group since June 2018. He is a vice Chairperson of NBK Lebanon and Board member of NBK France and Watani Wealth Management Co. (KSA). He is also a member of various Management Committees. Mr. Khalife's was the General Manager for NBK Private Banking – Kuwait since 2008. Prior to joining NBK, Mr. Khalife was Director of the Private Banking Representative Office at American Express Bank Limited in Lebanon. He has over 36 years' experience of Private Banking and Financial Markets in the Middle East and Gulf region. Mr. Khalife holds a Master's Degree in Economic Sciences from Saint Joseph University, Lebanon.

Mr. Mohammed Al Othman

(General Manager – Head of Consumer Banking Group)

Mr. Mohammed Al Othman joined NBK Group in 2006 and has been Head of Consumer Banking Group since April 2018. He is also a member of various Management Committees. Mr. Al Othman was the Chairman of the Shared Electronic Banking Services Company (K-Net) 2015-2020 and a member since 2014. Mr. Al Othman has extensive expertise in retail banking, personal banking payment services and banking products. Mr. Al-Othman holds a Bachelor's Degree in Philosophy from Kuwait University and has attended several training programs at Harvard Business School.

Executive Management (continued)

Mr. Sujit Ronghe

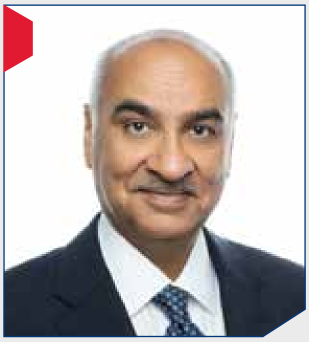
(Acting Group Chief Financial Officer)

Mr. Ronghe joined the Bank in 2002 and was appointed as Acting Group Chief Financial Officer from November 2020. He has been the Group Financial Controller since 2012. Prior to joining the Bank, Mr. Ronghe worked as a Senior Auditor at a Big4 accounting firm in Kuwait. He has extensive experience in finance and banking. Mr. Ronghe is a member of the Institute of Chartered Accountants of India and a graduate of the Institute of Cost Accountants of India. He also holds a Bachelor of Commerce Degree from the University of Pune, India.

Mr. Ahmed Bourisly

(General Manager - Corporate Banking Group)

Mr. Bourisly joined NBK in 1998 and has been General Manager, Domestic Corporate Banking at NBK since June 2019. He served on the Board of NBK Capital until January 2015. He serves on the Board of Boubyan Takaful. He is also a member of various Management and Credit Committees. Mr. Bourisly has extensive experience in all areas of Credit and Corporate Banking Management. He holds a Bachelor's Degree in Business Administration with a concentration in Marketing from University of the Pacific, CA. He attended numerous training courses and seminars at Harvard University (USA) and INSEAD, France.



Mr. Pradeep Handa

(General Manager - Foreign Corporate, Oil and Trade Finance Group)

Mr. Handa joined NBK in 1980 and has been General Manager - Foreign Corporate, Oil and Trade Finance Group since 2012. He is also a member of various Management Committees. Former appointments at NBK include Assistant General Manager, Executive Manager and Senior Manager at Corporate Banking Group - Kuwait. He has more than 33 years' experience in handling Foreign Corporate Banking and Oil and Trade Finance matters. Mr. Handa holds a Master's Degree from the University of Delhi, India.

Mr. Mohammed Al Kharafi

(General Manager – Head of Operations)

Mr. Mohammed Al Kharafi joined the Group from 2001 until 2008 where he progressed to the position of Branch Manager. He re-joined the Group again in 2010 where he assumed many leadership roles and he is currently the Group Operations Head for NBK Group. He served on the board of the Credit Information Network Company (Ci-Net). He has extensive experience in retail banking and operations. Mr. Mohammed Al Kharafi has a Bachelor's Degree in Business Administration from the Arab Open University. He has participated in a number of Executive Education Programs at Harvard Business School, Chicago Booth School of Business and American University of Beirut.

Mr. Walid El Seyoufi

(Group Chief Compliance and Governance Officer)

Mr. El Seyoufi joined the Group in 1998. He is currently the Group's Chief Compliance and Governance Officer since February 2020. He is a member of various management committees. He serves on the Board of NBK Egypt and Credit Bank of Iraq. He has held earlier the position of Deputy Group Chief Risk Officer and Group Compliance Officer. He worked previously for Arthur Andersen. With over 26 years of experience in the fields of Risk Management, Compliance, Corporate Governance, Anti-Financial Crimes, Accounting, Capital planning, Stress Testing for Capital and Liquidity and International Supervisory Regulations. Mr. El Seyoufi holds a BA in Accounting, an MS in Risk Management from UK, an EMBA from the American University in Beirut, a High Diploma in Risk Management, Fellowship from UK (FIRM), other certified accreditations and has participated in number of executive programs at Harvard Business School (USA).

Mr. Nikolaos Sfikas

(General Manager – Chief of Information Technology)

Mr. Sfikas joined the Bank in 2015. He is currently the Chief Information Technology for NBK Group. Prior to joining the Group, Mr. Sfikas was the senior manager of ATMs and cards at a major bank in Greece. Mr. Sfikas has wide experience of more than 21 years in the field of Information Technology in the banking sector. Mr. Sfikas holds a Master's Degree in Business Administration from University of Macedonia – Greece and a Master degree in Engineering (Electronic and Computer Engineering) from Aristotle University of Thessaloniki.

Executive Management (continued)

Mr. Jad Zakhour

(General Manager – Head of Treasury Group)

Mr. Zakhour joined the Group in 2006 and has been Head of Treasury Group since Jan 2020. He was previously the Deputy Group Treasurer since August 2014. He is also a member of various management committees. Mr. Zakhour has extensive experience in treasury, investment and wealth management. Mr. Zakhour holds a Bachelor's Degree in Civil Engineering from Homs University and a Master's Degree in Business Administration in Finance from American University of Beirut. He is a Certified Financial Risk Manager (FRM). Mr. Zakhour has participated in a number of Executive Programs at Harvard Business School and INSEAD.

Corporate Governance Framework

National Bank of Kuwait Group is aligned with the best international Corporate Governance practices and risk management, to protect stakeholders' rights. During 2021, the Group adhered to all the provisions and determinants of CBK instructions regarding the Corporate Governance rules and standards for Kuwaiti banks, issued in September 2019, as well as the regulatory instructions related to governance in Kuwait and those issued by other countries in which the Group's entities operate.

Represented by the effective supervisory role of the Board of Directors and the Executive Management, the Group focused on improving the Corporate Governance and compliance culture across all its entities, where the Corporate Governance Framework is constantly developed to establish sound and effective corporate values. This is achieved through a set of policies, procedures and standards adopted by the Group, which are periodically updated to be in line with the best applicable and relevant international practices.

The Group recognizes the importance of applying the principles and standards of good governance. It follows professional and ethical standards in all kinds of deals and ensures disclosure and transparency of information that is accurate and timely. This contributes to the development of the Group's working efficiency and enhances the confidence of shareholders, related parties and stakeholders in the Group's performance, as well as the banking sector in Kuwait.
During 2021, the Group achieved a number of key accomplishments in the effective implementation of the Corporate Governance Framework. These are as follows:

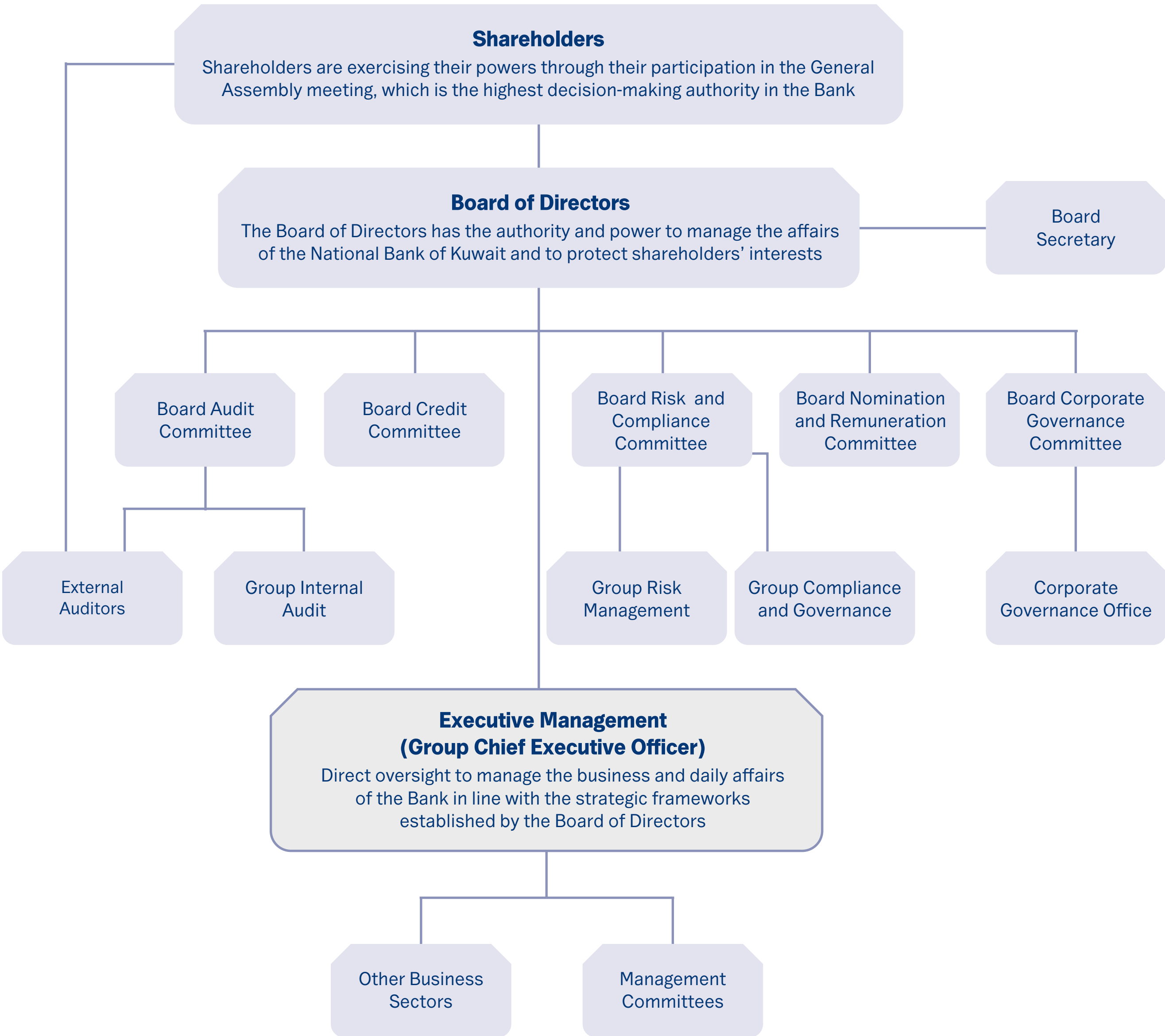
- Reviewed and updated the governance policies and charters according to the regulatory instructions in Kuwait and the instructions issued by the regulatory authorities in countries where the Group operates
- Developed and implemented automated systems for Governance compliance, operational risk, Foreign Account Tax Compliance Act (FATCA), Anti Money Laundering / Combating Financing of Terrorism, Anti-financial crimes, Information Technology and Cybersecurity Risks.
- Conducted an independent review and assessed the efficiency of implementing Corporate Governance at NBK subsidiaries, by monitoring and supporting the governance units at these subsidiaries, which manage the affairs of the Board of Directors and their Committees.
- Developed and continually improved the Corporate Governance reporting systems between entities of the Group.
- Fulfilled the Capital Markets Authority requirements of the Corporate Governance regulations for NBK Capital and Watani Financial Brokerage Company.
- Review and update Governance's organizational structure.

The Board and Committees' composition and duties

NBK Group's Board of Directors is composed of 10 members (eight (8) non-executive and two (2) independent members) representing the shareholders. At National Bank of Kuwait Ordinary General Assembly meeting dated 6/3/2021, the two independent Board members were elected for the remaining term of current Board of Directors membership. The Board members are elected and appointed by the General Assembly of the Bank, for three (3) years. The Board aims to strengthen the long-term success of the Group and to deliver sustainable value to shareholders.

The Board's structure is generally characterized by having the appropriate number of members, diversity of professional experience, educational qualifications and broad knowledge of the banking and business sectors. Board members collectively hold experience and knowledge in the areas of accounting, finance, economics, strategic planning, corporate governance, internal control and risk management, in addition to outstanding experience in the local and regional business environment.
The Group's balanced and non-complex Board structure facilitates the process of exchange of information on an accurate and timely basis between different Group entities. This has been accomplished by establishing direct communication channels across the Group, which promote the principle of disclosure and transparency regarding Group operations. Moreover, the structure maintains the supervisory role assigned to the Board, and effectively contributes to fulfilling the Board's responsibilities.
To comply with the supervisory regulations issued by CBK, in addition to the Group's effort to effectively implement the Corporate Governance Framework, the Group formed an appropriate number of Committees that are aligned with the size of the Group, the nature and complexity of its activities, and the geographical distribution of the Group's entities. The Board of Directors formed five sub-committees to enhance the Board's effectiveness in overseeing important Group operations.

The Corporate Governance Framework of the Group is illustrated as follows:*



*On 6/10/2021, Non-Executive Board member Mr. Talal Jassem Al-Kharafi submitted his resignation from Board membership, and in light of the alternate (reserve) directors' excusing themselves from Board of Directors membership for the remaining period of the Board's term, which has closely neared its conclusion. And whereas the election of an alternate director requires a multitude of time-consuming procedures, that would be incapable to be met – within a reasonable time – before the usual date of the Annual Ordinary General Assembly of the Bank, which will be held during 2022. As such, the current Board of Directors continued in its current form of (10 members) until members of the Board of Director are elected for the upcoming three years term in 2022. In this respect, the nomination for Board of Directors membership (Executive, non-executive and independent) was opened on 1/11/2021 for the upcoming three years term starting from the date of the Ordinary General Assembly's appointment resolution of Board of Directors.

The Board Sub-Committees

Corporate Governance Committee	Nomination and Remuneration Committee	Risk and Compliance Committee	Audit Committee	Credit Committee
1- Mr. Nasser Musaed Al-Sayer **(Board and Committee Chairman)** 2- Mr. Hamad Abdul Aziz Al-Sager 3- Mr. Yacoub Yousef Al-Fulaij 4- Mr. Muthana Mohamed Al-Hamad 5- Mr. Haitham Sulaiman Al-Khaled 6- Dr. Nasser Amin Saidi (Independent Board member- effective from 6/3/2021)	1- Dr. Robert Maroun Eid **(Independent Board member and Committee chairman-** effective from 6/3/2021) 2- Mr. Hamad Mohamed Al-Bahar 3-Mr. Emad Mohamed Al-Bahar 4- Mr. Muthana Mohamed Al-Hamad 5- Mr. Talal Jassem Al-Kharafi (left Board's membership on 6/10/2021)	1- Dr. Robert Maroun Eid **(Independent Board member and Committee Chairman** effective from 6/3/2021) 2- Mr. Haitham Sulaiman Al-Khaled 3- Mr. Talal Jassem Al Kharafi (left Board's membership on 6/10/2021) 4- Mr.Muthanna Mohamed Al-Hamad 5- Dr. Nasser Amin Saidi (independent Board member- effective from 6/3/2021)	1- Dr.Nasser Amin Saidi **(Independent Board member and Committee Chairman** – effective from 6/3/2021) 2- Mr. Haitham Sulaiman Al-Khaled 3- Mr.Muthanna Mohamed Al-Hamad 4- Dr. Robert Maroun Eid (independent Board member- effective from 6/3/2021)	1- Mr. Hamad Abdul Aziz Al Sager (**Committee Chairman)** 2- Mr. Yacoub Yousef Al-Fulaij 3- Mr. Emad Mohamed Al Bahar 4- Mr.Hamad Mohammed Al-Bahar
Committee's mission: Assist the Board in overseeing the implementation of the Group's Corporate Governance. The Committee is also responsible for monitoring the implementation progress of the policies and procedures pertaining to governance.	**Committee's mission:** Assist the Board in carrying out the Nomination and Remuneration responsibilities pertaining to the Board of Directors and Executive Management. The Committee also supports the Board in reviewing and enhancing Board structure and development of the caliber of the Board Members. It also assists the Board in setting up the Group's remuneration framework and ensures effective implementation in accordance with Group remuneration policy.	**Committee's mission:** Assists the Board in carrying out its responsibilities with respect to the Group's risk management and Group Compliance & Governance functions by evaluating and monitoring the risk governance framework, risk appetite, risk strategy and capital planning. In addition to its role of overseeing the adequacy of regulatory compliance and enhancing compliance culture across the Group.	**Committee's mission:** Assists the Board in a supervisory role regarding the efficiency and independence of the internal and external audit operations for the Group. Also oversees the preparation of the periodic financial statements and other regulatory reports.	**Committee's mission:** Responsible for reviewing the quality and performance of the Group's credit portfolio. The Board has authorized the Committee to approve credit facilities that exceed the authorization granted to Senior Management, in accordance with the Credit Policy and the approved authority matrix of the Group in accordance with the related regulatory instruction.

Board of Directors and Committee Meetings

The Board of Directors held ten (10) meetings during 2021. Minutes of all meetings have been documented and are included in the Bank's records.

The below table shows names of the Board of Directors, their memberships in Board Sub-Committees and number of meetings that reached forty-eight (48) meetings, in addition to the number of meetings attended by each member during the year.

Board of Directors Members	Committee Membership	Board of Directors	Corporate Governance	Nomination & Remuneration	Risk & Compliance	Audit	Credit
Mr. Nasser Musaed Al-Sayer	• Chairman of Board of Directors • Chairman of Corporate Governance Committee	10	2				
Mr. Ghassan Ahmed Al-Khalid		-	-	-	-	-	-
Mr. Hamad Abdul Aziz Al-Sager	• Chairman of Credit Committee • Member of Corporate Governance Committee	9	2				10
Mr. Yacoub Yousef Al-Fulaij	• Member of Corporate Governance Committee • Member of Credit committee	8	2				13
Mr. Hamad Mohammed Al-Bahar	• Member of Nomination and Remuneration Committee • Member of Credit Committee	7		3			15
Mr. Muthana Mohamed Al-Hamad	• Member of Corporate Governance Committee • Member of Nomination and Remuneration Committee • Member of Audit Committee • Member of Risk and Compliance Committee	10	2	4	6	9	
Mr. Haitham Sulaiman Al-Khaled	• Member of Corporate Governance Committee • Member of Risk and Compliance Committee • Member of Audit Committee	10	2		6	9	
Mr. Emad Mohamed Al-Bahar	• Member of Nomination and Remuneration Committee • Member of Credit Committee	5		3			11
Mr. Talal Jassem Al Khrafi	• Member of Risk and Compliance Committee (Till 6/10/2021) • Member of Nomination & Remuneration Committee • (Till 6/10/2021)	4		1	1		
Dr. Robert Maroun Eid *(Independent Board Member)*	• Chairman of Risk &Compliance Committee (Effective from 6/3/2021) • Chairman of Nomination and Remuneration Committee (Effective from 6/3/2021) • Member of Audit Committee • (Effective from 6/3/2021)	8		3	5	7	
Dr. Nasser Amin Saidi *(Independent Board Member)*	• Chairman of Audit Committee (Effective from 6/3/2021) • Member of Risk and Compliance Committee (Effective from 6/3/2021) • Member of Corporate Governance Committee (Effective from 6/3/2021)	8	1		5	7	
Total number of meetings		**10**	**2**	**4**	**6**	**9**	**17**

Meetings held by the Board of Directors and its Committees during 2021 were in compliance with Central Bank of Kuwait governance rules and standards, and the Board and Committees' charters in terms of the number of meetings, periodicity, the quorum, and the topics reviewed and discussed by members.

Effective Implementation of the Corporate Governance Framework

General overview:

The Group Board of Directors permanently and continuously strives to achieve the best interest of the Bank's shareholders through effective oversight and monitoring of the work of the Executive Management, ensuring the implementation of the Bank's strategy and objectives, and confirming that performance is in accordance with the Bank's plans. During the year, the Board of Directors reviewed and developed the Group's strategy and risk appetite, including all future plans of subsidiaries and overseas branches. The Board of Directors gives particular importance to the implementation of governance at Group level, by creating a culture of corporate values among the Bank's entire staff.
This is achieved through constant efforts to achieve the Bank's strategic objectives, improving Key Performance Indicators, and compliance with laws and regulations, especially the rules of Corporate Governance. In addition, the Board adopts a set of policies, charters, systems, mechanisms, reports and procedures which the Group has effectively and integrally applied, relying on the philosophy of the Group in the implementation of Corporate Governance as a culture and working principle, and not only as supervisory instructions and legislative regulations.
The followings are the most important achievements of the Board of Directors and its Committees during 2021:

Board of Directors' Key Achievements

The Board of Directors met ten (10) times during the year and the followings key duties were accomplished:

- Approved the budget for the year 2021, the Interim Financial Information, the Audited Balance Sheet, Profit & Loss Account of the Bank and dividends for the financial year ended on 31/12/2020.
- Discussed and approved Bank's strategy for upcoming 5 years.
- Discussed the risk appetite and its impact on the Group›s strategy.
- Reviewed the results of the Internal Capital Adequacy Assessment Process ("ICAAP"), Financial Stress Testing as per the regulatory requirement of Basel (3).
- Discussed and approved general and specific provisions for the local and international loan portfolio.
- Approved the update of financial authority matrix for the GCEO, the DGCEO, the CEO-Kuwait and his Deputy.
- Reviewed the Board of Directors' structures within subsidiaries, on an ongoing basis, ensuring their compliance with the regulatory requirements and the general policy of the Group's governance framework.
- Followed the progress of the Group's operations, through regular meetings with Executive Management and discussed the results of the Group's business through periodic reports prepared by the Financial Group, which clarifies the most important financial indicators of the Bank›s budget and profits according to geographical distribution of branches and foreign subsidiaries.
- Reviewed and evaluated the effectiveness of the Board and its Committees, in addition to conducting individual self-assessments of the Board and Committee members.
- Reviewed the remuneration framework, the mechanism of linking rewards to performance, the level of risk exposure and updated the remuneration policy at Group level.
- Oversaw the implementation of the Corporate Governance Framework at Group level and ensured compliance with local regulations in the countries the Group operates in, which are in line with the Group's Corporate Governance Framework.
- Reviewed, developed and approved the policies related to Corporate Governance and charters of the Board of Directors and its committees at the Group level in order to be commensurate with regulations issued from Supervisory Authorities, the Group's organizational structure, and to keep up with applicable international and leading Corporate Governance practices.
- Conducted self-assessment on Corporate Governance implementation at Group level and identified the areas that need to be developed.
- Reviewed the results of the annual independent evaluation of the Corporate Governance Framework conducted by Group Internal Audit, which highlighted the areas of the Framework that require improvement.

- Reviewed the results of the annual independent evaluation of the Internal Control Review for the Corporate Governance Framework, conducted by the external auditors
- Supervised the Corporate Governance offices and units in the Bank's subsidiaries, followed up their progress through periodic reports presented to the Board Corporate Governance Committee for review and discussion, and subsequently to the Board of Directors.
- Discussed the development of overseas branches regarding financial digital services and the implementation of highest cyber security standards.
- Reviewed the results of Bank's compliance level with Capital Markets Authority instructions concerning the adequacy of information technology systems related to Custodian activity that was and conducted by independent external auditor.
- Approved the restructuring of Board sub-committees in line with Central Bank of Kuwait instructions in this regard.
- Review the updated regulations, legislations and provisions related to Bank's activities issued by Central Bank of Kuwait, Capital Markets Authority and other regulatory authorities in the countries in which Bank's subsidiaries and branches operates.
- Approved business continuity policy and implementation of contingency and business continuity plan in the light of pandemic Covid-19.
- Approved the issuance of USD denominated perpetual capital securities to be included in the Additional Tier 1 Capital of NBK, in addition to re-purchasing Bank's USD 700 million perpetual Tier 1 capital securities issued on 9th April 2015.
- Approved issuing of USD-denominated Senior Unsecured Notes, through Bank's Global Medium Term Note programme.
- Periodically reviewed and updated Bank's organizational structure.
- Approved opening the nomination for Board of Directors membership.
- Approved the training plan for the year 2022 for the Board members, which covered special topics regarding Stress Testing, Liquidity, Digital Banking Services, Environmental, Social and Governance (ESG) standers.
- Approved the substituting and qualifying plan for national cadres to occupy the executive positions.
- Approved Bank's Extra-Ordinary General Assembly meeting agenda, which convened on 4/12/2021 regarding amending Bank's Article of Association.

Board Committees' Key Achievements

Corporate Governance Committee

The Committee met twice during the year and the following key duties were performed:

- Reviewed the implementation of Corporate Governance of NBK Group and its subsidiaries and overseas branches, while providing continuous support to subsidiaries.
- Reviewed the Board and its sub-Committee's charters according to supervisory regulations issued in this regard and made recommendations to the Board of Directors.
- Reviewed and discussed the results of the internal audit report on the annual evaluation of the Corporate Governance Framework, and the level of compliance with regulators.
- Reviewed and discussed the report and the results of the evaluation of internal control systems, and the adequacy of implementing the rules of corporate governance at Group level.
- Reviewed and updated Corporate Governance policies, in line with regulatory instructions, leading practices, and made recommendations to the Board for approval.
- Reviewed the related parties' transactions report, the conflict-of-interest report, the whistleblowing cases, and discussed the effectiveness of the existing mechanisms.
- Supervised the progress of Corporate Governance implementation at Group level.
- Reviewed and discussed the annual compliance report on the adequacy of the Corporate Governance implementation at Group level.
- Reviewed the disclosures related to Corporate Governance, which are presented in the Group annual report.
- Reviewed the new instructions issued by the regulatory authorities in Kuwait and the countries where our subsidiaries are located, and the procedures taken to comply with these instructions.
- Reviewed Committees' Charters of NBK-UAE Branch.

Nomination and Remuneration Committee
The Committee met four (4) times during the year and the following key duties were performed:
• Supervised the process of the annual assessment of the Board of Directors' performance for the Board, its committees, and the self-assessment of each member of the Board of Directors for the year 2020.
• Reviewed the proposed training plan for the year 2022 for the Board members, which covered special topics regarding Stress Testing, Liquidity, Digital Banking Services, Environmental, Social and Governance (ESG) standers, and made recommendations to the Board of Directors.
• Reviewed the Internal Audit report on Corporate Governance and the independent evaluation conducted on the Bank's Remuneration framework.
• Reviewed the remuneration policy and presented it for approval to the Board of Directors.
• Reviewed and approved the rewards and incentives for 2021 based on the key performance indicators and key risk indicators, and discussed claw back cases for 2021 and made recommendations to the Board.
• Reviewed the links between remuneration and the Group's long-term objectives.
• Reviewed and discussed the succession plan prepared by Group Human Resources and recommended it to the Board for approval.
• Reviewed and discussed the phantom shares plan for key personnel, and made recommendations to the Board of Directors.
• Reviewed and discussed the latest developments in the banking industry, the related reports in this regard, and the latest related regulatory requirements.
• Reviewed the disclosures related to Remunerations presented in the Group annual report of 2021.
• Reviewed and amended the committee's charter and made recommendations to Board of Directors.
• Reviewed nominations regarding the selection of Board members for Board for upcoming term and made recommendations to the Board of Directors.
• Reviewed last updates regarding BOD membership in Bank's subsidiaries
• Assured the independency of Group Risk Management, Group Compliance & Governance and Group Internal Audit.

Audit Committee
The Committee met nine (9) times during the year and the following key duties were performed:
• Reviewed and approved the Group's internal audit annual plan for 2021 and its updates in light of Covid-19 pandemic circumstances, based on the risk assessment and audit priorities. Also reviewed the updated internal audit policy and procedures and presented them to the Board for approval.
• Co-ordinated with external auditors and reviewed the interim and annual financial statements of the Group, and dividends distribution and submitted recommendations to the Board of Directors.
• Reviewed and discussed the periodical Internal Audit reports and the attached reports.
• Reviewed and discussed Group internal audit summary and considered what has been achieved in the internal audit plan, in comparison to performance during the previous year
• Reviewed and approved the scope of the external auditor's plan related to Internal Control Review and discussed the results of the report.
• Reviewed the Committee charter and amendments and submitted recommendations to the Board of Directors.
• Reviewed the efficiency and independence of the internal audit function, infrastructure and the overall annual assessment of the function's performance with the Group Chief Internal Auditor.
• Review and discussed External Auditor's report regarding the implementation of Cybersecurity Strategic Framework.
• Discussed internal control aspects related to information technology systems and information security.
• Provided recommendations related to the external auditors' fees, with respect to the services provided.
• Discussed external audit results related to Group internal audit.
• Reviewed and discussed the internal audit reports for Kuwait, overseas branches and subsidiaries.
• Approved the resignation of Group Chief Internal Auditor and submit its recommendation regarding appointing "Acting Group Chief Internal Audit".

Risk and Compliance Committee

The Committee met six (6) times during the year and following key duties were performed:

- Reviewed and discussed the strategy and challenges of Risk Management, the set of periodic risk management reports at Group level and the key risk indicators and the impact of Covid-19 pandemic.
- Reviewed a report on the most important activities and achievements of the Group Risk Management of 2021 and the planned work in 2022.
- Reviewed and discussed the periodic market risk report, Internal Capital Adequacy Assessment Process ("ICAAP"), liquidity ratios, the stress testing scenarios and the methods with which they dealt at Group level.
- Reviewed and discussed the risk limit ratios, compared the ratios to the Group›s approved risk appetite and the exposure levels of countries in which the Group operates, and discussed those ratios and the changes compared to previous periods and credit concentrations for companies , countries and sectors.
- Reviewed updates on overall economic situations and their impact at the Group level and the impact of Covid-19 pandemic
- Reviewed the reports of operational risk, market risk and compliance risk and compliance plan at Group level.
- Reviewed updates regarding AML awareness training to NBK staff.
- Reviewed periodic reports on the information systems risks, operational risks, the results of the internal control systems report on regulatory compliance, anti-money laundering and financing of terrorism, anti-Financial Crime and compliance with regulatory requirements of the Foreign Account Tax Compliance Act -FATCA, at Group level.
- Reviewed and approved Anti-Financial Crime (AFC) Policies and Procedures, AML/CFT Policy, AML Risk Assessment and Anti-Fraud Policy & Procedures, and presented them to the Board for approval.
- Reviewed regulatory compliance remarks at Group and subsidiaries level, through self-evaluation results as well as field visits and review processes.
- Evaluated the Group Chief Risk Officer and Group Chief Compliance & Governance Officer annual performance and determined their remunerations.
- Reviewed and approved the updated Organizational Structures of Group Risk Management and Group Compliance & Governance and made recommendation to Board for approval.
- Reviewed and approved the Group Risk Management policies and procedures related to: ICAAP Policy and Procedures, Group Stress Testing Policy, Credit Authorities Manual, Corporate Credit Risk Management SOP, Credit Risk Management Manual, Consumer Credit Policy, Debt Relief Policy, Business Banking Policy, Consumer Credit Risk Management SOP and Domestic Credit Risk Management SOP and presented them to the Board for approval.
- Reviewed Board Risk & Compliance Committee Charter to be presented to the Board for approval.
- Reviewed Group Cybersecurity progress report and its Key Performance Indicators (KPI) for NBK Kuwait and its overseas Branches and subsidiaries, Bank's procedures regarding Cybersecurity Risk of Virtual Private Networks (VPN).
- Reviewed a report on the most important activities and achievements of the Group Compliance and Governance for 2021 and the planned work in 2022.
- Reviewed Group Compliance & Governance reports regarding regulatory parties' instructions, local and international regulatory compliance, importance correspondences with Central bank of Kuwait, disclosures to Capital Markets Authority and Boursa Kuwait Company and updates regarding compliance and governance for local and overseas subsidiaries and overseas branches.
- Reviewed and approved policies and procedures of Group Compliance and Governance, to be presented to the Board for approval.

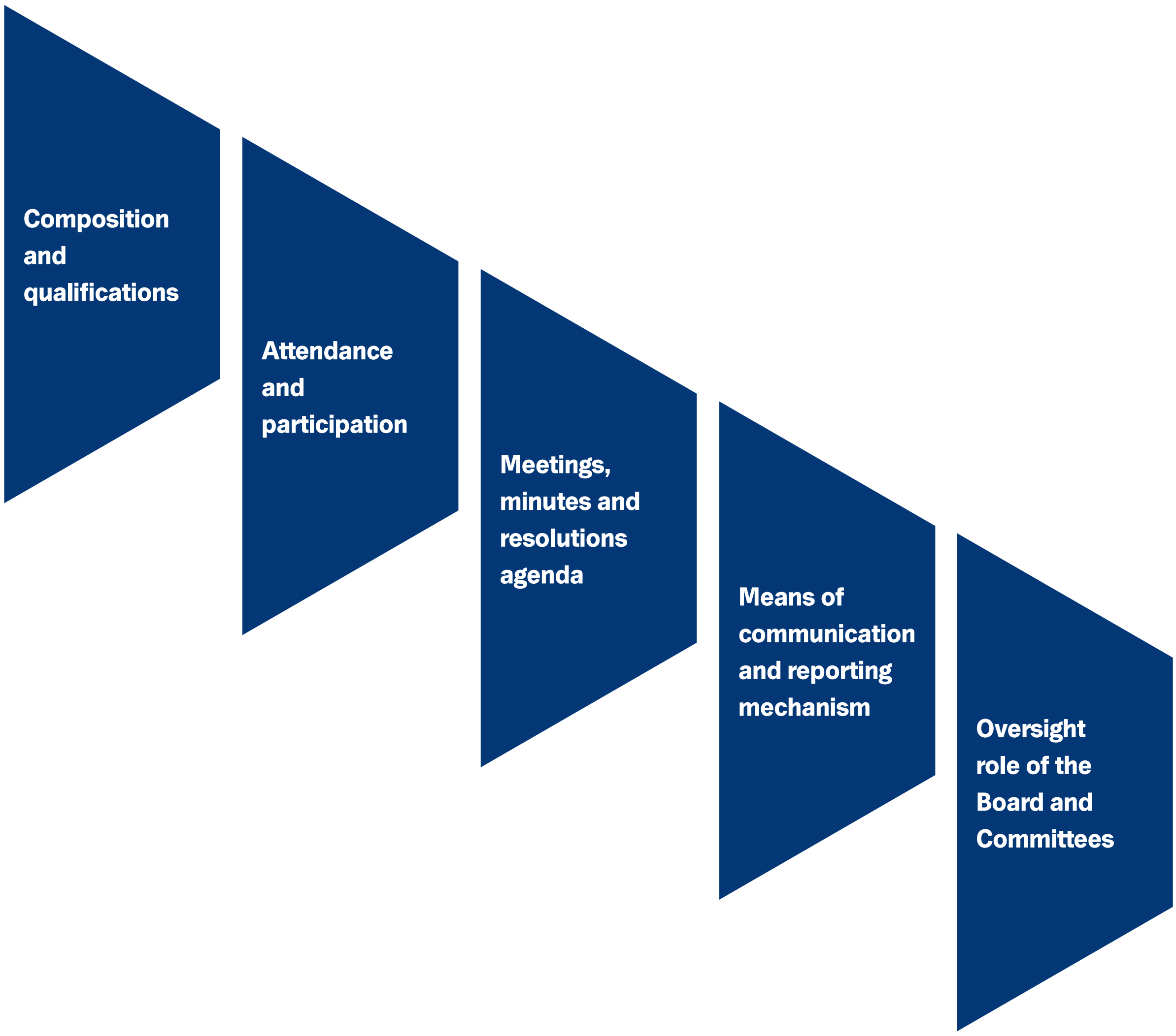
Credit Committee

The Committee met seventeen (17) times during the year and the following key duties were performed:

- Reviewed and approved credit proposals within the authority matrix delegated by the Board of Directors.
- Coordinated with the Board Risk Committee to discuss credit risk limits.

Board of Directors Self-Assessment Framework

Annually and under the supervision of the Board of Directors, Board Nomination and Remuneration Committee evaluates the effectiveness of Board members and their participation, whether individually or collectively. This includes an assessment of the Board Committees through the self-assessment methodology, which has been designed and developed to evaluate the effectiveness of each Board member, and determine the aspects of development required, and the necessary training for members.
The following table illustrates the criteria on which the evaluation is based and that are included in the self-evaluation forms:



Based on the evaluation results, the Committee presented its report to the Board that reviewed and approved.

Remuneration Policy and Framework

NBK's remuneration policy is in line with the strategic objectives of the Group, and in particular is designed to attract, retain and motivate high-caliber, professional, skilled and knowledgeable employees, at the same time as promoting sound and sustained profitability and effective risk management.

The Group's financial remuneration framework has been linked with its long-term and short-term performance objectives. The Board-approved Group strategy is transformed into Key Performance Indicators (KPIs) and remuneration is determined based on the achievement of these KPIs towards the overall Group strategy; these include financial and non-financial criteria and (where appropriate) Key Risk Indicators (KRIs).

For the purpose of granting remuneration, the Group has differentiated its staff categories, between "Material Risk-Takers," and Financial and Risk Control functions. Remuneration for material risk-takers has been linked with the risk limits, which were cascaded as per the approved risk appetite. The Key Performance Indicators for the Financial and Risk Control functions are based on the objectives of the control function itself. Any claw-back to be applied is based on the performance standard of the function.

The Group operates a "total reward" philosophy, considering all components of financial remuneration. The key components are:

- Fixed remuneration (salaries, benefits, etc.)
- Variable remuneration (performance-based remuneration) which includes cash bonus and equity shares (as per Phantom Shares Plan)

The Group ensures there is a suitable balance between fixed and variable remuneration to allow for the possibility of reducing remuneration in the case of adverse financial performance.

The Group remuneration deferment policy ensures an appropriate portion of the variable remuneration of senior employees (including those deemed to have a material impact on the risk profile of the organization) is deferred. The deferment of variable remuneration applies to the Deferred Cash Bonus and Phantom Shares Plan.

The Group applies a deferment approach of up to three years and final vesting of these variable components is subject to continuing employment and the absence of risk materialization. Claw-back applies on the non-vested portions in case risk materializes. The claw-back mechanism is applicable on the Deferred Cash Bonus and Phantom Shares Plan.
The Group's remuneration process is governed by the Board Nomination and Remuneration Committee with the ultimate decisions and responsibilities falling to the Board of Directors.

Remuneration disclosures
The Chairman and the Non-Independent Board of Directors of NBK Group did not receive any remuneration in the form of fees, salaries or bonuses for their services rendered to the Bank.
The two Independent Non-executive Directors received remuneration amounting to KD 60 thousand each for their Board duties.

The five senior Executives who received the highest remuneration packages, including the Group Chief Financial Officer (GCFO) in addition to Group Chief Internal Auditor (GCIA) and Group Chief Risk Officer (GCRO) received a Group compensation aggregating KD 7,555 thousand for the year ended December 2021.

The following table details the remuneration paid (KD) to staff categories:

			Variable Remuneration				KD '000
Employee Categories	**Number of Employees**	**Fixed Remuneration**	**Cash**	**Phantom Shares Plan**	**Deferred**	**Other Performance Incentives**	**Total**
Senior Management	41	6,891	7,253	1,720	-	47	15,911
Material Risk Takers	41	6,046	6,628	1,443	8	787	14,912
Financial and Risk Control	17	1,583	596	390	9	-	2,578

For disclosure purposes

- Senior Management: includes all staff above and equivalent to the position of Deputy General Manager for all business units, excluding Financial and Risk Control functions
- Material Risk-Takers: includes Group Chief Executive Officer and his deputy, Chief Executive Officer (Kuwait) and his deputy, and the heads of business functions and their deputies
- Financial & Risk Control Functions: includes heads of Control functions (Financial Control, Risk Management and Compliance, Internal Audit and Anti-Money Laundering and Combating Financing Terrorism Unit), and their deputies.

Internal Control Adequacy Report

Board statement on adequacy of internal control systems

The Board strives consistently to ensure the adequacy and efficiency of the control systems required to protect the Group's operations, whilst ensuring compliance with such internal controls and establishing that those controls provide the necessary protection for the Group against risks from within or outside the Group. The Board ensures an effective internal control systems and Risk Management, and Compliance functions are in place with sufficient authority, independence, resources and access to the business lines. The Board regards the Internal Audit function and external audit activities as integral parts of key control tools for independent review of information reported by Executive Management to the Board.

The Board Audit Committee is responsible for the oversight of the Group's internal control framework along with the selection and rotation of external auditors in compliance with regulatory requirements.

The Board has been provided with the results of assessments on the existing internal control systems from Risk Management and Compliance, Internal Audit and an independent external party. The Board believes that the existing internal control systems adopted and used at NBK Group are satisfactory and adequate.

Review of the internal control systems by an independent third party

An Internal Control Review (ICR) of NBK is conducted annually by an external audit firm in accordance with CBK requirements. The ICR examines accounting and other records, and evaluates the internal control systems with regard, but not limited, to Corporate Governance, Financial Control, Consumer Banking, Corporate and Private Banking, International Banking Group, Treasury, Regulatory Compliance, Operations and Information Technology, Risk Management, Human Resources, Administration, Internal Audit, Anti-Money Laundering and Counter terrorism Financing, Legal Affairs and Engineering Group.

A summary of the ICR report for the year ended 31 December 2020 was presented to the Board of Directors during 2021. The report did not highlight any significant issues.

Internal Control Review by External Party

Private and confidential
The Board of Directors
National Bank of Kuwait S.A.K.
State of Kuwait
26 September 2021

Report on Accounting and Other Records and Internal Control Systems

In accordance with our letter of engagement dated 19 January 2021, we have performed limited procedures over the accounting and other records, in addition to the internal control systems of National Bank of Kuwait S.A.K., and its branches (together referred to as "the Group"), which were in existence during the year ended 31 December 2020. We covered all areas of the Group as follows:

- Corporate Governance;
- Risk Management;
- Anti-Money Laundering & Counter Terrorism Financing
- Consumer Banking
- Corporate and Private Banking
- Treasury;
- Group Investment Unit;
- Human Resources;
- Central Processing Department & Fund Transfer;
- Financial Control;
- Regulatory Compliance;
- Administration;
- Internal Audit;
- Operations & Information Technology;
- Legal;
- Customer Complaints;
- Financial Securities (limited to Kuwait only);
- Investors Relations & Corporate Communications;
- Confidentiality of Customer Information;
- Anti-Fraud, Bribery and Corruption;
- Engineering Group; and
- International Banking Group

The internal controls review was primarily based on enquiry, observation and analytical review procedures supplemented by limited testing of transactions, reports and reconciliations. The resulting issues and recommendations were discussed with management during the course of our engagement and prior to the finalization of this report.

Our procedure have been carried out in consideration of the requirements of the Central Bank of Kuwait (CBK) circular dated 7 January 2021 considering the requirements contained in the General Instruction Manual of the Internal Control Systems in Banks issued by the CBK on 15 June 2003, Pillar IV of Corporate Governance instructions in respect of risk management and internal controls issued by the CBK on 20 June 2012 and amended on 10 September 2019, CBK instructions regarding combating money laundering and terrorism financing updated as of May 2019, instructions dated 9 February 2012 regarding confidentiality of customer's information, financial securities activities and instructions regarding internal controls with respect to prevention and reporting of fraud and embezzlement cases.

As Board of Directors of National Bank of Kuwait, you are responsible for establishing and maintaining adequate accounting and other records and internal control systems, taking into consideration the expected benefits and relative costs of establishing such systems and complying with the requirements contained in the CBK instructions mentioned in the above paragraph. The objective of this report is to highlight our observations on the extent to which the adopted procedures and systems are adequate to safeguard the assets against loss from unauthorized use or disposition; that key risks are properly monitored and evaluated; that transactions are executed in accordance with established authorization procedures and are recorded properly. The procedures we performed did not constitute an examination or a review in accordance with generally accepted auditing standards or attestation standards, accordingly we do not provide an opinion, and attestation or other form of assurance with respect to our review, except as may be specified in this report.

Further, we did not plan and perform our work with the objective of preventing or discovering fraud. Our procedures under this engagement are also not designed to and are not likely to reveal misrepresentation by the management of the bank. Consequently, we give no assurance on whether the period covered by our engagement was free of fraud (whether by management or by external parties), other irregularities or misrepresentation by the management of the bank or any other persons. Due to COVID 19 pandemic, we have completely relied upon the off-site meetings conducted and information provided remotely, in order to understand the control environment and perform our procedures at international locations. The off-site meetings and remote information was arranged by the Group.

Furthermore, the Bank has established a process of regular follow-up on reported exceptions to ensure that corrective actions are being taken to rectify the control weaknesses and gaps identified during the course of the Internal Control Review.

This report has been prepared solely for the information of the board of directors, audit committee and management of the bank for their internal use and benefit and is not intended to nor may it be relied upon by any other party ("Third party"). We permit a copy of our report to be shared with the Central Bank of Kuwait, provided that a full copy of our report is provided. Neither this report nor its contents may be distributed to, discussed with, or otherwise disclosed to any Third Party without our prior consent. We do not accept responsibility to any other party to whom it may be shown or into whose hands it may come.

Khaled Al Shatti
License No 175 Aof
PricewaterhouseCoopers Al Shatti & Co.
Values and ethics

Ethics and Professional Conduct

Values and ethics
NBK Group continues to apply Corporate Governance values as fundamental principles and an integral part of the culture of the Group. During the year, the Group worked on a number of initiatives that will strengthen the commitment to the values of Corporate Governance and raise the level of awareness of those values at all levels of the Group and related bodies.
NBK Group is committed to achieving the highest levels of governance and has established those values within a number of pillars, which emerged through a set of policies and procedures set forth as follows:

Ethics code
The ethics code is considered one of the most important components of the Corporate Governance framework and is promoted through the code of conduct, which is adopted by the Board of Directors and Executive Management in daily interactions with employees, customers and all of the Group's stakeholders.
This code is subject to periodic review, to keep it up to date with all the latest developments and enhancements in the areas of governance and control of professional conduct. The Board of Directors also oversees the efficient implementation of the charter through the audit and internal control functions, to identify and remedy any gaps.

Conflict of interest
The Group ensures that in all stages of banking procedures for its customers, it treats all customers fairly, equally and honestly, to achieve the maximum level of transparency and objectivity, through applying a conflict-of-interest policy. The Group, under the supervision of the Board, has reviewed the Related Parties Transactions Policy, which is compatible with the nature of the Group's business regulatory updates in the markets in which it operates. In addition, it has adopted a set of organized procedural models for cases of disclosure of potential conflicts of interest and a mechanism to deal with them.
Potential cases of conflicts-of- interests and related parties transactions are subject to independent review by Group Internal Audit.

Confidentiality
The Board, Executive Management and employees ensure that the Group maintains the confidentiality of information relating to its stakeholders, in accordance with the rules and regulations issued by the Central Bank of Kuwait and other regulatory bodies.
During 2021, the Group continued to apply measures to maintain the confidentiality of information in accordance with policies and procedures and internal control systems, which require the preservation of confidentiality.

Whistleblowing policy
The Group has adopted a whistleblowing policy that encourages openness and trust among its employees. This helps employees report any complaint, whether relating to bad behavior or illegal or unprofessional actions. The complaint is directly made to the Chairman of the Board and the information received remains confidential and, if necessary, saved anonymously, to provide protection to the employee. This mechanism is subject to review by Group Internal Audit.

Stakeholder's Rights

The Group has continued to implement a well-defined process in managing transparency, communication, and open dialogue with its stakeholders. These measures include the protocols, which will be followed in communicating with stakeholders and the degree of information which can be disclosed.

Shareholders

NBK Group promotes and maintains an open and transparent channel of communication with its shareholders, which enables them to understand Group business, its financial condition, and operating performance and trends. The Group has also developed a section on its website that provides detailed reports to shareholders on Corporate Governance and other important information relating to the disclosure of financial and non-financial information.

The Public Institution for Social Security owns 5.77% of NBK Capital as of 31st December 2021.

Investor Relations

NBK Group promotes open and transparent dialogue with both its institutional and private investors. The Investor Relations function serves as the primary contact with shareholders, investors and financial analysts. The Group also publishes information for investors and stakeholders on a regular basis, through its website as well as other media.

Customers

The Group has ensured, since inception that it has established professional and behavioral rules and provides qualified staff who can optimally serve customers. In addition, the Group continuously ensures that it follows regulatory instructions and is a pioneer in international practices in customer service and protection. NBK has taken the necessary steps to implement the terms of the consumer protection instructions recently issued by the Central Bank of Kuwait, by reviewing and updating a policy approved by the Board to enhance the understanding of transparency and disclosure in banking transactions provided by the Bank.

Employees

The Group protects and abides by the rights provided to employees, which include, but are not limited to, the following:

- Transparent remuneration and compensation structure
- A transparent working environment
- Contributing to employee talent-management schemes
- Access to the whistleblowing policy

Community (Corporate Social Responsibility)

The Group has maintained its progress in projects relating to Corporate Social Responsibility, to foster a sustainable economic and social environment in the community, and regards this as a priority for the Group. The Group discloses its relevant social activities on its website and in the form of a separate "Sustainability Report 2021", published as an independent report.

Group Risk Management and Group Compliance and Governance

Group risk Management and Group Compliance and Governance are a key component of banks' second line of defense, for monitoring and reporting risks-related practices and managing compliance risks. They function with direct reporting to Board Risk and Compliance Committee, that responsible for identifying and assessing key risks, measuring the levels of Bank's risk exposure, monitoring exposure levels in light of the risk appetite, non-compliance risk with applicable laws and regulations, determining capital requirements on a regular basis following up and evaluating decisions relating to certain risks.

Group Risk Management

NBK Group's risk management framework is integral to its operations and culture and it seeks to manage risk in a structured, systematic manner through a global risk policy, which embeds comprehensive risk management into the organizational structure, risk measurement and monitoring processes.
Ultimate responsibility for setting out risk appetite and effective management of risk rests with the Board. This is managed through the Board Risk and Compliance Committee (the "BRCC") and the Group Executive Committee (the "EC"). These committees ensure that risk-taking authority and policies are effectively communicated from the Board to the relevant business units. The Group's risk management, compliance management and internal audit functions assist executive management in controlling and actively managing the Group's overall risk profile.
The key features of the Group's comprehensive risk management policy are:

- The Board provides overall risk management direction and oversight;
- The Group's risk appetite is reviewed by the BRCC and ultimately approved by the Board;
- Risk management focused on compliance with applicable laws, regulations and internal policies is intrinsically embedded in the Group's process and is a core competency of all its employees;
- The Group manages its credit, market, liquidity and operational risks in a coordinated manner within the organization; and
- The Group internal audit provides independent validation of the adequacy and effectiveness of the risk management framework on a Group level.

Group Risk Management structure

The structure of the Risk Management function consists of the following departments:

The Group Risk Management, which headed by the Group Chief Risk Officer ("GCRO"), reports directly to the BRCC and is responsible for:

- identifying and assessing the key risks faced by the Group;
- measuring the Group's exposure to those risks;
- monitoring this exposure in light of the Group's risk appetite, as approved by the Board;
- determining the Group's corresponding capital needs on an ongoing basis;
- monitoring and assessing major decisions related to risk-taking; and
- Following up and evaluating decisions related to certain risks.

The risk management function assists senior management in controlling and actively managing the Group's overall risks and risk profile. The function also ensures that:

- The Group's overall business strategy is consistent with the risk appetite approved by the Board of Directors and allocated by the EC;
- Risk policies, procedures and methodologies are consistent with the Group's risk appetite;
- Appropriate risk management architecture and systems are developed and implemented; and
- Risks and limits of the portfolio are monitored throughout the Group, including at appropriate "regional" levels.

NBK Group and Group Risk Management regularly assess the adequacy and effectiveness of the risk management framework in light of the changing risk environment.

Group Compliance and Governance

The Group Compliance and Governance is a part of NBK Group's culture of complying and operating in accordance to the regulatory and legislative frameworks, where Group Compliance and Governance attempts to enhance sound practices and ensure that Bank does not violate any requirements set by legislators and regulatory Bodies in either Kuwait or other countries where Group operates.

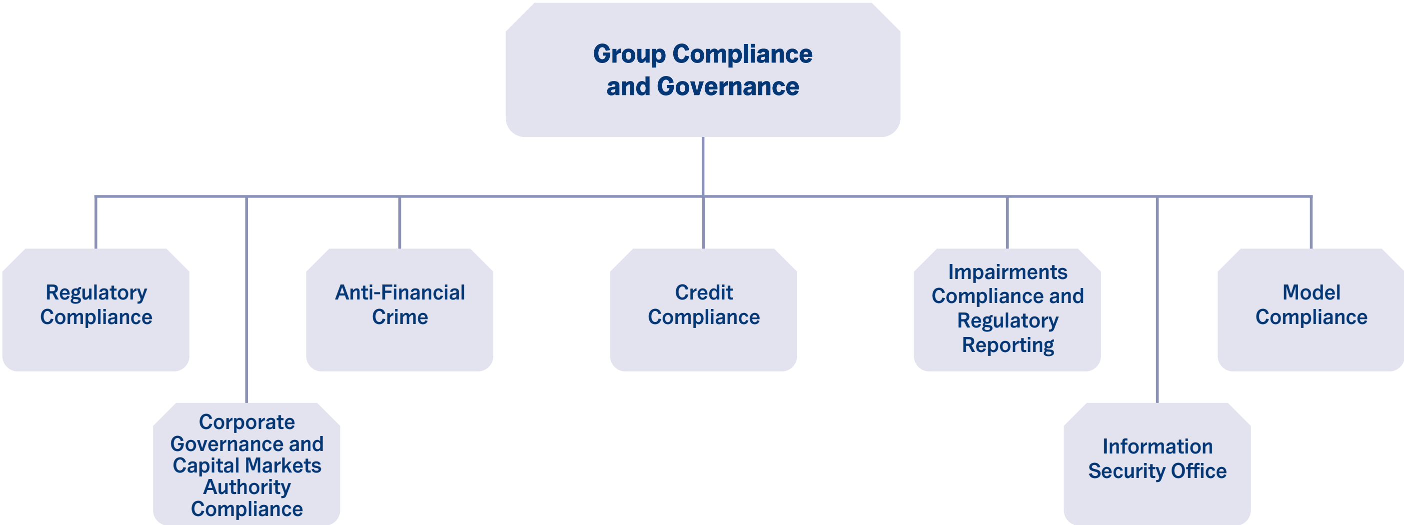
The Compliance and Governance function is a key component of the Bank's second line of defense for managing compliance risks, the Group supervises and participates in placing internal procedures in conformity with regulations. Its main role is to support the Bank and its Management in managing the compliance risks, embedding and improving the compliance arrangements in all levels and structures of the Bank, in order to ensure that the bank operates with integrity and adheres to applicable laws, regulations and internal policies.

The key features of the Group's comprehensive policy of managing compliance risks and embedding sound governance principles are:

- The Board provides overall guidance to implement compliance culture and sound corporate governance principles across the bank;
- The Group's compliance and governance policies and procedures are reviewed by the Board Risk and Compliance Committee and ultimately approved by the Board;
- Comprehensive reports concerning level of compliance and associated risks are presented to Board and Board Risk and Compliance committee;
- The Group coordinated and work with Bank's Management under the supervision of Board of directors.; and
- The Group internal audit provides independent validation of the adequacy and effectiveness of the Group Compliance and Governance framework on a Group-wide basis.

Group Compliance and Governance Structure

The structure of the Group Compliance & Governance consists of the following departments:



Group Compliance and Governance headed by Group Chief Compliance and Governance Officer ("GCC&GO") and reports directly to the Board Risk and Compliance Committee ("BRCC").

Group Compliance and Governance has the following objectives and responsibilities:

- Identify, assess, monitor and report on the compliance risks faced by NBK Group.
- Review the compliance risk processes that are in place to anticipate and effectively manage the impact of regulatory change on the Group's operations.
- Ensure NBK Group and each subsidiary and branch in every jurisdiction of operation abides by all relevant laws and regulations applicable to each of them.
- Assess/Review the implementation of compliance procedures needed to verify compliance with the laws, regulations, procedures and directives issued by the Central Bank of Kuwait, Capital Markets Authority and relevant Regulatory Bodies.
- Ensure the Bank's compliance with the regulations related to Anti-Financial Crime and the Foreign Account Tax Compliance Act (FATCA), Common Reporting Standard (CRS) and other similar applicable regulations.
- Ensure sound Corporate Governance implementation across the Group.

I. Capital Adequacy

Capital adequacy, financial leverage and the use of various levels of Regulatory Capital are monitored regularly by the Group's Management and are also governed by guidelines of the Basel Committee on Banking Supervision as adopted by the Central Bank of Kuwait (CBK) for licensed banks in Kuwait.

The CBK's Basel III framework consists of three pillars:

- Pillar 1 provides a framework for measuring capital requirements for credit, operational and market risks under the "Standardized Approach";
- Pillar 2 relates to the supervisory review process and emphasises the importance of the Internal Capital Adequacy Assessment Process (ICAAP) performed by banks; and
- Pillar 3 aims to complement the capital adequacy requirements under Pillar 1 and Pillar 2 by requiring banks to provide a consistent and understandable disclosure framework which facilitates comparison, thus enhancing the safety and soundness of the banking industry in Kuwait.

The Basel III minimum requirements for capital are underpinned by a leverage ratio that serves as a backstop to the risk-based capital measures. There are also buffer requirements in the form of a capital conservation buffer, a countercyclical capital buffer, and an additional surcharge for banks designated as domestic systemically- important.

A key objective of National Bank of Kuwait S.A.K.P. (the "Bank") and its subsidiaries (collectively the "Group") is to maximize shareholders' value with optimal levels of risk, whilst maintaining a strong capital base to support the development of its business and comply with externally-imposed capital requirements.

1. Regulatory Scope of Consolidation

The core activities of the Group are retail, corporate and private banking, investment banking, and asset wealth management & brokerage services. For further details on the Group's activities, please refer to note 3 of the Group's consolidated financial statements.

The consolidated financial statements and capital adequacy regulatory reports of the Group have been prepared and consolidated on a consistent basis, save as otherwise disclosed. For additional information on the basis of preparation and basis of consolidation please refer to notes 2.1 and 2.3 of the Group's consolidated financial statements for the year ended 31st December 2021.

The principal operating subsidiaries of the Group are presented in note 25 of the Group's consolidated financial statements. All subsidiaries have been fully consolidated under the regulatory scope of consolidation for Regulatory Capital calculations (refer note 31 of the Group's consolidated financial statements for consolidation treatment for the Islamic Banking subsidiaries of the Group).

Significant investments (as defined) in Banking, Financial and Insurance entities which are outside the scope of regulatory consolidation are required to be subject to the threshold treatment prescribed under the CBK Basel III rules and are risk-weighted and/or deducted against equity.

- All the significant investments in Banking and Financial entities classified as Associates listed in note 14 of the Group's consolidated financial statements have been subject to the applicable threshold treatment and risk-weighted as prescribed.
- Other significant investments in Banking and Financial entities classified as equities have been subject to the applicable threshold treatment and risk-weighted as prescribed.

'Minority' Investments in Banking, Financial and Insurance entities classified as equities have been subject to the applicable threshold treatment and risk-weighted as required.

2. Capital structure

The Group's Regulatory Capital comprises:

a) Common Equity Tier 1 (CET1) capital which is considered as the core measure of the Group's financial strength and includes share capital, share premium, eligible reserves, retained earnings and eligible non-controlling interests (net of Regulatory adjustments),

b) Additional Tier 1 (AT1) capital which consists of Perpetual Tier 1 Capital Securities classified as Equity (note 21 of the Group's consolidated financial statements) and certain additional eligible portion of non-controlling interests, and

c) Tier 2 (T2) capital which consists of Subordinated Tier 2 Bonds classified as Debt (note 17 of the Group's consolidated financial statements), the allowed portions of general provisions and certain additional eligible non-controlling interests.

The Bank's share capital as at 31 December 2021 comprised 7,192,694,440 issued and fully-paid-up equity shares (2020: 6,850,185,181)

The Regulatory Capital in KD Thousands for the Group is detailed below:

Table 1

Regulatory Capital	31 December 2021	31 December 2020
Common Equity Tier 1	**3,009,218**	2,869,437
Additional Tier 1 Capital	**528,558**	493,786
Tier 1 Capital	**3,537,776**	3,363,223
Tier 2 Capital	**544,597**	517,546
Total Regulatory Capital	**4,082,373**	3,880,769

3. Capital Adequacy Ratio

The Group ensures adherence to CBK's requirements on Group-wide and stand alone Capital Adequacy by regular monitoring. The Group's capital forecasting process ensures pro-active actions, and plans to ensure a sufficient capital buffer above minimum levels are in place at all times. This process is supported by the use of proprietary capital-planning methodology which takes into consideration Regulatory Capital requirements, rating agency views, stress-testing and bottom-up views of business plans. These views then cascade into considerations on what capital level is required.

In addition each banking subsidiary of the Group is directly regulated by its local banking supervisor which sets and monitors its capital adequacy requirements as per the jurisdiction's requirements and ensures its compliance therewith.

In response to the Corona Virus Disease pandemic crisis, the CBK implemented various measures targeted at reinforcing the banking sector including revising the Capital Conservation Buffer requirements of 2.5% of risk-weighted assets in the form of CET1 minimum capital requirement to:

Nil from 1st April 2020 to 31st December 2021.
1% from 1st January 2022 to 31st December 2022.
Full 2.5% from1st January 2023 onwards.

Pursuant to the consumer loan deferment program of 2020, the CBK has allowed, as part of Corona Virus Disease ("COVID-19") support measures, the modification loss on deferment of loan instalments of KD 130,499 thousand charged directly to Retained Earnings in June 2020, to be deferred and deducted from Regulatory Capital equally over 4 years starting 2021, i.e., KD 32,625 thousand per year.

The Minimum Capital requirements (MCR) and associated levels of Regulatory Capital expressed as a percentage of risk-weighted assets for NBK Group are:

Table 2

Regulatory Capital Levels	31 December 2021	31 December 2020
Common Equity Tier 1	**7.0%**	7.0%
Capital Conservation Buffer*	**Nil**	Nil
Domestic Systemically-Important Bank (D-SIB) Buffer	**2.0%**	2.0%
Common Equity Tier 1 (including Buffers)	**9.0%**	9.0%
Additional Tier 1 Capital	**1.5%**	1.5%
Tier 1 Capital	**10.5%**	10.5%
Tier 2 Capital	**2.0%**	2.0%
Total Regulatory Capital	**12.5%**	12.5%

* CET1 Capital Conservation Buffer of 2.5% for 31st December 2019 has been reduced to nil by CBK from 1st April 2020 until 31 December 2021 due to Corona Virus Disease.

The Group, having been designated as a Domestic Systemically-Important Bank (D-SIB), is required to maintain an additional minimum capital of 2%. Countercyclical Capital Buffer has not been required for the period ended 31 December 2021 in the MCR (nor at 2020).

The Capital Adequacy Ratios for the Group at consolidated level are as follows:

Table 3	CET1	Tier1	Total
Group for 31 December 2021	**13.3%**	**15.7%**	**18.1%**
Group for 31 December 2020	13.6%	16.0%	18.4%

The Capital Ratios of the banking subsidiaries based on their latest submissions (filed or approved, as applicable, under their respective jurisdictions and regimes) were as follows:

Table 4	31 December 2021		
	CET1	**Tier1**	**Total**
NBK (International) plc [United Kingdom]	**21.9%**	**21.9%**	**21.9%**
National Bank of Kuwait France SA [France]	**61.8%**	**61.8%**	**61.8%**
NBK (Lebanon) S.A.L. [Lebanon]	**34.6%**	**45.0%**	**45.0%**
NBK Banque Privee (Suisse) S.A. [Switzerland]	**27.7%**	**41.26%**	**41.2%**
Boubyan Bank K.S.C.P. [Kuwait]	**12.0%**	**15.1%**	**16.4%**
Credit Bank of Iraq S.A. [Iraq]	**12.0%**	**492.0%**	**500.0%**
NBK Egypt S.A.E. [Egypt]	**20.1%**	**22.6%**	**25.3%**

	31 December 2020		
	CET1	Tier1	Total
NBK (International) plc [United Kingdom]	23.0%	23.0%	23.0%
National Bank of Kuwait France SA [France]	57.5%	57.5%	57.5%
NBK (Lebanon) S.A.L. [Lebanon]	33.1%	42.4%	42.4%
NBK Banque Privee (Suisse) S.A. [Switzerland]	31. 0%	46.2%	46.2%
Boubyan Bank K.S.C.P. [Kuwait]	13.7%	15.6%	16.9%
Credit Bank of Iraq S.A. [Iraq]	12.0%	356.0%	362.0%
NBK Egypt S.A.E. [Egypt]	17.3%	20.4%	23.1%

All the banking subsidiaries within the Group are in compliance with the minimum capital requirements as applicable under their respective jurisdictions and have not reported any capital deficiencies. In general, the restrictions on transfer of funds or Regulatory Capital within the Group are related to constraints that are imposed on entities by local regulators or tax constraints.

4. Profile of risk-weighted assets and capital charge

The Group's risk-weighted capital requirements for credit, market and operational risks are shown below. The calculations include Boubyan Bank K.S.C.P., an Islamic Banking subsidiary. For purposes of determining risk-weighted assets and capital required, exposures and assets at Boubyan Bank K.S.C.P. and its consolidated banking subsidiary are risk-weighted, and capital charge is calculated, in accordance with CBK regulations applicable to banks providing banking services compliant with Codes of Islamic Sharia'a. Those figures are then added to corresponding figures pertaining to all the rest of the Group, identical with the treatment in relevant reports submitted to CBK. The Capital charge in section 4.1, 4.2 and 4.3 below represent the minimum requirement for Kuwait Banking sector at 10.5% (excluding D-SIB Buffer of 2% for NBK Group).

4.1. Credit risk:

The total capital charge in respect of credit risk as at 31 December 2021 was KD 2,168,814 thousand (2020: KD 2,006,193 thousand) as detailed below:

Table 5 — **KD 000s**

	31 December 2021			31 December 2020		
	Gross credit exposure	**Risk-weighted assets**	**Capital charge**	Gross credit exposure	Risk-weighted assets	Capital charge
Cash	**235,448**	**-**	**-**	228,896	-	-
Claims on sovereigns	**8,044,550**	**1,212,761**	**127,340**	6,395,610	1,062,332	111,545
Claims on International Organizations	**115,368**	**-**	**-**	112,570	-	-
Claims on public sector entities	**1,520,974**	**170,177**	**17,869**	1,415,781	177,880	18,677
Claims on multilateral development banks	**60,700**	**14,390**	**1,511**	72,667	6,078	638
Claims on banks	**5,258,232**	**1,478,405**	**155,233**	5,453,568	1,669,340	175,281
Claims on corporates	**14,662,384**	**10,760,177**	**1,129,819**	13,834,341	10,004,416	1,050,464
Regulatory retail exposure	**7,070,423**	**6,146,005**	**645,331**	6,107,091	5,280,559	554,459
Past due exposures	**105,166**	**82,119**	**8,622**	180,081	139,472	14,645
Other exposures	**1,038,628**	**791,338**	**83,089**	956,048	766,514	80,484
Total	**38,111,873**	**20,655,372**	**2,168,814**	34,756,653	19,106,591	2,006,193

"Other exposures" above includes an amount of KD 279,748 thousand negative (2020: KD 305,530 thousand negative) representing the amount of general provision in excess of a maximum of 1.25% of Credit risk-weighted assets which is allowed in arriving at Tier 2 capital.

The Group's figures relating to exposures and risk-weighted assets have been classified to provide a meaningful representation of the standard portfolio asset classes.

4.2. Market risk:

The total capital charge at 10.5% at pre-Corona Virus Disease levels in respect of market risk was KD 32,809 thousand (2020: KD 37,307 thousand) as detailed below:

Table 6		KD 000's
	31 December 2021	31 December 2020
Interest rate risk	**1,061**	1,989
Foreign exchange risk	**31,748**	35,318
Total	**32,809**	37,307

4.3. Operational risk:

The total capital charge at 10.5% in respect of operational risk was KD 166,963 thousand (2020: KD 136,235 thousand). This capital charge was computed by categorizing the Group's activities into 8 business lines (as defined in the CBK Basel III framework) and multiplying the business line's three-year average gross income by a pre-defined beta factor.

4.4. Domestic Systemically-Important Bank (D-SIB):

The additional capital requirement in respect of the Group having been designated as a Domestic Systemically-Important Bank (D-SIB) of 2% as at 31 December 2021 amounts to KD 451,159 thousand (2020: KD 421,043 thousand)

II. Risk management

In common with other financial institutions, risk, including credit risk, market risk, liquidity risk, Information Technology (IT), operational and environmental, social and governance (ESG) risks, is inherent in the Group's activities. The complexity in the Group's business operations and diversity of geographical locations require efficient and timely identification, measurement, aggregation and management of risks and efficient allocation of capital towards achieving the ultimate objective of protecting the Group's asset values and income streams in order to protect the interests of its shareholders and external fund providers, increase shareholder value and achieve a return on equity that is commensurate with the risks assumed. Management of these inherent risks is critical to ensuring the Group's financial soundness and profitability.

The Group's risk management framework is integral to its operations and culture and it seeks to manage risk in a structured, systematic manner through a global risk policy, which embeds comprehensive risk management into the organizational structure, risk measurement and monitoring processes.

Ultimate responsibility for setting out risk appetite and effective management of risk rests with the Board of Directors. This is managed through the Board Risk & Compliance Committee (the "BRCC") and the Group Executive Committee (the "EC"), which ensure that risk-taking authority and policies are effectively communicated from the Board to the appropriate business units. The Group's risk management, compliance and internal audit function assists Executive Management in controlling and actively managing the Group's overall risk profile.

The key features of the Group's comprehensive risk management policy are:

- the Board provides overall risk management direction and oversight;
- the Group's risk appetite is reviewed by the BRCC and ultimately approved by the Board;
- risk management is embedded in the Group as an intrinsic process and is a core competency of all its employees;
- the Group manages its credit, market, liquidity, IT and operational risks in a co-ordinated manner within the organization; and
- the Group's internal audit function reports to the Board Audit Committee (the "BAC") and provides independent validation of the business units' compliance with risk policies and procedures and the adequacy and effectiveness of the risk management framework on a Group-wide basis.

The function also ensures that:

- The Group's overall business strategy is consistent with its risk appetite approved by the Board and allocated by the Executive Committee.
- Risk policies, procedures and methodologies are consistent with the Group's risk appetite.
- Appropriate risk management architecture and systems are developed and implemented; and
- Risks and limits of the portfolio are monitored throughout the Group, including at appropriate "regional" levels.

The Group regularly assesses the adequacy and effectiveness of its risk management framework in light of the changing risk environment.

1. Risk Management Strategy

The key elements of the Board-approved risk strategy are:

- maintaining stability and business continuity during stress situations;
- ensuring effective and adequate compliance with Regulatory Capital requirements and internal capital targets in keeping with the Group's strategy;
- developing the Group's IT infrastructure and using modern methods to raise the professional level and levels of experience of human resources;
- effective risk planning through an appropriate risk appetite; and
- performing stress tests consistently to assess the impact on the Group's capital requirements, capital base and liquidity position.

2. Risk Appetite

The Group's risk appetite defines the maximum limit of risk that the Group is willing to accept in relevant business categories in order to achieve an optimal balance of risk and return which will enable the achievement of its strategic objectives. Any risk which breaches the Group's stated risk appetite must be mitigated as a matter of priority to within acceptable levels.

- The risk appetite is annually reviewed and presented by the BRCC to the Board for final approval. This ensures the risk appetite statements are consistent with the Group's strategy and business environment. Through the risk appetite statements, the Board communicates to Management the acceptable level of risk for the Group, determined in a manner which meets the objectives of shareholders, depositors and regulators. This ensures Risk Appetite remains aligned to the Group's strategic objectives, expectations of Regulators and stakeholders including clients, investors, and financial markets, and remains fit for purpose.
- The Group risk management and Group Compliance & Governance functions aim to identify early warnings of risk limit and risk appetite breaches, and are responsible for notifying them to the BRCC and the Board.

3. Scope and nature of risk reporting tools

The Group's risk management framework enables the Group to identify, assess, limit and monitor risks using a comprehensive range of quantitative and qualitative tools. Some of these tools are common to a number of risk categories, while others are tailored to the particular features of specific risk categories and enable generation of information such as:

- Credit risk in commercial and consumer lending and other asset exposures, such as collateral coverage ratio, limit utilisation, past-due alerts, etc.
- Quantification of the susceptibility of the market value of single positions or portfolios to changes in market parameters (commonly referred to as sensitivity analysis).
- Quantification of exposure to losses due to extreme movements in market prices or rates.

The Group regularly assesses the adequacy and effectiveness of its reporting tools and metrics in light of the changing risk environment.

The Group augments its overall framework for governance and capital planning and management by undertaking an ICAAP, which includes “scenario testing” at periodic, regular intervals. Amongst the key objectives of the ICAAP is to quantify potential inherent risks which the Group faces not covered under Pillar 1. In line with the guidelines from the Basel Committee and CBK, key principles of the Group's ICAAP include:

- Responsibilities of the Board and Senior Management.
- Sound capital management.
- Comprehensive assessment of Pillar II risks, e.g., Credit (sector, name, and geographic concentration), residual credit risk, residual market risk, Model risk, Liquidity, Legal, Reputational, Strategic Risks and other specific risks which are not covered in Pillar I etc.
- Monitoring and reporting.
- Control and review of the process.

4. Risk management processes

Through the Group's risk management framework, transactions and outstanding risk exposures are quantified and compared against authorized limits, whereas non-quantifiable risks are monitored against policy guidelines and key risk and control indicators. Any discrepancies, excesses or deviations are escalated to Management for appropriate action.

The key risks assumed by the Group in its daily operations are outlined below:

4.1. Credit risk

Credit risk is defined as the likelihood that a customer or counterparty is unable to meet the contracted financial obligations resulting in a default situation and/or financial loss. These risks arise in the Group's normal course of business.

4.1. 1. Credit risk management strategy

The approach to credit risk management is based on the foundation to preserve the independence and integrity of the credit risk assessment, management and reporting processes, combined with clear policies, limits and approval structures which guide the day-to-day initiation and management of the Group's credit risk exposure. This approach comprises credit limits which are established for all customers after a careful assessment of their creditworthiness.

Standing procedures, outlined in the Group's Credit Policies and Manuals, require that all credit proposals be subjected to detailed screening by the domestic or international credit risk management divisions prior to submission to the appropriate credit committee. Whenever necessary, credit facilities are secured by acceptable forms of collateral to mitigate the related credit risks. The Board of Directors defines the Group's credit risk management strategy and ratifies significant credit risk policies approved by the Group's Executive Committee to ensure alignment of the Group's exposure with its risk appetite.

4.1.2. Credit risk management structure

Senior management implements the Board of Directors' credit risk strategy and develops policies and procedures for identifying, assessing, monitoring and controlling credit risk.

The Group's Executive Committee, chaired by the Group Chief Executive Officer (GCEO) and comprising senior executives from the business divisions, meets regularly to review significant credit policies and the Group's corporate and consumer credit portfolios and advises the Board appropriately.

All significant credit policies and amendments to policies are reviewed and approved annually by the Executive Committee and ratified by the Board. Within this framework, limits and approval authorities are exercised by the officers delegated with defined approval authorities.

In compliance with CBK regulations, lending to individual Board Members and related parties is fully secured and monitored by the Senior Credit Committee and the Board Credit Committee (BCC). Furthermore, facilities granted to them are made on substantially the same terms, including interest rates and collateral, as those prevailing at the time for comparable transactions with unrelated parties. All such facilities are approved by the Board of Directors in line with the relative authorities from the Shareholders' General Assembly.

Country limits are determined based on the outlook of economic and political factors, along with the review of reports from recognized and creditable market sources and application of local business and market knowledge. Significant country-limit exposures are subject to periodic approval by the Board of Directors or the Board Credit Committee.

4.1.3. Key features of corporate credit risk management

- Corporate credit facilities are granted based on detailed credit risk assessments which consider the purpose of the facility and source of repayment, prevailing and potential macro-economic factors, industry trends and the customer's positioning within its industry peer-group.
- Internal credit-rating models are regularly reviewed by the independent Model validation team (under Group Compliance & Governance) in co-ordination with GRM, line management and the Executive Committee and continually enhanced in line with industry credit risk management "best practices".

All new proposals, along with reviews of material changes to existing credit facilities, are reviewed and approved by the appropriate credit committee.

The Group has the following hierarchy of credit committees at the Head Office Level:

- Board Credit Committee (BCC), which consists of non-executive Board Members and approves all facilities exceeding the mandate of the other committees;
- Senior Credit Committee (SCC), which consists of the GCEO, the Deputy GCEO, the CEO Kuwait, the Chief Credit Officer, the Head of Corporate Banking and a number of senior executives in Corporate Banking and is responsible for reviewing, approving or recommending domestic credit proposals that exceed the Management Credit Committee's competence as well as those concerning 'criticized' accounts [which, as part of the Group's overall credit quality monitoring processes, are accounts which, although neither classified as 'past due' nor 'past due and impaired', have experienced difficulties which may cause them to become categorized as 'irregular' accounts (being accounts which are either classified as 'past due' or 'past due and impaired')];
- Management Credit Committee (MCC), which consists of the Head of Corporate Banking, the Deputy Head of Corporate Banking, the Head of Domestic Credit Risk Management and a number of senior executives in Corporate Banking and is responsible for reviewing, approving or recommending domestic credit proposals, except those concerning 'criticized' accounts and those that exceed the Management Credit Committee's competence, which are escalated to the Senior Credit Committee;
- Senior International Credit Committee (SICC), which consists of the GCEO, the Deputy GCEO and the Group Chief Risk Officer (GCRO) and is responsible for reviewing, approving or recommending all credit proposals originating from the Group's international offices that exceed the Management International Credit Committee's mandate as well as those concerning 'criticized' accounts; and
- Management International Credit Committee (MICC), which consists of the Head of Group Risk Management , the Chief Credit Officer, the CEO International Banking Group and certain Senior members of the International Banking Group and International Credit Risk Management and is responsible for reviewing, approving or recommending all credit proposals originating from the Group's international offices except those concerning 'criticized' accounts, which are escalated to the Senior International Credit Committee.

The credit committees have a set of approval authorities in place as delegated by the Board and which vary by reference to the type of counterparty (for example, sovereign, financial institution and corporate), the counterparty rating (investment grade or speculative) and whether the facility is secured or non-cash, among other factors. Specific approval authorities exist for fully-secured facilities as well as 'criticized' accounts.

In addition, the Group's international offices have their own hierarchy of credit committees.

Credit facility administration is undertaken by a segregated function to ensure proper execution of all credit approvals and maintenance of documentation, and proactive control over maturities, expiry of limits, collateral valuation and contractual covenants.

4.1.4 Key features of consumer credit risk management

The Group's consumer portfolio credit risks are managed through an independent unit, which is part of the Group Risk Management (GRM) function and works with the consumer banking business. The consumer risk strategy aims to support portfolio growth within acceptable risk appetite thresholds and advises the Consumer Banking Group with prudent lending policies based on portfolio performance. Consumer Credit Risk Management assesses the external environment and focuses on growth for selected segments and proactively monitors the portfolio. They are aligned with key concepts of risk management, namely governance, control and measurement and reporting.

Consumer Credit Risk is managed through a framework that sets out policies and procedures covering the measurement and management of credit risk. There is a clear segregation of duties between transaction originators in the businesses and approvers. Within this framework, all credit exposure limits are approved within a defined credit approval authority framework. Policies and procedures specific to each business/product line are approved by the Executive Committee and significant policies are ratified by the Board. Credit loss recognition process/quantification is handled by Consumer Risk Management Unit, within GRM, independent of the business.

4.1.5 Credit review procedures and loan classification

Corporate and SMEs

The Group's policy is to assess the credit risk in commercial banking through a risk-rating process which provides transparency and consistency to enable comparison between obligors. The Group uses an industry standard risk-rating tool to make these assessments. Under this risk-rating framework, the obligors are rated based on financial and business assessments.

The risk-rating process derives obligor risk-ratings ("ORRs") and facility risk-ratings ("FRRs"). The rating methodology focuses on factors such as operating performance, liquidity, debt service and capital structure. The ratio analysis includes the assessment of each ratio's trend across multiple periods, in terms of both rate change and the volatility of the trend. It also compares the value of the ratio for the most-recent period with the values of the comparable peer group. Qualitative assessments of the operations, liquidity and capital structure are also included in the assessment. The Group has implemented risk-rating models for commercial, real estate, high net worth individuals and project finance facilities. The Group also has an approved framework for FRRs. While the ORR does not take into consideration factors such as the availability of collateral and support, the FRR is a measure of the quality of the credit exposure based on the expected loss in the event of default after considering collateral and support. The availability of eligible collateral or support substantially reduces the extent of the loss in the event of default and such risk mitigating factors are reflected in the FRR.

In cases where the risk-rating tool is not applicable, the Bank assigns a rating based on an internal assessment which is mapped to the relevant external rating scale.

The Group classifies its exposure in accordance with the North American Industry Classification System Code in addition to the classification based on purpose codes as defined by the CBK. This additional classification helps to improve the accuracy of ORRs through peer group analysis in respect of performance and financial indicators and also allows the Group to classify its portfolio into sub-segments which facilitate analysis and improve the management of concentrations.

Credit facilities to Corporates and SMEs are structured across various products and maturities and are subject to review at least annually. Semi-annual "short-form" reviews are also performed subject to certain additional criteria.

Financial institutions

The Group's policy is to assess the credit risk in facilities granted to financial institutions by utilising data from external credit agencies. Such data are further complemented by the bilateral transaction history with the relevant financial institution and existing and potential relationship with the Group. The resulting credit facilities are structured across various products and maturities and are subject to review at least annually.

Consumer lending

The independence of Risk function helps to balance appropriate near-term and longer-term objectives. Consumer lending criteria incorporate CBK regulatory guidelines and Group policies related to consumer credit facilities, such as debt-to-income ratio, minimum qualifying income and limits on advances by product type. Additional inputs utilized include applicant characteristics obtained from credit bureaus, particularly the Kuwait credit bureau, to assist in assessing an applicant's ability to repay and the probability of default.

Consumer Credit Risk Management proactively monitors portfolios considering the external environment, analysing growth in selected segments and, as per risk strategy, aims to support portfolio growth within acceptable risk appetite thresholds.

Consumer credit risk is monitored with three lines of defence.

First Line -	The Business owns and manages risks and controls (including the identification and assessment of risk and controls) in adherence to credit policies governing the business and across the value chain in line with risk appetite.
Second Line -	The Consumer Credit Risk Management function develops and maintains the risk management framework which enables the business to manage the risk and control environment within the Board-approved risk appetite.
Third Line -	Internal Audit independently tests, verifies and evaluates controls for effective credit risk management and the implementation of policies and procedures.

4.1.6. Group credit risk monitoring and portfolio management

The Group has a portfolio risk-rating process through which the overall portfolio quality is assessed at regular intervals and analysed for credit committees. In addition, a RAROC (Risk-Adjusted Return on Capital) model is in use to guide business lines and Management in pricing credit facilities granted to corporate clients. The RAROC model is based on the premise that pricing should be aligned with the risk embedded in the proposal.

The Group's credit exposures are regularly reviewed and monitored through a system of triggers and early-warning signals aimed at detecting adverse symptoms which could result in a deterioration of credit risk quality. The triggers and early-warning systems along with market intelligence, facility utilization and collateral valuation updates are included in the regular review of the credit facilities to enable timely corrective action by Management. These reviews are performed on a semi-annual, annual and ad-hoc basis as required. The results of the monitoring process are reflected in the internal rating.

The total portfolio credit risk is monitored on an ongoing basis with formal monthly and quarterly reporting to ensure senior management awareness of shifts in credit quality and portfolio performance along with changing external factors such as economic and business cycles.

Cross-border exposures are monitored by the central credit risk management function against specific limits set for this purpose.

Consumer credit risk reporting also includes a detailed dashboard for consumer and small-business lending, covering the entire credit life-cycle, including delinquency monitoring such as ageing and migration and loss recognition.

4.1.7. Group credit risk mitigation strategy

Portfolio diversification is a cornerstone of the Group's credit risk mitigation strategy which is implemented through customer, industry and geographical limit structures.

In accordance with CBK regulations, the Group limits its credit concentration per group of related entities to 15.0 per cent. of the Bank's Regulatory Capital. This does not apply to government and quasi-government entities, agencies and departments in the GCC countries that do not work on a commercial basis and subject to CBK approval, or to banks. The Group also measures its concentration levels across sectors, geographies and products to ensure and enhance the portfolio oversight and diversification.

Credit risk mitigants such as collateral and guarantees from third parties are effective mitigating factors within the Group's portfolio and collateral quality is continuously monitored and assessed. Risk transfer in the form of syndications, risk participation arrangements with other banks and sale of loans are common practices to manage the Group's exposures.

4.1.8 Management of credit collateral and valuation

The main types of collateral accepted by the Group include:

- cash collateral;
- quoted shares and units in collective investment schemes;
- bank guarantees;
- commercial and residential real estate; and
- eligible debt instruments (principally sovereign and bank obligors).

In accordance with the Group's credit policies, banks and creditworthy companies and individuals with high net worth are accepted as guarantor counterparties, subject to credit risk assessment. However, in accordance with the CBK Basel III framework, only cash collateral, guarantees from banks with defined high credit-quality ratings, quoted shares, eligible debt instruments and units in collective investment schemes are recognized as risk mitigation for capital adequacy purposes.

The custody and daily "mark to market" (revaluation) of financial collateral, inclusive of shares, are performed independent of the business units. Real estate collateral except private residences is valued on an annual basis.

The Group's credit exposures were covered by the following eligible financial collateral and guarantees:

Table 7			**KD 000s**			
	31 December 2021			31 December 2020		
	Gross credit exposure	**Eligible Credit Risk Mitigation**	**Eligible guarantees**	Gross credit exposure	Eligible Credit Risk Mitigation	Eligible guarantees
Cash	**235,448**	**-**	**-**	228,896	-	-
Claims on sovereigns	**8,044,550**	**390**	**-**	6,395,610	462	-
Claims on International Organizations	**115,368**	**-**	**-**	112,570	-	-
Claims on public sector entities	**1,520,974**	**372**	**-**	1,415,781	419	-
Claims on multilateral development banks	**60,700**	**-**	**-**	72,667	-	-
Claims on banks	**5,258,232**	**-**	**1,382,127 ***	5,453,568	-	1,449,022*
Claims on corporates	**14,662,384**	**1,295,716**	**-**	13,834,341	1,346,264	-
Regulatory retail exposure	**7,070,423**	**190,024**	**-**	6,107,091	150,182	-
Past due exposures	**105,166**	**2,406**	**-**	180,081	13,265	-
Other exposures	**1,038,628**	**-**	**-**	956,048	-	-
Total	**38,111,873**	**1,488,908**	**1,382,127**	34,756,653	1,510,592	1,449,022

*"Memorandum" item where banks act as "guarantors"

4.1.9. Gross, average and net credit exposures

The Group's gross credit exposures, average credit exposures and the former adjusted for credit conversion and credit risk mitigation factors, respectively, are detailed below:

Table 8	KD 000s					
	31 December 2021			31 December 2020		
	Gross credit exposure	**Funded exposure**	**Unfunded exposure**	Gross credit exposure	Funded exposure	Unfunded exposure
Cash	235,448	235,448	-	228,896	228,896	-
Claims on sovereigns	8,044,550	8,018,652	25,898	6,395,610	6,363,972	31,638
Claims on International Organizations	115,368	115,368	-	112,570	112,570	-
Claims on public sector entities	1,520,974	1,439,242	95,110	1,415,781	1,213,084	202,697
Claims on multilateral development banks	60,700	60,700	-	72,667	72,667	-
Claims on banks	5,258,232	3,475,348	1,765,406	5,453,568	3,605,434	1,848,134
Claims on corporates	14,662,384	11,631,083	2,974,780	13,834,341	10,840,318	2,994,023
Regulatory retail exposure	7,070,423	7,015,944	54,479	6,107,091	6,036,819	70,272
Past due exposures	105,166	103,010	-	180,081	180,081	-
Other exposures	1,038,628	973,215	65,413	956,048	956,048	-
Total	38,111,873	33,068,010	4,981,086	34,756,653	29,609,889	5,146,764

Table 9:	KD 000s					
Average Credit Exposures	**31 December 2021**			31 December 2020		
	***Average credit exposure**	**Funded exposure**	**Unfunded exposure**	*Average credit exposure	Funded exposure	Unfunded exposure
Cash	236,477	236,477	-	224,376	224,376	-
Claims on sovereigns	7,502,590	7,474,526	28,064	6,706,798	6,673,570	33,228
Claims on International Organizations	104,039	104,039	-	89,124	89,124	-
Claims on public sector entities	1,484,193	1,362,952	121,241	1,310,731	1,193,740	116,991
Claims on multilateral development banks	79,948	79,948	-	59,822	59,822	-
Claims on banks	5,572,240	3,765,663	1,802,208	5,630,791	3,790,071	1,840,720
Claims on corporates	14,213,301	11,238,666	2,960,504	14,042,714	11,070,132	2,972,582
Regulatory retail exposure	6,556,195	6,494,950	61,245	5,804,029	5,742,506	61,523
Past due exposures	197,965	197,426	-	161,646	161,646	-
Other exposures	993,712	993,712	-	937,183	936,098	1,085
Total	36,940,660	31,948,359	4,976,606	34,967,214	29,941,085	5,026,129

*Based on average of four quarter-end balances

Table 10:			**KD 000s**			
Net Credit Exposures	**31 December 2021**			31 December 2020		
	Net credit exposure	**Funded exposure**	**Unfunded exposure**	Net credit exposure	Funded exposure	Unfunded exposure
Cash	**235,448**	**235,448**	**-**	228,896	228,896	-
Claims on sovereigns	**8,037,115**	**8,018,652**	**18,463**	6,384,733	6,363,972	20,762
Claims on International Organizations	**115,368**	**115,368**	**-**	112,570	112,570	-
Claims on public sector entities	**1,505,356**	**1,439,242**	**66,114**	1,402,235	1,213,084	189,151
Claims on multilateral development banks	**60,700**	**60,700**	**-**	72,667	72,667	-
Claims on banks	**4,362,846**	**3,504,136**	**858,710**	4,529,577	3,623,509	906,068
Claims on corporates	**11,959,249**	**10,352,520**	**1,606,729**	11,090,211	9,517,977	1,572,234
Regulatory retail exposure	**6,852,631**	**6,840,816**	**11,815**	5,920,306	5,902,383	17,924
Past due exposures	**101,682**	**100,604**	**1,078**	166,817	166,817	-
Other exposures	**1,060,334**	**994,921**	**65,413**	956,048	956,048	-
Total	**34,290,729**	**31,662,407**	**2,628,322**	30,864,060	28,157,923	2,706,139

As at 31 December 2021, 42 % (2020: 40%) of the Group's net credit risk exposure was rated by External Credit Assessment Institutions (ECAIs) recognized for the purpose, as detailed below:

Table 11:			**KD 000s**			
Net Credit Exposures	**31 December 2021**			31 December 2020		
	Net credit exposure	**Rated exposure**	**Unrated exposure**	Net credit exposure	Rated exposure	Unrated exposure
Cash	**235,448**	**-**	**235,448**	228,896	-	228,896
Claims on sovereigns	**8,037,115**	**8,034,689**	**2,426**	6,384,733	6,383,816	918
Claims on International Organizations	**115,368**	**-**	**115,368**	112,570	-	112,570
Claims on public sector entities	**1,505,356**	**89,612**	**1,415,744**	1,402,235	69,383	1,332,852
Claims on multilateral development banks	**60,700**	**60,700**	**-**	72,667	72,667	-
Claims on banks	**4,362,846**	**4,316,022**	**46,824**	4,529,577	4,409,437	120,140
Claims on corporates	**11,959,249**	**1,780,907**	**10,178,342**	11,090,211	1,524,081	9,566,131
Regulatory retail exposure	**6,852,631**	**-**	**6,852,631**	5,920,306	-	5,920,306
Past due exposures	**101,682**	**-**	**101,682**	166,817	-	166,817
Other exposures	**1,060,334**	**-**	**1,060,334**	956,048	-	956,048
Total	**34,290,729**	**14,281,930**	**20,008,799**	30,864,060	12,459,384	18,404,678

The Group uses external ratings (where available) from recognized and creditable market sources to supplement internal ratings during the process of determining credit limits. Public issue instruments without external ratings are risk-weighted at 100% for capital adequacy purposes.

The geographical distribution of the gross credit exposure before taking into consideration credit enhancements is as detailed below:

Table 12	**KD 000's**					
31 December 2021	**Middle East and North Africa**	**North America**	**UK & Europe**	**Asia**	**Others**	**Total**
Cash	**154,922**	**557**	**79,969**	**-**	**-**	**235,448**
Claims on sovereigns	**5,753,850**	**1,957,562**	**235,493**	**97,645**	**-**	**8,044,550**
Claims on International Organizations	**0**	**-**	**0**	**115,368**	**-**	**115,368**
Claims on public sector entities	**1,492,826**	**-**	**27,558**	**590**	**-**	**1,520,974**
Claims on multilateral development banks	**60,700**	**-**	**-**	**-**	**-**	**60,700**
Claims on banks	**2,793,316**	**336,873**	**1,182,564**	**871,380**	**74,099**	**5,258,232**
Claims on corporates	**10,915,652**	**583,824**	**1,881,721**	**926,088**	**355,099**	**14,662,384**
Regulatory retail exposure	**7,060,042**	**884**	**8,538**	**59**	**900**	**7,070,423**
Past due exposures	**89,454**	**6,171**	**9,541**	**0**	**0**	**105,166**
Other exposures	**711,405**	**59,127**	**209,804**	**2,976**	**55,316**	**1,038,628**
Total	**29,032,167**	**2,944,998**	**3,635,188**	**2,014,106**	**485,414**	**38,111,873**

	KD 000's					
31 December 2020	Middle East and North Africa	North America	UK & Europe	Asia	Others	Total
Cash	167,406	772	60,718	-	-	228,896
Claims on sovereigns	5,932,583	203,075	139,335	120,617	-	6,395,610
Claims on International Organizations	-	-	-	112,570	-	112,570
Claims on public sector entities	1,395,099	-	20,069	613	-	1,415,781
Claims on multilateral development banks	72,667	-	-	-	-	72,667
Claims on banks	2,811,477	248,817	1,438,301	929,977	24,995	5,453,567
Claims on corporates	10,429,614	681,858	1,662,645	847,467	212,758	13,834,342
Regulatory retail exposure	6,098,846	842	6,541	58	804	6,107,091
Past due exposures	161,216	11,010	7,856	-	-	180,082
Other exposures	765,211	54,597	64,931	3,782	67,526	956,047
Total	27,834,119	1,200,971	3,400,396	2,015,084	306,083	34,756,653

The Group's gross credit exposure by residual contractual maturity is as detailed below:

Table 13	**KD 000's**			
31 December 2021	**Up to 3 months**	**3 to 12 months**	**Over 1 year**	**Total**
Cash	**235,448**	**-**	**-**	**235,448**
Claims on sovereigns	**4,918,297**	**993,794**	**2,132,459**	**8,044,550**
Claims on International Organizations	**86,956**	**28,412**	**0**	**115,368**
Claims on public sector entities	**470,554**	**78,650**	**971,770**	**1,520,974**
Claims on multilateral development banks	**30,285**	**13,875**	**16,540**	**60,700**
Claims on banks	**2,247,786**	**881,060**	**2,129,386**	**5,258,232**
Claims on corporates	**5,127,290**	**3,047,695**	**6,487,399**	**14,662,384**
Regulatory retail exposure	**255,290**	**527,380**	**6,287,753**	**7,070,423**
Past due exposures	**100,121**	**4,938**	**107**	**105,166**
Other exposures	**185,756**	**38,548**	**814,324**	**1,038,628**
Total	**13,657,785**	**5,614,352**	**18,839,738**	**38,111,873**

	KD 000's			
31 December 2020	Up to 3 months	3 to 12 months	Over 1 year	Total
Cash	228,896	-	-	228,896
Claims on sovereigns	3,700,681	741,427	1,953,502	6,395,610
Claims on International Organizations	100,445	12,125	-	112,570
Claims on public sector entities	377,813	96,921	941,048	1,415,782
Claims on multilateral development banks	16,379	29,110	27,178	72,667
Claims on banks	2,387,245	841,907	2,224,415	5,453,567
Claims on corporates	5,784,308	2,095,977	5,954,056	13,834,341
Regulatory retail exposure	235,533	478,809	5,392,749	6,107,091
Past due exposures	180,081	-	-	180,081
Other exposures	161,787	28,082	766,179	956,048
Total	13,173,168	4,324,358	17,259,127	34,756,653

4.1.10. Impairment Expected Credit Loss and/or Provisions

Policy since 1 January 2018

Impairment of financial assets other than credit facilities
The Group recognises Expected Credit Losses (ECL) under IFRS 9 on:

- investment in debt securities measured at amortized cost or fair value through other comprehensive income; and
- balances and deposits with banks.

Equity investments are not subject to Expected Credit Losses. The ECL on financial assets other than credit facilities as at 31 December 2021 amounted to KD 66,234 thousand. (2020: KD 66,273 thousand)

Impairment of credit facilities
Credit facilities granted by the Group consist of:

- loans and advances, Islamic financing to customers including credit commitments;
- letters of credit and financial guarantee contracts including credit commitments

Impairment on credit facilities is recognized in the consolidated statement of financial position at an amount equal to the higher of:

(i) ECL under IFRS 9 according to the CBK guidelines dated 25th December 2018,

The Group in estimating ECL on credit facilities has taken into consideration the following key parameters based on inputs from CBK:

- a floor for estimating probability of default ("PD") for specific portfolios;
- eligible collateral with haircuts for determining loss given default ("LGD") and a floor LGD;
- deemed maturity for exposures in Stage 2;
- a credit conversion factor ("CCF") on utilized and un-utilized portions for cash and non-cash facilities;
- a days-past-due backstop, and a rating notch downgrade for stage movement for specific portfolios; and
- a stage 2 observation period prior to curing.

Refer Notes of the Group's consolidated financial statement for further details on ECL. and

(ii) the provisions required by the CBK instructions of December 1996 since amended in 2007.

Credit facilities are classified as past-due when a payment has not been received on its contractual payment date, or if the facility is in excess of pre-approved limits.

A credit facility is considered as past-due and impaired if the interest or profit or a principal instalment is past due for more than 90 days, and as impaired if the carrying amount of the facility is greater than its estimated recoverable value.

Past-due and past-due and impaired facilities are managed and monitored as "irregular" facilities and are classified into the following four categories, which are then used to guide the provisioning process:

- Watchlist, irregular for a period up to and including 90 days (no specific provision required);
- Substandard, irregular for a period from and including 91 days and up to and including 180 days (20 per cent. specific provision required);
- Doubtful, irregular for a period from and including 181 days and up to and including 365 days (50 per cent. specific provision required); and
- Bad, irregular for a period exceeding 365 days (100 per cent. specific provision required).

The Group may also include a credit facility in one of the above categories based on Management's judgement of a customer's financial and/or non-financial circumstances.

The Group impaired loan portfolio as at 31 December 2021 was KD 211,154 thousand (2020: KD 312,381thousand) against which a specific provision of KD 115,786 thousand (2020: 149,152 thousand) has been made, as detailed below:

Table 14	**KD 000's**		
31 December 2021	**Past due and impaired financing**	**Related Specific provision**	**Specific provision written off, net of exchange rate movement**
Claims on corporates	**117,510**	**40,929**	**(157,465)**
Regulatory retail exposure	**93,644**	**74,857**	**(19,029)**
Total	**211,154**	**115,786**	**(176,494)**

	KD 000's		
31 December 2020	Past due and impaired financing	Related Specific provision	Specific provision written off, net of exchange movement
Claims on corporates	205,524	61,798	(40,326)
Regulatory retail exposure	106,857	87,354	(10,488)
Total	312,381	149,152	(50,814)

The geographical distribution of "past-due and impaired" financing and the related specific provision are as follows:

Table 15	**KD 000's**					
31 December 2021	**Middle East and North Africa**	**North America**	**UK & Europe**	**Asia**	**Others**	**Total**
Past due and impaired financing	**182,182**	**15,177**	**13,795**	-	-	**211,154**
Specific provision	**102,526**	**9,006**	**4,254**	-	-	**115,786**

	KD 000's					
31 December 2020	Middle East and North Africa	North America	UK & Europe	Asia	Others	Total
Past due and impaired financing	289,217	15,410	7,754	-	-	312,381
Specific provision	144,752	4,400	-	-	-	149,152

In accordance with CBK regulations, minimum general provisions of 1% for cash facilities and 0.5% for non-cash facilities, respectively, are made on all applicable credit facilities (net of certain restricted categories of collateral) which are not subject to specific provisioning.

The adequacy of provisions is regularly evaluated and monitored by the Provision Committee.

The Group's total provision as at 31 December 2021 was KD 668,056 thousand (2020: 723,992 thousand) inclusive of a general provision of KD 540,273 thousand (2020: KD 546,764 thousand) as detailed below:

Table 16	KD 000's	
	31 December 2021	31 December 2020
Claims on sovereigns	**2,221**	1,530
Claims on public sector entities	**9,755**	8,467
Claims on banks	**5,675**	6,582
Claims on corporates	**444,885**	462,378
Regulatory retail exposure	**77,737**	67,807
Total	**540,273**	546,764

The total general provision above includes KD 30,606 thousand (2020: KD 30,593thousand) relating to "non-cash" facilities in accordance with CBK regulations.

The geographical distribution of the general provision on "cash" facilities is as follows:

Table 17	KD 000's					
	Middle East and North Africa	**North America**	**UK & Europe**	**Asia**	**Others**	**Total**
31 December 2021	**472,669**	**4,365**	**25,542**	**3,610**	**3,481**	**509,667**
31 December 2020	491,748	4,133	14,625	3,651	2,014	516,171

The analysis of specific and general provisions is further detailed in note 13 of the Group's consolidated financial statements.

The provisions for credit facilities as at 31 December 2021 was KD 668,056 thousand (2020 : KD 723,992 thousand) computed pursuant to the CBK instructions of December 1996 since amended, are higher than the IFRS 9 ECL for credit facilities as at 31 December 2021 which was KD 461,795 thousand (2020 : KD 604,962 thousand).

4.2. Market risk

Market risk is defined as the potential loss in value of financial instruments or contracts or portfolio of instruments caused by adverse movements in market variables such as interest rates, foreign exchange rates, equity prices, volatility, spreads etc.

The Group identifies market risk inherent in its financial claims and loans, FX exposure, trading and investment activities, and defines market risk management strategy through the following:

- Implementation of Market Risk Management Framework
- Well-defined processes and strong and effective controls
- Recognition of Market Risk as inherent to Bank's Business Model and Macro-Economic Environment.
- Clear segregation of "front", "back" and 'middle' office duties.
- Bank's approach to accept, limit and increase Market Risks
- Regular and effective monitoring and reporting of exposures and risk measures
- Regular monitoring of market prices and valuation of financial instruments
- Defined set of internal limits and regular reporting on the adherence to those limits
- Regular independent review of internal controls and limits
- Implementation of adequate infrastructure

4.2.1. Market-risk management framework

The Bank's Market Risk Management Framework consists of Governance, Identification & Measurement, Management & Limit Setting as well as Reporting/ Management information.

The Board of Directors (BoD) is ultimately responsible for determining and setting the amount of Market Risk that the Bank is exposed to as a result of executing its business strategy through Bank's Risk Appetite. The market risk management framework governs the Group's trading and non-trading related market risk activities. The General Manager of the Treasury Group and General Managers in Overseas locations are responsible for managing trading activities. The management of market risk inherent within the Group's non-trading activities is the primary responsibility of the Group Asset and Liability Executive Committee (ALEC), supported by the regional Asset and Liability Committees.

Group Asset and Liability Management (ALM) Unit is responsible for supervising the management of Market Risk exposure. All activities giving rise to market risk are conducted within a structure of approved credit and position limits. Group Market Risk Management independently measures, monitors and reports on Bank's market risk exposures.

4.2.2. Monitoring of non-trading market risk in the banking book
The Group's key non-trading market risk is the sensitivity of its net interest income to movements in interest rates.

The interest rate risk in the "Banking Book" is managed through amongst others a "re-pricing gap" limit structure which is supplemented by periodic analysis of scenarios (instantaneous parallel shift of +/-5 bps and +/-10bps in the yield curve) to capture the sensitivity of the exposure to interest rate changes.

The analysis of scenarios shows the impact in the banking book as follows:

Table 18	**KD 000's**			
	+ 5bp	**-5bp**	**+10bp**	**-10bp**
31 December 2021	**3,014**	**(3,014)**	**6,028**	**(6,028)**
31 December 2020	2,363	(2,363)	4,727	(4,727)

Included in the assumptions above are that interest rates move by the same percentage irrespective of maturity, that all positions run to maturity and that no management corrective action is taken to mitigate the impact of interest rate risk. In addition to interest rate risk, the Group is also exposed to market risk as a result of changes in the "fair value" of its strategic equity and investment positions held without any intention of liquidation.

4.2.3. Monitoring of "market" risk from "trading" activities
The Group's Risk Management function independently monitors the regional and global trading market risk exposure using Value-at-Risk ("VaR") methodology to derive quantitative measures specifically for market risk under normal market conditions. This enables the Group to apply a constant and uniform measure across all of its trading activities and facilitates comparisons of market risk estimates, both over time and against daily trading results.

The VaR is supplemented with stress-testing (a stressed VaR) to quantify market risk under extreme stress scenarios based on observed historical worst-case and in-house developed scenarios. VaR computation allows for diversification benefits at the Group level. Furthermore, the Group recognizes and mitigates the correlation of other risks and processes in its market risk monitoring process.

In addition to VaR, the Group uses a structure of foreign exchange and interest rate limits to manage and control its market risk associated with trading activities. The Group's market risk is also assessed under stressed conditions using the same framework. Computations are based on stressed historical data.

4.2.4 Equity price risk
Equity price risk is the risk that the fair values of equities will fluctuate as a result of changes in the level of equity indices or the value of individual shares. Equity price risk arises from the change in fair values of equity investments. The Group manages equity price risk through diversification of investments in terms of geographic distribution and industry concentration.

The CBK has set a maximum limit of 50 per cent. of a bank's Regulatory Capital for investment in funds and equities, excluding in subsidiaries.

The analysis of the Group's total equity investment portfolio is as follows:

Table 19	KD 000's	
	31 December 2021	31 December 2020
Total Equity Investment	**73,277**	63,342
Of which Quoted Investments (%)	**48%**	36%
Net gains or (loss) of FVPL classified instruments recognized in Profit & Loss Statement during the period	**8,347**	(1,129)
Net gains or (loss) of FVOCI classified instruments recognized in Balance-sheet as at period-end	**4,081**	(17,896)
Capital requirement of Equity investment portfolio categorized as:		
Fair value through Other Comprehensive Income (FVOCI)	**4,896**	4,695
Fair value through P&L (FVPL)	**5,174**	3,674

All revaluation gains or losses during the year relating to equity investments were recorded in the consolidated statement of financial position. For additional details of the accounting policies related to the valuation of equity holdings, refer to notes 2.16 and 2.17 of the Group's consolidated financial statements.

4.2.5 Currency Risk

The Group is exposed to transactional foreign currency risk to the extent that there is a mismatch between the currencies in which transactions are denominated and the respective functional currency of the Group companies and ultimately upon translation to the Base Currency of the Group.

The currency exposures are monitored on a regular basis and compared against approved risk appetite.

4.2.6 Managing Interest rate benchmark reform and associated risks

Overview

A fundamental reform of major interest rate benchmarks is being undertaken globally, including the replacement of some interbank offered rates (IBORs) with alternative nearly risk-free rates (referred to as 'IBOR' reform). The Group has been closely monitoring the market and the output from the various industry working groups managing the transition to new benchmark interest rates.

In response to the announcements, the Group has in place an interest rate benchmark transition program comprising of the following work streams: Risk Management, Treasury, Asset and Liability Management, Tax, Legal, business, accounting and systems. The program is under the direct supervision of the Management and is tasked with measuring the exposure, identifying the contracts referencing IBORs and determining the actions required to transition to the new reference rates.

The key risks for the Group arising from the transition are Conduct risk, Pricing risk, Interest rate basis risk, Liquidity Risk, Accounting, Litigation and Operational risk.

Progress on transition

Non-Derivatives

The Group has managed to transition its non-USD IBOR linked contracts to risk-free/ alternative rates, through amendments to fall back clauses as well as agreeing with the client/ counterparty on the alternative rate The Group is working on the USD-linked contracts and is expected to transition by mid-June 2023.

Derivatives

Derivatives that reference IBOR are governed by contracts based on the International Swaps and Derivatives Association (ISDA)'s Master Agreements.

On 23 October 2020, the ISDA launched the IBOR Fallbacks Supplement, a supplement to the 2006 ISDA Definitions, and the IBOR Fallbacks Protocol. They took effect on 25 January 2021. The Group has signed up to the Protocol, thus ensuring all legacy trades that have not transitioned to a risk-free rate will, on cessation of IBOR, follow the fall back clause provided in the Protocol.

Hedge Accounting

Refer to note 2.21 of the financial statements.

4.2.7. Counterparty Credit Risk

The Group enters into financial instruments that are traded over the counter mainly for hedging purpose with various counterparties. In most cases, industry-standard documentation is used which gives the Group the protection in situation where the Group's Counterparty is in default. The Group also enters into Interest Rate Swaps, which are cleared on an exchange and provide daily margin in the form of cash at the exchange.

Counterparty Credit Exposure arises from the risk that counterparties are unable to meet their payment obligations under certain financial contracts such as derivatives.

The Group Risk Management function independently monitors counterparty credit risk exposures arising from its derivatives transactions using the concept of Potential Future Exposure (PFE). The PFE is defined as the maximum expected credit exposures over a specified horizon at a particular confidence level. As such, the risk exposure is an upper bound of possible exposures at the selected confidence level and not the maximum risk exposure possible.

In response to the various regulations, including the European Market Infrastructure Regulations (EMIR), the Bank has, with the approval of the CBK, established NBK GDM (Caymans) Limited to deal in financial derivatives products, which allows the Bank to continue dealing with highly-rated counterparties on derivative transactions with netting arrangements in place and removes the risk that the Bank may be required to post "margin" collateral on an asymmetric basis. The Bank has also set in place policies and procedures to ensure compliance with EMIR regulations, i.e., to clear OTC derivatives through Central Counterparties (CCP).

Wrong-Way Risk

NBK does not enter into derivatives whose valuations depend on the credit quality of the counterparty and hence wrong-way risk is not a factor of risk for the Bank.

4.2.7.1 Assignment of credit limits for Counterparty Credit Exposures

Counterparty credit risk exposure arises from the risk that counterparties are unable to meet their payment obligations under derivative contracts. The allocation of credit limits for derivatives market counterparties is provided by the Bank's Institutional Banking Division taking into consideration counterparty credit profile, historical financial performance, geographical location, legal jurisdiction and other relevant factors. The credit limits are reviewed on an annual basis and credit exposure is regularly monitored and reported for all derivatives' counterparties.

4.2.7.2 Policies for securing collateral and credit reserves

Credit risk from derivatives is mitigated where possible through netting agreements whereby derivative assets and liabilities with the same counterparty can be offset. The Group uses ISDA master agreement as the preferred agreement for documenting OTC derivatives. In order to reduce its counterparty risk, the Group selectively enters into ISDA Credit Support Annex (CSA) collateral agreements. In line with these standards, the Group generally accepts only cash as collateral. It also has policies and procedures for reviewing the legal enforceability of credit support documents in accordance with applicable rules. Through the use of a collateral service agent, daily margining is performed with relevant market-counterparties. Daily valuations for qualified derivatives are compared to those reported by the market-counterparties and any disagreements are directly resolved between the parties. The Group uses an internal model to estimate PFE, which includes the mitigating effects of netting and collateral in valuing over-the-counter contracts.

Additional collateral requirements due to credit rating downgrade

The Group has no provisions in its agreements with market counterparties where a downgrade in its credit rating will have an impact on the collateral amount to be posted.

4.2.7.3 General Disclosure for Counterparty Credit Risk

Table 20	**KD 000s**	
Derivative Contracts	**31 December 2021**	31 December 2020
Gross Positive fair value	**25,849**	19,565
Counterparty netting benefit	**(17,080)**	(12,348)
Netted current credit exposure	**8,769**	7,217
Cash collateral (held by NBK)	**(3,111)**	(2,172)
Net exposure (after netting and collateral)	**5,658**	5,046

4.2.7.4 Exposure-at-Default Methodology

As per the regulatory requirements, the Bank calculates counterparty credit exposure as per the Current Exposure Method (CEM) for its exposure to derivatives counterparties.

In addition, the Bank calculates counterparty credit exposure using the Potential Future Exposure (PFE) measure. The Bank applies 'historical' simulation approach (at 99% confidence level) by projecting the potential values of relevant risk factors across the transactions' horizon, and then re-valuing derivatives transactions and counterparty credit exposures according to the projected risk factor.

Both the CEM and PFE methods incorporate the effects of legally enforceable netting and collateral agreements when estimating counterparty exposure.

Table 21	KD 000s	
	31 December 2021	31 December 2020
Counterparty Credit Risk (CEM method) for derivatives' counterparties	**85,487**	71,136
Counterparty Credit Risk (PFE method) for derivatives' counterparties	**136,236**	32,026

4.2.8 Notional value of credit derivatives transactions

NBK has no exposure to credit derivatives.

4.3 Operational risk

Operational risks are managed at Group level through a Board-approved operational risk management framework which defines the roles and responsibilities of the BRCC, the EC, the operational risk management function and the internal audit function for monitoring, managing and reporting operational risk. The key components of the Board-approved framework are:

- comprehensive, documented policies, procedures and controls which reflect CBK and Basel III guidelines for internal controls and sound practices for managing and supervising operational risks in banks;
- annual and ad-hoc risk and control self-assessments conducted by business line management in coordination with and supported by the operational risk management function;
- quarterly key risk indicator submission and validation to identify risk trends and develop mitigating actions;
- operational incident and loss reporting and investigation of causes and failed controls; and
- assessment of external operational loss incidents occurring at other banks, which are cross-checked against the Group's internal control system to proactively identify any potential control weaknesses.

The Group's risk management function works closely with all of the Group's business lines to raise awareness of operational risk. In addition to the risk opinions and constant support provided by the operational risk management function through daily activities, operational risk awareness is achieved through a comprehensive training programme developed and delivered by the operational risk management function to the various business units. The aim of this training program is to cultivate strategic relationships with business line management and to encourage open communication and ownership of risk issues.

Risk and control self-assessments are conducted annually and on an ad-hoc basis to ensure Executive Management has a clear picture of the operational risk exposure in terms of residual risks and to highlight any major internal control weaknesses. The focus is on business units performing the self-assessment of actual risks facing them and on the effectiveness of the controls they are implementing which is then validated and reassessed by the operational risk management function.

Key risks across business and support units are identified and monitored on a quarterly basis using various key risk indicators developed with the business units in line with the Group's risk appetite.

The capture and reporting of operational risk incidents and losses are established as a firm process across all business and support units. Close co-ordination with business units and the internal audit function enables operational risk management to track operational incidents and losses and to propose mitigating actions for business units to follow in order to address control weaknesses.

In addition, a comprehensive business continuity and disaster recovery management programme has been implemented and fully tested and is designed to cope with business disruptions and major disasters.

The Group's operational risk management function leads the process management and control function across the Group to ensure control gaps are minimized across its key processes. Operational risk reporting is escalated periodically to the BRCC to ensure comprehensive oversight and review is conducted by relevant members of the Board and Executive Management.

4.4 Liquidity risk

Liquidity risk is defined as the inability to generate sufficient financial resources to meet all obligations and commitments as they fall due, or the ability only to secure them at excessive cost. It is the policy of the Group to maintain adequate liquidity at all times, in all geographical locations.

The Group's liquidity management is guided by its internal liquidity policy, which is reviewed annually and approved by the Board. The EC assigns responsibilities and ensures the Group has sufficient resources to carry out liquidity risk management work in an independent and effective manner. The primary responsibilities for the management of liquidity are with the ALEC, regional asset and liability committees, the Group Treasurer and local Treasurers. Day-to-day cash-flows and liquidity management are handled by the 'local' treasury teams at Group Head Office and the Group's international locations. The longer-term liquidity and funding profile of the Group is monitored and managed by Group Treasury under the guidance of the ALEC.

The Group's liquidity policy specifies the main goals, roles and responsibilities, processes and procedures for managing the Group's liquidity risk. It also encompasses the Group's contingency funding plan, which is intended to provide a framework for effective responses to any potential liquidity crisis, whether triggered by Bank-specific or by systemic liquidity shortages.

The Bank's liquidity risk strategy is centred on maintaining an adequate liquidity position at all times, primarily by means of an acceptable maturity mismatch profile, relying on more 'stable' deposits and maintaining an adequate stock of High-Quality Liquid Assets (HQLAs) at all times. Further, the Bank's liquidity objectives are:

- to ensure strategies are in conformity with the regulatory requirements of the CBK and the requirements of the local regulators in other jurisdictions where the Group operates;
- to ensure the use of proper tools in ascertaining liquidity risk;
- continuously to seek sources of stable customer funds and to keep its funding costs as low as possible;
- to limit its dependence on the use of short-term inter-bank funding;
- to leverage its strong position, reputation and credit strength in order to secure long-term funding, such as customer deposits, institutional deposits, government deposits and debt issuance at a competitive cost;
- to ensure the Bank's ability to generate or obtain cash or its equivalent in a timely and cost-efficient manner so that the Bank can meet its obligations;
- to maintain market confidence; and
- to ensure profitable business opportunities can be pursued without liquidating assets at undesirable times, or raising additional unsecured funding on an unreasonable scale or timescale.

The liquidity and funding management process includes:

- self-imposed and regulatory liquidity ratios, including ratios in accordance with Basel III principles;
- maintaining a diverse range of funding sources with adequate back-up facilities;
- monitoring depositor concentration in order to avoid undue reliance on individual large depositors and ensure a satisfactory overall funding mix; and
- liquidity stress tests to make sure the Group can survive liquidity squeezes under different stress scenarios.

The Bank monitors and reports various internal and regulatory liquidity metrics in order to manage and comply with liquidity risk on an on-going basis. Specifically, since 1st Jan 2016, the Bank is monitoring and reporting Liquidity Coverage Ratio (LCR) in line with CBK instructions. Refer to the Liquidity Coverage Ratio disclosures available on the Bank's website of the Bank for Governance framework, Funding Strategy and LCR ratio results and analysis.

In accordance with the Basel III framework, as implemented by the CBK, the Group also manages its liquidity through compliance with the Net Stable Funding Ratio (NSFR). Starting from 1 January 2018, the Bank has been monitoring and reporting its NSFR in line with CBK instructions. Refer to the NSFR related disclosures available on the Bank's website on a quarterly basis.

4.5 Reputation and fiduciary risk

Reputation risk is defined as the current and prospective impact on earnings and capital arising from negative public opinion which will affect the ability to establish new relationships or services or to continue servicing existing relationships.

Management of reputation risk is an inherent feature of the Group's corporate culture which is embedded as an integral part of the internal control systems. Besides identification and management of risks, the internal control system also incorporates as an ethos the maintenance of business practices of the highest quality towards its customers, shareholders, regulators, general public and fiduciary and non-fiduciary clients.

Through its policies and practices, NBK ensures proper screening of clients' risk profiles and performance expectations is conducted prior to making investment products or services available to them. Furthermore, once a product or service is sold, appropriate risk and performance projections are clearly communicated, and funds placed under management are treated with due care and professionalism.

During the year, Assets under Management at the Group increased by 12.6% (2020: 6.2%) to reach KD 5,342 million on 31 December 2021 (2020: KD 4,745 million).

III Composition of Capital

1. Composition of Regulatory Capital

For regulatory purposes, the capital base is divided into:

i. Common Equity Tier 1
ii. Tier 1 Capital
iii. Tier 2 Capital

Common Equity Tier 1 Capital comprises shareholders' equity, retained earnings, eligible reserves and related eligible non-controlling interests. The book values of Goodwill and Intangibles are deducted along with other regulatory adjustments.

Tier 1 Capital consists of Common Equity Tier 1 Capital and Additional Tier 1 Capital which includes eligible portions of non-controlling interests.

Total Regulatory Capital includes Tier 1 Capital and Tier 2 Capital which consists of the allowed portions of general provisions and certain additional eligible non-controlling interests.

The below table summarises the composition of capital and ratios:

Table 22	KD 000's	
	31 December 2021	31 December 2020
Common Equity Tier 1 capital	**3,009,218**	2,869,437
Tier 1 capital	**3,537,776**	3,363,223
Total capital	**4,082,373**	3,880,769
Total risk-weighted assets	**22,557,966**	21,052,127
Capital ratios and buffers		
Common Equity Tier 1 (as percentage of risk-weighted assets)	**13.3%**	13.6%
Tier 1 (as percentage of risk-weighted assets)	**15.7%**	16.0%
Total capital (as percentage of risk-weighted assets)	**18.1%**	18.4%
National minima		
Common Equity Tier 1 minimum ratio including Capital Conservation Buffer	**7.0%**	7.0%
Tier 1 minimum ratio	**8.5%**	8.5%
Total capital minimum ratio excluding Countercyclical and D-SIB buffers	**10.5%**	10.5%
NBK Group minima		
Common Equity Tier 1 minimum ratio including Capital Conservation Buffer and Domestic Systemically-Important Bank Buffer*	**9.0%**	9.0%
Tier 1 minimum ratio	**10.5%**	10.5%
Total capital minimum ratio excluding Countercyclical Buffer	**12.5%**	12.5%

* CET1 Capital Conservation Buffer of 2.5% for 31st December 2019 has been reduced to nil by CBK from 1st April 2020 until 31 December 2021 due to Corona Virus Disease.

A detailed breakdown of the Group's Regulatory Capital position under the Common Disclosures template as stipulated under the Pillar 3 section of the CBK Basel III Capital Adequacy framework is presented in Table 31 available in the Appendices Section.

2. Reconciliation requirements

The basis for the scope of consolidation for accounting and regulatory purposes is consistent for the Group. In order to provide a full reconciliation of all Regulatory Capital elements to the balance sheet in the audited financial statements, a three-step approach has been mandated under the Pillar 3 disclosures section of the CBK Basel III framework.

Table 23 provides the comparison (Step1) of the balance sheet published in the consolidated financial statement and the balance sheet under the regulatory scope of consolidation. Lines have been expanded and referenced with letters (Step 2) to display the relevant items of the Regulatory Capital.

Table 23: Steps 1 and 2 of Reconciliation requirements	**KD 000s**		
Item	**Balance sheet as in published financial statements**	**Under regulatory scope of consolidation**	Reference
	31-Dec-21	**31-Dec-21**	
Assets			
Cash and short-term funds	5,081,991	5,081,991	
Central Bank of Kuwait bonds	830,054	830,054	
Kuwait Government treasury bonds	417,016	417,016	
Deposits with banks	885,280	885,280	
Loans, advances and Islamic financing to customers	19,722,471	19,722,471	
of which General Provisions(netted above) capped for Tier 2 inclusion	260,523	260,523	a
Investment securities	4,910,798	4,910,798	
Investment in associates	3,746	3,746	
Land, premises and equipment	456,209	456,209	
Goodwill and other intangible assets	581,264	581,264	
of which goodwill deducted from CET1 Capital	406,734	406,734	b
of which other intangibles deducted from CET1 Capital	174,530	174,530	c
Other assets	367,757	367,757	
Total assets	33,256,586	33,256,586	
Liabilities			
Due to banks and other financial institutions	7,234,317	7,234,317	
Customers deposits	18,280,989	18,280,989	
Certificates of deposit issued	1,339,354	1,339,354	
Other borrowed funds	1,266,582	1,266,582	
Amount recognized in Tier 2 capital	240,084	240,084	d
Other liabilities	668,227	668,227	
Total liabilities	28,789,469	28,789,469	

Table 23: Steps 1 and 2 of Reconciliation requirements (continued)	KD 000s		
Item	**Balance sheet as in published financial statements**	**Under regulatory scope of consolidation**	Reference
	31-Dec-21	**31-Dec-21**	
Shareholders' Equity			
Share capital	719,269	719,269	e
Proposed bonus shares	35,964	35,964	f
Statutory reserve	359,637	359,637	g
Share premium account	803,028	803,028	h
Treasury shares	-	-	
Treasury shares reserve	34,961	34,961	i
Other Reserves	1,586,708	1,586,708	
of which Retained Earnings eligible as CET1 Capital	1,385,277	1,385,277	j
Retail Loans deferment Loss	97,874	97,874	k
of which Proposed Dividend	215,781	215,781	
of which Others eligible as CET1 Capital	(14,350)	(14,350)	l
Equity attributable to shareholders of the Bank	3,539,567	3,539,567	
Perpetual Tier 1 Capital Securities	439,032	439,032	m
Non-controlling interests	488,518	488,518	
of which Limited Recognition eligible as CET1 Capital	168,821	168,821	n
of which Limited Recognition eligible as AT1 Capital	89,526	89,526	o
of which Limited Recognition eligible as Tier 2 Capital	43,990	43,990	p
Total equity	4,467,117	4,467,117	
Total liabilities and equity	33,256,586	33,256,586	

Table 24 provides the relevant lines under 'Table 31: Composition of Regulatory Capital' with cross references to the letters in Table 23, thereby reconciling (Step 3) the components of Regulatory Capital to the published balance sheet.

Table 24: Step 3 of Reconciliation requirements		**KD 000s**	
Relevant Row Number in Common Disclosure Template	**Common Equity Tier 1 capital: instruments and reserves**	**Component of Regulatory Capital**	**Source based on reference letters of the balance sheet from step 2**
1	Directly issued qualifying common share capital plus related stock surplus	719,269	e
2	Retained earnings	1,385,277	j
3	Accumulated other comprehensive income (and other reserves)	1,317,114	g+h+i+l+k+f
5	Common share capital issued by subsidiaries and held by third parties (minority interest)	168,821	n
6	Common Equity Tier 1 capital before regulatory adjustments	3,590,482	
	Common Equity Tier 1 capital : regulatory adjustments		
8	Goodwill	(406,734)	b
9	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(174,530)	c
16	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)		
28	Total regulatory adjustments to Common Equity Tier 1	(581,264)	
29	Common Equity Tier 1 capital (CET1)	3,009,218	
	Additional Tier 1 capital : instruments		
30	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus	439,032	m
31	of which: classified as equity under applicable accounting standards	439,032	
34	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	89,526	o
36	Additional Tier 1 capital before regulatory adjustments	528,558	
	Additional Tier 1 capital : regulatory adjustments		
44	Additional Tier 1 capital (AT1)	528,558	
45	Tier 1 capital (T1 = CET1 + AT1)	3,537,776	
	Tier 2 capital : instruments and provisions		
46	Directly issued qualifying Tier 2 instruments plus related stock surplus	240,084	d
48	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	43,990	p
50	General Provisions included in Tier 2 Capital	260,523	a
51	Tier 2 capital before regulatory adjustments	544,597	
	Tier 2 capital: regulatory adjustments		
58	Tier 2 capital (T2)	544,597	
59	Total capital (TC = T1 + T2)	4,082,373	

IV. Leverage

1. Leverage Ratio

In October 2015, CBK issued the regulations on the 'Leverage Ratio' introduced by the Basel Committee as part of the regulatory reforms package. This transparent and non-risk based metric supplements the Capital ratio to act as a backstop measure to limit excessive build-up of on- and off-balance sheet exposures.

The Leverage Ratio is a separate, additional requirement from the risk-based capital requirement. It is defined as the 'capital' measure divided by the 'exposure' measure. The capital measure is made up of Tier 1 capital. The exposure measure is a sum of on-balance sheet assets, derivative exposure, securities finance transactions and off-balance sheet exposures.

The Group is in compliance with the requirements stipulated by CBK for the Leverage Ratio set at a minimum of 3%.

The Leverage Ratio for the Group at consolidated level is:

Table 25	**KD 000's**	
	31 December 2021	31 December 2020
Tier 1 Capital	**3,537,776**	3,363,233
Total Exposures	**36,165,918**	32,504,240
Leverage Ratio	**9.8%**	10.3%

2. Leverage Ratio Exposures

The below Table provides the details of the Total Exposures for Leverage Ratio:

Table 26	**KD 000's**	
Total Exposures	**31 December 2021**	31 December 2020
On-balance sheet exposures	**32,675,322**	29,135,510
Derivative exposures	**183,786**	115,949
Off-balance sheet items	**3,306,810**	3,252,781
Total exposures	**36,165,918**	32,504,240

Table 32 in Appendices Section provides details of the Leverage Ratio in the format stipulated for public disclosure under the Pillar 3 framework.

3. Reconciliation

Table 27 provides the reconciliation of the balance sheet assets from the published financial statement with total exposure amount in the calculation of the Leverage Ratio.

Summary comparison of accounting assets vs Leverage Ratio exposure measure

Table 27		KD 000's	
	Item	**31 December 2021**	31 December 2020
1	Total consolidated assets as per published financial statements	**33,256,586**	29,717,391
2	Adjustment for investments in banking, financial, insurance or commercial entities that are consolidated for accounting purposes but outside the scope of regulatory consolidation	**-**	-
3	Adjustment for fiduciary assets recognized on the balance sheet pursuant to the operative accounting framework but excluded from the Leverage Ratio exposure measure	**-**	-
4	Adjustments for derivative financial instruments	**183,786**	115,949
5	Adjustment for securities financing transactions (ie repos and similar secured lending)		-
6	Adjustment for off-balance sheet items (ie conversion to credit equivalent amounts of off-balance sheet exposures)	**3,306,810**	3,252,781
7	Other adjustments	**(581,264)**	(581,881)
8	**Leverage Ratio exposure**	**36,165,918**	32,504,240

V. Remuneration Disclosures

Qualitative Information

1. Board of Directors, Board Nomination and Remuneration Committee

NBK Group's remuneration framework is under the supervision of the Board of Directors. As per the Group's policies and charters, the Board is responsible to review and approve the Remuneration Policy and oversee the implementation of the remuneration framework.

The Board Nomination and Remuneration Committee (BNRC) comprise four non-executive Board members and chaired by independent Board member.

The main objective of the Committee is to carry out the nomination and remuneration responsibilities. In terms of remuneration mandates, the Committee supports the Board in setting up the Group's remuneration framework and ensures effective implementation in accordance with the Group's Remuneration Policy and Corporate Governance Code.

The key responsibilities of the Committee are summarized below:

a. Develop the Remuneration Policy in co-ordination with Executive Management and Group Human Resources and submit the same to the Board for approval. The Board is responsible for monitoring the implementation of the policy.
b. Review the Remuneration Policy in co-ordination with Group Risk Management at least on an annual basis or at the request of the Board, and provide the Board with policy amendments or update suggestions.
c. Evaluate the sufficiency and effectiveness of the Remuneration Policy on a periodic basis to ensure the achievement of its declared objectives.
d. Ensure that Independent Board members will not be paid any salary or financial amount, with the exception of the remuneration paid to them for their membership in the Board, or the dividend paid to them as a shareholder or the interests received or due on their deposits or investments from the ordinary business activities of the Bank.
e. Make recommendations to the Board regarding the level and components of the remuneration of the Group CEO and his deputies, taking into consideration the total remuneration including salaries, bonuses and other incentives.
f. Give recommendations to the Board regarding the nomination for Board membership pursuant to the approved policies and in line with the CBK's instructions setting out nomination rules for Board membership.
g. Ensure that all provisions and requirements related to the independence of Board members are fulfilled and satisfied by new candidates to Board membership, and raise recommendations to the Board in this regard.
h. Assess the skills and competencies required to fulfil the Board's duties, specifically to the issues related to the strategic objectives of the Group.
i. Ensure Board's composition satisfy diversification requirements in terms of skills, capabilities, competencies, experience, culture, gender and age.
j. Identify Board members qualified to fill vacancies on any Committee of the Board, and recommend to the Board the appointment of the identified person(s) to the relevant committee.
k. Ensure the alignment of environmental and social goals to executive pay and align executives to the long-term focus of the organization.

During the year 2021 the Committee reviewed and updated the Remuneration Policy, Succession Planning Manual and its internal charter.

2. Remuneration Policy

NBK Group Remuneration Policy is developed and implemented at the Group level and covers NBK subsidiaries and foreign branches.

NBK Group has a clear Remuneration Policy, instructions and processes, ensuring a sound remuneration framework throughout the organization. It supports the Group's ability to recruit and retain the right talents and competences and motivate high-calibre, skilled and knowledgeable employees, thereby ensuring sound risk management and sustained profitability.
The Policy aims to support the Group to operate a "total reward" philosophy taking account of all components of financial remuneration.

Group Policy aims to reward success, not failure, and attempts to align employees' remuneration with its risk framework and risk appetite and is designed to reward competitively the achievement of long-term sustainable performance, attract and motivate the very best persons who are committed to a long-term career with the Bank, and who will perform their role in the long-term interests of its shareholders.

In case any provisions of the Remuneration Policy document deviate from any of the local statutory or regulatory requirements, the local statutory and regulatory requirements will take precedence over the provisions of the Remuneration Policy.
The Remuneration Policy defines three major categories for remuneration treatment, governance and disclosures.

First Category: Senior Management
This category includes all employees at the level of Deputy General Manager (DGM) and higher (excluding risk and control functions).
The number of persons in this category as of 31 December 2021 is 41 (2020: 40).

Second Category: Material Risk-Takers
This category includes the Group CEO, his deputy, CEO Kuwait, his deputy and the heads of business functions and their deputies (Deputy General Manager and higher are included in Senior Management category). The Group's core business units are:

- Global Wealth Management
- Corporate Banking Group
- Treasury Group
- Consumer Banking Group
- Private Banking Group
- Foreign Corporate and Trade Finance Banking
- International Banking Group

The number of persons in this category as of 31 December 2021 is 41 (2020: 41).

Third Category: Risk and Control Functions
This category includes the following functional heads, and their deputies.

- Group Financial Control
- Group Risk Management
- Group Compliance & Governance
- Group Internal Audit
- Anti-Money Laundering Unit

The number of persons in this category as of 31 December 2021 is 17 (2020:17).

3. Remuneration Structure and Components

The Group's financial remuneration framework has been linked with long-term and short-term performance objectives. The Board-approved Group Strategy is transformed into Key Performance Indicators (KPIs) and remuneration is determined based on the achievement of those KPIs towards the overall Group strategy [including financial and non-financial criteria and Key Risk Indicators (KRIs), as appropriate].

The Group has two main remuneration components:

- Fixed remuneration:

The purpose of the fixed pay is to attract and retain employees by paying market-competitive remuneration for the role, skills and experience required for the business.

Fixed remuneration includes:

1. Salaries
2. Benefits
3. Other cash allowances

These payments are fixed and do not vary with performance.

- Variable Remuneration (performance-based remuneration):

The purpose of the variable remuneration is to drive and reward performance based on annual financial and non-financial measures consistent with shareholder interests and adherence to NBK values.

Variable remuneration includes:

1. Cash bonus.
2. Deferred Cash Bonus
3. Equity shares as per Phantom Shares Plan*
4. Other

These payments are not fixed and are linked to performance.

The "other" remuneration represents performance incentives for certain business units upon achieving certain stated business targets.

The Group ensures there is a prudent balance between fixed and variable remuneration to allow for the possibility of reducing remuneration, in cases of adverse financial performance.

The Deferred Cash Bonus and Phantom Shares Plan components of the variable remuneration pool are availed selectively to certain Eligible Employees.

* Phantom Shares: are notional shares which are neither issued shares nor part of the Bank's Capital. The Phantom Shares cannot be sold or circulated. Its value shall be equal to the sale price of the Bank's shares in the Stock Exchange on a certain date, and according to which the Cash Remuneration for Eligible Employees shall be calculated according to this Plan.

In case of high risk exposures, the Group would try to minimize the percentage of variable remuneration, especially for the Senior Management and Material Risk-Takers.

4. Risk-Based Remuneration Approach

NBK considers its Group risk profile when determining its annual remuneration pool; the risk profile includes the key risks to which the Group is exposed, such as strategic, credit, market, liquidity, and operation risk. The policy ensures adequate linkage between the performance and risk materialization, loss incurrence and risk appetite of the Group.

The overall variable remuneration pool is determined using a multi-year performance assessment which takes account of relevant risk metrics. The metrics used to determine the pool are linked with performance and key risk indicators; the key risk indicators are designed and customized for each core business function and they are in line with the Group's overall risk strategy. During the year key risk indicators (KRIs) remain linked to the overall remuneration pool without significant change from last year's KRIs.

The Risk Management and Compliance functions are independent and report to the Board Risk and Compliance Committee. The Heads of Group Risk Management and Group Compliance and Governance are assessed by the Board Risk and Compliance Committee on an annual basis. The total remuneration for each of these positions is determined and approved by the Board Risk and Compliance Committee as a fully independent party.

5. An Overview on the Key Performance Indicators

The overall strategy of the Group is set and approved by the Board and translated into KPIs. These are then documented and communicated to ensure the alignment of management activities to the strategy applied by Senior Management. These KPIs are monitored and reported to the Board on a regular basis. Examples of Group-level KPIs:

- Return on Assets
- Return on Equity
- Cost-income ratio
- Capital Adequacy
- Capital Adequacy Ratio
- Non-performing Assets (NPA)

Remuneration is determined based on the achievement of KPIs towards the overall Group strategy. These include financial and non-financial criteria and Key Risk Indicators (KRIs) at Group level. The annual remuneration pool for this year was approved by the Board of Directors after review and discussion with the Board Nomination and Remuneration Committee. The percentage approved for remuneration was determined based on the Group-level KPIs mentioned above.

Remuneration parameters for core units (revenue-generating functions) are determined based on the stated KPIs into which risk limits are cascaded. Remuneration for other business units, such as support functions (excluding risk and control functions), is based only on stated KPIs.

The KPIs for the risk and control functions are based on the objectives of the control function itself. They form an objective base distinct from the business performance base.

The performance appraisal form for each position identifies the quantitative weights of individual KPIs; the final scoring of the appraisal is linked with a quantitative formula to determine fixed remuneration (salary increments) and variable remuneration (annual bonus).

Since the overall remuneration pool of the Group is linked to Group performance (Group Net Profit), the Group adjusts the remuneration percentages in case of weak performance and business recessions.

6. Remuneration Adjustments

The annual remuneration amount (fixed and variable) is reviewed by the Board Nomination and Remuneration Committee and is then subject to review and approval by the Board of Directors.

The Group remuneration deferment policy ensures an appropriate portion of the variable remuneration of senior employees (including those deemed to have a material impact on the risk profile of the organization) is deferred. The deferment of variable remuneration applies to the Deferred Cash Bonus and Phantom Shares Plan.

The Group applies a deferment approach of up to three years and final vesting of these variable components is subject to continuing employment and the absence of risk materialization. Claw-back applies on the non-vested portions in case risk materializes. The claw-back mechanism is applicable on the Deferred Cash Bonus and Phantom Shares Plan.

This deferred variable remuneration is governed as follows:

- Deferred over a period of three (3) years to align with the long-term performance of the Group.
- Subject to Clawback in the event of established fraud, misleading information or exceeding the approved risk limits. Control Functions personnel are subject to Clawback for 1 year and other positions are subject to Clawback for three (3) years.

Quantitative Information

1. During the year, the Board Nomination and Remuneration Committee met four times. The Non-Independent directors didn't receive any remuneration, while the Independent non-executive director (Committee Chairperson) received KD 60 thousand for his services as Board member.
2. The number of persons (Senior Management and Material Risk-Takers) eligible for variable remuneration is 60 persons and they represent 2.56% of the overall NBK total staff number eligible for variable remuneration for 2021.
3. The total number of persons (Senior Management and Material Risk-Takers) is 60 persons. Their total remuneration for 2021 is KD 18,409 thousand.
4. The number of employees who received sign-on awards during the year is Nil.
5. The total amount of end-of-service benefit paid during 2021 is KD 307 thousand, this is related to 3 persons (Senior Management and Material Risk-Takers).

Senior Management:

Table 28

Total salaries & remuneration granted during reported period	Unrestricted (KD 000s)	Deferred (KD 000s)
Fixed remuneration:		
- Cash	6,891	Nil
- Phantom Shares	Nil	Nil
Variable remuneration:		
- Cash	7,253	Nil
- Phantom Shares	Nil	1,720
- Others (Note 1)	47	Nil

Material Risk-Takers:

Table 29

Total salaries & remuneration granted during reported period	Unrestricted (KD 000s)	Deferred (KD 000s)
Fixed remuneration:		
- Cash	6,046	Nil
- Phantom Shares	Nil	Nil
Variable remuneration:		
- Cash	6,628	8
- Phantom Shares	Nil	1,443
- Others (Note 1)	787	Nil

Financial and Risk Control:

Table 30

Total salaries & remuneration granted during reported period	Unrestricted (KD 000s)	Deferred (KD 000s)
Fixed remuneration:		
- Cash	1,583	Nil
- Phantom Shares	Nil	Nil
Variable remuneration:		
- Cash	596	9
- Phantom Shares	Nil	390
- Others (Note 1)	Nil	Nil

Note 1: This consists of other performance incentives

Total remuneration paid as per employee categories

Table 31

Employees Category	Number of employees in this category	Grand Total Remuneration Fixed and Variable granted during the reported period (KD 000s)
Senior Management	41	15,911
Material Risk-Takers	41	14,912
Financial and Risk Control	17	2,578

VI. Appendices

1. Regulatory Capital Composition: Common Disclosure Template

Table 32

Row Number		KD 000s
	Common Equity Tier 1 capital: instruments and reserves	
1	Directly issued qualifying common share capital plus related stock surplus	719,269
2	Retained earnings	1,385,277
3	Accumulated other comprehensive income (and other reserves)	1,317,114
4	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	
5	Common share capital issued by subsidiaries and held by third parties (minority interest)	168,821
6	Common Equity Tier 1 capital before regulatory adjustments	3,590,482
	Common Equity Tier 1 capital : regulatory adjustments	
7	Prudential valuation adjustments	
8	Goodwill (net of related tax liability)	(406,734)
9	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(174,530)
10	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	-
11	Cash flow hedge reserve	-
12	Shortfall of provisions to expected losses(based on the Internal Models Approach, if applied)	-
13	Securitisation gain on sale	-
14	Gains and losses due to changes in own credit risk on fair valued liabilities	-
15	Defined benefit pension fund net assets	-
16	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	-
17	Reciprocal cross holdings in common equity of banks, Fis, and insurance entities	-
18	Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	-
19	Significant investments in the common stock of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions , where the bank does not own more than 10% of the issued share capital(amount above 10% threshold of bank's CET1 capital)	-
20	Mortgage servicing rights (amount above 10% threshold of bank's CET1 capital)	-
21	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	-
22	Amount exceeding the 15% threshold	-
23	of which: significant investments in the common stock of financials	-
24	of which: mortgage servicing rights	-
25	of which: deferred tax assets arising from temporary differences	-
26	National specific regulatory adjustments	-

Row Number		KD 000s
27	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-
28	Total regulatory adjustments to Common Equity Tier 1	(581,264)
29	Common Equity Tier 1 capital (CET1)	3,009,218
	Additional Tier 1 capital : instruments	
30	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus	439,032
31	of which: classified as equity under applicable accounting standards	439,032
32	of which: classified as liabilities under applicable accounting standards	-
33	Directly issued capital instruments subject to phase out from Additional Tier 1	-
34	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	89,526
35	of which: instruments issued by subsidiaries subject to phase out	
36	Additional Tier 1 capital before regulatory adjustments	528,558
	Additional Tier 1 capital : regulatory adjustments	
37	Investments in own Additional Tier 1 instruments	-
38	Reciprocal cross holdings in Additional Tier 1 instruments	-
39	Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions , where the bank does not own more than 10% of the issued common share capital of the entity(amount above 10% threshold)	-
40	Significant investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation(net of eligible short positions)	-
41	National specific regulatory adjustments	-
42	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-
43	Total regulatory adjustments to Additional Tier 1 capital	-
44	Additional Tier 1 capital (AT1)	528,558
45	Tier 1 capital (T1 = CET1 + AT1)	3,537,775
	Tier 2 capital : instruments and provisions	
46	Directly issued qualifying Tier 2 instruments plus related stock surplus	240,084
47	Directly issued capital instruments subject to phase out from Tier 2	-
48	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	43,990
49	of which: instruments issued by subsidiaries subject to phase out	
50	General Provisions included in Tier 2 Capital	260,523
51	Tier 2 capital before regulatory adjustments	544,597
	Tier 2 capital: regulatory adjustments	
52	Investments in own Tier 2 instruments	-
53	Reciprocal cross holdings in Tier 2 instruments	-
54	Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions , where the bank does not own more than 10% of the issued common share capital of the entity(amount above 10% threshold)	-
55	Significant investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions	-

Row Number		KD 000s
56	National specific regulatory adjustments	
57	Total regulatory adjustments to Tier 2 capital	
58	Tier 2 capital (T2)	544,597
59	Total capital (TC = T1 + T2)	4,082,372
60	Total risk-weighted assets	22,557,966
	Capital ratios and buffers	
61	Common Equity Tier 1 (as percentage of risk-weighted assets)	13.3%
62	Tier 1 (as percentage of risk-weighted assets)	15.7%
63	Total capital (as percentage of risk-weighted assets)	18.1%
64	Institution specific buffer requirement (minimum CET1 requirement plus (a)capital conservation buffer plus (b)countercyclical buffer requirements plus (c)DSIB buffer requirement expressed as a percentage of risk-weighted assets)	9.0% -
65	of which: (a) capital conservation buffer requirement	-
66	of which: (b) bank specific countercyclical buffer requirement	-
67	of which: (c) DSIB buffer requirement	2.0%
68	Common Equity Tier 1 available to meet buffers (as percentage of risk-weighted assets)	6.3%
	National minima	
69	Common Equity Tier 1 minimum ratio including Capital Conservation Buffer	7.0%
70	Tier 1 minimum ratio	8.5%
71	Total capital minimum ratio excluding Counter-cyclical and D-SIB buffers	10.5%
	Amounts below the thresholds for deduction(before risk weighting)	
72	Non-significant investments in the capital of other financials	30,872
73	Significant investments in the common stock of financial entities	6,863
74	Mortgage servicing rights (net of related tax liability)	-
75	Deferred tax assets arising from temporary differences (net of related tax liability)	-
	Applicable caps on the inclusion of provisions in Tier 2	
76	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardized approach (prior to application of cap)	540,271
77	Cap on inclusion of allowances in Tier 2 under standardized approach	260,523
78	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings- based approach (prior to application of cap)	-
79	Cap on inclusion of allowances in Tier 2 under internal ratings-based approach	-

2. Regulatory Capital: Main Features Template

The Bank's share capital as at 31 December 2021 comprised issued and fully-paid-up equity shares (note 19 of the Group's consolidated financial statements), and is eligible as Common Equity Tier 1 Capital at Group and Solo level.

In addition, the following instruments qualify as eligible Regulatory Capital.

1	**Issuer**	NBK Tier 1 Limited	NBK Tier 1 Financing (2) Limited	National Bank of Kuwait S.A.K.P.	NBK Tier 2 Limited
2	**Unique identifier**	XS2306962841	XS2010037922		XS2252513713 / 225251371
3	**Governing law(s) of the instrument**	English law (other than the Issuer subordination provisions which are governed by the laws of the Dubai International Financial Centre)	English Law; except for Status of Capital Securities and Subordination which are governed by laws of Dubai International Financial Centre.	Laws of the State of Kuwait	English Law; except for Status of Capital Securities and Subordination which are governed by laws of Dubai International Financial Centre.
	Regulatory treatment				
4	Type of Capital	Additional Tier 1	Additional Tier 1	Tier 2	Tier 2
5	Eligible at solo/ group / group & solo	Group and Solo	Group and Solo	Group and Solo	Group and Solo
6	Instrument type	Capital Securities by Issuer Irrevocably guaranteed by National Bank of Kuwait S.A.K.P. on Subordinated basis	Capital Securities by Issuer Irrevocably guaranteed by National Bank of Kuwait S.A.K.P. on Subordinated basis	Subordinated Debt	Subordinated Debt
7	Amount recognized in Regulatory Capital	USD 700,000,000 (KD 211,295,000)	USD 750,000,000 (KD 227,737,500)	KD 150,000,000/-	USD 300,000,000/-
8	Par value of instrument	USD 1,000/-	USD 1,000/-	KD 50,000/-	USD 1,000/-
9	Accounting classification	Shareholders' equity	Shareholders' equity	Liability-Amortized Cost	Liability-Amortized Cost
10	Original date of issuance	24th February 2021	27th November 2020	18th November 2020	24th November'2020
11	Perpetual or dated	Perpetual	Perpetual	Dated	Dated
12	Original maturity date	No maturity	No maturity	18th November 2030	24th November'2030
13	Issuer call subject to prior supervisory approval	Yes	Yes	Yes	Yes
14	Optional call date, contingent call dates and redemption amount	Optional Call date: Six months prior to the First Reset Date: 24th February 2027, outstanding principal together with interest accrued (in whole)	Optional Call date: Any date three months prior to 27 November 2025; Capital Event or Tax Event Call; Redemption amount in case of redemption date before First Reset Date: 101% of Principal; and in case of redemption date after First Reset Date at 100% Principal plus Accrued Interest	Optional Call date: 18 November 2025 or any Interest Payment hereafter; Capital Event or Taxation Reasons Principal (in whole or in part) plus Accrued Interest	Optional Call date: 25 November 2025 or any Interest Payment Date thereafter; Capital Event or Taxation Reasons; Principal (in whole but not in part) plus Accrued Interest

15	Subsequent call dates, if applicable	Semi-Annually	Semi-Annually	Semi-Annually	Semi-Annually
	Coupons / dividends				
16	Fixed or floating dividend /coupon	Fixed for first 6-year period; thereafter reset every year to a new rate to be the aggregate of the margin and the interpolated 6-year US Treasury rate.	Fixed for first 6-year period; thereafter reset every 6 years to a new fixed rate equal to the then 6-year USD Treasury rate plus margin	Fixed Tranche: Fixed for first 5 years and reset thereafter to a new fixed rate for subsequent period. Floating Tranche: Floating rate determined semi-annually subject to a cap.	Fixed for first 5- year period, thereafter reset to prevailing 5-year US Treasury rate plus margin.
17	Coupon rate and any related index	3.625% p.a. Fixed-Rate up to (but excluding) , 24th February'2027, there-after reset every 6 years to a new rate equal to the interpolated 6-year US Treasury rate plus 2.875% margin	4.500% p.a. Fixed-Rate up to (but excluding) 27 November 2025; thereafter reset every 6 years to a new fixed rate equal to the then 6-year USD Treasury rate plus 2.832% p.a. margin	Fixed Tranche: 4.75% p.a. Fixed for 5 years and reset thereafter to a new fixed rate of the then CBK Discount Rate plus 3.25% p.a. for subsequent period. Floating Tranche: CBK Discount Rate plus 3.00% determined semi-annually subject to a cap of prevailing Fixed Interest Rate plus 1%	2.50% p.a. Fixed rate for first 5-year period, thereafter reset to 210.8 bps over the prevailing 5-year US Treasury rate.
18	Existence of a dividend stopper	Yes	Yes	No	No
19	Fully discretionary, partially discretionary or mandatory	Payment of Interest may be cancelled at the sole-discretion of the Issuer and the Guarantor. Mandatory cancellation upon: -Insufficient Distributable Funds on a consolidated basis -Breach of any applicable capital requirements -Regulatory requirement to cancel	Payment of Interest may be cancelled at the sole-discretion of the Issuer and the Guarantor. Mandatory cancellation upon: -Insufficient Distributable Funds on a consolidated basis -Breach of any applicable capital requirements -Regulatory requirement to cancel	Payment of Interest is Mandatory.	Payment of Interest is Mandatory.
20	Existence of step-up or other incentive to redeem	No	No	No	No
21	Non-cumulative or cumulative	Non-cumulative	Non-cumulative	Not Applicable	Not Applicable
22	**Convertible or non-convertible**	**Non-convertible**	**Non-convertible**	**Non-convertible**	**Non-convertible**
23	If convertible, conversion trigger (s)	Not Applicable	Not Applicable	Not Applicable	Not Applicable

24	If convertible, fully or partially	Not Applicable	Not Applicable	Not Applicable	Not Applicable
25	If convertible, conversion rate	Not Applicable	Not Applicable	Not Applicable	Not Applicable
26	If convertible, mandatory or optional conversion	Not Applicable	Not Applicable	Not Applicable	Not Applicable
27	If convertible, specify instrument type convertible into	Not Applicable	Not Applicable	Not Applicable	Not Applicable
28	If convertible, specify issuer of instrument it converts into	Not Applicable	Not Applicable	Not Applicable	Not Applicable
29	**Write-down feature**	**Yes**	**Yes**	**Yes**	**Yes**
30	If write-down, write-down trigger(s)	Determination by Regulator on grounds of non-viability or an immediate injection of capital is required, by way of emergency intervention to remain viable.	Determination by Regulator on grounds of non-viability or an immediate injection of capital is required, by way of emergency intervention to remain viable.	Determination by Regulator on grounds of non-viability or an immediate injection of capital is required, by way of emergency intervention to remain viable.	Determination by Regulator on grounds of non-viability or an immediate injection of capital is required, by way of emergency intervention to remain viable.
31	If write-down, full or partial	Can be partial or full	Can be partial or full	Can be partial or full	Can be partial or full
32	If write-down, permanent or temporary	Permanent	Permanent	Permanent	Permanent
33	If temporary write-down, description of write-up mechanism	Not Applicable	Not Applicable	Not Applicable	Not Applicable
34	Position in subordination hierarchy in liquidation (specify instrument type immediately senior to instrument)	Senior only to Ordinary Equity shares; i.e. qualifying CET1 instruments	Senior only to Ordinary Equity shares; i.e. qualifying CET1 instruments	Senior only to Ordinary Equity shares and qualifying Tier 1 instruments	Senior only to Ordinary Equity shares and qualifying Tier 1 instruments
35	Non-compliant transitioned features	No	No	No	No
36	If yes, specify non-compliant features	Not Applicable	Not Applicable	Not Applicable	Not Applicable

3. Leverage Ratio: Common Disclosure Template

Table 33

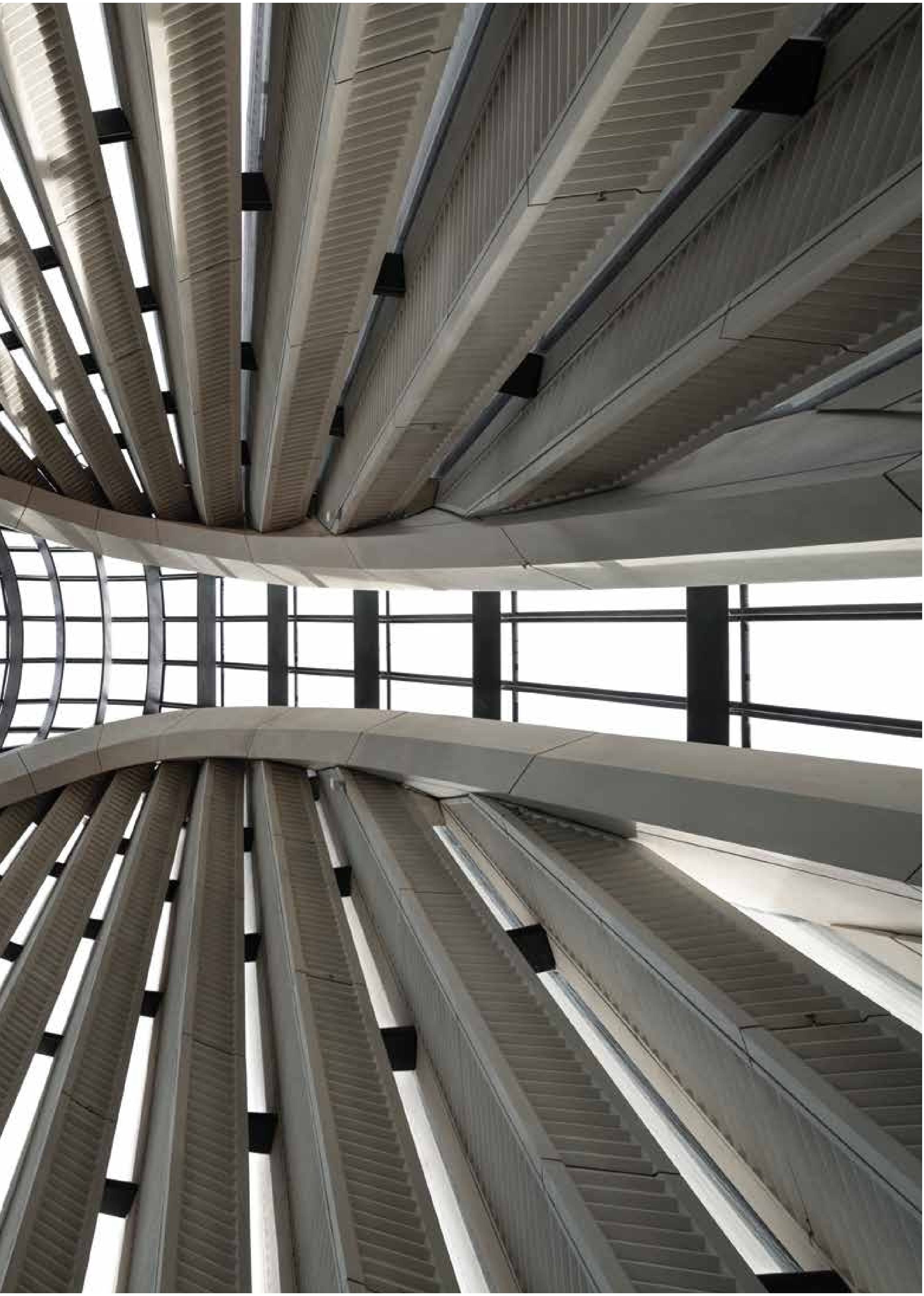
	Item	KD 000s
	On-balance sheet exposures	
1	On-balance sheet items (excluding derivatives and SFTs, but including collateral)	33,256,586
2	(Asset amounts deducted in determining Basel III Tier 1 capital)	(581,264)
3	**Total on-balance sheet exposures (excluding derivatives and SFTs) (sum of lines 1 and 2)**	**32,675,322**
4	Replacement cost associated with all derivatives transactions (ie net of eligible cash variation margin)	37,338
5	Add-on amounts for PFE associated with all derivatives transactions	146,447
6	Gross-up for derivatives collateral provided where deducted from the balance sheet assets pursuant to the operative accounting framework	-
7	(Deductions of receivables assets for cash variation margin provided in derivatives transactions)	-
8	(Exempted CCP leg of client-cleared trade exposures)	-
9	Adjusted effective notional amount of written credit derivatives	-
10	(Adjusted effective notional offsets and add-on deductions for written credit derivatives)	-
11	**Total derivative exposures (sum of lines 4 to 10)**	**183,786**
12	Gross SFT assets (with no recognition of netting), after adjusting for sales accounting transactions	-
13	(Netted amounts of cash payables and cash receivables of gross SFT assets)	-
14	CCR exposure for SFT assets	-
15	Agent transaction exposures	-
16	**Total securities financing transaction exposures (sum of lines 12 to 15)**	**-**
	Other off-balance sheet exposures	
17	Off-balance sheet exposure at gross notional amount	12,080,693
18	(Adjustments for conversion to credit equivalent amounts)	(8,773,883)
19	**Off-balance sheet items (sum of lines 17 and 18)**	**3,306,810**
20	**Tier 1 capital**	**3,537,776**
21	**Total exposures (sum of lines 3, 11, 16 and 19)**	**36,165,918**
22	**Basel III leverage ratio**	**9.8%**

4. Glossary Of Terms

Term	Definition
Additional Tier 1 Capital	Additional Tier 1 Capital is a Basel III defined concept and consists of high quality capital. It essentially includes providing a permanent and unrestricted commitment of funds, is freely available to absorb losses at the point of non-viability, ranks behind the claims of depositors and other more senior creditors in the event of a wind-up, and provides for fully discretionary capital distributions.
Basel II	Refers to the "Rules and Regulations Concerning Capital Adequacy Standard" issued by Central Bank of Kuwait Circular number 2/BS/184/2005 dated 21 December 2005, as amended.
Basel III	Refers to the "Capital Adequacy Ratio-Basel III for conventional banks" regulations issued by Central Bank of Kuwait Circular number 2/RB, RBA/A336/2015 dated 24 June 2015
Capital Conservation Buffer	A capital conservation buffer of 2.5% (Nil from 1st April 2020 to 31st December 2021) (expressed as a percentage of risk-weighted assets) has been subsumed in the Minimum Common Equity Tier 1 Capital requirement level.
Countercyclical Buffer	A countercyclical buffer requirement that varies from 0% to 2.5% which, when triggered as a requirement at the discretion of Central Bank of Kuwait, is required to be met from Common Equity Tier 1 capital.
Common Equity Tier 1 Capital	Common Equity Tier 1 Capital is the highest quality of capital available reflecting the permanent and unrestricted commitment of funds that are freely available to absorb losses. It essentially includes ordinary share capital, retained earnings and reserves less prescribed deductions.
Domestic Systemically-Important Bank Buffer	A Domestic Systemically-Important Bank Buffer that varies from 0.5% to 2% required to be met in the form of Common Equity Tier 1 Capital which will be determined at the level of each bank identified as systemically important by Central Bank of Kuwait on an annual basis.
ECAI	An External Credit Assessment Institution (ECAI) as recognized by Central Bank of Kuwait from time to time for the purposes of the assigning risk-weights to obligors under the Standardised Approach.
Leverage Ratio	Calculated in accordance with the requirements of CBK Circular number 2/BS/342/2014 dated 21 October 2014. Leverage ratio is defined as the "capital" measure (being Tier 1 capital) divided by the "exposure" measure (being the sum of on-balance sheet assets, derivative exposures and off-balance sheet exposures).
Liquidity Coverage Ratio (LCR)	Calculated in accordance with the requirements of CBK Circular number 2/RB/345/2014 dated 23 December 2014. The ratio is calculated by taking a financial institution's stock of high quality liquid assets ("HQLAs") – which include low-risk, highly marketable asset classes, designed to provide significant sources of liquidity in such a stress scenario – and dividing it by its projected net cash outflows over the immediately following 30-day period.
Net-Stable Funding Ratio (NSFR)	Calculated in accordance with the requirements of CBK Circular number 2/BS/356/2015 dated 25 October 2015 from 2018. The NSFR is defined as the amount of available stable funding ("ASF") relative to the amount of required stable funding ("RSF"). ASF is defined as the portion of capital and liabilities expected to be reliable over the time horizon considered by the NSFR, which extends to one year. RSF is defined as the portion of assets and off-balance sheet exposures expected to be funded on an ongoing basis over a one-year horizon. The amount of the stable funding required of a specific institution is a function of the liquidity characteristics and residual maturities of the various assets held by that institution as well as those of its off-balance sheet exposures.
Significant Investments	Significant Investments in capital of banking, financial and insurance entities are those where the bank owns more than 10% of the issued common share capital of the issuing entity or where the entity is an affiliate of the bank.
Tier 2 Capital	Tier 2 Capital consists of eligible capital instruments that provide an unrestricted commitment of funds for a defined period that is available to absorb losses at the point of non-viability, subordinated to claims of depositors in the event of wind-up. Limited recognition of general provisions held against future, presently-unidentifiable losses are eligible for inclusion in Tier 2 Capital.

Financial Statements

The objective of our strategy is to achieve consistently superior returns for shareholders. The strategy is built on 3 cornerstones that guide the priorities we set for our business units and internal functions. They are to defend our leadership in core businesses, to grow outside the core, and to improve profitability.



Board of Directors' Report

The Directors have pleasure in presenting their report together with the audited consolidated financial statements of National Bank of Kuwait S.A.K.P. (the "Bank") and its subsidiaries (collectively the "Group") for the year ended 31 December 2021.

2021 Financial Performance

Despite ongoing uncertainties and challenges caused by Covid-19 pandemic, the Group has delivered strong financial results for the year 2021, benefitting from improving operating conditions and its diversification and digital transformation strategies.

The Group reported a net profit attributable to shareholders of the bank of KD 362.2 million compared to KD 246.3 million for 2020, an increase of 47.1%. Operating profit amounted to KD 547.4 million compared to KD 530.9 million in 2020, an increase of 3.1%.

Net interest income and net income from Islamic financing totaled KD 669.3 million (2020: KD 633.5 million). Net fees and commissions increased to KD 165.3 million (2020: KD 146.0 million). Net investment income increased to KD 27.9 million in 2021 (2020: KD 2 million). Net gains from dealing in foreign currencies increased to KD 39.8 million in 2021 (2020: KD 38.2 million).

Total operating expenses were KD 358.9 million (2020: KD 311.6 million). The cost to income ratio for 2021 was 39.6% (2020: 37.0%).

The provision charge for credit losses and impairment losses were KD 132.5 million (2020: KD 246.4 million).

The return on average equity was 10.2% (2020: 7.0%).

2021 Balance Sheet

Total assets of the Group grew to KD 33,256.6 million from KD 29,717.4 million at the end of 2020, an increase of 11.9%. Loans, advances and Islamic financing to customers grew by KD 2,218.1 million to KD 19,722.5 million, an increase of 12.7%. Investment securities grew by KD 182.0 million to KD 4,910.8 million, an increase of 3.8%.

Customer deposits grew to KD 18,281.0 million from KD 17,104.2 million at the end of 2020, an increase of 6.9%. The Group benefits from a loyal Kuwaiti customer base whose deposits remain a continuing source of stable funding. Due to banks were KD 4,098.7 million (2020: KD 3,052.3 million) and Deposit from other financial institutions were KD 3,135.6 million (2020:KD 2,929.2 million). During the year, the Bank issued Global Medium-Term senior unsecured notes of USD 1 billion (KD 300.2 million) which contributed to increase in other borrowed funds to KD1,266.6 million (2020: KD 808.7 million).

The Group maintained a strong liquidity position with cash, short term funds, Central Bank of Kuwait bonds and Kuwait Government treasury bonds amounting to KD 6,329.1 million at the year end. Deposits with banks were KD 885.3 million at the year end.

The Group's general provisions in respect of on-balance sheet credit facilities were KD 509.7 million at the year end (2020: KD 516.2 million), whilst specific provisions were KD 123.9 million at the year end (2020: KD 171.1 million). The Group operates a conservative credit policy with a balanced diversification across all business sectors and geographical areas. Loan collateral profiles and values are continually monitored to ensure that optimum protection is afforded to the Group at all times.

Cash and non-cash credit facilities provided by the Bank to members of the Board of Directors and to related parties were KD 76.3 million at the year end against collateral of KD 249.1 million. Deposits of Board members and related parties were KD 49.6 million. Cash and non-cash credit facilities provided to the Group's Executive Management and to related parties were KD 7.6 million whilst deposits from the Group's Executive Management and related parties were KD 7.7 million. Proposed remuneration to Directors of the Bank was KD 120 thousand.

Equity

Total equity attributable to the shareholders of the Bank after deducting the proposed cash dividend of KD 215.8 million was KD 3,323.8 million (2020: KD 3,173.0 million).

During 2021, the Bank refinanced its outstanding USD 700 million (KD 210.7 million) Perpetual Tier 1 capital securities issued in April 2015 by issuing new Perpetual Tier 1 capital securities amounting to USD 700 million (KD 211.3 million).

The Basel III capital adequacy ratio was 18.1% at the year end (2020: 18.4%) as compared to the CBK prescribed regulatory minimum of 12.5%. The leverage ratio was 9.8% at the year end (2020: 10.3%) as compared to the CBK prescribed regulatory minimum of 3%.

Capital Market Authority Requirements

The necessary measures were taken to ensure compliance with Law No (7) of 2010, and subsequent Executive By-Laws relating to the Establishment of the Capital Market Authority and Organization of Securities Activities.

The Bank maintains a record for reporting the Bank's shares owned by the Insider Persons (or their dependent children) to the Capital Market Authority and Boursa Kuwait Company.

Bonus Shares, Dividends and Proposed Appropriations

Net profit for the year was principally allocated as follows:

1. KD 215.8 million to the dividend account for the distribution of a cash dividend of 30 fils per share (20 fils in 2020) subject to the approval of shareholders at the annual general meeting.
2. KD 36.0 million to the share capital account to cover the issuance of bonus shares equal to 5% of share capital at the end of 2021 (5% for 2020) (equivalent to 359,634,722 shares with a nominal value of 100 fils per share) subject to the approval of shareholders at the annual general meeting.
3. KD 17.1 million to the statutory reserve account to make the statutory reserve in excess of 50% of share capital.
4. KD 23.1 million to interest and profit payment towards perpetual Tier 1 Capital Securities and Perpetual Tier 1 Sukuk.
5. KD 70.2 million to retained earnings.

Financial highlights

KD million	2021	2020	2019
Total assets	**33,256.6**	29,717.4	29,270.8
Loans, advances and Islamic financing to customers	**19,722.5**	17,504.3	16,552.6
Customer deposits	**18,281.0**	17,104.2	15,930.6
Total operating income	**906.3**	842.5	895.5
Profit attributable to shareholders of the Bank	**362.2**	246.3	401.3

Independent Auditors' Report to The Shareholders of National Bank of Kuwait S.A.K.P.

Report on the Audit of the Consolidated Financial Statements

Opinion
We have audited the consolidated financial statements of National Bank of Kuwait S.A.K.P. (the "Bank") and its subsidiaries (together, "the Group"), which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2021, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs"), as adopted by Central Bank of Kuwait ("CBK") for use by the State of Kuwait.

Basis for Opinion
We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters
Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each key audit matter below, our description of how our audit addressed the matter is provided in that context.

We have identified the following key audit matters:

a) Credit losses on loans, advances and Islamic financing to customers
The recognition of credit losses on loans, advances and Islamic financing ("credit facilities") to customers is the higher of Expected Credit Loss ("ECL") under International Financial Reporting Standard 9: Financial Instruments ("IFRS 9"), determined in accordance with the CBK guidelines, and the provision required by the CBK rules on classification of credit facilities and calculation of their provision (the "CBK rules") as disclosed in the accounting policies and in Note 13 to the consolidated financial statements.

Recognition of ECL under IFRS 9, determined in accordance with CBK guidelines, is a complex accounting policy, which requires considerable judgement in its implementation. ECL is dependent on management's judgement in assessing significant increase in credit risk and classification of credit facilities into various stages, determining when a default has occurred, development of models for assessing the probability of default of customers and estimating cash flows from recovery procedures or realization of collateral. As disclosed in Note 31, the COVID-19 global pandemic significantly impacted management's determination of the ECL and required the application of heightened judgment. As a result, the ECL has a higher than usual degree of uncertainty and the inputs used are inherently subject to change, which may materially change the estimate in future periods.

Recognition of specific provision on impaired facility under the CBK rules is based on the instructions by CBK on the minimum provision to be recognized together with any additional provision to be recognized based on management estimate of expected cash flows related to that credit facility.

Due to the significance of credit facilities and the related estimation uncertainty and judgement in the impairment calculation, this was considered as a key audit matter. This is further heightened by the high degree of estimation uncertainty due to the economic impacts of COVID-19.

Our audit procedures included assessing the design and implementation of controls over the inputs and assumptions used by the Group in developing the models, its governance and review controls performed by the management in determining the adequacy of credit losses. Further, our audit procedures were updated to incorporate consideration of the economic disruption caused by COVID-19, including a focus on rescheduled credit facilities.

With respect to the ECL based on IFRS 9, determined in accordance with the CBK guidelines, we have selected samples of credit facilities outstanding as at the reporting date, which included rescheduled credit facilities, and evaluated the Group's determination of significant increase in credit risk and the resultant basis for classification of the credit facilities into various stages. We involved our specialists to review the ECL model in terms of key data, methods and assumptions used to ensure they are in line with IFRS 9 requirements, determined in accordance with CBK guidelines. For a sample of credit facilities, we have evaluated the Group's staging criteria, Exposure at Default ("EAD") Probability of Default ("PD") and Loss Given Default ("LGD") including the eligibility and value of collateral considered in the ECL models used by the Group and the overlays considered by management in view of the ongoing COVID-19 pandemic, in order to determine ECL taking into consideration CBK guidelines. We have also evaluated the various inputs and assumptions used by the Group's management to determine ECL.

Further, for the CBK rules provision requirements, we have assessed the criteria for determining whether there is a requirement to calculate any credit loss in accordance with the related regulations and, if required, it has been computed accordingly. For the samples selected, which included rescheduled credit facilities, we have verified whether all impairment events have been identified by the Group's management. For the selected samples which also included impaired credit facilities, we have assessed the valuation of collateral and checked the resultant provision calculations.

b) Impairment of goodwill and other intangible assets

The Group has goodwill and other intangible assets with carrying value of KD 581,264 thousand as at 31 December 2021. The impairment tests of goodwill and other intangible assets performed by management are significant to our audit because the assessment of the recoverable amount of goodwill and other intangible assets under the value-in-use basis is complex and requires considerable judgments on part of management, especially due to the ongoing COVID-19 pandemic. Estimates of future cash flows are based on management's views of variables such as the growth in the banking sector, economic conditions such as the economic growth and expected inflation rates and yield. Therefore, we identified the impairment testing of goodwill and other intangible assets as a key audit matter.

As part of our audit procedures, we have verified prevailing market prices where management has used these as a benchmark to compute the recoverable value. Where "value in use" is the basis to compute the recoverable value we obtained management's impairment calculations and tested the reasonableness of key assumptions, including profit forecasts and the selection of growth rates and discount rates. We also involved our valuation specialists and challenged the management to substantiate the assumptions, including the comparison of relevant assumptions to industry benchmarks and economic forecasts. We tested the integrity of supporting calculations and corroborated certain information with third party sources. We agreed the underlying cash flows to approved budgets and assessed growth rates and discount rates by comparison with third party information, the Group's cost of capital and relevant risk factors. Future cash flow assumptions were also assessed through comparison to current trading performance against budget and forecasts, considering the historical accuracy of budgeting and forecasting and the understanding of the reasons for growth profiles used. We further evaluated management's sensitivity analysis to ascertain the impact of reasonably possible changes to key assumptions.

We also assessed the adequacy of the Group's disclosures regarding those assumptions, which are disclosed in Note 15 to the consolidated financial statements.

Independent Auditors' Report to The Shareholders of National Bank of Kuwait S.A.K.P. (continued)

Other information included in the Group's 2021 Annual Report
Management is responsible for the other information. Other information consists of the information included in the Group's 2021 Annual Report, other than the consolidated financial statements and our auditors' report thereon. We obtained the report of the Bank's Board of Directors, prior to the date of our auditors' report, and we expect to obtain the remaining sections of the Group's Annual Report for the year ended 31 December 2021 after the date of our auditors' report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of other information; we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements
Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the IFRSs as adopted for use by the State of Kuwait, 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.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

Furthermore, in our opinion proper books of account have been kept by the Bank and the consolidated financial statements, together with the contents of the report of the Bank's Board of Directors relating to these consolidated financial statements, are in accordance therewith. We further report that we obtained all the information and explanations that we required for the purpose of our audit and that the consolidated financial statements incorporate all information that is required by the Capital Adequacy Regulations and Financial Leverage Ratio Regulations issued by the Central Bank of Kuwait ("CBK") as stipulated in CBK Circular Nos. 2/RB, RBA/336/2014 dated 24 June 2014 and its amendments, and 2/BS/342/2014 dated 21 October 2014, and its amendments, respectively, the Companies Law No. 1 of 2016, as amended, and its executive regulations, as amended, or by the Bank's Memorandum of Incorporation and Articles of Association, as amended, that an inventory was duly carried out and that, to the best of our knowledge and belief, no violations of the Capital Adequacy Regulations and Financial Leverage Ratio Regulations issued by the CBK as stipulated in CBK Circular Nos. 2/RB, RBA/336/2014 dated 24 June 2014 and its amendments, and 2/BS/342/2014 dated 21 October 2014, and its amendments, respectively, the Companies Law No. 1 of 2016, as amended, and its executive regulations, as amended, or of the Bank's Memorandum of Incorporation and Articles of Association, as amended, have occurred during the year ended 31 December 2021 that might have had a material effect on the business of the Bank or on its financial position.

We further report that, during the course of our audit, we have not become aware of any violations of the provisions of Law No. 32 of 1968, as amended, concerning currency, the CBK and the organization of banking business, and its related regulations during the year ended 31 December 2021 that might have had a material effect on the business of the Bank or on its financial position.

ABDULKARIM AL SAMDAN
LICENCE NO. 208 A
EY
AL-AIBAN, AL-OSAIMI & PARTNERS

BADER A. AL-WAZZAN
LICENCE NO. 62 A
DELOITTE & TOUCHE
AL WAZZAN & CO.

26 January 2022
Kuwait

Consolidated Financial Statements

Notes To The Consolidated Financial Statements

Consolidated Statement of Income

For the year ended 31 December 2021

	Notes	2021 KD 000's	2020 KD 000's	2021 USD 000's	2020 USD 000's
Interest income	4	661,056	756,984	2,185,309	2,502,427
Interest expense	5	154,889	266,752	512,030	881,825
Net interest income		506,167	490,232	1,673,279	1,620,602
Murabaha and other Islamic financing income		227,849	225,137	753,220	744,254
Finance cost and Distribution to depositors		64,757	81,902	214,073	270,750
Net income from Islamic financing		163,092	143,235	539,147	473,504
Net interest income and net income from Islamic financing		669,259	633,467	2,212,426	2,094,106
Net fees and commissions	6	165,271	145,981	546,350	482,582
Net investment income	7	27,905	2,041	92,248	6,747
Net gains from dealing in foreign currencies		39,829	38,159	131,666	126,145
Other operating income		4,054	22,873	13,402	75,613
Non-interest income		237,059	209,054	783,666	691,087
Net operating income		906,318	842,521	2,996,092	2,785,193
Staff expenses		201,113	174,442	664,836	576,668
Other administrative expenses		122,134	102,058	403,749	337,382
Depreciation of premises and equipment		34,049	33,432	112,559	110,519
Amortisation of intangible assets	15	1,647	1,647	5,444	5,444
Operating expenses		358,943	311,579	1,186,588	1,030,013
Operating profit before provision for credit losses and impairment losses		547,375	530,942	1,809,504	1,755,180
Provision charge for credit losses and impairment losses	8	132,498	246,438	438,010	814,671
Operating profit before taxation and Directors' remuneration		414,877	284,504	1,371,494	940,509
Taxation	9	34,136	25,842	112,846	85,428
Directors' remuneration	27	120	-	397	-
Profit for the year		380,621	258,662	1,258,251	855,081
Attributable to:					
Shareholders of the Bank		362,249	246,341	1,197,517	814,350
Non-controlling interests		18,372	12,321	60,734	40,731
		380,621	258,662	1,258,251	855,081
Basic earnings per share attributable to shareholders of the Bank	10	47 fils	31 fils	16 Cents	10 Cents

The attached notes 1 to 32 form part of these consolidated financial statements.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2021

	Note	2021 KD 000's	2020 KD 000's	2021 USD 000's	2020 USD 000's
Profit for the year		**380,621**	258,662	**1,258,251**	855,081
Other comprehensive income:					
Investment in debt securities measured at FVOCI:					
Net change in fair value		**48,123**	(36,568)	**159,084**	(120,886)
Net transfer to consolidated statement of income		**(10,818)**	12,578	**(35,762)**	41,580
		37,305	(23,990)	**123,322**	(79,306)
Share of other comprehensive (loss) income of associates		**(13)**	(291)	**(43)**	(962)
Exchange differences on translation of foreign operations		**(5,911)**	(2,431)	**(19,540)**	(8,036)
Other comprehensive income (loss) for the year reclassifiable to consolidated statement of income in subsequent years		**31,381**	(26,712)	**103,739**	(88,304)
Net loss on investments in equity instruments designated at FVOCI		**(1,009)**	(7,566)	**(3,336)**	(25,012)
Actuarial loss in respect of defined benefit plans	18	**(484)**	(7,239)	**(1,599)**	(23,930)
Other comprehensive loss for the year not reclassifiable to consolidated statement of income in subsequent years		**(1,493)**	(14,805)	**(4,935)**	(48,942)
Other comprehensive income (loss) for the year		**29,888**	(41,517)	**98,804**	(137,246)
Total comprehensive income for the year		**410,509**	217,145	**1,357,055**	717,835
Attributable to:					
Shareholders of the Bank		**391,438**	209,935	**1,294,010**	694,000
Non-controlling interests		**19,071**	7,210	**63,045**	23,835
		410,509	217,145	**1,357,055**	717,835

The attached notes 1 to 32 form part of these consolidated financial statements.

Consolidated Statement of Financial Position

As at 31 December 2021

	Notes	2021 KD 000's	2020 KD 000's	2021 USD 000's	2020 USD 000's
Assets					
Cash and short term funds	11	**5,081,991**	3,903,371	**16,799,970**	12,903,706
Central Bank of Kuwait bonds	14	**830,054**	830,233	**2,743,980**	2,744,572
Kuwait Government treasury bonds	14	**417,016**	462,922	**1,378,565**	1,530,321
Deposits with banks	12	**885,280**	1,027,373	**2,926,545**	3,396,273
Loans, advances and Islamic financing to customers	13	**19,722,471**	17,504,342	**65,198,251**	57,865,593
Investment securities	14	**4,910,798**	4,728,778	**16,234,043**	15,632,324
Investment in associates		**3,746**	5,195	**12,384**	17,174
Land, premises and equipment		**456,209**	426,963	**1,508,129**	1,411,448
Goodwill and other intangible assets	15	**581,264**	581,881	**1,921,534**	1,923,574
Other assets	16	**367,757**	246,333	**1,215,726**	814,324
Total assets		**33,256,586**	29,717,391	**109,939,127**	98,239,309
Liabilities					
Due to banks		**4,098,688**	3,052,326	**13,549,382**	10,090,334
Deposits from other financial institutions		**3,135,629**	2,929,247	**10,365,716**	9,683,461
Customer deposits		**18,280,989**	17,104,232	**60,433,021**	56,542,916
Certificates of deposit issued		**1,339,354**	918,862	**4,427,616**	3,037,560
Other borrowed funds	17	**1,266,582**	808,665	**4,187,048**	2,673,273
Other liabilities	18	**668,227**	763,004	**2,209,015**	2,522,327
Total liabilities		**28,789,469**	25,576,336	**95,171,798**	84,549,871
Equity					
Share capital	19	**719,269**	685,019	**2,377,749**	2,264,526
Proposed bonus shares	20	**35,964**	34,250	**118,889**	113,223
Statutory reserve	19	**359,637**	342,511	**1,188,883**	1,132,268
Share premium account	19	**803,028**	803,028	**2,654,638**	2,654,638
Treasury share reserve	19	**34,961**	34,961	**115,573**	115,574
Other reserves	19	**1,586,708**	1,410,240	**5,245,316**	4,661,950
Equity attributable to shareholders of the Bank		**3,539,567**	3,310,009	**11,701,048**	10,942,179
Perpetual Tier 1 Capital Securities	21	**439,032**	438,438	**1,451,345**	1,449,382
Non-controlling interests	24	**488,518**	392,608	**1,614,936**	1,297,877
Total equity		**4,467,117**	4,141,055	**14,767,329**	13,689,438
Total liabilities and equity		**33,256,586**	29,717,391	**109,939,127**	98,239,309

Nasser Musaed Abdullah Al-Sayer
Chairman

Isam J. Al Sager
Group Chief Executive Officer

The attached notes 1 to 32 form part of these consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended 31 December 2021

	Notes	2021 KD 000's	2020 KD 000's	2021 USD 000's	2020 USD 000's
Operating activities					
Profit for the year		380,621	258,662	**1,258,251**	855,081
Adjustments for:					
Net investment income	7	(27,905)	(2,041)	**(92,248)**	(6,747)
Depreciation of premises and equipment		34,049	33,432	**112,559**	110,519
Amortisation of intangible assets	15	1,647	1,647	**5,445**	5,445
Provision charge for credit losses and impairment losses	8	132,498	246,438	**438,010**	814,671
Taxation	9	34,136	25,842	**112,846**	85,428
Gain on sale of land, premises and equipment		-	(12,715)	**-**	(42,033)
Cash flows from operating activities before changes in operating assets and liabilities		555,046	551,265	**1,834,863**	1,822,364
Changes in operating assets and liabilities:					
Central Bank of Kuwait bonds		-	(7,004)	**-**	(23,154)
Kuwait Government treasury bonds		45,906	199,253	**151,755**	658,688
Deposits with banks		129,375	871,020	**427,686**	2,879,405
Loans, advances and Islamic financing to customers		(2,341,207)	(675,727)	**(7,739,527)**	(2,233,808)
Other assets		(159,753)	35,139	**(528,109)**	116,162
Due to banks		1,046,362	(671,636)	**3,459,048**	(2,220,284)
Deposits from other financial institutions		206,382	(1,016,366)	**682,255**	(3,359,889)
Customer deposits		1,176,757	777,774	**3,890,106**	2,571,154
Certificates of deposit issued		420,492	380,251	**1,390,056**	1,257,028
Other liabilities		(25,576)	(89,994)	**(84,549)**	(297,501)
Tax paid		(28,500)	(36,128)	**(94,215)**	(119,431)
Net cash from operating activities		1,025,284	317,847	**3,389,369**	1,050,734
Investing activities					
Purchase of investment securities		(3,322,569)	(2,020,261)	**(10,983,699)**	(6,678,549)
Proceeds from sale/redemption of investment securities		3,121,755	1,617,668	**10,319,851**	5,347,663
Dividend income	7	2,399	907	**7,931**	2,998
Proceeds from sale of investment in associate		-	694	**-**	2,294
Dividend from associates		-	36	**-**	119
Proceeds from sale of land, premises and equipment		592	34,995	**1,957**	115,686
Purchase of land, premises and equipment		(56,117)	(38,848)	**(185,511)**	(128,423)
Acquisition of subsidiary net of cash acquired		-	(325)	**-**	(1,074)
Transaction costs related to acquisition of a subsidiary		-	(1,815)	**-**	(6,000)
Proceeds from sale of investment properties		26,636	-	**88,053**	-
Net cash used in investing activities		(227,304)	(406,949)	**(751,418)**	(1,345,286)
Financing activities					
Net proceeds from issue of Perpetual Tier 1 Capital Securities		210,436	-	**695,656**	-
Redemption of Perpetual Tier 1 Capital Securities		(210,700)	-	**(696,529)**	-
Interest paid on Perpetual Tier 1 Capital Securities		(19,881)	(22,796)	**(65,722)**	(75,359)
Net Proceeds from issuance of Perpetual Tier 1 Sukuk by a subsidiary		149,775	-	**495,124**	-
Redemption of Perpetual Tier 1 Sukuk by a subsidiary		(75,388)	-	**(249,217)**	-
Profit distribution on Perpetual Tier 1 Sukuk by a subsidiary		(5,421)	(5,186)	**(17,921)**	(17,144)
Net proceeds from issue of subordinated Tier 2 bonds		-	116,620	**-**	385,521
Proceeds from issuance of Sukuk by a subsidiary		-	228,600	**-**	755,703
Net movement in other borrowed funds		464,399	75,796	**1,535,203**	250,565
Proceeds from sale of treasury shares		-	49,104	**-**	162,327
Dividends paid	20	(137,004)	(226,373)	**(452,906)**	(748,340)
Change in holding in subsidiaries		4,424	-	**14,625**	-
Dividends paid by subsidiaries to non-controlling interests		-	(10,465)	**-**	(34,595)
Net cash from financing activities		380,640	205,300	**1,258,313**	678,678
Increase in cash and short term funds		1,178,620	116,198	**3,896,264**	384,126
Cash and short term funds at the beginning of the year		3,903,371	3,787,173	**12,903,706**	12,519,580
Cash and short term funds at the end of the year	11	5,081,991	3,903,371	**16,799,970**	12,903,706

The attached notes 1 to 32 form part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

For the year ended 31 December 2021

	Equity attributable to shareholders of the Bank										KD 000's
	Share capital	Proposed bonus shares	Statutory reserve	Share premium account	Treasury shares	Treasury share reserve	Other reserves (Note 19e)	Total	Perpetual Tier 1 Capital Securities	Non - controlling interests	Total equity
Balance as at 1 January 2021	685,019	34,250	342,511	803,028	-	34,961	1,410,240	3,310,009	438,438	392,608	4,141,055
Profit for the year	-	-	-	-	-	-	362,249	362,249	-	18,372	380,621
Other comprehensive income	-	-	-	-	-	-	29,189	29,189	-	699	29,888
Total comprehensive income	-	-	-	-	-	-	391,438	391,438	-	19,071	410,509
Transfer to statutory reserve (Note 19b)	-	-	17,126	-	-	-	(17,126)	-	-	-	-
Issue of bonus shares (Note 19a)	34,250	(34,250)	-	-	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	-	(137,004)	(137,004)	-	-	(137,004)
Issuance of Perpetual Tier 1 Capital Securities (Note 21)	-	-	-	-	-	-	-	-	211,294	-	211,294
Redemption of Perpetual Tier 1 Capital Securities (Note 21)	-	-	-	-	-	-	-	-	(210,700)	-	(210,700)
Transaction cost on issue of Perpetual Tier 1 Capital Securities	-	-	-	-	-	-	(858)	(858)	-	-	(858)
Interest paid on perpetual Tier 1 Capital Securities	-	-	-	-	-	-	(19,881)	(19,881)	-	-	(19,881)
Profit distribution on Perpetual Tier 1 Sukuk by a subsidiary	-	-	-	-	-	-	(3,247)	(3,247)	-	(2,174)	(5,421)
Issuance of Perpetual Tier 1 Sukuk by a subsidiary (Note 24)	-	-	-	-	-	-	-	-	-	150,385	150,385
Redemption of Perpetual Tier 1 Sukuk by a subsidiary (Note 24)	-	-	-	-	-	-	-	-	-	(75,388)	(75,388)
Transaction cost on issue of Perpetual Tier 1 Sukuk by a subsidiary	-	-	-	-	-	-	(365)	(365)	-	(245)	(610)
Change in holding in subsidiaries	-	-	-	-	-	-	-	-	-	4,424	4,424
Proposed bonus shares (Note 20)	-	35,964	-	-	-	-	(35,964)	-	-	-	-
Other movements	-	-	-	-	-	-	(525)	(525)	-	(163)	(688)
At 31 December 2021	719,269	35,964	359,637	803,028	-	34,961	1,586,708	3,539,567	439,032	488,518	4,467,117

The attached notes 1 to 32 form part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

For the year ended 31 December 2021

	Equity attributable to shareholders of the Bank										KD 000's
	Share capital	Proposed bonus shares	Statutory reserve	Share premium account	Treasury shares	Treasury share reserve	Other reserves (Note 19e)	Total	Perpetual Tier 1 Capital Securities	Non - controlling interests	Total equity
Balance as at 1 January 2020	652,399	32,620	326,199	803,028	(39,258)	25,115	1,633,641	3,433,744	438,438	386,978	4,259,160
Profit for the year	-	-	-	-	-	-	246,341	246,341	-	12,321	258,662
Other comprehensive loss	-	-	-	-	-	-	(36,406)	(36,406)	-	(5,111)	(41,517)
Total comprehensive income	-	-	-	-	-	-	209,935	209,935	-	7,210	217,145
Transfer to statutory reserve (Note 19b)	-	-	16,312	-	-	-	(16,312)	-	-	-	-
Issue of bonus shares (Note 19a)	32,620	(32,620)	-	-	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	-	(226,373)	(226,373)	-	-	(226,373)
Interest paid on perpetual Tier 1 Capital Securities	-	-	-	-	-	-	(22,796)	(22,796)	-	-	(22,796)
Sale of treasury shares	-	-	-	-	39,258	9,846	-	49,104	-	-	49,104
Dividend paid by subsidiaries to non-controlling Interests	-	-	-	-	-	-	-	-	-	(10,465)	(10,465)
Profit distribution on Perpetual Tier 1 Sukuk by a subsidiary	-	-	-	-	-	-	(3,106)	(3,106)	-	(2,080)	(5,186)
Proposed bonus shares (Note 20)	-	34,250	-	-	-	-	(34,250)	-	-	-	-
Acquisition of subsidiaries	-	-	-	-	-	-	-	-	-	30,582	30,582
Modification loss on deferral of loans instalments	-	-	-	-	-	-	(130,499)	(130,499)	-	(19,347)	(149,846)
Other movements	-	-	-	-	-	-	-	-	-	(270)	(270)
At 31 December 2020	685,019	34,250	342,511	803,028	-	34,961	1,410,240	3,310,009	438,438	392,608	4,141,055

The attached notes 1 to 32 form part of these consolidated financial statements.

Notes to the Consolidated Financial Statements

31 December 2021

1 INCORPORATION AND REGISTRATION

The consolidated financial statements of National Bank of Kuwait S.A.K.P. (the "Bank") and its subsidiaries (collectively the "Group") for the year ended 31 December 2021 were authorized for issue in accordance with a resolution of the directors on 12 January 2022. The Annual General Meeting of the shareholders has the power to amend these consolidated financial statements after issuance. The Bank is a public shareholding company incorporated in Kuwait in 1952 and is registered as a bank (commercial registration number - 8490) with the Central Bank of Kuwait. The Bank's registered office is at Al Shuhada Street, P.O. Box 95, Safat 13001, Kuwait. The principal activities of the Bank are described in Note 3.

2 SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The consolidated financial statements have been prepared in accordance with the regulations for financial services institutions as issued by the Central Bank of Kuwait (CBK) in the State of Kuwait. These regulations require banks and other financial institutions regulated by CBK to adopt the International Financial Reporting Standards with the following amendments:

- Expected credit loss ("ECL") on credit facilities to be measured at the higher of ECL computed under IFRS 9 - Financial Instruments ("IFRS") in accordance to the CBK guidelines or the provisions as required by CBK instructions along with its consequent impact on related disclosures; and
- Modification losses on financial assets, arising from payment holidays to customers extended during the financial year ended 31 December 2020 as a result of Covid-19, to be recognized in retained earnings as required by the CBK circular no. 2/BS/IBS/461/2020 instead of statement of income in accordance with IFRS 9. However, modification losses on financial assets, arising from any other payment holidays to customers including payment holidays extended during the year ended 31 December 2021 shall be recognized in the statement of income. The application of the policy will result in application of different accounting presentation for modification losses in 2020 compared to 2021.

The above framework is hereinafter referred to as 'IFRS as adopted by CBK for use in the State of Kuwait'.

The consolidated financial statements are prepared under the historical cost convention except for the measurement at fair value of derivatives, investment securities measured at fair value and investment properties. In addition and as more fully described below, assets and liabilities that are hedged in fair value hedging relationships are carried at fair value to the extent of the risk being hedged.

2.2 Changes in accounting policies

New and amended standards and interpretations

The Group applied the following amendments effective from 1 January 2021:

Amendments to IFRS 16 Covid-19 Related Rent Concessions

On 28 May 2020, the IASB issued Covid-19-Related Rent Concessions - amendment to IFRS 16 Leases The amendments provide relief to lessees from applying IFRS 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification.

The amendment was intended to apply until 30 June 2021, but as the impact of the Covid-19 pandemic is continuing, on 31 March 2021, the IASB extended the period of application of the practical expedient to 30 June 2022.The amendment applies to annual reporting periods beginning on or after 1 April 2021.

Interest Rate Benchmark Reform - Phase 2 Amendments to IFRS 9, IAS 39 IFRS 7, IFRS 4 and IFRS 16

In August 2020 the IASB issued Interest Rate Benchmark Reform - Phase 2 Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16, (IBOR reform Phase 2) to address the accounting issues which arise upon the replacement of an IBOR with a risk-free rate ("RFR").

IBOR reform Phase 2 includes a number of reliefs and additional disclosures. The reliefs apply upon the transition of a financial instrument from an IBOR to RFR. As a practical expedient, changes to the basis for determining contractual cash flows as a result of interest rate

Notes to the Consolidated Financial Statements (continued)
31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)
2.2 Changes in accounting policies (continued)

benchmark reform are required to be treated as changes to a floating interest rate, provided that, for the financial instrument, the transition from the IBOR benchmark rate to RFR takes place on an economically equivalent basis.

IBOR reform Phase 2 provides temporary reliefs that allow the Group's hedging relationships to continue upon the replacement of an existing interest rate benchmark with an RFR. The reliefs require the Group to amend hedge designations and hedge documentation. This includes redefining the hedged risk to reference an RFR, redefining the description of the hedging instrument and / or the hedged item to reference the RFR and amending the method for assessing hedge effectiveness. Updates to the hedging documentation must be made by the end of the reporting period in which a replacement takes place.

These amendments had no material impact on the consolidated financial statements of the Group. The Group intends to use the practical expedients when they become applicable (Note 32).

Other amendments to IFRSs which are effective for annual accounting period starting from 1 January 2021 did not have any material impact on the accounting policies, financial position or performance of the Group.

Standards issued but not yet effective
A number of new standards, amendments to standards and interpretations which are effective for annual periods beginning on or after 1 January 2022 have not been early adopted in the preparation of the Group's consolidated financial statements. None of these are expected to have a significant impact on the Group's consolidated financial statements.

2.3 Basis of consolidation
The consolidated financial statements comprise the financial statements of the Bank as at 31 December each year and its subsidiaries as at the same date or a date not earlier than three months from 31 December. The financial statements of subsidiaries and associates are prepared using consistent accounting policies and are adjusted, where necessary, to bring the accounting policies in line with those of the Group. All intercompany balances and transactions, including unrealized profits arising from intra-group transactions have been eliminated on consolidation.

a. Subsidiaries
Subsidiaries are all entities over which the Bank has control. The control is achieved when the Bank is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Refer Note 24 for the list of major subsidiaries, their principal businesses and the Group's effective holding.

b. Non-controlling interest
Interest in the equity of subsidiaries not attributable to the Group is reported as non-controlling interest in the consolidated statement of financial position. Non-controlling interest in the acquiree is measured at the proportionate share in the recognized amounts of the acquiree's identifiable net assets. Losses are allocated to the non-controlling interest even if they exceed the non-controlling interest's share of equity in the subsidiary. Transactions with non-controlling interests are treated as transactions with equity owners of the Group. Gains or losses on changes in non-controlling interests without loss of control are recorded in equity.

c. Associates
Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investment in an associate is initially recognized at cost and subsequently accounted for by the equity method of accounting. The Group's investment in associates includes goodwill identified on acquisition. The Group's share of its associates' post-acquisition profits or losses is recognized in the consolidated statement of income, and its share of post-acquisition movements in other comprehensive income is recognized in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognizes the amount in the consolidated statement of income. Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Gain or loss on this transaction is computed by comparing the carrying amount of the associate at the time of loss of significant influence with the aggregate of fair value of the retained investment and proceeds from disposal. This is recognized in the consolidated statement of income.

2.4 Foreign currencies

The consolidated financial statements are presented in Kuwaiti Dinars (thousand) which is also the Bank's functional currency.

a. Translation of foreign currency transactions

Transactions in foreign currencies are initially recorded in the functional currency rate of exchange ruling at the date of the transaction. Monetary assets and monetary liabilities in foreign currencies (other than monetary items that form part of the net investment in a foreign operation) are translated into functional currency at rates of exchange prevailing at the reporting date. Any gains or losses are taken to the consolidated statement of income. Exchange differences arising on monetary items that form part of the net investment in a foreign operation are determined using closing rates and recognized in other comprehensive income and presented in the foreign currency translation reserve in equity. When a foreign operation is disposed of, the cumulative amount in foreign currency translation reserve relating to that foreign operation is recognized in the consolidated statement of income. Goodwill, intangible assets and any fair value adjustments to the carrying value of assets and liabilities are recorded at the functional currency of the foreign operation and are translated to the presentation currency at the rate of exchange prevailing at the reporting date. All resulting exchange differences are recognized in other comprehensive income and accumulated in foreign currency translation reserve within equity.

Translation gains or losses on non-monetary items are recognized in other comprehensive income when non-monetary items are measured at fair value through other comprehensive income. Translation gains or losses on non-monetary items measured at fair value through profit or loss are recognized in consolidated statement of income.

b. Translation of financial statements of foreign entities

The results and financial position of all the Group entities that have a functional currency different from the presentation currency are translated to presentation currency as follows:

The assets and liabilities are translated at rates of exchange ruling at the reporting date. Income and expense items are translated at average exchange rates for the year. All resulting exchange differences are recognized in other comprehensive income and accumulated in foreign currency translation reserve within equity and duly recognized in the consolidated statement of income on disposal of the foreign operation.

2.5 Interest income and expenses

Interest income and expense for all interest-bearing financial instruments are recognized within 'interest income' and 'interest expense' in the consolidated statement of income using the effective interest method. The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. Fees which are considered as an integral part of the effective yield of a financial asset are recognized using effective yield method. Once a financial asset or a group of similar financial assets has been written down as a result of an impairment loss, interest income is recognized using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.6 Murabaha and other Islamic financing income

Income from Murabaha, Wakala and Leased assets is recognized on a pattern reflecting a constant periodic return on the outstanding net investment.

2.7 Fees and commissions income

Fees and commission income are recognized when the Group satisfies the performance obligation by transferring the promised service to customers. At inception of the contract, the Group determines whether it satisfies the performance obligation over a period of time or at a point in time. Fees income earned from services provided over a period of time is recognized over the period of service. Fees and commissions arising from providing a transaction service are recognized at a point in time on completion of the underlying transaction. Portfolio and other management advisory and service fees are recognized based on the applicable service contracts, usually on a time-apportioned basis. Asset management fees related to investment funds are recognized over the period in which the service is provided. The same principle is applied for wealth management and custody services that are continuously provided over an extended period of time.

2.8 Dividend income

Dividend income is recognized when the right to receive payment is established.

2.9 Government grants

Government grants are recognized where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognized as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognized as income in equal amounts over the expected useful life of the related asset.

2.10 Impairment of financial assets

The Group computes Expected Credit Losses (ECL) on the following financial instruments that are not measured at fair value through profit or loss:

- loans and advances, Islamic financing to customers including credit commitments
- letters of credit and financial guarantee contracts including commitments
- investment in debt securities measured at amortized cost or FVOCI
- balances and deposits with banks

Equity investments are not subject to Expected Credit Losses.

Impairment of credit facilities

Credit facilities granted by the Group consists of loans and advances, Islamic financing to customers, letters of credit and financial guarantee contracts and commitments to grant credit facilities. Impairment on credit facilities shall be recognized in the consolidated statement of financial position at an amount equal to the higher of ECL under IFRS 9 according to the CBK guidelines, and the provisions required by the CBK instructions.

Impairment of financial assets other than credit facilities

The Group recognises ECL on investment in debt securities measured at amortized cost or FVOCI and on balances and deposits with banks.

Expected Credit Losses

The Group applies a three stage approach to measure the expected credit loss as follows:

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.10 Impairment of financial assets (continued)

Stage 1: 12 month ECL

The Group measures loss allowances at an amount equal to 12-month ECL on financial assets where there has not been significant increase in credit risk since their initial recognition or on exposures that are determined to have a low credit risk at the reporting date. The Group considers a financial asset to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'.

Stage 2: Lifetime ECL – not credit impaired

The Group measures loss allowances at an amount equal to lifetime ECL on financial assets where there has been a significant increase in credit risk since initial recognition but are not credit impaired.

Stage 3: Lifetime ECL – credit impaired

The Group measures loss allowances at an amount equal to lifetime ECL on financial assets that are determined to be credit impaired based on objective evidence of impairment.

Life time ECL is the ECL that result from all possible default events over the expected life of a financial instrument. The 12 month ECL is the portion of lifetime expected credit loss that result from default events that are possible within the 12 months after the reporting date. Both lifetime ECLs and 12 month ECLs are calculated either on an individual basis or on a collective basis depending on the nature of the underlying portfolio of financial instruments.

Determining the stage of Expected Credit Loss

At each reporting date, the Group assesses whether there has been significant increase in credit risk since initial recognition by comparing the risk of default occurring over the remaining expected life from the reporting date with the risk of default at the date of initial recognition. The quantitative criteria used to determine a significant increase in credit risk is a series of relative and absolute thresholds. All financial assets that are 30 days past due are generally deemed to have significant increase in credit risk since initial recognition and migrated to stage 2 even if other criteria do not indicate a significant increase in credit risk unless this is rebutted.

At each reporting date, the Group also assesses whether a financial asset or group of financial assets is credit-impaired. The Group considers a financial asset to be credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred or when contractual payments are 90 days past due. All credit-impaired financial assets are classified as stage 3 for ECL measurement purposes. Evidence of credit impairment includes observable data about the following:

- Significant financial difficulty of the borrower or issuer
- A breach of contract such as default or past due event
- The lender having granted to the borrower a concession, that the lender would otherwise not consider, for economic or contractual reasons relating to the borrower's financial difficulty
- The disappearance of an active market for a security because of financial difficulties
- Purchase of a financial asset at a deep discount that reflects the incurred credit loss

At the reporting date, if the credit risk of a financial asset or group of financial assets has not increased significantly since initial recognition or not become credit impaired, these financial assets are classified as stage 1.

Measurement of ECLs

ECL is probability weighted estimates of credit losses and are measured as the present value of all cash shortfalls discounted at the effective interest rate of the financial instrument. Cash shortfall represents the difference between cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive. The key elements in the measurement of ECL include probability of default (PD), loss given default (LGD) and exposure at default (EAD). The Group estimates these elements using appropriate credit risk models taking into consideration the internal and external credit ratings of the assets, nature and value of collaterals, forward-looking macroeconomic scenarios, etc.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.10 Impairment of financial assets (continued)

Incorporation of forward looking information

The Group considers key economic variables that are expected to have an impact on the credit risk and the ECL in order to incorporate forward-looking information into the ECL models. These primarily reflect reasonable and supportable forecasts of the future macro-economic conditions. The consideration of such factors increases the degree of judgment in determination of ECL. The management reviews the methodologies and assumptions including any forecasts of future economic conditions on regular basis.

Modification of loans and Islamic financing to customers

Under certain circumstances, the Group seeks to restructure loans and Islamic financing to customers rather than taking possession of collateral. This may involve extending the payment arrangements, reduction in the amount of principal or interest and the agreement of new loan or financing conditions. If the modifications are substantial, such a facility is derecognized and a new facility is recognized with substantially different terms and conditions. The facility will have a loss allowance measured based on 12 month ECL except in rare occasions where the new facility is considered to be originated and credit impaired. Management continuously reviews modified loans and islamic financing to customers to ensure that all criteria are met and that future payments are likely to occur. Management also assesses whether there has been significant increase in credit risk or the facility should be classified in stage 3. When loans and Islamic financing to customers have been modified but not derecognized, any impairment is measured using the original effective interest rate as calculated before the modification of terms.

Write off

The gross carrying amount of a financial asset is written off (either partially or in full) when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

Presentation of allowance for ECL in the statement of financial position

Loss allowances for ECL are presented as a deduction from the gross carrying amount of the financial assets for financial assets carried at amortized cost. In the case of debt instruments measured at FVOCI, the Group recognizes the ECL charge in the consolidated statement of income and a corresponding amount is recognized in other comprehensive income with no reduction in the carrying amount of the financial asset in the consolidated statement of financial position. ECL for loan commitments, letters of credit and financial guarantee contracts are recognized in other liabilities. When the Group is unable to identify the ECL on the undrawn portion of credit commitments separately from drawn portion of commitments, the combined amount of ECL is presented as a deduction from the gross carrying amount of the drawn portion.

Provisions for credit losses in accordance with CBK instructions

The Group is required to calculate provisions for credit losses on credit facilities in accordance with the instructions of CBK on the classification of credit facilities and calculation of provisions. Credit facilities are classified as past due when a payment has not been received on its contractual payment date or if the facility is in excess of pre-approved limits. A credit facility is classified as past due and impaired when the interest/profit or a principal instalment is past due for more than 90 days and if the carrying amount of the facility is greater than its estimated recoverable value. Past due but not impaired and past due and impaired loans are managed and monitored as irregular facilities and are classified into the following four categories which are then used to determine the provisions.

Category	Criteria	Specific provisions
Watch list	Irregular for a period of up to 90 days	-
Substandard	Irregular for a period of 91- 180 days	20%
Doubtful	Irregular for a period of 181- 365 days	50%
Bad	Irregular for a period exceeding 365 days	100%

The Group may also include a credit facility in one of the above categories based on management's judgement of a customer's financial and/or non-financial circumstances.

In addition to specific provisions, minimum general provisions of 1% on cash facilities and 0.5% on non-cash facilities are made on all applicable credit facilities (net of certain restricted categories of collateral) which are not subject to specific provisioning.

2.11 Impairment of non-financial assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortization and are tested annually for impairment. Other non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized in the consolidated statement of income for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. If previously recognized impairment losses have decreased, such excess impairment provision is reversed in the consolidated statement of income for non-financial assets other than goodwill.

2.12 Share based compensation

Cash settled share based compensation

The fair value of the employee services received in exchange for the cash settled share based payment is recognized as an expense, together with a corresponding increase in liability. The total amount to be expensed over the vesting period is determined by reference to the fair value of the options determined using the Black Scholes model. The liability is remeasured to fair value at each reporting date up to and including the settlement date, with changes in fair value recognized in the consolidated statement of income.

2.13 Post-employment benefits

The Group is liable to make defined contributions to State plans and lump sum payments under defined benefit plans to employees at cessation of employment, in accordance with the laws of the place they are employed. The defined benefit plans are unfunded. The present value of the defined benefit obligation is determined annually by actuarial valuations using the projected unit credit method. An actuarial valuation involves making various assumptions such as determination of the discount rate, future salary increases and mortality rates. These assumptions are reviewed at each reporting date. Current service cost, past service cost and net interest expense on the defined benefit plans are recognized in consolidated statement of income and is included in staff expenses. Any gains or losses on re-measurement of defined benefit plans attributable to changes in actuarial assumptions are recognized in other comprehensive income and is included in Actuarial Valuation reserve.

2.14 Taxation

Income tax payable on taxable profit ('current tax') is recognized as an expense in the period in which the profits arise in accordance with the fiscal regulations of the respective countries in which the Group operates. Deferred tax assets are recognized for deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent it is probable that taxable profit will be available to utilise these. Deferred tax liabilities are recognized for taxable temporary differences. Deferred tax assets and liabilities are measured using tax rates and applicable legislation enacted at the reporting date.

2.15 Recognition of financial assets and financial liabilities

Financial assets and financial liabilities are recognized when the Group becomes party to contractual provisions of the instrument and are initially measured at fair value. Transaction costs are included only for those financial instruments that are not measured at fair value through statement of income.

2.16 Classification and measurement of financial assets

The Group determines the classification of financial assets based on the business model it uses to manage the financial assets and the contractual cash flow characteristics of the financial assets.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.16 Classification and measurement of financial assets (continued)

Business model assessment

The Group determines its business model at the level that best reflects how it manages groups of financial assets to achieve its business objective. The Group's business model is not assessed on an instrument by instrument basis but at a higher level of aggregated portfolios and is based on a number of observable factors. The information considered includes:

- The stated policies and objectives for the portfolio and the operation of those policies in practice
- The risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- The frequency, volume and timing of sales in prior periods, the reasons for such sales and its expectations about future sales activity.

The business model assessment is based on reasonably expected scenarios without taking 'worst case' or 'stress case' scenarios into account. If cash flows after initial recognition are realized in a way that is different from the Group's original expectations, the Group does not change the classification of the remaining financial assets held in that business model, but incorporates such information when assessing newly originated or newly purchased financial assets going forward.

Assessment of whether contractual cash flows are solely payments of principal and interest (SPPI test)

The Group assesses the contractual terms of financial assets to identify whether they meet the SPPI test. 'Principal' for the purpose of this test is defined as the fair value of the financial asset at initial recognition and may change over the life of the financial asset. Interest is defined as consideration for time value of money and for the credit risk associated with the principal and for other basic lending risks and costs as well as a profit margin. In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. The Group considers:

- Contingent events that would change the amount and timing of cash flows;
- Leverage features;
- Prepayment and extension terms;
- Terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse asset arrangements); and
- Features that modify consideration of the time value of money – e.g. periodical reset of interest rates.

Contractual terms that introduce a more than de minimus exposure to risks or volatility in the contractual cash flows that are unrelated to a basic lending arrangement do not give rise to contractual cash flows that are solely payment of principal and interest. In such cases, the financial asset is measured at fair value through profit or loss.

The Group classifies its financial assets upon initial recognition into the following categories:

- Financial assets carried at amortized cost
- Financial assets carried at fair value through other comprehensive income (FVOCI)
- Financial assets carried at fair value through profit or loss (FVTPL)

Financial assets carried at amortized cost:

A financial asset is carried at amortized cost if it meets both of the following conditions:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows ; and
- its contractual terms give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal amount outstanding

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.16 Classification and measurement of financial assets (continued)

Financial assets carried at amortized cost are subsequently measured at amortized cost using the effective interest method. Interest income, foreign exchange gains and losses and charge for expected credit losses are recognized in the consolidated statement of income. Any gain or loss on de-recognition is recognized in the consolidated statement of income.

Financial assets carried at fair value through other comprehensive income (FVOCI):

(i) Debt Securities at FVOCI

A debt security is carried at FVOCI if it meets both of the following conditions:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

Debt Securities at FVOCI are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment losses are recognized in the consolidated statement of income. Fair value changes which are not part of an effective hedging relationship are recognized in other comprehensive income and presented in the cumulative changes in fair values as part of equity until the asset is derecognized or reclassified. When the financial asset is derecognized, the cumulative gain or loss previously recognized in other comprehensive income is reclassified from equity to the consolidated statement of income.

(ii) Equity investments at FVOCI

Upon initial recognition, the Group makes an irrevocable election to classify some of its equity investments as equity investments at FVOCI if they meet the definition of Equity under IAS 32 Financial Instruments: Presentation and are not held for trading .Such classification is determined on an instrument by instrument basis. Equity investments at FVOCI are subsequently measured at fair value. Changes in fair values including foreign exchange component are recognized in other comprehensive income and presented in the cumulative changes in fair values as part of equity. Cumulative gains and losses previously recognized in other comprehensive income are transferred to retained earnings on de-recognition and are not recognized in the consolidated statement of income. Dividend income on equity investments at FVOCI are recognized in the consolidated statement of income unless they clearly represent a recovery of part of the cost of the investment. Equity investments at FVOCI are not subject to impairment assessment.

Financial assets carried at fair value through profit or loss:

Financial assets in this category are those assets which have been either designated by management upon initial recognition or are mandatorily required to be measured at fair value under IFRS 9. Management designates an instrument as FVTPL that otherwise meet the requirements to be measured at amortized cost or at FVOCI only if it eliminates, or significantly reduces, an accounting mismatch that would otherwise arise. Financial assets with contractual cash flows not representing solely payment of principal and interest are mandatorily required to be measured at FVTPL.

Financial assets at FVTPL are subsequently measured at fair value. Changes in fair value are recognized in the consolidated statement of income. Interest income is recognized using the effective interest method. Dividend income from equity investments measured at FVTPL is recognized in the consolidated statement of income when the right to the payment has been established.

The Group's financial assets are classified and measured as follows:

Cash and short term funds

Cash and short term funds consist of cash in hand, current account and money at call with other banks and deposits with banks maturing within seven days. Cash and short term funds are classified and carried at amortized cost using effective interest rate.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.16 Classification and measurement of financial assets (continued)

Deposits with banks

Deposits with banks are classified and carried at amortized cost using the effective interest method. The carrying values of such assets which are being effectively hedged for changes in fair value are adjusted to the extent of the changes in fair value attributable to the risk being hedged.

Loans and advances to customers

Loans and advances are stated at amortized cost using the effective interest method. The carrying values of such assets which are being effectively hedged for changes in fair value are adjusted to the extent of the changes in fair value attributable to the risk being hedged.

Islamic financing to customers

Islamic financing to customers are financial assets with fixed or determinable payments that are not quoted in an active market. Major islamic financing products are:

a. ***Murabaha***

Murabaha is an agreement relating to the sale of commodities at cost plus an agreed upon profit margin, whereby the seller informs the buyer of the price at which the deal will be completed and also the amount of profit to be recognized. Murabaha is a financial asset originated by the Group and is stated at amortized cost.

b. ***Wakala***

Wakala is an agreement involving Al-Muwakkil (the Principal) who wishes to appoint Al-Wakil (the Agent) to be his agent with respect to the investment of Al-Muwakkil's fund, in accordance with regulations of the Islamic Sharia'a. Wakala is a financial asset originated by the Group and stated at amortized cost.

c. ***Leased assets - the Group as a lessor***

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating lease. Leased assets are stated at amortized cost using effective profit rate.

Financial investments

Group's financial investments consist of debt securities, equity investments and other investments.

Debt securities are classified as either at amortized cost or at fair value through other comprehensive income based on the business model in which these securities are managed.

Equity investments are generally carried at fair value through profit or loss except for those specific investments for which the Group has made an election to classify at fair value through other comprehensive income.

Other investments are carried at fair value through profit or loss.

2.17 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, in the most advantageous market to which the Group has access at that date under current market conditions regardless of whether that price is directly observable or estimated using another valuation technique.

When available, the Group measures the fair value of an instrument using the quoted price in an active market for that instrument. A market is regarded as active if transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Group uses valuation techniques that include the use of valuation models that maximize the use of relevant observable inputs and minimize the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction. The inputs to these models are taken from observable markets where possible, but where this is not feasible, estimation is required in establishing fair values. Judgements and estimates include considerations of liquidity and model inputs related to items such as credit risk (both own and counterparty), funding value adjustments, correlation and volatility.

If an asset or liability measured at fair value has a bid price and an ask price, then the Group measures assets at a bid price and liabilities at an ask price.

Fair values of investment properties are determined by appraisers having an appropriate recognized professional qualification and recent experience in the location and category of the property being valued and also considering the ability to generate economic benefits by using the property in its highest and best use.

2.18 Repurchase and resale agreements

Assets sold with a simultaneous commitment to repurchase at a specified future date at an agreed price (repos) are not derecognized in the consolidated statement of financial position. Amounts received under these agreements are treated as interest bearing liabilities and the difference between the sale and repurchase price treated as interest expense using the effective yield method. Assets purchased with a corresponding commitment to resell at a specified future date at an agreed price (reverse repos) are not recognized in the consolidated statement of financial position. Amounts paid under these agreements are treated as interest earning assets and the difference between the purchase and resale price treated as interest income using the effective yield method.

2.19 Offsetting of financial assets and liabilities

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

2.20 De-recognition of financial assets and financial liabilities

Financial assets

A financial asset (or where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognized where:

- the rights to receive cash flows from the asset have expired, or
- the Group retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement, or
- the Group has transferred its rights to receive cash flows from the asset and either (a) has transferred substantially all the risks and rewards of the asset, or (b) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Group's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Financial liabilities

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expired.
Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability.

2.21 Derivative financial instruments and hedge accounting

The Group deals in interest rate swaps to manage its interest rate risk on interest bearing assets and liabilities. Similarly the Group deals in forward foreign exchange contracts for customers and to manage its foreign currency positions and cash flows. All derivative financial instruments of the Group are recorded in the consolidated statement of financial position at fair value. The fair value of a derivative is the

Notes to the Consolidated Financial Statements (continued)

31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.21 Derivative financial instruments and hedge accounting (continued)

equivalent of the unrealized gain or loss from marking to market the derivative using prevailing market rates or internal pricing models. Positive and negative fair values are reported as assets and liabilities respectively and are offset when there is both an intention to settle net and a legal right to offset exists.

For the purposes of hedge accounting, hedges are classified into two categories: (a) fair value hedges which hedge the exposure to changes in the fair value of a recognized asset or liability and (b) cash flow hedges which hedge exposure to variability in cash flows that is either attributable to a particular risk associated with a recognized financial asset or liability or a highly probable forecast transaction.

In relation to fair value hedges which meet the conditions for hedge accounting, any gain or loss from remeasuring the hedging instrument is recognized immediately in the consolidated statement of income. The carrying amounts of hedged items are adjusted for fair value changes attributable to the risk being hedged and the difference is recognized in the consolidated statement of income.

In relation to cash flow hedges which meet the conditions for hedge accounting, the portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognized initially in equity and any ineffective portion is recognized in the consolidated statement of income. The gains or losses on cash flow hedges recognized initially in equity are transferred to the consolidated statement of income in the period in which the hedged transaction impacts the consolidated statement of income. Where the hedged transaction results in the recognition of an asset or liability, the associated gains or losses that had initially been recognized in equity are included in the initial measurement of the cost of the related asset or liability. For hedges that do not qualify for hedge accounting, any gains or losses arising from changes in fair value of the hedging instrument are taken directly to the consolidated statement of income.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, no longer qualifies for hedge accounting or is revoked by the Group. For cash flow hedges, any cumulative gain or loss on the hedging instrument recognized in equity remains in equity until the forecast transaction occurs. In the case of fair value hedges of interest bearing financial instruments, any adjustment relating to the hedge is amortized over the remaining term to maturity. Where the hedged transaction is no longer expected to occur, the net cumulative gain or loss recognized in equity is transferred to the consolidated statement of income.

2.22 Trade and settlement date accounting

All “regular way” purchase and sale of financial assets other than investments in equity instruments are recognized on the settlement date, i.e. the date the asset is delivered to the Group. Investments in equity instruments are recognized on the trade date, i.e. the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame generally established by the regulation or convention in the market place.

2.23 Investment properties

Investment properties are properties held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment property is measured at cost on initial recognition and subsequently at fair value with any change therein recognized in consolidated statement of income. Cost includes expenditure that is directly attributable to the acquisition of the investment property. Fair values of investment properties are determined by appraisers having an appropriate recognized professional qualification and recent experience in the location and category of the property being valued. Any gain or loss on disposal of an investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognized in consolidated statement of income. When the use of a property changes such that it is reclassified as Land, premises and equipment, its fair value at the date of reclassification becomes its cost for subsequent accounting.

2.24 Land, premises and equipment

Land and premises comprise mainly branches and offices. All premises and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Projects and work in progress are stated at cost less impairment if any. Costs are those expenses incurred by the Group that are directly attributable to the creation of the asset. When the asset is ready for use, capital work in progress is transferred to the appropriate category and depreciated in accordance with the Group’s policies.

Subsequent costs are included in the asset's carrying amount or are recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the consolidated statement of income during the period in which they are incurred.

Land is not depreciated. Depreciation is provided on the depreciable amount of other items of premises and equipment on a straight line basis over their estimated useful life. The depreciable amount is the gross carrying value, less the estimated residual value at the end of its useful life. The estimated useful life of premises and equipment are as follows:

Building on leasehold land	term of lease (maximum 20 years)
Building on freehold land	50 years
IT systems and equipment	3-10 years

Residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each reporting date. The carrying values of land, premises and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the consolidated statement of income.

2.25 Leases

At inception of a contract, the Group assesses whether the contract is a lease. A contract is a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for a consideration. If the contract is identified as a lease, the Group recognises a right-of-use asset and a lease liability at the lease commencement date. The Group elected to use the recognition exemptions for lease contracts that, at the commencement date, have a lease term of 12 months or less and lease contracts for which the underlying asset is of low value.

Right-of-use assets

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred. The right-of-use asset is subsequently depreciated using the straight-line method over the lease term. In addition, the right-of-use asset is periodically reduced by impairment losses, if any. The Group presents right-of-use assets in 'land, premises and equipment' in the consolidated statement of financial position.

Lease Liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate. The lease liability is subsequently measured at amortized cost using the effective interest method. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, or a change in the lease payments. The Group presents lease liabilities in 'other liabilities' in the consolidated statement of financial position.

2.26 Business combinations

Business combinations are accounted for using the acquisition method of accounting. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. Non-controlling interest in the acquiree is measured at the proportionate share in the recognized amounts of the acquiree's identifiable net assets. Other acquisition related costs incurred are expensed and included in other administrative expenses.

If the business combination is achieved in stages, the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and included in cost of acquisition. Any resulting gain or loss is recognized in consolidated statement of income. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The excess of the cost of acquisition over the fair value of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognized directly in the consolidated statement of income.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.27 Goodwill and intangible assets

a. Goodwill

Goodwill acquired in a business combination is initially measured at cost, being the excess of the cost of the acquisition over the net fair value of the identifiable assets and liabilities acquired. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Goodwill is recorded in the functional currency of the foreign operation and is translated to the presentation currency at the rate of exchange prevailing at the reporting date. When subsidiaries are sold, the difference between the selling price and the net assets plus cumulative translation differences and goodwill is recognized in the consolidated statement of income.

b. Intangible assets

Intangible assets comprise separately identifiable intangible items arising from business combinations. An intangible asset is recognized only when its cost can be measured reliably and it is probable that the expected future economic benefit will flow to the Group. Intangible assets are initially measured at cost. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses. The useful lives of the intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are amortized on a straight line basis over the useful economic life of 5 to 15 years and tested for impairment whenever there is an indication that the intangible asset may be impaired. Intangible assets with indefinite useful lives are not amortized but tested for impairment annually or whenever there is an indication that the intangible asset may be impaired. If the carrying value of the intangible asset is more than the recoverable amount, the intangible asset is considered impaired and is written down to its recoverable amount. The excess of carrying value over the recoverable amount is recognized in the consolidated statement of income. Impairment losses on intangible assets recognized in the consolidated statement of income in previous periods are reversed when there is an increase in the recoverable amount.

2.28 Property acquired on settlement of debt

Property acquired on settlement of debt is stated at the lower of the related loans and advances and the current fair value of such assets. Gains or losses on disposal and revaluation losses are recognized in the consolidated statement of income.

2.29 Due to Banks and Financial Institutions, Customer deposits & Certificates of deposit issued

Due to Banks and Financial Institutions, Customer Deposits & Certificates of deposit issued are stated at amortized cost using effective interest method. The carrying values of such liabilities which are being effectively hedged for changes in fair value are adjusted to the extent of the changes in fair value being hedged.

2.30 Islamic customer deposits

Islamic customer deposits comprise of Investment accounts and Non-investment accounts.

Investment accounts

Investment accounts may take the form of investment deposits, which are valid for specified periods of time, and are automatically renewable on maturity for the same period, unless the concerned depositors give written notice to the contrary, or take the form of investment saving accounts for unspecified periods. In all cases, investment accounts receive a proportion of the profit, bear a share of loss and are carried at cost plus profit payable.

Non-investment accounts

Non-investment accounts represent, in accordance with Islamic Sharia'a, Qard Hasan from depositors to the Group. These accounts are neither entitled to profit nor do they bear any risk of loss, as the Group guarantees to pay the related balance. Investing Qard Hasan is made at the discretion of the Group and the results of such investments are attributable to the shareholders of the Group. Non-investment accounts are carried at cost.

2.31 Other borrowed funds
Other borrowed funds includes Tier 2 bonds, Global Medium Term Notes, Global Medium Term Sukuk and Medium term borrowings. These are financial liabilities and are initially recognized at their fair value being the issue proceeds net of transaction costs and are subsequently measured at their amortized cost using the effective interest rate method. The carrying values of such liabilities which are being effectively hedged for changes in fair value are adjusted to the extent of the changes in fair value being hedged.

2.32 Financial guarantees
In the ordinary course of business, the Group gives financial guarantees, consisting of letters of credit, guarantees and acceptances. Financial guarantees are initially recognized in the consolidated financial statements at fair value, being the premium received, in other liabilities. The premium received is recognized in the consolidated statement of income in 'net fees and commissions' on a straight line basis over the life of the guarantee. The guarantee liability is subsequently carried at initial measurement less amortization. When a payment under the guarantee is likely to become payable, the present value of the expected net payments less the unamortized premium is charged to the consolidated statement of income.

2.33 Treasury shares
The Bank's holding of its own shares are accounted for as treasury shares and are stated at purchase consideration including directly attributable costs. When the treasury shares are sold, gains are credited to a separate account in equity (treasury share reserve) which is non distributable. Any realized losses are charged to the same account to the extent of the credit balance on that account. Any excess losses are charged to retained earnings then to reserves. Gains realised subsequently on the sale of treasury shares are first used to offset any previously recorded losses in the order of reserves, retained earnings and the treasury share reserve amount. No cash dividends are distributed on these shares. The issue of bonus shares increases the number of shares proportionately and reduces the average cost per share without affecting the total cost of treasury shares.

2.34 Fiduciary assets
Assets and related deposits held in trust or in a fiduciary capacity are not treated as assets or liabilities of the Group and accordingly are not included in the consolidated statement of financial position.

2.35 Significant accounting judgements and estimates
In the process of applying the Group's accounting policies, management has used judgements and made estimates in determining the amounts recognized in the consolidated financial statements. The most significant use of judgements and estimates are as follows:

Accounting Judgements

Classification of financial assets

The Group determines the classification of financial assets based on the assessment of the business model within which the assets are held and assessment of whether the contractual terms of the financial asset are solely payments of principal and interest on the principal amount outstanding. Judgments are required in determining the business model at an appropriate level that best reflects an aggregated group or portfolio of assets which are managed together to achieve a particular business objective. The Group also applies judgment to assess if there is a change in business model in circumstances when the assets with in that business model are realized differently than the original expectations. Refer Note 2.16 classification of financial assets for more information.

Estimation uncertainty and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Expected Credit Losses on financial assets

The Group estimates Expected Credit Loss (ECL) for all financial assets carried at amortized cost or fair value through other comprehensive income except for equity instruments.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

2 SIGNIFICANT ACCOUNTING POLICIES (continued)

2.35 Significant accounting judgements and estimates (continued)

Significant judgements are required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria for significant increase in credit risk
- Choosing appropriate models and assumptions for measurement of ECL
- Establishing the number and relative weightings of forward-looking scenarios for each type of product/market and the associated ECL; and
- Establishing group of similar financial assets for the purpose of measuring ECL.

Information about significant judgements and estimates made by the Group in the above areas is set out in Note 28.1.1.

Provision for credit losses

The Group reviews its Loans, advances and Islamic financing to customers on a quarterly basis to assess whether a provision for credit losses should be recorded in the consolidated statement of income. In particular, considerable judgment by management is required in the estimation of the amount and timing of future cash flows when determining the level of provisions required. Such estimates are necessarily based on assumptions about several factors involving varying degrees of judgment and uncertainty, and actual results may differ resulting in future changes to such provisions.

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

Impairment of investment in associates

The Group calculates the amount of impairment as the difference between the recoverable amount and its carrying value if there is any objective evidence that the investment in associates are impaired. The estimation of recoverable amount requires the Group to make an estimate of the expected future cash flows and selection of appropriate inputs for valuation.

Fair values of assets and liabilities including intangibles

Considerable judgment by management is required in the estimation of the fair value of the assets including intangibles with definite and indefinite useful life, liabilities and contingent liabilities acquired as a result of business combination.

Share based payments

The Group measures the share based payments to employees by reference to the fair value of the relevant equity instruments. Estimating fair value for share based payment transactions requires determination of the most appropriate valuation model. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option, volatility and dividend yield and making assumptions about them. The assumptions and models used for estimating fair value for share based payment transactions are disclosed in Note 22.

Valuation of unquoted financial assets

Fair value of unquoted financial assets is determined using valuation techniques including the discounted cash flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments. The determination of the cash flows and discount factors requires significant estimation.

2.36 Basis of translation

The United States dollar amounts in the Consolidated Statement of Income, Consolidated Statement of Comprehensive income, Consolidated Statement of Financial Position and Consolidated Statement of Cash Flows represent supplementary information and have been translated at a rate of KD 0.3025 per USD which represents the mid-market rate at 31 December 2021.

3 SEGMENTAL ANALYSIS

The Group organizes and manages its operations by geographic territory in the first instance, primarily Domestic and International. Within its Domestic operations, the Group segments its business into Consumer and Private Banking, Corporate Banking, Investment Banking and Asset Management, Islamic Banking and Group Centre. All operations outside Kuwait are classified as International. Management treats the operations of these segments separately for the purposes of decision making, resource allocation and performance assessment.

Consumer and Private Banking

Consumer Banking provides a diversified range of products and services to individuals. The range includes consumer loans, credit cards, deposits, foreign exchange and other branch related services. Private Banking provides a comprehensive range of customized and innovative banking services to high net worth individuals and to institutional clients.

Corporate Banking

Corporate Banking provides a comprehensive product and service offering to business and corporate customers, including lending, deposits, trade finance, foreign exchange and advisory services.

Investment Banking and Asset Management

Investment Banking provides a full range of capital market advisory and execution services. The activities of Asset Management include wealth management, asset management, custody, brokerage and research.

Islamic Banking

Islamic banking represents the financial results of Boubyan Bank K.S.C.P., and its subsidiaries.

Group Centre

Group Centre includes treasury, investments, and other defined Group activities. Treasury provides a comprehensive range of treasury services and products to its clients, and is also responsible for the Bank's liquidity and market risk management. Group Centre includes any residual in respect of transfer pricing and inter segment allocations.

International

International includes all branches, subsidiaries and associates outside the State of Kuwait.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

3 SEGMENTAL ANALYSIS (continued)

The following table shows net interest income and net income from Islamic financing, net operating income, profit for the year, total assets and total liabilities information in respect of the Group's business segments:

2021	**Consumer and Private Banking**	**Corporate Banking**	**Investment Banking and Asset Management**	**Islamic Banking**	**Group Centre**	**International**	**Total**
	KD 000's	**KD 000's**	**KD 000's**	**KD 000's**	**KD 000's**	**KD 000's**	**KD 000's**
Net interest income and net income from Islamic financing	**225,184**	**90,930**	**590**	**163,092**	**12,942**	**176,521**	**669,259**
Net operating income	**304,345**	**137,023**	**34,157**	**193,837**	**12,927**	**224,029**	**906,318**
Profit (loss) for the year	**193,854**	**40,913**	**20,010**	**47,955**	**(14,331)**	**92,220**	**380,621**
Total assets	**5,102,009**	**4,907,015**	**84,129**	**7,351,899**	**2,605,969**	**13,205,565**	**33,256,586**
Total liabilities	**6,597,002**	**2,131,032**	**13,038**	**6,601,827**	**777,049**	**12,669,521**	**28,789,469**

2020	Consumer and Private Banking	Corporate Banking	Investment Banking and Asset Management	Islamic Banking	Group Centre	International	Total
	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's
Net interest income and net income from Islamic financing	219,879	80,297	746	143,235	26,642	162,668	633,467
Net operating income	278,702	127,070	24,134	171,656	34,860	206,099	842,521
Profit (loss) for the year	151,832	64,378	12,387	33,547	(53,419)	49,937	258,662
Total assets	4,753,571	4,978,948	67,145	6,437,149	3,331,686	10,148,892	29,717,391
Total liabilities	6,474,936	2,350,988	11,071	5,810,419	237,618	10,691,304	25,576,336

3 SEGMENTAL ANALYSIS (continued)

Geographic information:
The following table shows the geographic distribution of the Group's operating income based on the location of the operating entities.

Net operating income	2021 KD 000's	2020 KD 000's
Kuwait	**682,289**	636,422
Other Middle East and North Africa	**159,165**	146,741
Europe	**36,763**	32,918
Others	**28,101**	26,440
	906,318	842,521

The following table shows the geographic distribution of the Group's non-current assets based on the location of the operating entities.

Non-current assets	2021 KD 000's	2020 KD 000's
Kuwait	**1,006,066**	1,007,509
Other Middle East and North Africa	**51,717**	46,302
Europe	**9,810**	10,428
Others	**3,838**	4,459
	1,071,431	1,068,698

Non-current assets consist of land, premises and equipment, goodwill and other intangible assets, investment properties and property acquired on settlement of debts.

4 INTEREST INCOME

	2021 KD 000's	2020 KD 000's
Deposits with banks	**18,926**	44,467
Loans and advances to customers	**486,023**	533,226
Debt investment securities	**138,706**	151,496
Kuwait Government treasury bonds and CBK bonds	**17,401**	27,795
	661,056	756,984

Notes to the Consolidated Financial Statements (continued)

31 December 2021

5 INTEREST EXPENSE

	2021 KD 000's	2020 KD 000's
Due to banks and other financial institutions	**29,344**	81,736
Customer deposits	**108,068**	167,281
Certificates of deposit issued	**3,401**	6,879
Other borrowed funds	**14,076**	10,856
	154,889	266,752

6 NET FEES AND COMMISSIONS

	2021 KD 000's	2020 KD 000's
Fees and commissions income	**217,619**	185,440
Fees and commissions related expenses	**(52,348)**	(39,459)
Net fees and commissions	**165,271**	145,981

Fees and commissions income includes asset management fees of KD 46,259 thousand (2020: KD 36,519 thousand) earned on trust and fiduciary activities where the Group holds or invests assets on behalf of its customers.

7 NET INVESTMENT INCOME

	2021 KD 000's	2020 KD 000's
Net realised gain on sale of investments	**4,346**	445
Net gains (loss) from investments carried at fair value through statement of income	**17,287**	(2,776)
Dividend income	**2,399**	907
Share of results of associates	**439**	276
Net gain on business combination	**-**	2,726
Other investment income	**3,434**	463
	27,905	2,041

8 PROVISION CHARGE FOR CREDIT LOSSES AND IMPAIRMENT LOSSES

	2021 KD 000's	2020 KD 000's
Provision charge for credit losses (Note 13)	**120,842**	217,723
ECL (release) charge for investment in debt securities (Note 14)	**(12,755)**	13,752
ECL charge for other financial assets	**12,718**	13,719
Other impairment losses	**11,693**	1,244
	132,498	246,438

9 TAXATION

	2021 KD 000's	2020 KD 000's
National Labour Support Tax	**9,239**	6,366
Zakat	**4,048**	2,814
Contribution to Kuwait Foundation for the Advancement of Sciences	**3,651**	2,178
Overseas tax	**17,198**	14,484
	34,136	25,842

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10 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit for the year attributable to shareholders of the Bank (adjusted for interest and profit paid on Perpetual Tier 1 Capital Securities and Sukuk) by the weighted average number of shares outstanding during the year net of treasury shares. There are no dilutive potential shares that are convertible into shares.

	2021 KD 000's	2020 KD 000's
Profit for the year attributable to shareholders of the Bank	**362,249**	246,341
Less: Interest paid on Perpetual Tier 1 Capital Securities	**(19,881)**	(22,796)
Less: Profit distribution on Perpetual Tier 1 Sukuk by a subsidiary attributable to shareholders of the Bank	**(3,247)**	(3,106)
	339,121	220,439
Weighted average number of shares outstanding during the year net of treasury shares (thousand)	**7,192,694**	7,136,953
Basic earnings per share	**47 fils**	31 fils

Earnings per share calculations for 2020 have been adjusted to take account of the bonus shares issued in 2021.

11 CASH AND SHORT TERM FUNDS

	2021 KD 000's	2020 KD 000's
Cash on hand	**235,167**	228,294
Current account with other banks	**2,463,291**	738,927
Money at call	**586,478**	874,975
Balances and deposits with the Central Bank of Kuwait	**1,144,707**	1,579,692
Deposits and Murabaha with banks maturing within seven days	**679,141**	494,477
	5,108,784	3,916,365
Expected credit losses	**(26,793)**	(12,994)
	5,081,991	3,903,371

12 DEPOSITS WITH BANKS

	2021 KD 000's	2020 KD 000's
Deposits with the Central Bank of Kuwait	**105,805**	126,908
Deposits with other banks	**781,184**	903,255
	886,989	1,030,163
Expected credit losses	**(1,709)**	(2,790)
	885,280	1,027,373

13 LOANS, ADVANCES AND ISLAMIC FINANCING TO CUSTOMERS

2021	**Middle East and North Africa KD 000's**	**North America KD 000's**	**Europe KD 000's**	**Asia KD 000's**	**Others KD 000's**	**Total KD 000's**
Corporate	**10,755,691**	**398,607**	**1,467,751**	**366,562**	**342,897**	**13,331,508**
Retail	**7,022,833**	**-**	**1,654**	**-**	**-**	**7,024,487**
Loans, advances and Islamic financing to customers	**17,778,524**	**398,607**	**1,469,405**	**366,562**	**342,897**	**20,355,995**
Provision for credit losses						**(633,524)**
						19,722,471

2020	Middle East and North Africa KD 000's	North America KD 000's	Europe KD 000's	Asia KD 000's	Others KD 000's	Total KD 000's
Corporate	9,903,392	409,519	1,228,407	367,708	197,326	12,106,352
Retail	6,083,546	-	1,668	-	-	6,085,214
Loans, advances and Islamic financing to customers	15,986,938	409,519	1,230,075	367,708	197,326	18,191,566
Provision for credit losses						(687,224)
						17,504,342

In March 2007, the Central Bank of Kuwait issued a circular amending the basis of making general provisions on facilities changing the minimum rate from 2% to 1% for cash facilities and 0.5% for non-cash facilities. The required rates were effective from 1 January 2007 on the net increase in facilities, net of certain restricted categories of collateral, during the reporting period. Pending further directive from the Central Bank of Kuwait, the general provision in excess of 1% for cash facilities and 0.5% for non-cash facilities was retained as general provision.

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13 LOANS, ADVANCES AND ISLAMIC FINANCING TO CUSTOMERS (continued)

Provisions for credit losses on cash facilities are as follows:

	Specific		General		Total	
	2021 KD 000's	2020 KD 000's	**2021 KD 000's**	2020 KD 000's	**2021 KD 000's**	2020 KD 000's
Balance at beginning of the year	**171,053**	111,666	**516,171**	397,070	**687,224**	508,736
Provided during the year	**68,281**	105,101	**54,797**	107,851	**123,078**	212,952
Transfer	**61,017**	-	**(61,017)**	-	**-**	-
Provisions at acquired subsidiary	**-**	5,100	**-**	6,372	**-**	11,472
Amounts written off net of exchange movements	**(176,494)**	(50,814)	**(284)**	4,878	**(176,778)**	(45,936)
Balance at end of the year	**123,857**	171,053	**509,667**	516,171	**633,524**	687,224

Further analysis of specific provision based on class of financial asset is given below:

	Corporate		Retail		Total	
	2021 KD 000's	2020 KD 000's	**2021 KD 000's**	2020 KD 000's	**2021 KD 000's**	2020 KD 000's
Balance at beginning of the year	**70,880**	43,415	**100,173**	68,251	**171,053**	111,666
Provided during the year	**68,037**	64,078	**244**	41,023	**68,281**	105,101
Transfer	**61,017**	-	**-**	-	**61,017**	-
Provisions at acquired subsidiary	**-**	5,100	**-**	-	**-**	5,100
Amounts written off net of exchange movements	**(157,465)**	(41,713)	**(19,029)**	(9,101)	**(176,494)**	(50,814)
Balance at end of the year	**42,469**	70,880	**81,388**	100,173	**123,857**	171,053

13 LOANS, ADVANCES AND ISLAMIC FINANCING TO CUSTOMERS (continued)

Analysis of total provision charge for credit losses is given below:

	Specific		General		Total	
	2021 KD 000's	2020 KD 000's	**2021 KD 000's**	2020 KD 000's	**2021 KD 000's**	2020 KD 000's
Cash facilities	**68,281**	105,101	**54,797**	107,851	**123,078**	212,952
Non cash facilities	**(2,248)**	5,417	**12**	(646)	**(2,236)**	4,771
Provision charge for credit losses	**66,033**	110,518	**54,809**	107,205	**120,842**	217,723

Non-performing loans, advances and Islamic financing to customers and related provisions are as follows:

	2021 KD 000's	2020 KD 000's
Loans, advances and Islamic financing to customers	**211,154**	312,381
Provisions	**115,786**	149,152

The fair value of collateral that the Group holds relating to loans, advances and Islamic financing to customers individually determined to be non-performing at 31 December 2021 amounts to KD 136,218 thousand (2020: KD 179,969 thousand). The collateral consists of cash, securities, bank guarantees and properties.

The available provision on non-cash facilities of KD 34,532 thousand (2020: KD 36,768 thousand) is included under other liabilities (Note 18). The total provision for cash and non cash credit facilities in accordance with CBK guidelines amounted to KD 668,056 thousand as at 31 December 2021 (31 December 2020: KD 723,992 thousand).

The Expected Credit Losses ("ECL") on credit facilities determined under IFRS 9 in accordance to the CBK guidelines amounted to KD¬ 461,795 thousand as at 31 December 2021 (2020: KD 604,962 thousand). CBK guidelines prescribe certain parameters to determine the ECL on credit facilities such as floors for estimating Probability of Default (PD), eligible collateral with haircuts for determining Loss Given Default (LGD), deemed minimum maturity for Stage 2 exposures, 100% credit conversion factors for utilized cash and non-cash facilities, Stage 3 ECLs at 100% of the defaulted exposure net of eligible collateral after applying applicable haircuts etc.

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13 LOANS, ADVANCES AND ISLAMIC FINANCING TO CUSTOMERS (continued)

An analysis of the carrying amounts of credit facilities by credit quality, and the corresponding ECL based on the staging criteria under IFRS 9 in accordance to the CBK guidelines is as follows:

2021	**Stage 1 KD 000's**	**Stage 2 KD 000's**	**Stage 3 KD 000's**	**Total KD 000's**
High	**16,975,662**	**713,831**	**-**	**17,689,493**
Standard	**1,502,733**	**952,615**	**-**	**2,455,348**
Impaired	**-**	**-**	**211,154**	**211,154**
Loans, advances and Islamic financing to customers	**18,478,395**	**1,666,446**	**211,154**	**20,355,995**
Contingent liabilities (Note 25)	**3,718,571**	**670,366**	**29,070**	**4,418,007**
ECL allowance for credit facilities	**134,762**	**163,737**	**163,296**	**461,795**

2020	Stage 1 KD 000's	Stage 2 KD 000's	Stage 3 KD 000's	Total KD 000's
High	14,623,220	715,948	-	15,339,168
Standard	1,454,059	1,085,958	-	2,540,017
Impaired	-	-	312,381	312,381
Loans, advances and Islamic financing to customers	16,077,279	1,801,906	312,381	18,191,566
Contingent liabilities (Note 25)	3,720,060	759,428	13,547	4,493,035
ECL allowance for credit facilities	129,668	242,180	233,114	604,962

13 LOANS, ADVANCES AND ISLAMIC FINANCING TO CUSTOMERS (continued)

An analysis of the changes in the ECL in relation to credit facilities (cash and non-cash facilities) computed under IFRS 9 in accordance to the CBK guidelines is as follows:

	Stage 1 KD 000's	**Stage 2 KD 000's**	**Stage 3 KD 000's**	**Total KD 000's**
ECL allowance as at 1 January 2021	**129,668**	**242,180**	**233,114**	**604,962**
Transfer between stages				
Transfer from Stage 1	**(4,944)**	**3,676**	**1,268**	**-**
Transfer from Stage 2	**47,411**	**(77,148)**	**29,737**	**-**
Transfer from Stage 3	**49,853**	**5,469**	**(55,322)**	**-**
Net amounts written off (net of exchange and other movements)	**(58)**	**(71)**	**(176,175)**	**(176,304)**
Net (decrease) increase in ECL for the year	**(87,168)**	**(10,369)**	**130,674**	**33,137**
At 31 December 2021	**134,762**	**163,737**	**163,296**	**461,795**

	Stage 1 KD 000's	Stage 2 KD 000's	Stage 3 KD 000's	Total KD 000's
ECL allowance as at 1 January 2020	113,074	115,917	165,944	394,935
ECLs at acquired subsidiary	1,362	1,042	2,651	5,055
Transfer between stages				
Transfer from Stage 1	(8,332)	6,690	1,642	-
Transfer from Stage 2	11,258	(25,211)	13,953	-
Transfer from Stage 3	12,194	3,075	(15,269)	-
Net amounts written off (net of exchange and other movements)	212	97	(50,948)	(50,639)
Net (decrease) increase in ECL for the year	(100)	140,570	115,141	255,611
At 31 December 2020	129,668	242,180	233,114	604,962

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31 December 2021

14 FINANCIAL INVESTMENTS

The table below provides the details of the categorisation of financial investments:

2021	**Amortized cost KD 000's**	**Fair value through other comprehensive income KD 000's**	**Fair value through statement of income KD 000's**	**Total KD 000's**
Investment securities				
Debt securities - Government (Non Kuwait)	**988,892**	**2,059,801**	**-**	**3,048,693**
Debt securities - Non Government	**-**	**1,577,773**	**18,865**	**1,596,638**
Equities	**-**	**39,135**	**34,142**	**73,277**
Other investments	**-**	**-**	**210,651**	**210,651**
	988,892	**3,676,709**	**263,658**	**4,929,259**
Expected credit losses	**(18,461)**	**-**	**-**	**(18,461)**
	970,431	**3,676,709**	**263,658**	**4,910,798**
Central Bank of Kuwait bonds	**830,054**	**-**	**-**	**830,054**
Kuwait Government treasury bonds	**417,016**	**-**	**-**	**417,016**
	2,217,501	**3,676,709**	**263,658**	**6,157,868**

2020	Amortized cost KD 000's	Fair value through other comprehensive income KD 000's	Fair value through statement of income KD 000's	Total KD 000's
Investment securities				
Debt securities - Government (Non Kuwait)	857,932	1,813,428	-	2,671,360
Debt securities - Non Government	-	1,787,677	18,828	1,806,505
Equities	-	37,531	25,811	63,342
Other investments	-	-	212,315	212,315
	857,932	3,638,636	256,954	4,753,522
Expected credit losses	(24,744)	-	-	(24,744)
	833,188	3,638,636	256,954	4,728,778
Central Bank of Kuwait bonds	830,233	-	-	830,233
Kuwait Government treasury bonds	462,922	-	-	462,922
	2,126,343	3,638,636	256,954	6,021,933

The Group has classified certain unquoted equity investments at fair value through other comprehensive income on the basis that these are not held for trading. The dividend received on such investments during 2021 was KD 1,180 thousand (2020: KD 346 thousand). During the year, the Group sold FVOCI equity investments with a carrying value of KD 171 thousand (2020: KD 2 thousand) and the realised loss was transferred from reserve for cumulative changes in fair values to retained earnings.

An analysis of the carrying amounts of investments in debt securities, by credit quality, and the corresponding ECL based on the staging criteria under IFRS 9 in accordance to the CBK guidelines is as follows:

2021	**Stage 1 KD 000's**	**Stage 2 KD 000's**	**Stage 3 KD 000's**	**Total KD 000's**
High	3,093,184	-	-	3,093,184
Standard	1,290,258	242,127	-	1,532,385
Impaired	-	-	897	897
Investments in debt securities	4,383,442	242,127	897	4,626,466
ECL allowance for debt securities	14,433	15,126	8,173	37,732

2020	Stage 1 KD 000's	Stage 2 KD 000's	Stage 3 KD 000's	Total KD 000's
High	3,041,573	-	-	3,041,573
Standard	1,014,029	402,299	-	1,416,328
Impaired	-	-	1,136	1,136
Investments in debt securities	4,055,602	402,299	1,136	4,459,037
ECL allowance for debt securities	23,207	22,230	5,050	50,487

ECL allowance for investments in debt securities as at 31 December 2021 consists of KD 18,461 thousand (2020: KD 24,744 thousand) in respect of debt securities carried at amortized cost and KD 19,271 thousand (2020: KD 25,743 thousand) in respect of debt securities carried at fair value through other comprehensive income. Investments in debt securities carried at fair value through statement of income are not subject to Expected Credit Losses. Central Bank of Kuwait bonds and Kuwait Government treasury bonds are also not subject to Expected Credit Losses.

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14 FINANCIAL INVESTMENTS (continued)

An analysis of changes in the gross carrying amount and the corresponding Expected Credit Losses in relation to Investment in debt securities are as follows:

2021	Stage 1 KD 000's	Stage 2 KD 000's	Stage 3 KD 000's	Total KD 000's
Gross carrying amount as at 1 January 2021	**4,055,602**	**402,299**	**1,136**	**4,459,037**
Assets purchased/derecognized during the year -Net	**371,731**	**(159,223)**	**-**	**212,508**
Transfer between stages				
Transfer from Stage 1	-	-	-	-
Transfer from Stage 2	-	-	-	-
Transfer from Stage 3	-	-	-	-
Fair value and exchange movements	**(43,891)**	**(949)**	**(239)**	**(45,079)**
At 31 December 2021	**4,383,442**	**242,127**	**897**	**4,626,466**

2020	Stage 1 KD 000's	Stage 2 KD 000's	Stage 3 KD 000's	Total KD 000's
Gross carrying amount as at 1 January 2020	3,466,874	539,339	-	4,006,213
Assets purchased/derecognized during the year -Net	464,597	(117,628)	-	346,969
Transfer between stages				
Transfer from Stage 1	-	-	-	-
Transfer from Stage 2	14,613	(19,166)	4,553	-
Transfer from Stage 3	-	-	-	-
Fair value and exchange movements	109,518	(246)	(3,417)	105,855
At 31 December 2020	4,055,602	402,299	1,136	4,459,037

14 FINANCIAL INVESTMENTS (continued)

2021	**Stage 1 KD 000's**	**Stage 2 KD 000's**	**Stage 3 KD 000's**	**Total KD 000's**
ECL allowance as at 1 January 2021	23,207	22,230	5,050	50,487
Impact due to purchase/de-recognition	1,458	(1,289)	-	169
Impact due to transfer between stages				
Transfer from Stage 1	-	-	-	-
Transfer from Stage 2	-	-	-	-
Transfer from Stage 3	-	-	-	-
Re-measurement of ECL	(10,232)	(5,815)	3,123	(12,924)
Net (release) charge to consolidated statement of income	(8,774)	(7,104)	3,123	(12,755)
At 31 December 2021	14,433	15,126	8,173	37,732

2020	Stage 1 KD 000's	Stage 2 KD 000's	Stage 3 KD 000's	Total KD 000's
ECL allowance as at 1 January 2020	11,528	25,207	-	36,735
Impact due to purchase/de-recognition	3,350	(786)	-	2,564
Impact due to transfer between stages				
Transfer from Stage 1	-	-	-	-
Transfer from Stage 2	103	(3,860)	3,757	-
Transfer from Stage 3	-	-	-	-
Re-measurement of ECL	8,226	1,669	1,293	11,188
Net charge (release) to consolidated statement of income	11,679	(2,977)	5,050	13,752
At 31 December 2020	23,207	22,230	5,050	50,487

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15 GOODWILL AND OTHER INTANGIBLE ASSETS

	Goodwill KD 000's	**Intangible Assets KD 000's**	**Total KD 000's**
Cost			
At 1 January 2021	**405,704**	**220,888**	**626,592**
Exchange rate adjustments	**1,030**	**306**	**1,336**
At 31 December 2021	**406,734**	**221,194**	**627,928**
Accumulated amortization & impairment			
At 1 January 2021	**-**	**44,711**	**44,711**
Amortisation charge for the year	**-**	**1,647**	**1,647**
Exchange rate adjustments	**-**	**306**	**306**
At 31 December 2021	**-**	**46,664**	**46,664**
Net book value			
At 31 December 2021	**406,734**	**174,530**	**581,264**

	Goodwill KD 000's	Intangible Assets KD 000's	Total KD 000's
Cost			
At 1 January 2020	405,104	220,548	625,652
Exchange rate adjustments	600	340	940
At 31 December 2020	405,704	220,888	626,592
Accumulated amortization & impairment			
At 1 January 2020	-	42,725	42,725
Amortisation charge for the year	-	1,647	1,647
Exchange rate adjustments	-	339	339
At 31 December 2020	-	44,711	44,711
Net book value			
At 31 December 2020	405,704	176,177	581,881

15 GOODWILL AND OTHER INTANGIBLE ASSETS (continued)

Net book value of goodwill as at 31 December 2021 includes KD 334,531 thousand (2020: KD 334,531 thousand) in respect of Boubyan Bank K.S.C.P., KD 69,858 thousand (2020: KD 68,823 thousand) in respect of National Bank of Kuwait - Egypt S.A.E. and KD 2,345 thousand (2020: KD 2,350 thousand) in respect of Credit Bank of Iraq S.A.

Net book value of intangible assets as at 31 December 2021 includes banking licences and brand amounting to KD 158,623 thousand (2020: KD 158,623 thousand), customer relationships and core deposits amounting to KD 9,197 thousand (2020: KD 10,844 thousand) and brokerage licences amounting to KD 6,710 thousand (2020: KD 6,710 thousand). Intangible assets with indefinite useful life amounts to KD 165,333 thousand (2020: KD 165,333 thousand). Intangible assets with definite useful life amounting to KD 9,197 thousand (2020: KD 10,844 thousand) are amortized over a period of 15 years.

Impairment testing for goodwill and intangible assets with indefinite useful life

The carrying value of goodwill and intangible assets with indefinite useful life are tested for impairment on an annual basis (or more frequently if evidence exists that goodwill or intangible assets might be impaired) by estimating the recoverable amount of the cash generating unit (CGU) to which these items are allocated using value-in-use calculations unless fair value based on an active market price is higher than the carrying value of the CGU. The value in use calculations use pre-tax cash flow projections based on financial budgets approved by management over a five years period and a relevant terminal growth rate. These cash flows are then discounted to derive a net present value which is compared to the carrying value. The discount rate used is pre-tax and reflects specific risks relating to the relevant cash generating unit.

Since the fair value less cost of disposal of the Group's holding in Boubyan Bank K.S.C.P. is higher than its carrying value, there is no indication that the associated goodwill or intangible assets with indefinite useful life is impaired. Recoverable amount of other goodwill and other intangible assets with indefinite useful life is calculated using value-in-use method based on following inputs. The goodwill in respect of National Bank of Kuwait - Egypt S.A.E. is allocated to a single CGU which consists of identifiable net assets including intangible assets of National Bank of Kuwait - Egypt S.A.E. A discount rate of 16% (2020: 16%) and a terminal growth rate of 5% (2020: 5%) are used to estimate the recoverable amount of this cash generating unit. A discount rate of 9% (2020: 9%) and terminal growth rate of 3% (2020: 3%) are used to estimate the recoverable amount of the brokerage licence in Kuwait. The Group has also performed a sensitivity analysis by varying these input factors by a reasonable margin. Based on such analysis, there are no indications that goodwill or intangible assets with indefinite useful life are impaired.

16 OTHER ASSETS

	2021 **KD 000's**	2020 KD 000's
Interest receivable	**84,726**	84,979
Positive fair value of derivatives (Note 26)	**28,647**	22,840
Sundry debtors and prepayments	**39,744**	34,477
Investment properties	**21,706**	47,133
Properties acquired on settlement of debts	**12,252**	12,721
Government grant receivable (Note 31)	**139,582**	-
Others	**41,100**	44,183
	367,757	246,333

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17 OTHER BORROWED FUNDS

	2021 KD 000's	2020 KD 000's
Global Medium Term Notes - USD 750,000 thousand	**228,183**	232,239
Global Medium Term Notes - USD 1,000,000 thousand	**300,248**	-
Global Medium Term Sukuk - USD 750,000 thousand	**229,137**	229,713
Subordinated Tier 2 bonds - KD 150,000 thousand	**149,513**	149,388
Subordinated Tier 2 bonds - USD 300,000 thousand	**90,571**	90,750
Medium term borrowing from banks and financial institutions	**268,930**	106,575
	1,266,582	808,665

Global Medium-Term senior unsecured notes of USD 750,000 thousand were issued in May 2017, with a tenor of 5 years, issued at 99.491 per cent of nominal value and carry a fixed interest rate of 2.75% per annum, payable semi-annually in arrears.

Global Medium-Term senior unsecured notes of USD 1,000,000 thousand were issued on 15 September 2021, under the Bank's USD 5 billion Global Medium Term Note program, maturing on 15 September 2027 with first optional redemption date on 15 September 2026. These notes were issued at 99.518 per cent of nominal value and carry a fixed interest rate of 1.625% per annum payable semi-annually in arrears until the first optional redemption date, followed by a floating rate of SOFR + 105 basis points paid quarterly thereafter.

Global Medium-Term senior unsecured Sukuk of USD 750,000 thousand were issued by Boubyan Bank K.S.C.P, a subsidiary of the Group in February 2020, with a tenor of 5 years, issued at par and carry at a fixed profit rate of 2.593% per annum, payable semi-annually in arrears.

Subordinated Tier 2 bonds of KD 150,000 thousand were issued in November 2020 with a tenor of up to 10 years, comprising equal tranches of fixed rate bonds and floating rate bonds. Fixed rate bonds carry an interest rate of 4.75% per annum for the first five years and will be reset on the fifth year anniversary of date of issuance. Floating-rate bonds carry an interest rate of 3% per annum over the CBK discount rate, reset semi-annually, subject to a maximum of 1% over the prevailing rate for the fixed-rate bonds. These bonds are unsecured and callable in whole or in part at the option of the Bank after 5 years from the date of issuance, subject to certain conditions and regulatory approvals.

Subordinated Tier 2 bonds of USD 300,000 thousand were issued in November 2020 with a tenor of up to 10 years, carry a fixed rate of 2.5% per annum for the first five years and will be reset on the fifth year anniversary of date of issuance. These bonds are unsecured and callable in whole or in part at the option of the Bank after 5 years from the date of issuance, subject to certain conditions and regulatory approvals.

18 OTHER LIABILITIES

	2021 KD 000's	2020 KD 000's
Interest payable	**70,977**	90,716
Income received in advance	**36,397**	39,052
Taxation	**27,876**	22,240
Provision on non-cash facilities (Note 13)	**34,532**	36,768
Accrued expenses	**62,535**	56,771
Negative fair value of derivatives (Note 26)	**136,598**	238,061
Post-employment benefit	**56,822**	51,711
Lease liabilities	**25,433**	27,007
Others	**217,057**	200,678
	668,227	763,004

Post-Employment Benefit

The present value of defined benefit obligations and the related current and past service cost was determined by actuarial valuations using the projected unit credit method. The significant inputs used in the actuarial valuation are a discount rate of 4% (2020: 4%), future salary increases in line with expected consumer price inflation and demographic assumptions of mortality, withdrawal, retirement and disability rates.

The movement in the post-employment benefit was as follows:

	2021 KD 000's	2020 KD 000's
Balance at 1 January	**51,711**	39,951
Net charge during the year	**9,795**	9,386
Paid during the year	**(5,168)**	(4,865)
Actuarial loss in respect of defined benefit plans	**484**	7,239
Balance at 31 December	**56,822**	51,711

Notes to the Consolidated Financial Statements (continued)

31 December 2021

19 SHARE CAPITAL AND RESERVES

a) Share capital

The authorized share capital of the Bank comprises 10,000,000,000 (2020: 7,500,000,000) shares of 100 fils each. The increase in authorized share capital was approved by the Extraordinary General Meeting of the shareholders held on 4 December 2021.

	2021 **KD 000's**	2020 KD 000's
Issued and fully paid in cash:		
7,192,694,440 (2020 : 6,850,185,181) shares of 100 fils each	**719,269**	685,019

Annual General Meeting of the shareholders held on 6 March 2021 approved an increase of KD 34,250 thousand (2020: KD 32,620 thousand) in the issued and fully paid share capital of the Bank by issuing 342,509,259 (2020: 326,199,294) bonus shares representing 5% of the share capital. The issued and fully paid up share capital increased from KD 685,018,518.100 to KD 719,269,444 and the change in share capital was recorded in the commercial register on 15 March 2021.

The movement in ordinary shares in issue during the year was as follows:

	2021	2020
Number of shares in issue as at 1 January	**6,850,185,181**	6,523,985,887
Bonus issue	**342,509,259**	326,199,294
Number of shares in issue as at 31 December	**7,192,694,440**	6,850,185,181

b) Statutory reserve

The Board of Directors recommended a transfer of KD 17,126 thousand (2020: KD 16,312 thousand) to the statutory reserve. This is in compliance with the Bank's Articles of Association and the Companies Law, as amended, which require a minimum of 10% of profit for the year attributable to the shareholders of the Bank before KFAS, NLST and Zakat to be transferred to a non-distributable statutory reserve until such time as this reserve exceeds 50% of the Bank's issued capital. Accordingly, the transfer to statutory reserve, which is less than 10% of the profit for the year, is that amount required to make the statutory reserve in excess of 50% of the Bank's issued capital.

Distribution of this reserve is limited to the amount required to enable payment of a dividend of 5% of share capital in years when accumulated profits are not sufficient for the payment of a dividend of that amount.

c) Share premium account

The balance in the share premium account is not available for distribution.

19 SHARE CAPITAL AND RESERVES (continued)

d) Treasury shares and Treasury share reserve

Movement in treasury shares was as follows:

	No. of shares	
	2021	2020
Balance as at 1 January	-	56,200,000
Bonus issue	-	2,810,000
Sales	-	(59,010,000)
Balance as at 31 December	-	-

The balance in the treasury share reserve account is not available for distribution. Further, an amount equal to the cost of treasury shares is not available for distribution from general reserve throughout the holding period of these treasury shares.

e) Other reserves

								KD 000's
	General reserve	**Retained earnings**	**Foreign currency translation reserve**	**Cumulative changes in fair values**	**Share based payment reserve**	**Actuarial valuation reserve**	**Proposed cash dividend**	**Total other reserves**
Balance as at 1 January 2021	**117,058**	**1,332,007**	**(209,496)**	**25,257**	**14,409**	**(5,999)**	**137,004**	**1,410,240**
Profit for the year	**-**	**362,249**	**-**	**-**	**-**	**-**	**-**	**362,249**
Other comprehensive income (loss)	**-**	**-**	**(4,680)**	**34,159**	**-**	**(290)**	**-**	**29,189**
Total comprehensive income (loss)	**-**	**362,249**	**(4,680)**	**34,159**	**-**	**(290)**	**-**	**391,438**
Transfer to statutory reserve (Note 19b)	**-**	**(17,126)**	**-**	**-**	**-**	**-**	**-**	**(17,126)**
Dividends paid	**-**	**-**	**-**	**-**	**-**	**-**	**(137,004)**	**(137,004)**
Realised loss on equity investments at FVOCI	**-**	**(15,232)**	**-**	**15,232**	**-**	**-**	**-**	**-**
Transaction cost on issue of Perpetual Tier 1 Capital Securities	**-**	**(858)**	**-**	**-**	**-**	**-**	**-**	**(858)**
Interest paid on perpetual Tier 1 Capital Securities	**-**	**(19,881)**	**-**	**-**	**-**	**-**	**-**	**(19,881)**
Profit distribution on Perpetual Tier 1 Sukuk by a subsidiary	**-**	**(3,247)**	**-**	**-**	**-**	**-**	**-**	**(3,247)**
Transaction cost on issue of Perpetual Tier 1 Sukuk by a subsidiary	**-**	**(365)**	**-**	**-**	**-**	**-**	**-**	**(365)**
Proposed bonus shares (Note 20)	**-**	**(35,964)**	**-**	**-**	**-**	**-**	**-**	**(35,964)**
Proposed cash dividend 30 fils per share (Note 20)	**-**	**(215,781)**	**-**	**-**	**-**	**-**	**215,781**	**-**
Other movements	**-**	**(525)**	**-**	**-**	**-**	**-**	**-**	**(525)**
At 31 December 2021	**117,058**	**1,385,277**	**(214,176)**	**74,648**	**14,409**	**(6,289)**	**215,781**	**1,586,708**

Notes to the Consolidated Financial Statements (continued)

31 December 2021

19 SHARE CAPITAL AND RESERVES (continued)

e) Other reserves (continued)

KD 000's

	General reserve	Retained earnings	Foreign currency translation reserve	Cumulative changes in fair values	Share based payment reserve	Actuarial valuation reserve	Proposed cash dividend	Total other reserves
Balance as at 1 January 2020	117,058	1,429,694	(207,046)	53,153	14,409	-	226,373	1,633,641
Profit for the year	-	246,341	-	-	-	-	-	246,341
Other comprehensive loss	-	-	(2,450)	(27,957)	-	(5,999)	-	(36,406)
Total comprehensive income (loss)	-	246,341	(2,450)	(27,957)	-	(5,999)	-	209,935
Transfer to statutory reserve (Note 19b)	-	(16,312)	-	-	-	-	-	(16,312)
Dividends paid	-	-	-	-	-	-	(226,373)	(226,373)
Interest paid on perpetual Tier 1 Capital Securities	-	(22,796)	-	-	-	-	-	(22,796)
Realised loss on equity investments at FVOCI	-	(61)	-	61	-	-	-	-
Profit distribution on perpetual Tier 1 Sukuk by a subsidiary	-	(3,106)	-	-	-	-	-	(3,106)
Proposed bonus shares (Note 20)	-	(34,250)	-	-	-	-	-	(34,250)
Proposed cash dividend 20 fils per share (Note 20)	-	(137,004)	-	-	-	-	137,004	-
Modification loss on deferral of loans instalments	-	(130,499)	-	-	-	-	-	(130,499)
At 31 December 2020	117,058	1,332,007	(209,496)	25,257	14,409	(5,999)	137,004	1,410,240

The general reserve was created in accordance with Bank's Articles of Association and is freely distributable, except for the amount equivalent to the cost of treasury shares.

The foreign currency translation reserve includes the exchange differences on conversion of results and financial position of all group entities including goodwill, intangible assets and any fair value adjustments to the carrying value of assets and liabilities from their functional currency to the presentation currency.

Actuarial valuation reserve represents the loss resulting from increase in the present value of defined benefit plans due to changes in actuarial assumptions.

20 PROPOSED DIVIDEND

The Board of Directors recommended distribution of a cash dividend of 30 fils (2020: 20 fils per share) and bonus shares of 5% (2020: 5%) on outstanding shares as at 31 December 2021. The cash dividend and bonus shares, if approved by the Shareholders' Annual General Meeting, shall be payable to the shareholders after obtaining the necessary regulatory approvals.

21 PERPETUAL TIER 1 CAPITAL SECURITIES

The Bank issued the following Perpetual Tier 1 Capital Securities (the "Capital Securities"), through wholly owned special-purpose vehicles:

	2021 KD 000's	2020 KD 000's
USD 700,000 thousand (issued in February 2021 at an interest rate of 3.625% per annum, semi-annually in arrears, until the first reset date in February 2027, redeemable at the option of the Bank in August 2026)	**211,294**	-
USD 750,000 thousand (issued in November 2019 at an interest rate of 4.5% per annum, semi-annually in arrears, until the first reset date in November 2025, redeemable at the option of the Bank in August 2025)	**227,738**	227,738
USD 700,000 thousand (issued in April 2015 at an interest rate of 5.75% per annum, semi-annually in arrears, until the first reset date in April 2021)	**-**	210,700
Balance at 31 December	**439,032**	438,438

The above mentioned Capital securities are subordinated, unsecured and are eligible to be classified under equity in accordance with IAS 32: Financial Instruments – Presentation. Payments of interest in respect of the Capital Securities may be cancelled (in whole or in part) at the sole discretion of the Bank on a non-cumulative basis. Any such cancellation is not considered an event of default. Payments of interest are treated as a deduction from equity. The Capital Securities have no maturity date and are callable (in whole but not in part) at par at the option of the Bank on the first call date and on every interest payment date thereafter, subject to certain conditions.

During the year, the Bank refinanced its outstanding USD 700,000 thousand Perpetual Tier 1 capital securities issued in April 2015 and callable in April 2021 through pursuing a tender buy-back and exercise of call option and simultaneously issuing new Perpetual Tier 1 capital securities amounting to USD 700,000 thousand.

22 SHARE BASED PAYMENT

The Bank operates a cash-settled share-based compensation plan and granted options to its senior executives. These options vest if the employees remain in service for a period of three years and will be settled by cash payment determined based on the market value of the Bank's equity shares on vesting date.

The fair value of options granted during the year as determined using the Black-Scholes valuation model was KD 0.950 (2020: KD 0.785) as at the end of the year. The significant inputs into the model were a share price of KD 0.997 (2020: KD 0.840) at the measurement date, a standard deviation of expected share price returns of 26.9% (2020: 20.7%), option life disclosed above and annual risk free interest rate of 1.5% (2020: 1.5%). The volatility measured at the standard deviation of expected share price returns is based on statistical analysis of daily share prices over the last three years.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

22 SHARE BASED PAYMENT (continued)

The following table shows the movement in number of share options during the year:

	2021 No. of share options	2020 No. of share options
Outstanding at 1 January	**6,907,286**	8,444,607
Granted during the year	**3,009,488**	2,543,895
Exercised during the year	**(2,428,436)**	(2,885,594)
Lapsed during the year	**(300,980)**	(1,195,622)
Outstanding at 31 December	**7,187,358**	6,907,286

The expense accrued on account of share-based compensation plans for the year amounts to KD 2,573 thousand (2020: KD 1,281 thousand) and is included under staff expenses.

23 FAIR VALUE OF FINANCIAL INSTRUMENTS

The fair value of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments the Group determines fair values using valuation techniques.

The Group measures fair values using the following fair value hierarchy, which reflects the significance of the inputs used in making the measurements:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included within Level 1 that are observable either directly (i.e. as prices) or indirectly (i.e. derived from prices). This category includes instruments valued using quoted prices for identical or similar instruments in market that are considered less than active or other valuation techniques in which all significant inputs are observable from market data. Debt securities under this category mainly include sovereign debt instruments in the Middle East & North Africa (MENA) region.

Level 3: valuation techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

Valuation techniques include discounted cash flow models, comparison with similar instruments for which market observable prices exist, recent transaction information and net asset values. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other premium used in estimating discount rates, bond and equity prices, foreign currency exchange rates and expected price volatilities and correlations. The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

23 FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

The following table provides the fair value measurement hierarchy of the Group's financial instruments recorded at fair value:

2021	**Level 1 KD 000's**	**Level 2 KD 000's**	**Level 3 KD 000's**	**Total KD 000's**
Debt securities	**3,308,859**	**347,580**	**-**	**3,656,439**
Equities and other investments	**57,115**	**175,349**	**51,464**	**283,928**
	3,365,974	**522,929**	**51,464**	**3,940,367**
Derivative financial instruments (Note 26)	**-**	**(107,951)**	**-**	**(107,951)**

2020	Level 1 KD 000's	Level 2 KD 000's	Level 3 KD 000's	Total KD 000's
Debt securities	3,216,740	389,193	14,000	3,619,933
Equities and other investments	46,497	173,876	55,284	275,657
	3,263,237	563,069	69,284	3,895,590
Derivative financial instruments (Note 26)	-	(215,221)	-	(215,221)

Notes to the Consolidated Financial Statements (continued)

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23 FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

The table below analyzes the movement in level 3 and the income (interest, dividend and realised gain) generated during the year.

	At 1 January 2021	Change in fair value	Additions	Sale/ redemption	Exchange rate movements	At 31 December 2021	Net gains in the consolidated statement of income
	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's
Debt securities	14,000	-	-	(14,000)	-	-	144
Equities and other investments	55,284	(3,555)	4,779	(4,963)	(81)	51,464	429
	69,284	(3,555)	4,779	(18,963)	(81)	51,464	573

	At 1 January 2020	Change in fair value	Additions	Sale/ redemption	Exchange rate movements	At 31 December 2020	Net gains (losses) in the consolidated statement of income
	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's	KD 000's
Debt securities	14,000	-	-	-	-	14,000	873
Equities and other investments	64,942	(10,620)	2,336	(1,372)	(2)	55,284	(1,600)
	78,942	(10,620)	2,336	(1,372)	(2)	69,284	(727)

Debt securities included in this category consists of unquoted corporate bonds issued by banks and financial institutions. The fair values of these bonds as at 31 December 2020 were estimated using discounted cash flow method using credit spread of 4%. Equities and other securities included in this category mainly include strategic equity investments and private equity funds which are not traded in an active market. The fair values of these investments are estimated by using valuation techniques that are appropriate in the circumstances. Valuation techniques include discounted cash flow models, observable market information of comparable companies, recent transaction information and net asset values. Significant unobservable inputs used in valuation techniques mainly include discount rate, terminal growth rate, revenue, profit estimates and market multiples such as price to book and price to earnings. Given the diverse nature of these investments, it is not practical to disclose a range of significant unobservable inputs.

Other financial assets and liabilities are carried at amortized cost and the carrying values are not materially different from their fair values as most of these assets and liabilities are of short term maturities or are repriced immediately based on market movement in interest rates. Fair values of remaining financial assets and liabilities carried at amortized cost are estimated mainly using discounted cash flow models incorporating certain assumptions such as credit spreads that are appropriate in the circumstances.

Sensitivity analysis on fair value estimations, by varying input assumptions by a reasonable margin, did not indicate any material impacts on consolidated statement of financial position or consolidated statement of income.

24 SUBSIDIARIES

Principal operating subsidiaries:

Name of entities	Country of incorporation	Principal business	Percentage ownership	
			2021	2020
Boubyan Bank K.S.C.P.	Kuwait	Islamic Banking	**59.9**	59.9
National Bank of Kuwait - Egypt S.A.E.	Egypt	Banking	**98.5**	98.5
Watani Investment Company K.S.C.(Closed)	Kuwait	Investment Company	**99.9**	99.9
National Bank of Kuwait (International) PLC	United Kingdom	Banking	**100.0**	100.0
National Bank of Kuwait France SA	France	Banking	**100.0**	100.0
NBK Banque Privée (Suisse) S.A.	Switzerland	Investment Management	**100.0**	100.0
National Bank of Kuwait (Lebanon) S.A.L.	Lebanon	Banking	**85.5**	85.5
Credit Bank of Iraq S.A.	Iraq	Banking	**91.0**	91.0
National Investors Group Holdings Limited	Cayman Islands	Investment Company	**100.0**	100.0
Watani Wealth Management Company	Saudi Arabia	Investment Management	**100.0**	100.0
Watani Financial Brokerage Company K.S.C. (Closed)	Kuwait	Brokerage	**93.3**	93.3
Bank of London and the Middle East (held through Boubyan Bank K.S.C.P.	United Kingdom	Islamic Banking	**71.1**	71.1

At 31 December 2021, 38.1% (2020: 38.1%) of the Group's interest in National Bank of Kuwait (Lebanon) S.A.L. was held by an intermediate holding company, NBK Holding (Liban) S.A.L.

The Bank also holds voting capital in certain special-purpose entities which have been established to manage funds and fiduciary assets on behalf of the Bank's customers. The Bank does not have a beneficial interest in the underlying assets of these companies. Information about the Group's fund management activities is set out in Note 30.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

24 SUBSIDIARIES (continued)

Significant non-controlling interest exists in Boubyan Bank K.S.C.P. as follows:

	2021 KD 000's	2020 KD 000's
Accumulated balances of non-controlling interest	**477,518**	381,928
Profit attributable to non-controlling interest	**18,228**	12,248

Summarized financial information of Boubyan Bank K.S.C.P. is as follows:

	2021 KD 000's	2020 KD 000's
Summarized financial information		
Assets	**7,351,899**	6,437,149
Liabilities	**6,601,827**	5,810,419
Net operating income	**187,781**	167,482
Results for the year	**47,955**	33,547
Other comprehensive income (loss) for the year	**2,309**	(10,935)

	2021 KD 000's	2020 KD 000's
Summarized cash flow information		
Operating cash flow	**(45,717)**	(7,564)
Investing cash flow	**(32,638)**	(194,104)
Financing cash flow	**254,573**	273,526

During 2016, Boubyan Bank K.S.C.P, a subsidiary of the Group, issued "Tier 1 Sukuk", through a Sharia's compliant Sukuk arrangement amounting to USD 250,000 thousand, callable in May 2021 or any profit payment date thereafter subject to certain redemption conditions. These Sukuk were redeemed during the year. Further, in April 2021, Boubyan Bank issued new Tier 1 Sukuk, through a similar Sharia's compliant Sukuk arrangement amounting to USD 500,000 thousand, callable in October 2026 and bears an expected profit rate of 3.95% per annum until the first reset date in April 2027, payable semi-annually in arrears.

Tier 1 Sukuk is a perpetual security with no fixed redemption date and constitutes direct, unsecured, subordinated obligations subject to the terms and conditions of the Mudaraba Agreement .Tier 1 Sukuk is eligible to be classified under equity in accordance with IAS 32: Financial Instruments – Presentation. The Group did not subscribe to the Tier 1 Sukuk issue and the total amount is included in non-controlling interest in the consolidated statement of financial position.

25 COMMITMENTS AND CONTINGENT LIABILITIES

	2021 KD 000's	2020 KD 000's
Commitments on behalf of customers for which there are corresponding liabilities by the customers concerned:		
Acceptances	**158,338**	204,623
Letters of credit	**499,094**	432,378
Guarantees	**3,760,575**	3,856,034
	4,418,007	4,493,035

Irrevocable commitments to extend credit amount to KD 1,067,102 thousand (2020: KD 1,210,802 thousand). This includes commitments to extend credit which are irrevocable over the life of the facility or are revocable only in response to a material adverse change.

In the normal course of business, the Group has exposure to various indirect credit commitments which, though not reflected in the consolidated statement of financial position, are subject to normal credit standards, financial controls and monitoring procedures.

These credit commitments do not necessarily represent future cash requirements, since many of these commitments will expire or terminate without being funded. Credit losses, if any, which may result from exposure to such commitments are not expected to be significant.

The Group has commitments in respect of capital expenditure amounting to KD 92,762 thousand (2020: KD 62,319 thousand).

26 DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGE ACCOUNTING

Derivative financial instruments are financial instruments that derive their value by referring to interest rates, foreign exchange rates, index of prices or rates and credit rating or credit index. Notional principal amounts merely represent amounts to which a rate or price is applied to determine the amounts of cash flows to be exchanged and do not represent the potential gain or loss associated with the market or credit risk of such instruments.

Derivative financial instruments are carried at fair value in the consolidated statement of financial position. Positive fair value represents the cost of replacing all transactions with a fair value in the Group's favour had the rights and obligations arising from that instrument been closed in an orderly market transaction at the reporting date. Credit risk in respect of derivative financial instruments is limited to the positive fair value of the instruments. Negative fair value represents the cost to the Group's counter-parties of replacing all their transactions with the Group.

The Group deals in interest rate swaps to manage its interest rate risk on interest-bearing assets and liabilities and to provide interest rate risk management solutions to customers. Similarly the Group deals in forward foreign exchange contracts for customers and to manage its foreign currency positions and cash flows.

Interest rate swaps used to hedge the change in fair value of the Group's financial assets and liabilities and which qualifies as effective hedging instruments are disclosed as 'held as fair value hedges'. Other interest rate swaps and forward foreign exchange contracts are carried out for customers or used for hedging purpose but do not meet the qualifying criteria for hedge accounting. The risk exposures on account of derivative financial instruments for customers are covered by entering into opposite transactions (back to back) with counterparties or by other risk mitigating transactions.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

26 DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGE ACCOUNTING (continued)

Interest rate swaps

Interest rate swaps are contractual agreements between two counter-parties to exchange interest payments on a defined principal amount for a fixed period of time. In cross currency interest rate swaps, the Group exchanges interest payment in two different currencies on a defined principal amount for a fixed period of time and also exchanges defined principal amounts in two different currencies at inception of the contract and re-exchanges principal amounts on maturity. Profit rate swaps are also included in this category.

Forward foreign exchange

Forward foreign exchange contracts are agreements to buy or sell currencies at a specified rate and at a future date.

The fair value of derivative financial instruments included in the financial records, together with their notional amounts is summarized as follows:

	2021			2020		
	Positive fair value KD 000's	**Negative fair value KD 000's**	**Notional KD 000's**	Positive fair value KD 000's	Negative fair value KD 000's	Notional KD 000's
Interest rate swaps (held as fair value hedges)	**14,230**	**118,499**	**3,925,942**	9,447	219,553	3,482,334
Interest rate swaps (others)	**422**	**417**	**49,913**	94	75	50,036
Forward foreign exchange contracts	**13,995**	**17,682**	**3,395,871**	13,299	18,433	2,736,116
	28,647	**136,598**	**7,371,726**	22,840	238,061	6,268,486

Positive fair value is included in other assets (Note 16) and negative fair value is included in other liabilities (Note 18).

The Group's strategy is not to carry interest rate risk for long duration assets. The Group uses interest rate swaps to hedge its exposure to changes in the fair values due to interest rate risk on certain investments in fixed rate debt securities, fixed-rate corporate loans and fixed-rate liabilities issued. Hedge accounting is applied where economic hedge relationships meet the hedge accounting criteria. In fair value hedge relationships, the Group assesses whether the interest rate swaps designated in each hedging relationship is expected to be highly effective in offsetting changes in fair value of the hedged item attributable to interest rate risk using appropriate qualitative and quantitative methods. The Group generally seeks to fully match the critical terms (tenor, notionals, interest rate exposure, currency, interest payments frequency and payment periods) of the hedged item and hedging instrument. The Group minimizes counterparty credit risk in derivative instruments by entering into transactions with high-quality counterparties.

27 RELATED PARTY TRANSACTIONS

Related parties comprise board members and executive officers of the Bank, their close family members, companies controlled by them or close family members and associates of the Group. Certain related parties were customers of the Group in the ordinary course of business. Transactions with related parties were made on substantially the same terms, including interest rates and collateral, as those prevailing at the same time for comparable transactions with unrelated parties and did not involve more than a normal amount of risk. Lending to Board Members and their related parties is secured by tangible collateral in accordance with regulations of Central Bank of Kuwait.

Details of the interests of related parties are as follows:

	Number of Board Members or Executive Officers		Number of related parties			
	2021	2020	**2021**	2020	**2021 KD 000's**	2020 KD 000's
Board Members						
Loans (secured)	**3**	3	**15**	15	**57,444**	72,909
Contingent liabilities	**-**	-	**8**	8	**18,873**	23,109
Credit cards	**4**	4	**19**	24	**76**	90
Deposits	**9**	9	**61**	54	**49,584**	43,041
Collateral against credit facilities	**3**	3	**12**	12	**249,097**	253,188
Interest and fee income					**1,076**	3,194
Interest expense					**205**	121
Purchase of equipment and other expenses					**259**	55
Executive Officers						
Loans	**6**	1	**3**	5	**6,368**	3,257
Contingent liabilities	**3**	3	**1**	-	**1,184**	2
Credit cards	**6**	5	**13**	10	**52**	45
Deposits	**16**	12	**40**	33	**7,678**	8,874
Interest and fee income					**137**	479
Interest expense					**55**	90

Notes to the Consolidated Financial Statements (continued)

31 December 2021

27 RELATED PARTY TRANSACTIONS (continued)

Details of compensation to key management personnel are as follows:

	2021 KD 000's	2020 KD 000's
Salaries and other short term benefits	**10,643**	7,473
Post-employment benefits	**419**	230
Share based compensation	**1,101**	565
	12,163	8,268

Remuneration to directors of the Bank amounting to KD 120 thousand for the year ended 31 December 2021 (31 December 2020 : nil) is in accordance with local regulations and is subject to approval of shareholders at the Annual General Meeting.

28 RISK MANAGEMENT

Risk is inherent in the Group's activities but is managed in a structured, systematic manner through a global risk policy which embeds comprehensive risk management into organizational structure, risk measurement and monitoring processes. The overall risk management direction and oversight are provided by the Board of Directors with the support of the Board Risk and Compliance Committee and the Board Audit Committee. The Group's Risk Management and Internal Audit functions assist Executive Management in controlling and actively managing the Group's overall risk profile.

The Group is exposed to credit risk, liquidity risk, market risk and operational risk.

In accordance with the Central Bank of Kuwait's directives, the Group has implemented a comprehensive system for the measurement and management of risk. This methodology helps in reflecting both the expected loss likely to arise in normal circumstances and unexpected losses, which are an estimate of the ultimate actual loss based on statistical models. Information compiled from all internal business groups are closely examined and analysed to identify and control risks.

Transactions and outstanding risk exposures are quantified and compared against authorized limits, whereas non- quantifiable risks are monitored against policy guidelines and key risk and control indicators. Any discrepancies, excesses or deviation are escalated to management for appropriate action.

As part of its overall risk management, the Group uses interest rate swaps, forward foreign exchange contracts and other instruments to manage exposures resulting from changes in interest rates, foreign exchange, equity risks, credit risks and exposures arising from forecast transactions. Collaterals are used to reduce the Group's credit risks.

The Group's comprehensive risk management framework has specific guidelines that focus on maintaining a diversified portfolio to avoid excessive concentration of risk.

28.1 CREDIT RISK

Credit risk is the risk that counterparty will cause a financial loss to the Group by failing to discharge an obligation. Credit risk arises in the Group's normal course of business.

All significant policies relating to credit risks are reviewed and approved by the Board of Directors.

Credit limits are established for all customers after a careful assessment of their creditworthiness. Standing procedures, outlined in the Group's Credit Policy Manual, require that all credit proposals be subjected to detailed screening by the domestic or international credit control divisions pending submission to the appropriate credit committee. Whenever necessary, all loans are secured by acceptable forms of collateral to mitigate the related credit risks.

In accordance with the instructions of the Central Bank of Kuwait dated 18 December 1996, setting out the rules and regulations regarding the classification of credit facilities, the Group has formed an internal committee comprising competent professional staff and having as its purpose the study and evaluation of the existing credit facilities of each customer of the Group. This committee is required to identify any abnormal situations and difficulties associated with a customer's position which might cause the debt to be classified as irregular, and to determine an appropriate provisioning level. The committee, which meets regularly throughout the year, also studies the positions of those customers whose irregular balances exceed 25% of their total debt, in order to determine whether further provisions are required.

The Group further limits risk through diversification of its assets by geography and industry sector. In addition, all credit facilities are continually monitored based on a periodical review of the credit performance and account rating.

28.1. 1 ASSESSMENT OF EXPECTED CREDIT LOSSES

Definition of default

The Group considers a financial asset to be in default and therefore Stage 3 (credit impaired) for ECL calculations when:

- the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held);
- the borrower is past due more than 90 days on any material credit obligation to the Group; or
- borrower is considered as credit-impaired based on qualitative assessment for internal credit risk Management purposes
- retail facilities from commencement of legal recourse

Any credit-impaired or stressed facility that has been restructured would also be considered as in default.

The Group considers investments and interbank balances as in default when the coupon or principal payment is past due for 1 day. The Group considers externally-rated portfolio with ratings 'D' from S&P and Fitch, and 'C' from Moody's as defaulted.

The Group considers a variety of indicators that may indicate unlikeliness to pay as part of a qualitative assessment of whether a customer is in default. Such indicators include:

- breaches of covenants
- borrower having past due liabilities to public creditors or employees
- borrower is deceased

The Group considers a financial asset as 'cured' (i.e. no longer be in default) and therefore reclassified out of stage 3 when it no longer meets any of the default criteria. In respect of restructured facilities which are classified in stage 3, these would be required to complete the moratorium period (if any) and meet the scheduled payments (all on current basis) for at least 1 year (except for retail facilities), or as determined by the Group for consideration for classifying the facility in stage 2/stage 1.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

28 RISK MANAGEMENT (continued)
28.1 CREDIT RISK (continued)
28.1. 1 ASSESSMENT OF EXPECTED CREDIT LOSSES (continued)

Significant increase in credit risk

The Group continuously monitors all assets subject to ECLs. In order to determine whether an instrument or a portfolio of instruments is subject to 12 months ECL or life time ECL, the Group assess as whether there has been a significant increase in credit risk since initial recognition. The quantitative criteria used to determine a significant increase in credit risk is a series of relative and absolute thresholds. Financial assets that are 30 days past due are generally deemed to have significant increase in credit risk since initial recognition and migrated to stage 2 even if other criteria do not indicate a significant increase in credit risk unless this is rebutted.

The Group considers a financial instrument with an external rating of “investment grade” as at the reporting date to have low credit risk. In addition to the above quantitative criteria, the Group applies qualitative criteria for the assessment of significant increase in credit risk based on monitoring of certain early warning signals.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses and are measured as the present value of all cash shortfalls discounted at the effective interest rate of the financial instrument. Cash shortfall represents the difference between cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive. The key elements in the measurement of ECL include probability of default (PD), loss given default (LGD) and exposure at default (EAD). The Group estimates these elements using appropriate credit risk models taking into consideration the internal and external credit ratings of the assets, nature and value of collaterals, forward-looking macro-economic scenarios, etc.

The Group calculates ECL on credit facilities classified in stage 3 at 100% of the defaulted exposure net of the value of eligible collaterals after applying applicable haircuts.

The Group in estimating ECL for credit facilities has taken into consideration the following key parameters based on inputs from CBK:

- Floor for estimating PDs for specific portfolios
- Eligible collateral with haircuts for determining LGD and floor for LGD for unsecured facilities.
- Deemed maturity for exposures in Stage 2
- Credit Conversion Factor on utilized and un-utilized portions for cash and non-cash facilities

Internal rating and PD estimation process

In managing its portfolio, the Group utilizes ratings and other measures and techniques which seek to take account of all aspects of perceived risk. The Group uses industry-standard rating tools for assessing ratings/scores that are then leveraged for PD estimation process. The tool provides the ability to analyse a business and produces risk ratings at both the obligor and facility levels. The analysis supports the usage of financial factors as well as non-financial subjective factors. The Group also uses external ratings by recognized rating agencies for externally-rated portfolios.

The Probability of Default (PD) is the likelihood that an obligor will default on its obligations in the future. IFRS 9 requires the use of separate PD for a 12-month duration and lifetime duration depending on the stage allocation of the obligor. A PD used for IFRS 9 should reflect the Group’s estimate of the future asset quality. The through-the-cycle (TTC) PDs are generated from the rating tool based on the internal/external credit ratings. The Group converts the TTC PDs to point-in-time (PIT) PD term structures using appropriate models and techniques.

The Group assesses the PD for its retail portfolio through behavioural scorecards. The Consumer portfolio is further segmented statistically and risk pools with shared risk characteristics are addressed with different scorecards relevant for each of the risk pool. The segmentation is based on demographic, behavioural and financial variables which distinctly rank order risk. The scorecards were developed using statistical techniques. Executing the scorecard will return an associated PD value for each of the facility. The term structure PDs are then derived using a base PD.

28 RISK MANAGEMENT (continued)
28.1 CREDIT RISK (continued)
28.1. 1 ASSESSMENT OF EXPECTED CREDIT LOSSES (continued)

Exposure at default
Exposure at default (EAD) represents the amount which the obligor will owe to the Group at the time of default. The Group considers variable exposures that may increase the EAD in addition to the drawn credit line. These exposures arise from undrawn limits and contingent liabilities. Therefore, the exposure will contain both on and off balance sheet values. EAD is estimated taking into consideration the contractual terms such as coupon rates, frequency, reference curves, maturity, pre-payment options, amortization schedule, credit conversion factors, etc. EAD for retail loans incorporate prepayment assumptions whereas, for credit cards portfolio, credit conversion factors are applied to estimate the future drawdowns.

Loss given default
Loss-given-default (LGD) is the magnitude of the likely loss if there is a default. The Group estimates LGD parameters based on the history of recovery rates of claims against defaulted counterparties. The LGD models consider the structure, collateral, seniority of the claim, counterparty industry and recovery costs of any collateral that is integral to the financial asset.

Incorporation of forward-looking information
The Group considers various key economic variables which reflect the continuing uncertainties and effect stemming from Covid-19 and other emerging risks, which may be expected to have an impact on credit risk and the ECL, when incorporating forward-looking information into the ECL models. Key economic variables include, but are not limited to, Gross Domestic Product, Equity price index, Oil prices, and Government expenditure. Together, they provide reasonable indications and forecasts of future macro-economic conditions. The consideration of such factors increases the degree of judgment in determination of ECL. The Group employs statistical models which incorporate the effect of macro-economic factors to adjust the historical TTC PDs to arrive at the PiT PDs. The Group considers three scenarios (baseline, upside and downside) of forecasts of macro-economic data separately for designated geographies and segments, and appropriate probability weights are applied to these scenarios to derive a probability-weighted outcome of expected credit loss. Management reviews the methodologies and assumptions including any forecasts of future economic conditions, on a regular basis.

The weighting of the multiple scenarios increased the Group's reported allowance for expected credit losses on financial assets, other than credit facilities, in Stage 1 and Stage 2, relative to the base case scenario, by KD 4,736 thousand (2020: increased by KD 2,623 thousand). If the Group were to use only downside case scenario, allowance for expected credit losses on financial assets other than credit facilities would be KD 13,389 thousand higher than the reported allowance for expected credit losses on financial assets, other than credit facilities, as at 31 December 2021.

The weighting of the multiple scenarios increased the Group's reported allowance for expected credit losses on credit facilities, in Stage 1 and Stage 2, relative to the base case scenario, by KD 9,805 thousand (2020: increased by KD 7,963 thousand). If the Group were to use only downside case scenario, allowance for expected credit losses on credit facilities would be KD 32,899 thousand higher than the reported allowance for expected credit losses on credit facilities as at 31 December 2021.

Actual outcomes may differ as this neither considers the migration of exposures nor incorporates changes which would occur in the portfolio due to risk mitigation actions and other factors.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

28 RISK MANAGEMENT (continued)
28.1 CREDIT RISK (continued)

28.1. 2 MAXIMUM EXPOSURE TO CREDIT RISK

An analysis of loans, advances and Islamic facilities to customers and contingent liabilities before and after taking account of eligible collateral held or other credit enhancements, is as follows:

	2021		2020	
	Gross exposure KD 000's	**Net exposure KD 000's**	Gross exposure KD 000's	Net exposure KD 000's
Loans, advances and Islamic financing to customers	**19,722,471**	**13,882,889**	17,504,342	12,418,411
Contingent liabilities	**4,418,007**	**4,260,263**	4,493,035	4,334,856

Collateral and other credit enhancements
The amount, type and valuation of collateral are based on guidelines specified in the risk management framework. The main types of collateral accepted includes real estate, quoted shares, cash collateral and bank guarantees. The revaluation and custody of collaterals are performed independent of the business units.

28.1. 3 RISK CONCENTRATION OF THE MAXIMUM EXPOSURE TO CREDIT RISK

Concentrations of credit risk arise from exposure to customers having similar characteristics in terms of the geographic location in which they operate or the industry sector in which they are engaged, such that their ability to discharge contractual obligations may be similarly affected by changes in political, economic or other conditions.

Credit risk can also arise due to a significant concentration of Group's assets to any single counterparty. This risk is managed by diversification of the portfolio. The 20 largest loans, advances and Islamic financing to customers outstanding as a percentage of gross loans, advances and Islamic financing to customers as at 31 December 2021 is 16% (2020: 15%).

28 RISK MANAGEMENT (continued)
28.1 CREDIT RISK (continued)
28.1. 3 RISK CONCENTRATION OF THE MAXIMUM EXPOSURE TO CREDIT RISK (continued)

The Group's financial assets and off-balance sheet items, before taking into account any collateral held or credit enhancements can be analyzed by the following geographic regions:

2021 **Geographic region**	**Middle East and North Africa KD 000's**	**North America KD 000's**	**Europe KD 000's**	**Asia KD 000's**	**Others KD 000's**	**Total KD 000's**
Balances and deposits with banks	2,767,286	2,249,861	632,581	82,376	-	5,732,104
Central Bank of Kuwait bonds	830,054	-	-	-	-	830,054
Kuwait Government treasury Bonds	417,016	-	-	-	-	417,016
Loans, advances and Islamic financing to customers	17,202,444	377,744	1,439,915	362,952	339,416	19,722,471
Investment securities	3,863,464	21,026	40,434	680,499	21,447	4,626,870
Other assets	286,928	8,170	34,775	2,083	1,843	333,799
	25,367,192	2,656,801	2,147,705	1,127,910	362,706	31,662,314
Commitments and contingent liabilities (Note 25)	3,037,901	250,351	1,270,503	919,398	6,956	5,485,109
	28,405,093	2,907,152	3,418,208	2,047,308	369,662	37,147,423

Notes to the Consolidated Financial Statements (continued)

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28 RISK MANAGEMENT (continued)

28.1 CREDIT RISK (continued)

28.1. 3 RISK CONCENTRATION OF THE MAXIMUM EXPOSURE TO CREDIT RISK (continued)

2020 Geographic region	Middle East and North Africa KD 000's	North America KD 000's	Europe KD 000's	Asia KD 000's	Others KD 000's	Total KD 000's
Balances and deposits with banks	3,489,487	401,963	713,193	97,807	-	4,702,450
Central Bank of Kuwait bonds	830,233	-	-	-	-	830,233
Kuwait Government treasury bonds	462,922	-	-	-	-	462,922
Loans, advances and Islamic financing to customers	15,325,904	397,034	1,125,330	364,412	291,662	17,504,342
Investment securities	3,666,033	22,618	29,212	721,435	13,823	4,453,121
Other assets	155,805	2,733	22,543	2,390	3,008	186,479
	23,930,384	824,348	1,890,278	1,186,044	308,493	28,139,547
Commitments and contingent liabilities (Note 25)	3,127,945	339,984	1,347,854	884,069	3,985	5,703,837
	27,058,329	1,164,332	3,238,132	2,070,113	312,478	33,843,384

The Group's financial assets and off-balance sheet items, before taking into account any collateral held or credit enhancements, can be analysed by the following industry sectors:

	2021 KD 000's	2020 KD 000's
Industry sector		
Trading	**1,955,757**	2,123,271
Manufacturing	**3,032,890**	3,144,536
Banks and other financial institutions	**11,215,434**	9,936,940
Construction	**1,579,115**	1,599,860
Real Estate	**3,975,689**	3,842,488
Retail	**6,807,769**	5,841,638
Government	**3,972,888**	3,558,422
Others	**4,607,881**	3,796,229
	37,147,423	33,843,384

28 RISK MANAGEMENT (continued)
28.1 CREDIT RISK (continued)

28.1. 4 CREDIT QUALITY PER CLASS OF FINANCIAL ASSETS

In managing its portfolio, the Group utilises ratings and other measures and techniques which seek to take account of all aspects of perceived risk. Credit exposures classified as 'High' quality are those where the default risk from the obligor's failure to discharge its obligation is assessed to be low. These include facilities to corporate entities with financial condition, risk indicators and capacity to repay which are considered to be good to excellent. Credit exposures classified as 'Standard' quality comprise all other facilities whose payment performance is fully compliant with contractual conditions and which are not 'impaired'. The default risk on 'Standard' quality is assessed to be higher than that for the exposures classified within the 'High' quality range.

The table below shows the credit quality by class of financial assets for statement of financial position lines, based on the Group's credit rating system.

2021	**High KD 000's**	**Standard KD 000's**	**Impaired KD 000's**	**Total KD 000's**
Balances and short term deposits with banks	**4,843,883**	**-**	**29,734**	**4,873,617**
Central Bank of Kuwait bonds	**830,054**	**-**	**-**	**830,054**
Kuwait Government treasury bonds	**417,016**	**-**	**-**	**417,016**
Deposits with banks	**705,312**	**178,665**	**3,012**	**886,989**
Loans, advances and Islamic financing to customers	**17,689,493**	**2,455,348**	**211,154**	**20,355,995**
Investments in debt securities – Amortized cost	**185,938**	**802,954**	**-**	**988,892**
Investments in debt securities – FVOCI	**2,907,246**	**729,431**	**897**	**3,637,574**
Investments in debt securities – FVPL	**18,865**	**-**	**-**	**18,865**
	27,597,807	**4,166,398**	**244,797**	**32,009,002**

2020	High KD 000's	Standard KD 000's	Impaired KD 000's	Total KD 000's
Balances and short term deposits with banks	3,660,103	-	27,968	3,688,071
Central Bank of Kuwait bonds	830,233	-	-	830,233
Kuwait Government treasury bonds	462,922	-	-	462,922
Deposits with banks	785,529	241,618	3,017	1,030,164
Loans, advances and Islamic financing to customers	15,339,168	2,540,017	312,381	18,191,566
Investments in debt securities – Amortized cost	71,688	786,244	-	857,932
Investments in debt securities – FVOCI	2,969,885	630,084	1,136	3,601,105
Investments in debt securities – FVPL	18,828	-	-	18,828
	24,138,356	4,197,963	344,502	28,680,821

Notes to the Consolidated Financial Statements (continued)

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28 RISK MANAGEMENT (continued)

28.1 CREDIT RISK (continued)

28.1.5 AGEING ANALYSIS OF PAST DUE OR IMPAIRED LOANS, ADVANCES AND ISLAMIC FINANCING TO CUSTOMERS

	Corporate		Retail		Total	
2021	**Past due and not impaired KD 000's**	**Impaired KD 000's**	**Past due and not impaired KD 000's**	**Impaired KD 000's**	**Past due and not impaired KD 000's**	**Impaired KD 000's**
Up to 30 days	50,137	2,235	29,396	17	79,533	2,252
31 - 60 days	8,401	43	25,258	12	33,659	55
61 - 90 days	2,479	3	6,558	-	9,037	3
91-180 days	-	6,203	-	11,263	-	17,466
More than 180 days	-	109,687	-	81,691	-	191,378
	61,017	118,171	61,212	92,983	122,229	211,154

2020						
Up to 30 days	76,833	282	36,969	538	113,802	820
31 - 60 days	20,695	-	30,361	43	51,056	43
61 - 90 days	8,952	79	6,439	24	15,391	103
91-180 days	-	32,451	-	5,455	-	37,906
More than 180 days	-	175,510	-	97,999	-	273,509
	106,480	208,322	73,769	104,059	180,249	312,381

Of the aggregate amount of gross past due or impaired loans, advances and Islamic financing to customers, the fair value of collateral that the Group held as at 31 December 2021 was KD 182,081 thousand (2020: KD 200,737 thousand).

28.2 LIQUIDITY RISK

Liquidity risk is the risk that the Group will be unable to meet its financial liabilities when they fall due. To limit this risk, management has arranged diversified funding sources, manages assets with liquidity in mind and monitors liquidity on a daily basis.

The table below summarizes the maturity profile of Group's assets, liabilities and equity based on contractual cash flows and maturity dates. This does not necessarily take account of the effective maturities.

2021	Up to 3 months KD 000's	3 to 12 months KD 000's	Over 1 year KD 000's	Total KD 000's
Assets				
Cash and deposits with banks	5,873,904	91,712	1,655	5,967,271
Central Bank of Kuwait bonds	443,890	386,164	-	830,054
Kuwait Government treasury bonds	140,346	50,000	226,670	417,016
Loans, advances and Islamic financing to Customers	5,278,548	2,336,434	12,107,489	19,722,471
Investment securities	596,330	555,895	3,758,573	4,910,798
Investment in associates	-	-	3,746	3,746
Land, premises and equipment	-	-	456,209	456,209
Goodwill and other intangible assets	-	-	581,264	581,264
Other assets	301,404	30,758	35,595	367,757
	12,634,422	3,450,963	17,171,201	33,256,586
Liabilities and equity				
Due to banks	3,538,646	552,262	7,780	4,098,688
Deposits from other financial institutions	1,808,888	1,321,022	5,719	3,135,629
Customer deposits	14,667,393	2,868,447	745,149	18,280,989
Certificates of deposit issued	1,029,689	309,665	-	1,339,354
Other borrowed funds	-	240,109	1,026,473	1,266,582
Other liabilities	430,898	11,106	226,223	668,227
Share capital and reserves	-	-	3,323,786	3,323,786
Proposed cash dividend	215,781	-	-	215,781
Perpetual Tier 1 Capital Securities	-	-	439,032	439,032
Non-controlling interests	-	-	488,518	488,518
	21,691,295	5,302,611	6,262,680	33,256,586

Notes to the Consolidated Financial Statements (continued)

31 December 2021

28 RISK MANAGEMENT (continued)
28.2 LIQUIDITY RISK (continued)

2020	Up to 3 months KD 000's	3 to 12 months KD 000's	Over 1 year KD 000's	Total KD 000's
Assets				
Cash and deposits with banks	4,735,951	165,864	28,929	4,930,744
Central Bank of Kuwait bonds	518,803	311,430	-	830,233
Kuwait Government treasury bonds	-	35,500	427,422	462,922
Loans, advances and Islamic financing to Customers	5,094,225	2,021,684	10,388,433	17,504,342
Investment securities	517,128	752,978	3,458,672	4,728,778
Investment in associates	-	-	5,195	5,195
Land, premises and equipment	-	-	426,963	426,963
Goodwill and other intangible assets	-	-	581,881	581,881
Other assets	157,800	23,223	65,310	246,333
	11,023,907	3,310,679	15,382,805	29,717,391
Liabilities and equity				
Due to banks	2,753,352	298,696	278	3,052,326
Deposits from other financial institutions	2,125,545	792,989	10,713	2,929,247
Customer deposits	14,636,146	1,811,947	656,139	17,104,232
Certificates of deposit issued	633,231	285,631	-	918,862
Other borrowed funds	-	-	808,665	808,665
Other liabilities	429,421	16,101	317,482	763,004
Share capital and reserves	-	-	3,173,005	3,173,005
Proposed cash dividend	137,004	-	-	137,004
Perpetual Tier 1 Capital Securities	-	-	438,438	438,438
Non-controlling interests	-	-	392,608	392,608
	20,714,699	3,205,364	5,797,328	29,717,391

28 RISK MANAGEMENT (continued)
28.2 LIQUIDITY RISK (continued)

The liquidity profile of financial liabilities of the Group summarized below reflects the cash flows including future interest payments over the life of these financial liabilities based on contractual repayment arrangements.

2021	**Up to 3 months KD 000's**	**3 to 12 months KD 000's**	**Over 1 year KD 000's**	**Total KD 000's**
Financial Liabilities				
Due to banks	**3,540,328**	**553,903**	**7,879**	**4,102,110**
Deposits from other financial institutions	**1,810,041**	**1,328,293**	**5,760**	**3,144,094**
Customer deposits	**14,685,617**	**2,920,118**	**801,640**	**18,407,375**
Certificates of deposit issued	**1,029,907**	**310,092**	**-**	**1,339,999**
Other borrowed funds	**1,473**	**249,848**	**1,043,187**	**1,294,508**
	21,067,366	**5,362,254**	**1,858,466**	**28,288,086**
Contingent liabilities and commitments				
Contingent liabilities	**1,208,534**	**1,725,044**	**1,484,429**	**4,418,007**
Irrevocable commitments	**130,842**	**360,213**	**576,047**	**1,067,102**
	1,339,376	**2,085,257**	**2,060,476**	**5,485,109**
Derivative financial instruments settled on a gross basis				
Contractual amounts payable	**2,395,450**	**1,000,477**	**96,170**	**3,492,097**
Contractual amounts receivable	**2,390,037**	**1,003,200**	**96,346**	**3,489,583**

2020	Up to 3 months KD 000's	3 to 12 months KD 000's	Over 1 year KD 000's	Total KD 000's
Financial Liabilities				
Due to banks	2,693,149	243,078	279	2,936,506
Deposits from other financial institutions	2,190,359	855,078	12,002	3,057,439
Customer deposits	14,730,515	1,852,136	716,370	17,299,021
Certificates of deposit issued	633,421	286,136	-	919,557
Other borrowed funds	3,519	19,518	912,558	935,595
	20,250,963	3,255,946	1,641,209	25,148,118
Contingent liabilities and commitments				
Contingent liabilities	1,152,531	1,474,293	1,866,211	4,493,035
Irrevocable commitments	91,853	154,876	964,073	1,210,802
	1,244,384	1,629,169	2,830,284	5,703,837
Derivative financial instruments settled on a gross basis				
Contractual amounts payable	2,147,085	629,467	89,207	2,865,759
Contractual amounts receivable	2,146,919	624,465	82,730	2,854,114

Notes to the Consolidated Financial Statements (continued)

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28 RISK MANAGEMENT (continued)

28.3 MARKET RISK

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate due to changes in market prices. Market risks arise from open positions in interest rate, currency and equity products, all of which are exposed to general and specific market movements and changes in the level of volatility of market rates or prices such as interest rates, foreign exchange rates and equity prices.

28.3.1 INTEREST RATE RISK

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group is not excessively exposed to interest rate risk as its assets and liabilities are repriced regularly and most exposures arising on medium-term fixed-rate lending or fixed-rate borrowing are covered by interest rate swaps. Furthermore, the re-pricing gaps of its assets and liabilities are carefully monitored and controlled through limits pre-established by the Board of Directors and adjusted where necessary, to reflect the changing market conditions.

Interest rate sensitivity

Interest rate sensitivity of profit measures the effect of the assumed changes in interest rates on the net interest income for one year, based on the interest-bearing financial assets and financial liabilities held at the year end. This includes the effect of hedging instruments but excludes loan commitments. The sensitivity on equity is the impact arising from changes in interest rate on fair value of investments in debt securities classified as FVOCI. Sensitivity to interest rate movements will be on a symmetric basis as financial instruments giving rise to non-symmetric movements are not significant.

Based on the Group's financial assets and financial liabilities held at the year end, an assumed 25 basis points increase in interest rate, with all other variables held constant, would impact the Group's profit and equity as follows:

		2021		2020	
		Effect on profit KD 000's	**Effect on equity KD 000's**	Effect on profit KD 000's	Effect on equity KD 000's
Currency	**Movement in Basis points**				
KWD	+25	**9,290**	-	8,761	-
USD	+25	**4,343**	-	1,412	(2)
EUR	+25	**256**	-	493	-
GBP	+25	**857**	-	716	-
EGP	+25	**128**	**(1,085)**	80	(372)

28 RISK MANAGEMENT (continued)
28.3 MARKET RISK (continued)

28.3.2 FOREIGN EXCHANGE RISK

Foreign exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Foreign exchange risks are controlled through limits pre-established by the Board of Directors on currency position exposures. In general assets are typically funded in the same currency as that of the business being transacted to eliminate exchange exposures. Appropriate segregation of duties exists between the treasury front and back office functions, while compliance with position limits is independently monitored on an ongoing basis.

The table below analyses the effect on profit of an assumed 5% strengthening in value of the currency rate against the Kuwaiti Dinar from levels applicable at the year-end, with all other variables held constant. A negative amount in the table reflects a potential net reduction in profit, whereas a positive amount reflects a net potential increase.

		2021	2020
		Effect on profit KD 000's	Effect on profit KD 000's
Currency	**% Change in currency rate**		
USD	+5	**127**	2,252
GBP	+5	**465**	149
EUR	+5	**(406)**	(240)
Other	+5	**(266)**	(142)

28.3.3 EQUITY PRICE RISK

Equity price risk is the risk that the fair values of equities will fluctuate as a result of changes in the level of equity indices or the value of individual share prices. Equity price risk arises from the change in fair values of equity investments. The Group manages the risk through diversification of investments in terms of geographic distribution and industry concentration. The table below analyses the effect of equity price risk on profit (as a result of change in the fair value of equity investments held as fair value through profit or loss) and on equity (as a result of change in the fair value of equity investments classified as FVOCI) at the year end due to an assumed 5% change in market indices, with all other variables held constant.

		2021		2020	
Market indices	**% Change in equity price**	**Effect on profit KD 000's**	**Effect on equity KD 000's**	Effect on profit KD 000's	Effect on equity KD 000's
Kuwait stock exchange	+5	**135**	**26**	70	15
Qatar stock market	+5	**228**	**-**	182	-
UAE stock indices	+5	**205**	**-**	159	3
Saudi stock exchange	+5	**856**	**92**	592	-

Notes to the Consolidated Financial Statements (continued)

31 December 2021

28 RISK MANAGEMENT (continued)

28.4 OPERATIONAL RISK

Operational risk is the risk of loss arising from inadequate or failed internal processes, human error, systems failure or from external events. The Group has a set of policies and procedures, which are approved by the Board of Directors and are applied to identify, assess and supervise operational risk in addition to other types of risks relating to the banking and financial activities of the Group. Operational risk is managed by the operational risk function, which ensures compliance with policies and procedures and monitors operational risk as part of overall global risk management.

The Operational Risk function of the Group is in line with the Central Bank of Kuwait instructions dated 14 November 1996, concerning the general guidelines for internal controls and the instructions dated 13 October 2003, regarding the sound practices for managing and supervising operational risks in banks.

29 CAPITAL

A key objective of the Group is to maximize shareholders' value with optimal levels of risk, whilst maintaining a strong capital base to support the development of its business and comply with the externally-imposed capital requirements.

The disclosures relating to the capital adequacy regulations issued by Central Bank of Kuwait (CBK) as stipulated in CBK Circular number 2/RB, RBA/A336/2014 dated 24 June 2014 (Basel III) and the Leverage regulations as stipulated in CBK Circular number 2/ BS/ 342/2014 dated 21 October 2014 under the Basel Committee framework are included under the 'Risk Management' section of the Annual Report.

Capital adequacy, financial leverage and the use of various levels of regulatory capital are monitored regularly by the Group's management and are, also, governed by guidelines of Basel Committee on Banking Supervision as adopted by the CBK.

The Group's regulatory capital and capital adequacy ratios (Basel III) are shown below:

	2021 **KD 000's**	2020 KD 000's
Risk-Weighted Assets	**22,557,966**	21,052,128
Total Capital required at 12.5%	**2,819,746**	2,631,516
Total Capital available		
Common Equity Tier 1 Capital	**3,009,218**	2,869,437
Additional Tier 1 Capital	**528,558**	493,786
Tier 1 Capital	**3,537,776**	3,363,223
Tier 2 Capital	**544,597**	517,546
Total Capital	**4,082,373**	3,880,769
Common Equity Tier 1 Capital adequacy ratio	**13.3%**	13.6%
Tier 1 Capital adequacy ratio	**15.7%**	16.0%
Total Capital adequacy ratio	**18.1%**	18.4%

In response to the Covid-19 pandemic crisis, the CBK removed the historical capital conservation buffer requirement of 2.5% of risk-weighted assets up to 31 December 2021. Hence, the total capital requirement of 12.5% does not include any capital conservation buffer. Capital conservation buffer will be increased to 1% effective from 1 January 2022 and fully re-instated to the original 2.5% effective from 1 January 2023.

The calculations include Boubyan Bank K.S.C.P., an Islamic Banking subsidiary. For purposes of determining risk-weighted assets and capital required, exposures and assets at Boubyan Bank K.S.C.P. are risk weighted, and capital charge calculated, in accordance with Central Bank of Kuwait regulations applicable to banks providing banking services compliant with Codes of Islamic Sharia'a. Those figures are then added to corresponding figures pertaining to all the rest of the Group, identical with the treatment in relevant reports submitted to the Central Bank of Kuwait.

The Group's financial leverage ratio is calculated in accordance with CBK circular number 2/BS/ 342/2014 dated 21 October 2014 is shown below:

	2021 KD 000's	2020 KD 000's
Tier 1 capital	**3,537,776**	3,363,223
Total exposures	**36,165,918**	32,504,240
Leverage ratio	**9.8%**	10.3%

30 FUNDS UNDER MANAGEMENT

The Group manages a number of funds, some of which are managed in association with other professional fund managers. The funds have no recourse to the general assets of the Group and the Group has no recourse to the assets of the funds. Accordingly, the assets of these funds are not included in the consolidated statement of financial position. As at 31 December 2021, funds under management were KD 5,342 million (2020: KD 4,745 million).

31 IMPACT OF COVID-19

The COVID-19 pandemic spread rapidly across global geographies causing massive disruption to business and economic activities and bringing unprecedented uncertainties to the global economic environment. Fiscal and monetary authorities worldwide launched extensive responses designed to mitigate the severe consequences of the pandemic.

Notes to the Consolidated Financial Statements (continued)

31 December 2021

31 IMPACT OF COVID-19 (continued)

Covid-19 support measures

During the year 2020, Central Bank of Kuwait (CBK) implemented various measures targeted at reinforcing the banking sectors ability to play a vital role in the economy. Those measures are disclosed in the Group's annual consolidated financial statements for the year ended 31 December 2020.

2021 consumer and other instalment loans deferral scheme

Kuwait banks announced postponement of payment of consumer and instalment loans to eligible customers, upon request, in accordance with the CBK Circular No. 2/BS/IBS/IS/IIS/FS/476/2021 dated 18 April 2021 concerning the implementing provisions of Article No. (2) of Law No. (3) of 2021 ("the Law") regarding the deferral of the financial obligations for a six-month period with cancellation of interest and profits resulting from this deferral ("the 2021 scheme"). The cost of instalment deferral is fully borne by the Government of Kuwait in accordance with the Law.

The Group implemented the 2021 scheme by postponing the instalments for a six-month period from the customer request date with a corresponding extension of the facility tenure. The instalment deferral resulted in a loss to the Group arising from the modification of contractual cash-flows amounting to KD 139,582 thousand in accordance with IFRS 9. This loss was offset by an equivalent amount receivable from the Government of Kuwait as Government Grant in accordance with the Law. The Group has recorded the Government Grant income by setting it off against the modification loss from the 2021 scheme. The Government grant receivable is included in other assets in the consolidated statement of financial position.

Expected Credit Loss (ECL) estimates

The Group considered the potential impact of the uncertainties caused by the Covid-19 pandemic together with the associated economic support and relief measures of governments and central banks in its estimation of ECL requirements for the year ended 31 December 2021. The Group has considered the impact of Covid-19 on the relevant qualitative and quantitative factors when determining any significant increase in credit risk (SICR) and in assessing indicators of impairment for exposures to potentially affected sectors. Furthermore, macro-economic factors are updated to take into consideration the specific impacts of Covid-19. Notwithstanding the above, ECL requirement for credit facilities estimated as at 31 December 2021 continues to be lower than the provisions required as per CBK instructions. In accordance with Group accounting policy, the higher amount, being the provision required as per CBK instructions, is therefore recognized as the provision requirement for credit losses on credit facilities.

32 CHANGES IN REFERENCE RATES (IBOR)

The Group has significant exposure to the London Interbank offered rates (LIBOR), the benchmark interest rate, through its financial instruments, which will be replaced as part of the fundamental reform of various major interest rate benchmarks. The Group has undertaken a project under the oversight of a cross-functional IBOR Committee to manage its transition from LIBORs to alternative rates. The objectives of the IBOR Committee include evaluating the extent to which assets and liabilities are referenced to LIBOR cash flows, whether such contracts need to be amended as a result of those reforms and how to manage communication about LIBOR reform with counterparties. The new contracts to be entered by the Group on or after 1st January 2022 will be based on using various alternative benchmark interest rates including certain "risk-free" rates.

Transition away from LIBORs to the risk-free or alternative "reference rate" regime will affect the pricing of deposits, loans, hedging instruments and floating rate debt securities and the valuation of collateral.

The following risk-free rates (RFRs) are widely used to replace LIBORs as the benchmark in their respective currencies:

USD – SOFR (Secured overnight funding rate)
GBP – SONIA (Sterling overnight index average)
EUR – ESTER (Euro short term rate)
CHF – SARON (Swiss average rate overnight)
JPY – TONAR (Tokyo overnight average rate)

Financial assets and liabilities

The Group's exposure to its floating-rate financial assets and liabilities is mainly through USD LIBOR. The Group will perform transition of these contracts to RFRs through bilateral agreements not later than June 2023. The Group's exposure to financial assets that are based on USD LIBOR maturing after June 2023 is KD 3,213,364 thousand as at 31 December 2021. The Group's exposure to IBOR linked financial liabilities is relatively insignificant. Similarly, the non-USD floating rate exposures are also relatively insignificant. The Group is in discussion with the counterparties/ clients to effect an orderly transition of USD exposures to the relevant RFR.

Derivatives held for hedging purposes

The interest rate and cross currency interest rate derivative instruments held for hedging purpose have floating legs linked to various IBORs predominantly on USD LIBOR. The Group's interest rate and cross currency interest rate derivative instruments held for hedging purpose are governed by the industry standard International Swaps and Derivatives Association (ISDA) Master Agreements that incorporate by reference the 2006 ISDA definitions. ISDA launched the IBOR fall backs supplement, a supplement to the 2006 ISDA definitions, and the IBOR fall backs protocol. IBOR fall backs protocol will enable adhering parties to amend legacy derivative transactions to include the updated rates and fall backs. The Group will follow IBOR fall backs protocol through adherence to ISDA Benchmark.

The Group has transitioned non-USD linked derivatives as at 31 December 2021. The Group is required to transition USD LIBOR based derivatives not later than June 2023. The notional value of USD LIBOR derivatives designated as fair value hedges, maturing after June 2023, is KD 2,071,012 thousand as at 31 December 2021.

The Group has applied the hedging relief available under the amendments to IFRS 9 Financial Instruments relating to interest rate benchmark reforms such as relief on assessment of economic relationship between hedged items and hedging instruments.

Group Directory

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Direct Sales
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Consumer Lending
Ext: 3374

Marketing
Ext: 3507

Consumer Credit Collection
Ext: 2305

Private Banking Group
Ext: 2226

Domestic Corporate Banking
Ext: 2373

Foreign Corporate, Oil and Trade Finance Group
Ext: 2307

Treasury Group
Ext: 3567

Credit Risk Management Group
Ext: 2417

Economic Research Group
Ext: 3136

Legal Affairs Group
Ext: 3091

Human Resources
Ext: 5162

International Banking Group

Regional Institutional Banking
Ext: 5328

Please refer to international network for a complete listing

Operations Group
Ext: 3354

Information Technology Group
Ext: 2490

Group Financial Control
Ext: 3009

International Legal Affairs
Ext: 2065

Executive Office
Ext: 2230

Public Relations
Ext: 3166

Media Relations
Ext: 2789

Advertising
Ext: 2665

Group Internal Audit
Ext: 5401

Local Branches

Ahmad Al-Jaber
Ahmadi
Airport T1
Airport T4
Al-Rihab
Al-Rumaithiya
Ali Sabah Al-Salem
Andalus
Ardiya
Avenues
Bayan
Boursa
Cinema Salmiya
Dahiyat A. Salem
Daiya
Dasma
Doha
Fahaheel
Fahaheel Sahely
Fahed Al Salem
Faiha
Farwaniya

Fintas
Ghazali
Grand Avenues Plaza
Hadiya
Hamra Tower
Hawally
HQ
Jabriya
Jahra
Jahra Commercial
Jleeb Shuyoukh
Kaifan
Kheitan
KNPC
KOC
Ministries Complex
Mishref
MTC Headquarters
Mubarak Al-Kabeer
Nuzha
Othman
PIFSS

Qadsiya
Qortouba
Qurain
Ras Al-Salmiya
Rawda
Riqqa
Saad Al-Abdullah
Sabah Al-Nasser
Sabah Al-Salem
Sabahiya
Sabhan
Salmiya Salam Mall
Salwa
Shamiya
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Sour
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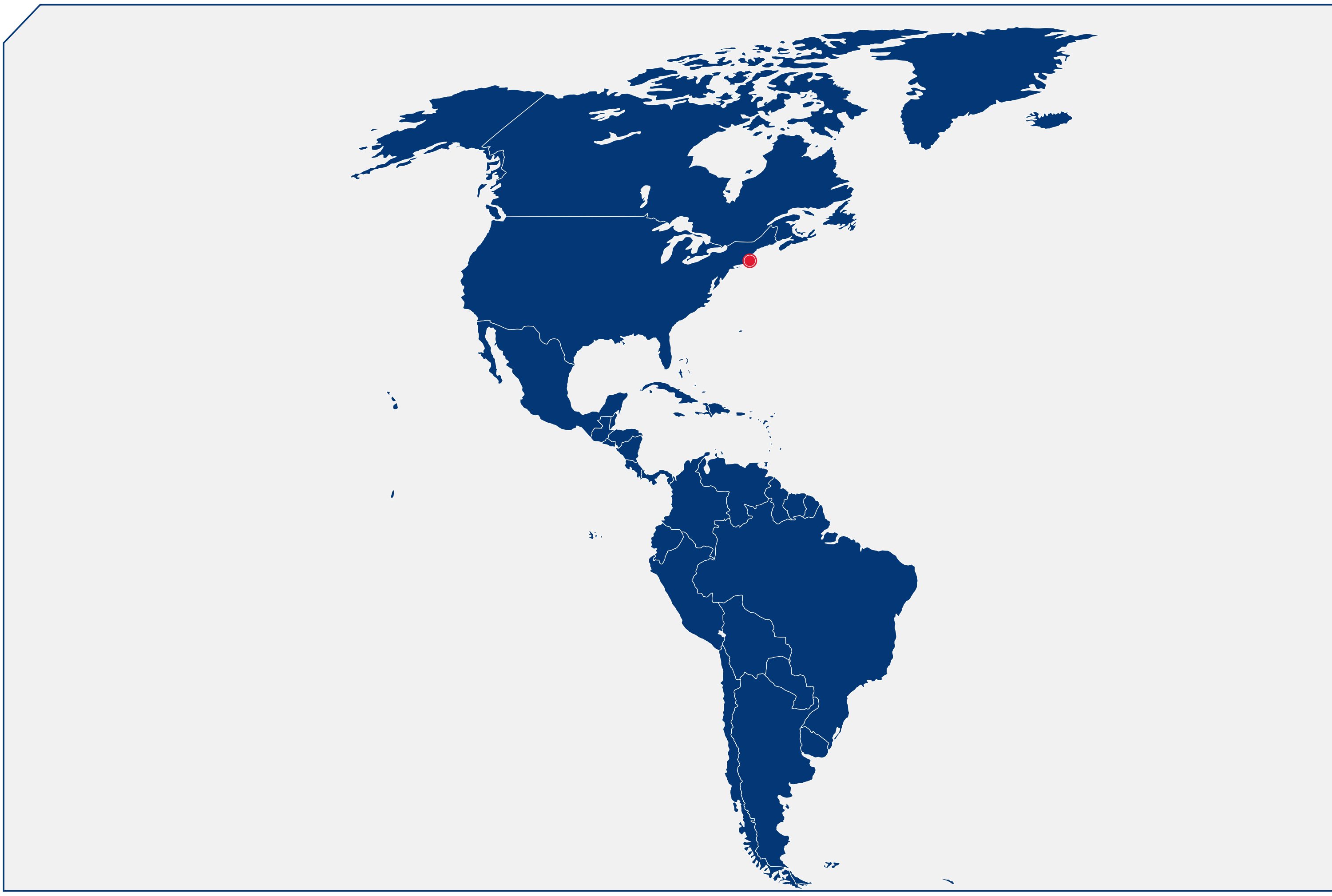
International Branches



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