

Leading the Way Towards a Greener Future

Sustainability Report 2025



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About this report

Reporting Period, Scope, and Boundaries

This is the third sustainability report by Bank of Bahrain and Kuwait B.S.C. (hereafter referred to as 'BBK' or 'the Bank'), presenting the Bank's sustainability progress, covering the period from 1 January 2025 to 31 December 2025, unless stated otherwise. The report reflects all activities within the Kingdom of Bahrain, as well as selected overseas branches, unless specified otherwise.

BBK continues monitoring Key Performance Indicators (KPIs) that align with its sustainability objectives, primarily within Bahrain. This includes KPIs mandated by the Central Bank of Bahrain (CBB) Environmental, Social and Governance (ESG) Module requirements.

Guidelines and Standards

This report adheres to the Global Reporting Initiative (GRI) Standards and CBB ESG Module requirements, ensuring compliance with international and local disclosure standards to strengthen transparency and accountability. BBK also actively maps its contributions to the relevant Sustainable Development Goals (SDGs) and is aligned with Bahrain Vision 2030, in support of the Kingdom's economic and sustainable development priorities.



GHG Emissions Measurement

This year's report highlights the expansion of BBK's Greenhouse Gas (GHG) emissions inventory, now encompassing additional categories of Scope 3, alongside continued monitoring and reporting of Scope 1 and 2 GHG emissions performance, using the GHG Protocol for precise calculations. This addition reflects BBK's commitment to understanding and managing its environmental impact as part of its ongoing sustainability strategy.

Sustainability Oversight

The Group Chief Executive Officer (GCEO), in his role as Chair of the Strategy and Sustainability Review Committee, guides the review and endorsement of this sustainability report. He maintains close oversight of BBK's sustainability initiatives, providing the Board's Nomination, Remuneration, and Governance Committee with regular updates on progress. This governance framework ensures that ESG efforts remain strategically aligned and subject to board-level scrutiny, highlighting BBK's dedication to transparency and sustainable leadership.

Data Validation

BBK has implemented internal review procedures to validate the ESG information disclosed in this report. Data is sourced from designated business units, reviewed for completeness and accuracy, and approved by relevant management functions prior to consolidation. Although no external assurance has been undertaken for this reporting period, the Bank applies internal verification checks and reconciliations with available operational records to ensure data integrity.

For more information or feedback please visit:

-  **E-mail:** Sustainability@bbkonline.com
-  **Website:** <https://www.bbkonline.com/sustainability/>
-  **LinkedIn:** <https://www.linkedin.com/company/bank-of-bahrain-and-kuwait/>
-  **Instagram:** https://www.instagram.com/bbk_online/?hl=en
-  **Facebook:** <https://www.facebook.com/bbkonline/>

Foreword from the Chairperson

On behalf of the Board of Directors, I am pleased to present Bank of Bahrain and Kuwait's Sustainability Report for 2025, a reflection of our continued commitment to responsible leadership, long-term value creation, and the enduring role of the Bank in supporting Bahrain's economic and social development.

In today's environment, sustainability is no longer defined solely by ambition, but by the quality of governance, clarity of purpose, and discipline with which institutions respond to change. For BBK, sustainability represents a responsibility entrusted to us – to safeguard resilience, uphold trust, and ensure that growth is achieved in a manner that is balanced, inclusive, and forward-looking.

Throughout 2025, the Board maintained active oversight of the Bank's sustainability agenda, recognizing that environmental, social, and governance considerations are increasingly interconnected with strategic performance and risk management. Our role is not only to guide direction, but to ensure accountability, providing the governance framework within which sustainability can be embedded meaningfully across the organization.

Through our Sustainable Finance Framework, BBK is driving sustainability by offering a diverse range of financial products that integrate ESG principles, enabling clients to invest in environmentally and socially responsible projects while contributing to long-term economic resilience.

Climate change remains one of the defining challenges facing the global financial system. As a financial institution, BBK acknowledges its responsibility to understand climate-related risks and to support the transition toward a more resilient economy. The introduction of Climate Action and Responsibility as a dedicated pillar within our sustainability framework reflects the Board's recognition of its strategic importance and long-term relevance to the Bank's future.

Equally important is our commitment to responsible employment, trusted customer relationships, and positive contribution to society. These principles continue to guide the Bank's decisions and shape its engagement with employees, customers, and the wider community.



Tariq Jaleel AlSaffar
Chairperson

As we look ahead, BBK remains focused on strengthening the Bank's resilience, preserving its values, and ensuring that sustainability supports long-term prosperity. We continue to monitor emerging sustainability developments and will use technology and targeted financing to support new solutions where they are practical and effective. With a strong foundation in place, we are confident in the Bank's ability to manage future challenges while remaining true to its responsibilities.

Transparency and accountability remain central to our approach. Through continued alignment with Bahrain Vision 2030 and the Central Bank of Bahrain's ESG requirements, BBK is committed to providing stakeholders with clear, balanced, and credible disclosures annually that reflect both progress achieved and areas for continued development.

As we look ahead, BBK remains focused on strengthening the Bank's resilience, preserving its values, and ensuring that sustainability supports long-term prosperity. We continue to monitor emerging sustainability developments and will use technology and targeted financing to support new solutions where they are practical and effective. With a strong foundation in place, we are confident in the Bank's ability to manage future challenges while remaining true to its responsibilities.

I extend my appreciation to our employees and management for their dedication and professionalism, and to our shareholders and partners for their continued trust. Together, we will continue shaping a sustainable future for BBK and for every community we operate in.

BBK at a Glance

Sustainability Approach

Good Corporate Governance

Responsible & Responsive Employer

Long-term Positive Customer Relationships & Experiences

Social Responsibility Mindset

Climate Action & Responsibility

Commitments & Future Outlook

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Message from the Group Chief Executive Officer (GCEO)

At BBK, sustainability is increasingly shaping how we think about growth, risk, and long-term value creation. In a rapidly evolving financial landscape, our focus remains on building a resilient institution that can respond effectively to emerging economic, environmental, and societal expectations.

During 2025, we continued to strengthen the integration of sustainability across our business model, moving beyond foundational structures toward more informed and strategic application. Our approach is guided by the understanding that environmental, social, and governance considerations are not standalone objectives, but essential drivers of sound decision-making and responsible banking.

Governance and accountability remain central to our sustainability journey. During the year, cross-functional collaboration through dedicated committees and working groups supported stronger oversight, clearer ownership, and more consistent implementation across departments. These mechanisms ensure that sustainability considerations are embedded within day-to-day operations, rather than addressed in isolation.

A key priority during the year was reinforcing the role of sustainable finance within our core activities. Through the continued development of our Sustainable Finance Framework, we have enhanced our ability to identify,

assess, and support financing that contributes to positive environmental and social outcomes. This framework provides clarity on eligibility, governance, and risk assessment, enabling consistency, transparency, and credibility in the way sustainable financing is structured and monitored. More importantly, it strengthens our capacity to support clients as they adapt to evolving regulatory expectations and transition toward more sustainable business practices. By embedding sustainability considerations into financing decisions, we are better positioned to manage risk, identify opportunities, and contribute to long-term economic resilience.

In parallel, we continued to advance our understanding of climate-related impacts across the Bank. The expansion of our greenhouse gas emissions inventory to include Scope 3 GHG emissions across our value chain and financing represents an important step in improving visibility over our environmental footprint. While data development remains an evolving journey, strengthening emissions



Yaser Alsharifi
Group Chief Executive

measurement enhances internal awareness, informs governance discussions, and supports more structured planning for the future.

Digital transformation continues to play an important enabling role. Investments in digital platforms and governance tools have improved efficiency, strengthened data integrity, and reduced reliance on paper-based processes. These improvements not only enhance customer experience and operational effectiveness but also support the Bank’s broader sustainability objectives.

Equally important is our continued investment in people. Throughout 2025, we focused on strengthening employee capability, leadership development, and inclusive workplace practices. Empowering our workforce ensures that sustainability is understood, owned, and advanced across all levels of the organization.

Looking ahead, our focus will remain on deepening ESG integration, enhancing the effectiveness of sustainable finance, and strengthening climate-related governance

and data maturity. As expectations continue to evolve, BBK remains committed to a measured, disciplined, and transparent approach that supports responsible growth and long-term value creation.

Our focus will remain on deepening ESG integration, enhancing the effectiveness of sustainable finance, and strengthening climate-related governance and data maturity.

The progress outlined in this report reflects more than policies or initiatives — it reflects a mindset taking shape across BBK. I am encouraged by the level of engagement, ownership, and professionalism demonstrated throughout the organization. As we look ahead, we do so with confidence, clarity of purpose, and a firm commitment to building a resilient and sustainable institution that continues to serve Bahrain’s economy with integrity and responsibility.

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Message from the Group Chief Strategy and Transformation Officer

At BBK, strategy and transformation provide the structure through which sustainability commitments are translated into tangible progress. As expectations across the financial sector continue to evolve, maintaining a clear link between strategic direction, performance monitoring, and long-term value remains essential to the way the Bank plans and operates.

Throughout 2025, the Bank continued to strengthen how sustainability is reflected within its planning and decision-making processes. The launch of the Sustainable Finance Framework marked an important step in formalizing the approach to sustainable products and capital allocation. It offers a clear basis for integrating environmental and social considerations into financing activities while supporting clients across sectors and markets as they navigate changing expectations.

Progress during the year also focused on the Bank's broader transformation agenda. Enhancements to digital platforms and customer journeys under The BBK Way contributed to improved service consistency and operational efficiency, while reinforcing a stronger customer-centric perspective across functions. At the

same time, ongoing work to refine data and performance insights is supporting more informed strategic discussions and clearer visibility on priorities.

The development of the Bank's approach to sustainability related risks, including climate considerations and emissions measurement, has further strengthened the connection between risk awareness and strategic planning. This evolving perspective supports a more comprehensive understanding of portfolio dynamics and ensures that sustainability considerations continue to inform future direction.

Looking ahead, the Bank's focus will center on sustaining momentum across its transformation agenda while exploring new avenues for growth and innovation. Expanding sustainable finance capabilities, strengthening



Mohamed Alaali
Group Chief Strategy & Transformation Officer

digital and data foundations, and continuing to refine performance frameworks will remain key priorities as BBK adapts to a changing operating environment and evolving stakeholder expectations. In parallel, the Bank is advancing the development of its decarbonization plan, aligned with Bahrain's national targets to achieve a 30% reduction in emissions by 2035 and net-zero emissions by 2060.

The progress achieved reflects the collective contribution of teams across the organization who continue to integrate strategy into day-to-day decision making. Strategy and transformation will remain an important lens through which the Bank continues to evolve, supporting a resilient institution that is responsive to change and aligned with its long-term ambitions.

Looking ahead, the Bank's focus will center on sustaining momentum across its transformation agenda while exploring new avenues for growth and innovation.

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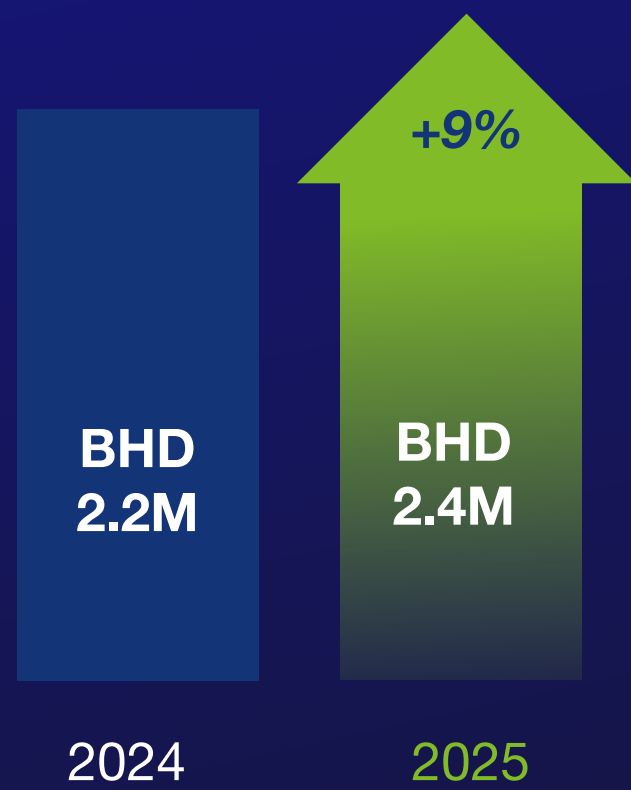
Climate Action & Responsibility

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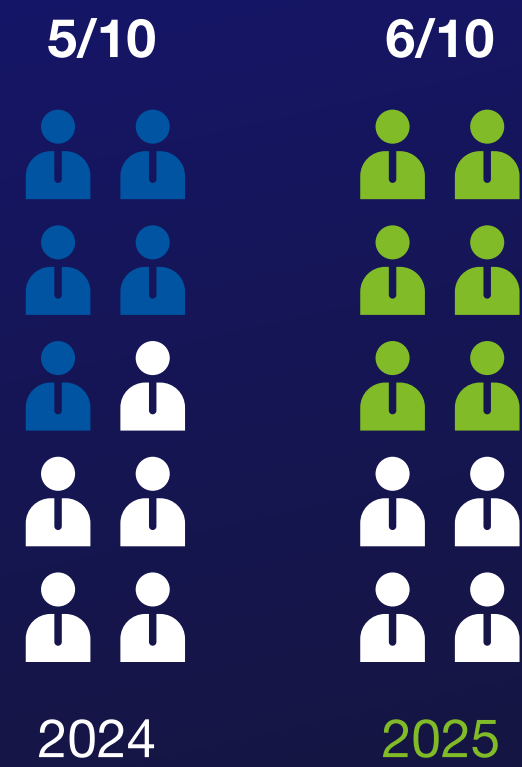
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Sustainability Highlights

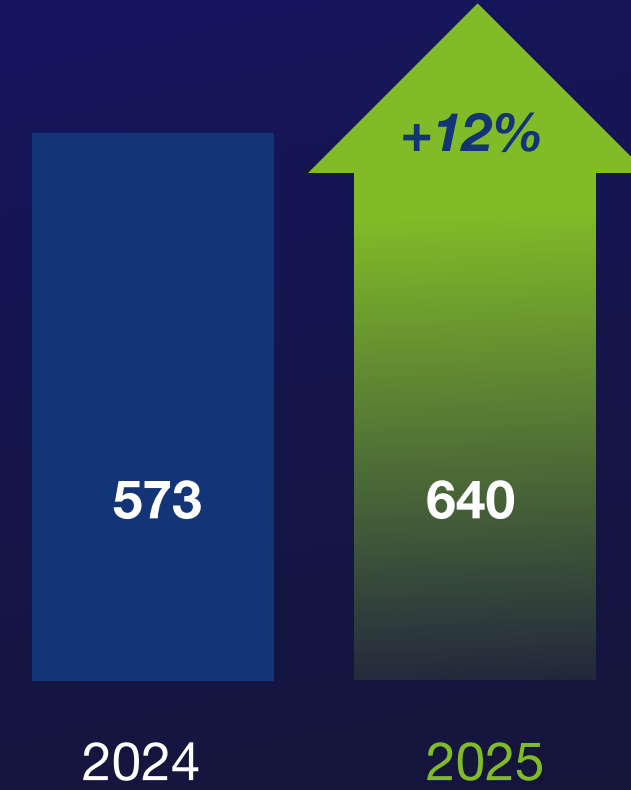
Community Investment



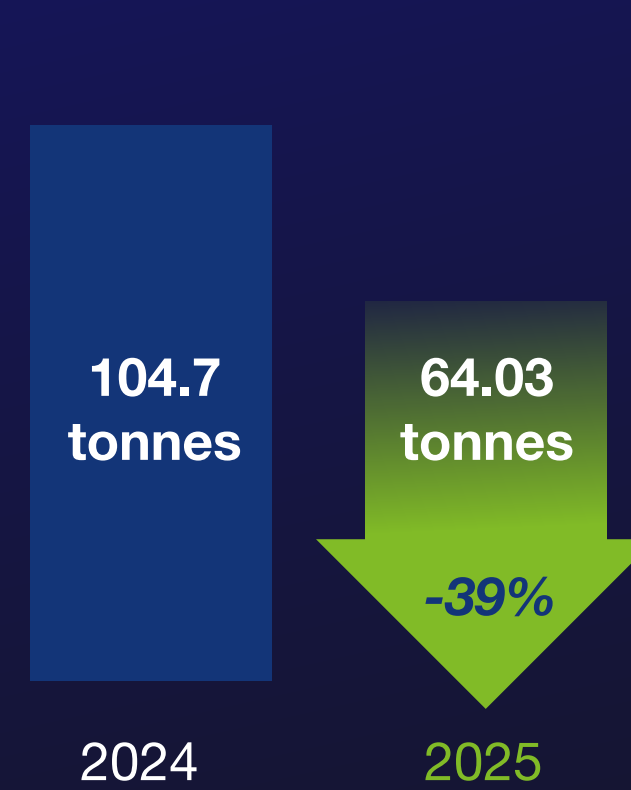
Independent Board members



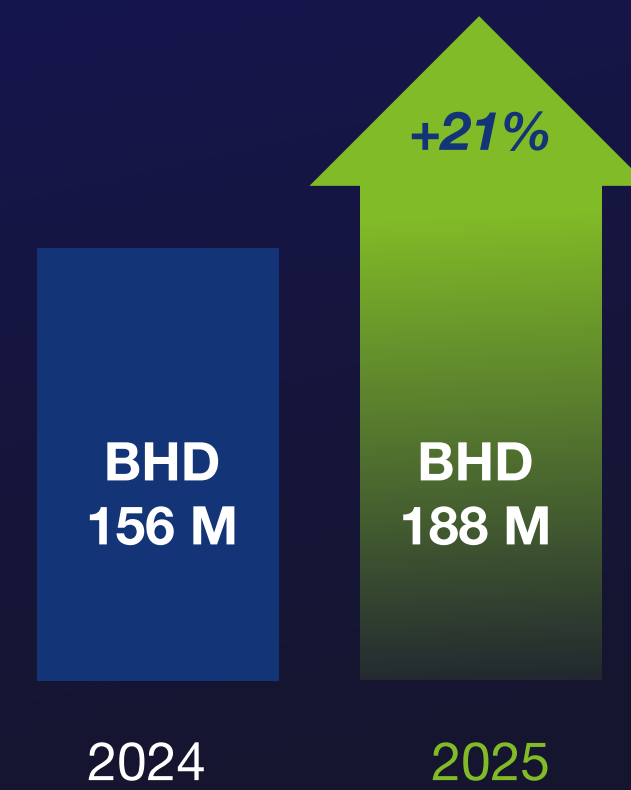
Number of local suppliers



Paper Consumption



Sustainable Finance Portfolio



Sustainable Finance Framework launched



Financed emissions baseline measured



Received the **Most Improved ESG Report** award



42% of the workforce represented by **women**



98% of transactions conducted through **digital** channels

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Global Presence and Services

Financial Performance

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Awards, Certifications, and Recognitions

ESG and Credit Ratings



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About BBK

Founded in 1971 and commencing operations in 1972, BBK has grown into a leading financial group with over 50 years of expertise across retail, corporate, private, international banking, treasury, and investment services. Headquartered in the Kingdom of Bahrain and listed on the Bahrain Bourse, BBK operates under a conventional retail banking license and remains committed to driving innovation for clients, shareholders, and the wider community.

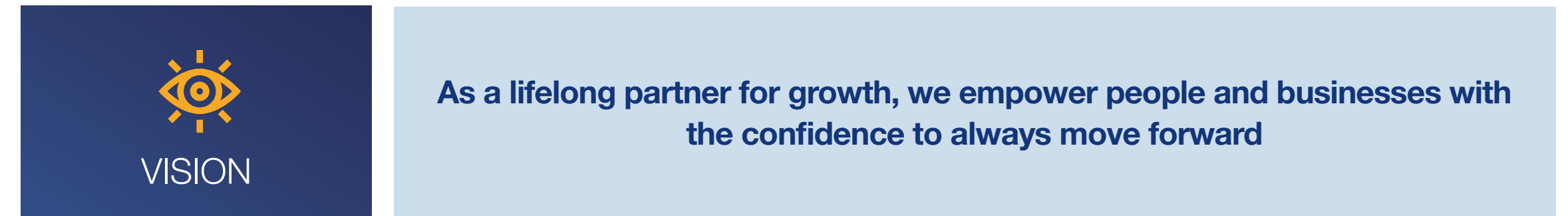
The Bank delivers a broad range of products and services designed to enhance efficiency, accessibility, and convenience for all customers. Our customer-focused approach addresses the diverse financial needs of individuals, businesses, and institutions, reflecting BBK's agility in a dynamic financial landscape.

Through subsidiaries such as CrediMax (a credit card issuer and acquirer) and Invita (a specialized on-demand customer relationship management and business process

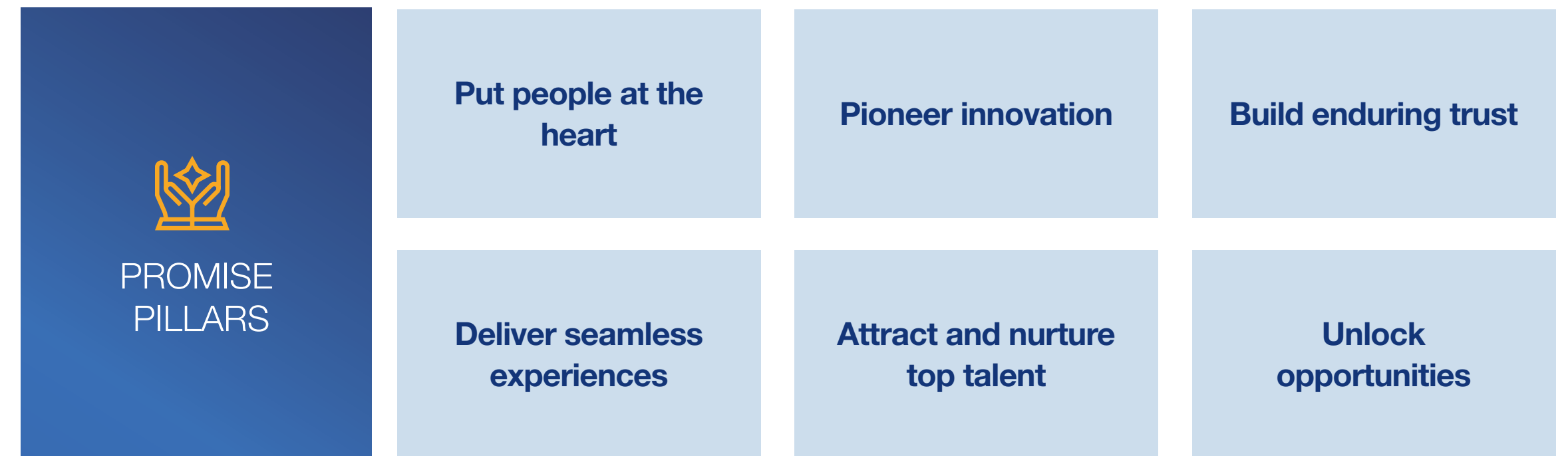
outsourcing company), BBK has extended its capabilities in specialized customer relationship management, business outsourcing, and credit card services. Beyond Bahrain, the Bank has established a strong international footprint, with operations in Kuwait, India, the UAE, and Türkiye, reinforcing its position as a regional and global financial partner.



PURPOSE
Lead the way, every step of the journey



VISION
As a lifelong partner for growth, we empower people and businesses with the confidence to always move forward

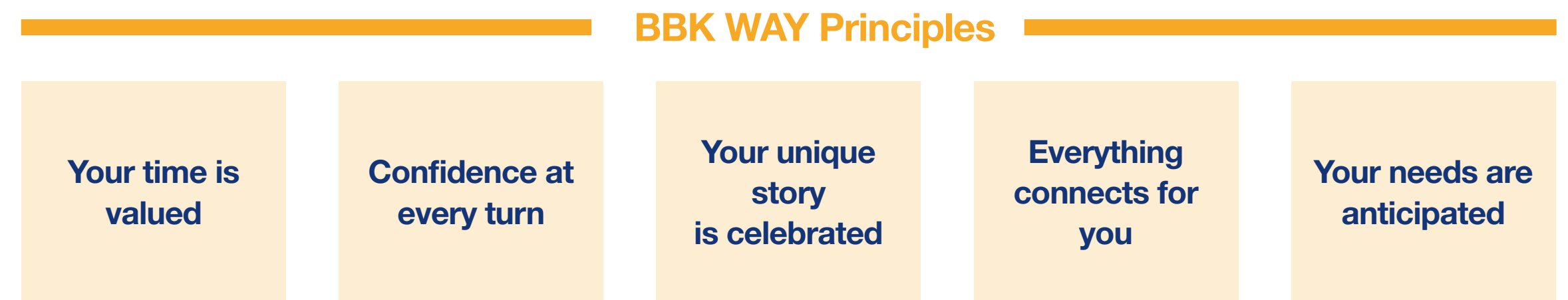


PROMISE PILLARS

- Put people at the heart
- Pioneer innovation
- Build enduring trust
- Deliver seamless experiences
- Attract and nurture top talent
- Unlock opportunities



THE BBK WAY CX Proposition
We know you, stay ahead for you, and celebrate your story



BBK WAY Principles

- Your time is valued
- Confidence at every turn
- Your unique story is celebrated
- Everything connects for you
- Your needs are anticipated

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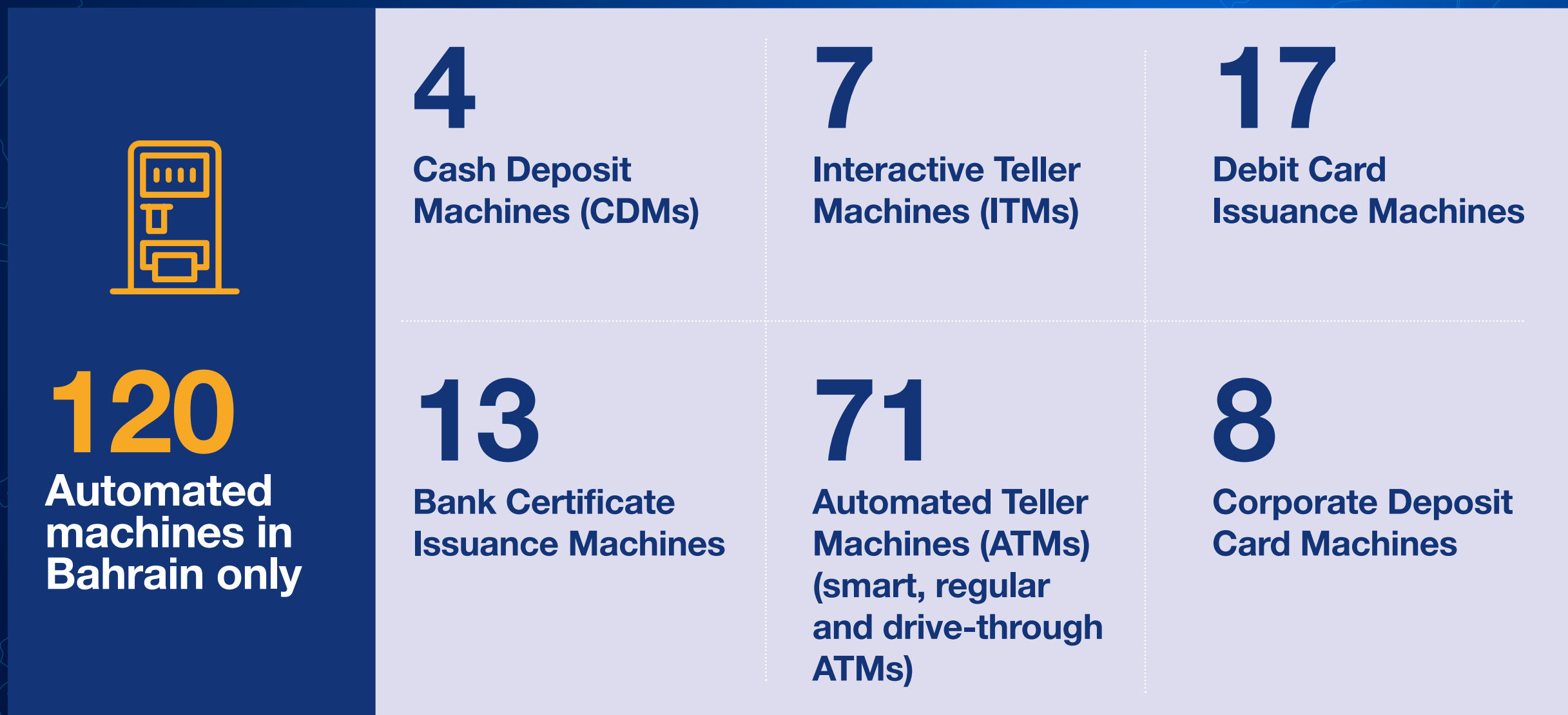
Global Presence and Services

Global Presence

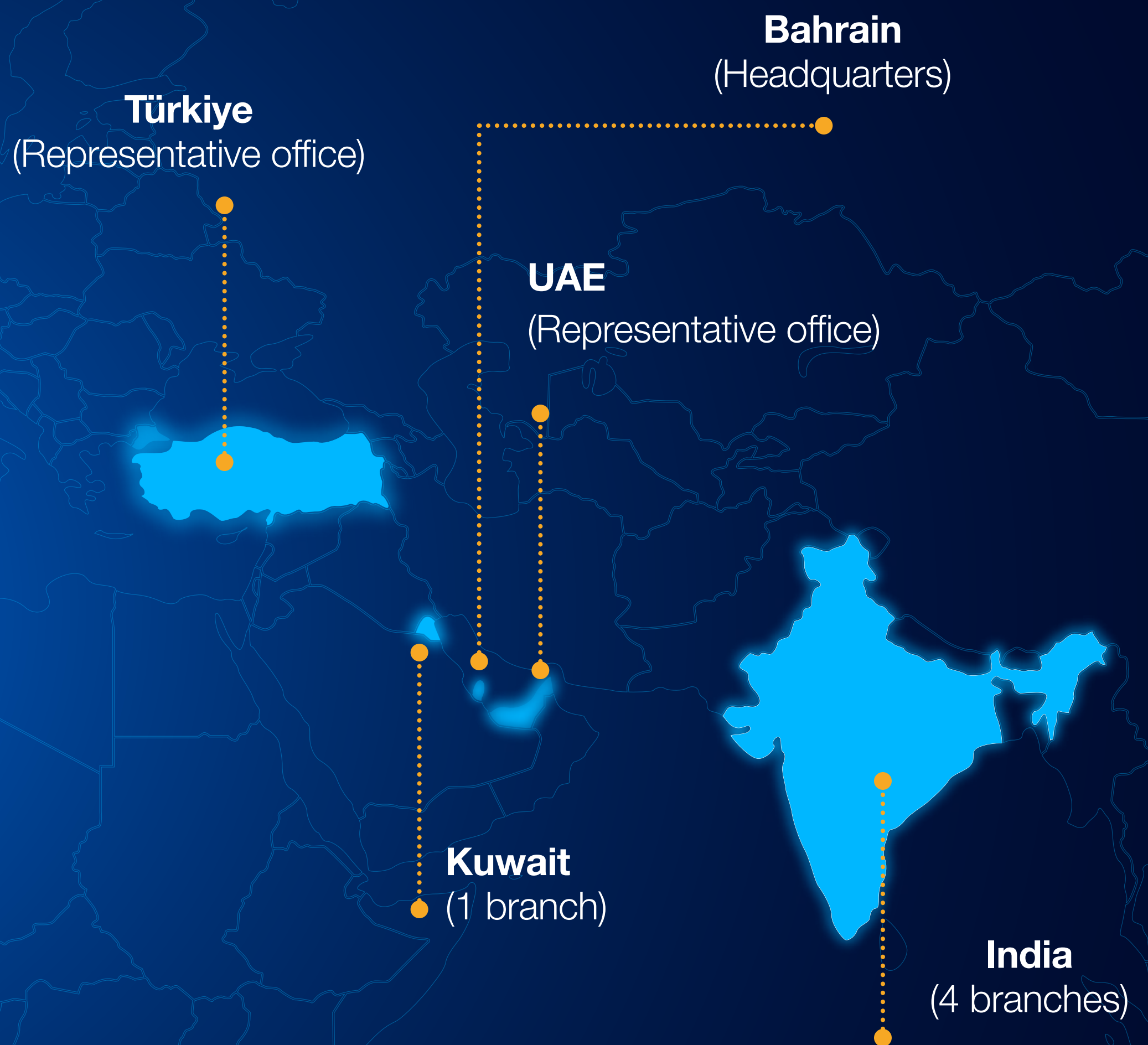
Branches



Automated Machines



Overseas Branches/ Representative Offices



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BBK Services

Personal Banking Services

BBK's Personal Banking Services are designed to support the varied financial needs of individuals through flexible and customer-focused solutions. Customers can conveniently manage their finances through a selection of tailored account options, including Al Hayrat, Al Wajaha Premium Banking, and BBK Lite. The Bank also provides seamless access to everyday banking through ATMs, remittance services, and a comprehensive portfolio of loans, credit cards, and insurance products, ensuring a secure and convenient experience.

These services are further strengthened by investment opportunities such as mutual funds and real estate, enabling customers to plan confidently for both their immediate and long-term goals.



Private Banking and Wealth Management

BBK Privé delivers a distinctive wealth management experience that brings together personalized financial expertise and exclusive lifestyle benefits to support clients' ambitions. With dedicated Private Bankers, BBK Privé develops bespoke strategies focused on preserving, managing, and growing wealth with care and precision.

Its offering spans credit solutions, multi-currency deposits, investment opportunities, portfolio management, and execution services, ensuring clients have access to comprehensive and sophisticated financial tools. These are complemented by value-added services such as estate planning and concierge support, creating a seamlessly integrated experience. BBK Privé helps clients build lasting legacies with confident, resilient financial strategies.



Business Banking

BBK's Business Banking Services deliver customized financial solutions designed to help businesses operate efficiently and achieve sustainable growth. BBK delivers comprehensive Cash Management capabilities, including BanKey and POS CrediMax, alongside a wide range of financing options such as working capital facilities and real estate lending.

The Bank's Trade Finance offering facilitates seamless cross-border transactions, while Treasury solutions help businesses manage market exposure and maintain healthy liquidity positions. With dedicated sector-focused support and expert guidance, BBK equips companies with the right financial tools to succeed in Bahrain's evolving business landscape.



BBK has acquired the retail banking operations of HSBC Bank Middle East – Bahrain Branch, marking a significant step in expanding its retail banking footprint.

The acquisition included the transfer of retail loans, deposits, and accounts of approximately 75,000 HSBC Bahrain customers, along with the employees supporting these customers. BBK worked closely with HSBC to ensure a smooth and orderly transition for customers and staff.

The transition was executed with a strong focus on service continuity, customer trust and operational resilience, underpinned by BBK's robust digital infrastructure and experienced workforce. Building on this integration, BBK expanded its wealth management offering through the launch of HSBC Mutual Funds, enhancing access to global and Islamic investment opportunities.

This strategic move strengthens BBK's retail banking and wealth management capabilities and reflects its commitment to delivering enhanced customer experiences through a broader product offering and integrated digital and branch-based services. The acquisition also supports BBK's long-term growth strategy and its contribution to the continued development of Bahrain's financial sector.

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Financial Performance

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Financial performance	2023	2024	2025
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Income Statement Highlights (BHD millions)

Net interest income	133.4	124.6	117.2
Other income	20.5	36.6	44.6
Operating expenses	68.7	71.3	74.1
Net profit attributable to the owners of the Bank	74.5	72.0	80.0
Cash dividend	30%	35%	40%
Stock dividend	5%	0%	0%

Financial Position Highlights (BHD millions)

Total assets	3,902	4,193	4,974
Loans and advances	1,588	1,794	2,359
Investments	907	985	1,226
Customer deposits	2,130	2,411	2,854
Term borrowings	302	307	405
Total equity	614	624	660

Profitability

Diluted earnings per share (fils)	41	40	44
Cost / income	44.6%	44.3%	45.8%
Return on average assets	1.9%	1.8%	1.8%
Return on average equity	12.7%	11.7%	12.8%

Financial performance	2023	2024	2025
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Capital

Capital adequacy	28.1%	26.5%	19.8%
Equity / total assets	15.7%	14.9%	13.3%
Leverage ratio	14.3%	13.6%	11.4%

Liquidity & Business Indicators

Loans and advances / total assets	40.7%	42.8%	47.4%
Loans and advances / customer deposits	74.6%	74.4%	82.7%
Investments / total assets	23.3%	23.5%	24.6%
Liquid assets / total assets	35.4%	34.4%	29.9%
Liquidity coverage ratio	292.6%	268.5%	320.1%
Net stable funding ratio	137.6%	142.0%	131.7%
Non-performing loans ratio	3.0%	4.2%	2.9%
Net yield ratio	3.1%	2.9%	2.7%

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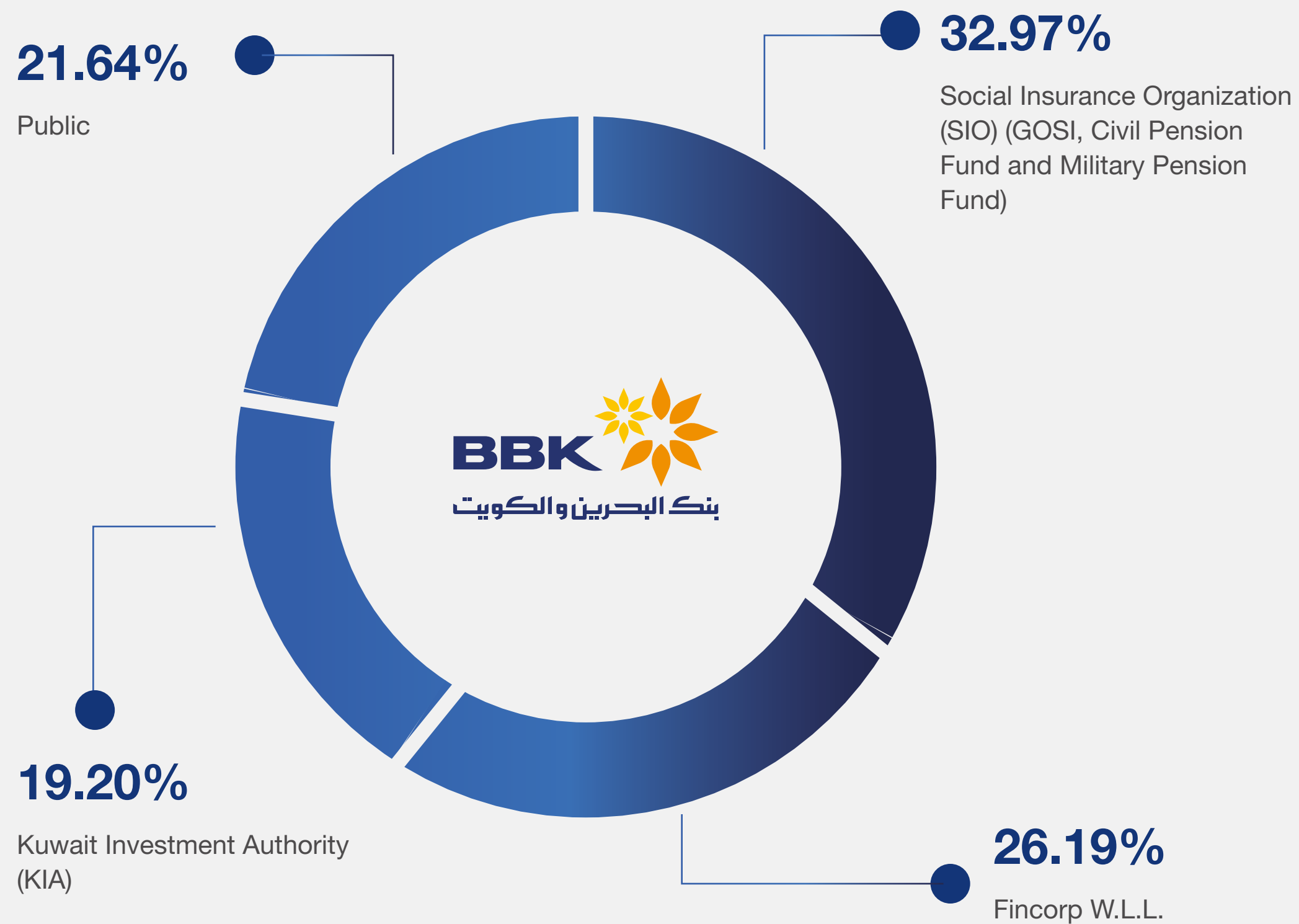
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Shareholder Composition



BBK actively engages with key stakeholders in the financial sector, both locally and internationally, through forums, conferences, and strategic events. These engagements foster dialogue, strengthen partnerships, and reinforce the Bank's role in shaping Bahrain's economic and financial landscape.

BBK Sponsors Annual Bahraini Banks Reception in Washington, D.C.

BBK proudly served as Platinum Sponsor of the Annual Bahraini Banks Reception in Washington, D.C., organized by the Bahrain Association of Banks (BAB) during the IMF and World Bank meetings. The event brought together senior leaders from Bahraini and global financial institutions to foster dialogue and collaboration.

Mr. Yaser Alsharifi, Group Chief Executive Officer of BBK, highlighted the Bank's role in strengthening Bahrain's international financial presence and advancing Vision 2030 objectives. The sponsorship underscores BBK's commitment to supporting platforms that showcase the Kingdom's banking sector, encourage constructive global partnerships, and reinforce Bahrain as a resilient and attractive investment hub.



Memberships, Associations and Partnerships

Financial Regulatory Authorities



Banking Associations



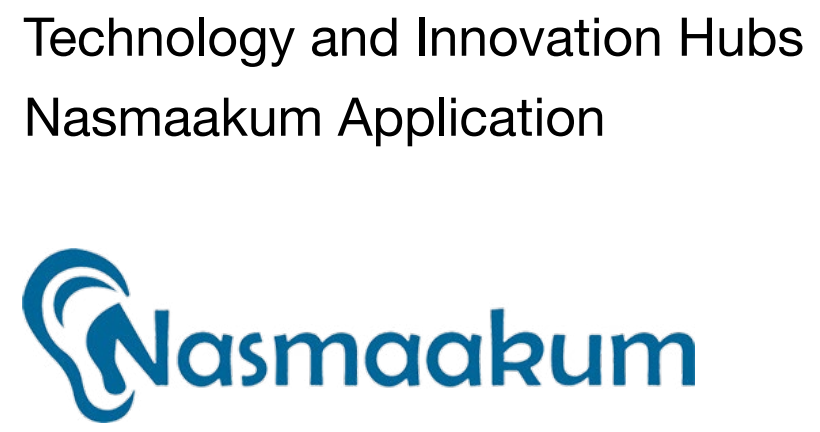
Strategic Business Partnerships



Academic Institutions



Technology and Innovation Partnerships



Market Listings and Financial Transparency



Environmental Initiatives



Non-Governmental Organizations (NGOs)

Community Development Partnerships

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Best Retail Bank
For the third consecutive year.



Top 50 Bahraini Companies



Corporate Social Responsibility Award



CX Award for Distinction in Advocating Customer Experience



Most Improved ESG Report



Most Trusted Digital Banking Services



Best Employee Engagement & Workplace Culture



ESG and Credit Ratings

ESG ratings

The Bank achieved an MSCI ESG rating upgrade to 'A' and improved its LSEG score, reflecting strong governance and environmental practices.

2024




MSCI
ESG RATINGS

CCC B BB **BBB** A AA AAA




48/100

2025



MSCI
ESG RATINGS

CCC B BB **BBB** **A** AA AAA



77/100

Credit ratings




Category	Rating
Overall	B2
Long-term Deposit	B2
Long-term Debt	B2
Baseline Credit Assessment	B2
Senior Unsecured	B2
Subordinate MTN	B3
Outlook	Stable

Category	Rating
Overall	B+
Long-term Issuer Default Rating	B+
Short-term Issuer Default Rating	B
Viability Rating	B+
Senior Unsecured: Long Term	B+
Senior Unsecured: Short Term	B
Outlook	Negative

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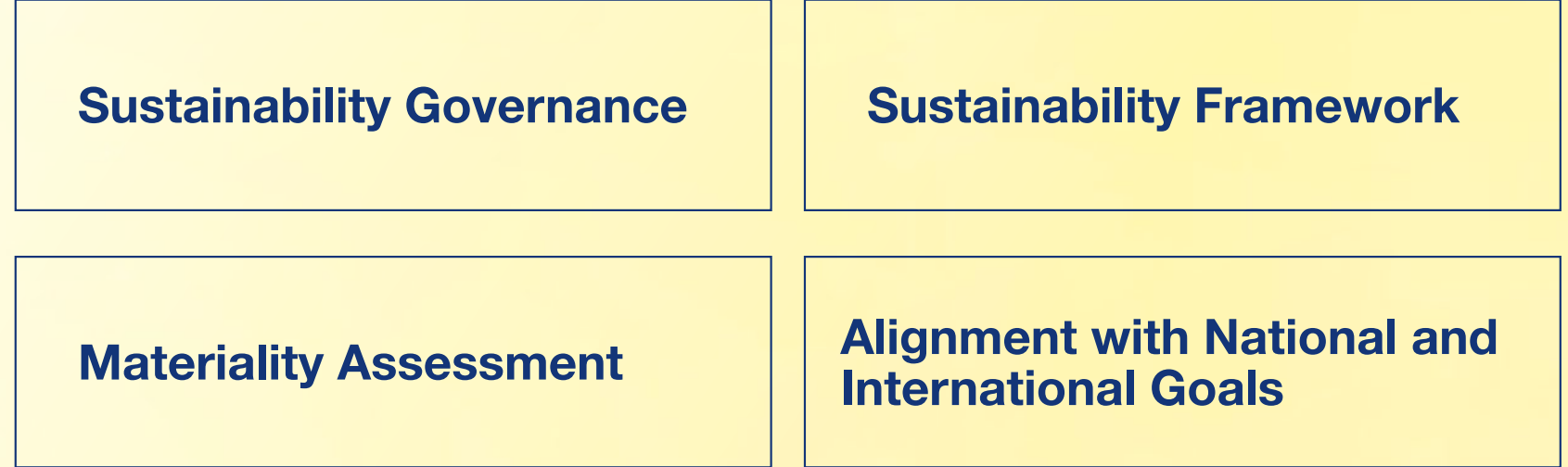
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Sustainability Governance

BBK’s sustainability governance is led by the Business Review, Strategy and Sustainability Committee, chaired by the Group Chief Executive Officer (GCEO), which provides clear direction and accountability for the Bank’s ESG agenda, policies and initiatives. The Committee reports to the Board’s Nomination, Remuneration, and Governance (NRG) Committee, ensuring sustainability priorities are embedded within BBK’s overall strategic oversight. Progress against sustainability KPIs and action plans is reviewed quarterly, with a consolidated internal assessment presented at year-end.

Execution is supported by a dedicated sustainability function, overseen by the Group Chief Strategy and Transformation Officer and the Head of Sustainability. This function coordinates the Sustainability and Sustainable Finance working groups. Each team is led by a department head responsible for delivering defined sustainability KPIs, reinforcing ownership and accountability at the operational level.

The Sustainability Working Group supports the implementation of BBK’s ESG agenda through cross-functional collaboration. It drives awareness initiatives, delivers employee training, and engages stakeholders to promote continuous improvement across the Bank.

The Sustainable Finance Working Group (SFWG) oversees BBK’s sustainable finance activities. Meeting at least twice a year, it reviews and approves eligible sustainable-labeled transactions in line with the Bank’s Framework and existing approval processes, ensures appropriate environmental and social risk assessment, monitors ongoing eligibility, and oversees related reporting and framework updates.

Performance tracking is underpinned by a structured measurement framework. Quarterly inputs from working team leads are validated by the Head of Sustainability and consolidated into a central scorecard for committee review.

Recognizing the growing significance of climate-related risks and opportunities, BBK has taken steps to enhance internal coordination and embed climate considerations across relevant functions, in line with regulatory expectations. This includes collaboration across Risk Management, Business Planning, Corporate and International Banking, Investments, and Credit Assessment to support the integration of climate-related factors into products, processes, and decision-making. These efforts contribute to BBK’s broader objective of delivering resilient financial solutions while supporting the transition to a more sustainable future.

Sustainability Roles and Responsibilities

- 

Board of Directors
Provides the highest level of oversight for BBK’s initiatives and governance framework.

- 

Nomination, Remuneration & Governance Committee
Receives frequent updates from the Business Review, Strategy & Sustainability Committee, and ensures alignment with BBK’s strategic goals.

- 

Business Review, Strategy & Sustainability Committee
Oversees ESG policy implementation, fosters cross-departmental sustainability integration, reports to the NRG Committee quarterly, and provides a full annual report on Sustainability performance.

- 

Product, Services, & Sustainable Finance Committee
Oversight responsibilities over the scope of work of the Sustainable Finance Working Group and approving new products and services in the Bank.

- 

Sustainability Department
Coordinates BBK’s sustainability framework, oversees working groups, monitors KPIs quarterly and reports consolidated data to the Business Review, Strategy & Sustainability Committee.

- 

Sustainability Working Group
Focuses on a specific area of Sustainability, comprising members from various departments. The working group, led by the Sustainability Department, contributes to the bank’s sustainability initiatives.

- 

Sustainable Finance Working Group
Approve and monitor sustainable transactions, ensuring alignment with the Framework and industry principles. Assess environmental and social risks, maintain eligibility, and follow the bank’s approval processes.

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BBK's Sustainability Academy

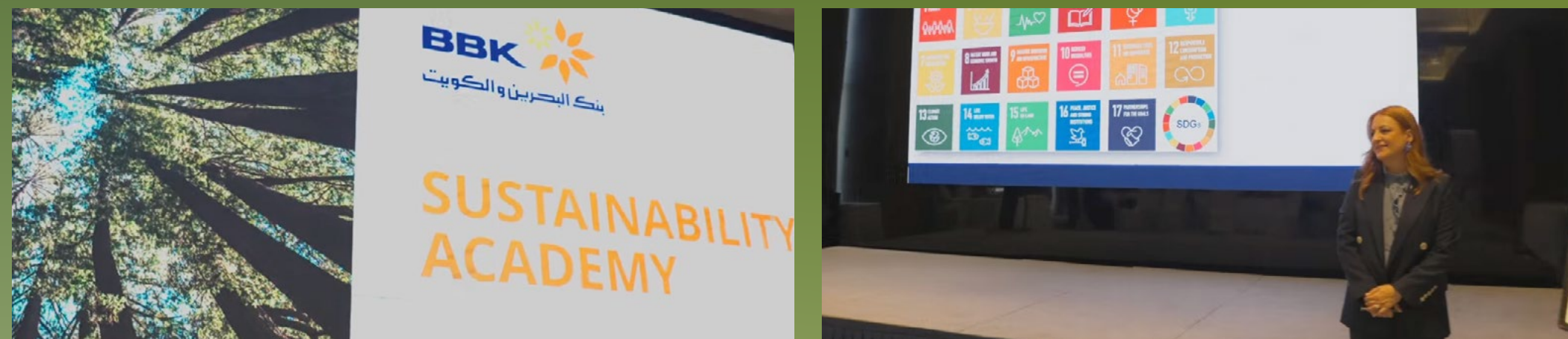
BBK, a leader in retail and corporate banking in the Kingdom of Bahrain, has launched the “Sustainability Academy”, a strategic initiative aimed at equipping its employees with the knowledge and skills needed to drive the future of sustainable banking.

This initiative reflects BBK's ongoing commitment to integrating sustainability into its core operations and corporate strategy, while equipping its workforce to drive responsible banking practices that align with the Kingdom's long-term environmental and economic goals.

The Sustainability Academy aims to enable employees throughout the BBK Group, including overseas branches and subsidiaries, to champion sustainable banking practices. The program will provide both foundational and advanced knowledge in the areas of Environmental, Social, and Governance (ESG) practices and sustainability, promoting climate-conscious decision-making and responsible banking operations. It will also foster innovation and leadership in sustainable finance, ensuring that sustainability becomes an integral part of BBK's business culture and operational mindset.

The Academy's training program comprises four core modules, each addressing a critical aspect of sustainability in banking. These include Fundamentals of ESG and Sustainability Practices, Integrating ESG Principles into Financial Risk Management and Banking Operations, Green and Sustainable Financial Products, and Empowering People for Sustainability: ESG in Human Resources and Change Management. Each module is designed to provide employees with a comprehensive understanding of how sustainability can be operationalized across banking functions to drive long-term value creation.

The Sustainability Academy embodies BBK's dedication to advancing its role as an active partner in shaping a sustainable and forward-looking banking sector. It also highlights the Bank's determination to cultivate a corporate culture that promotes sustainable thinking across all departments and organizational levels, fostering innovation in green finance and sustainable banking solutions that contribute to Bahrain's broader environmental and economic objectives.



BBK views sustainability as a strategic enabler that shapes its impact on society, the environment, and the broader economy. The Bank's ESG approach addresses a wide range of considerations, including climate change, community investment, human rights, anti-corruption, and board effectiveness. BBK recognizes that managing these responsibilities requires embedding its core values into policies, processes, and everyday practices.

To guide this approach, BBK has established an [ESG Position Statement](#) that defines how sustainability is

integrated across the Bank's operations and decision-making. The Statement outlines key focus areas such as responsible resource use, transparent customer engagement, data privacy, employee development, equal opportunity, and community investment. Endorsed by senior management, it reflects BBK's commitment to delivering positive social and environmental outcomes underpinned by strong governance and ethical conduct.

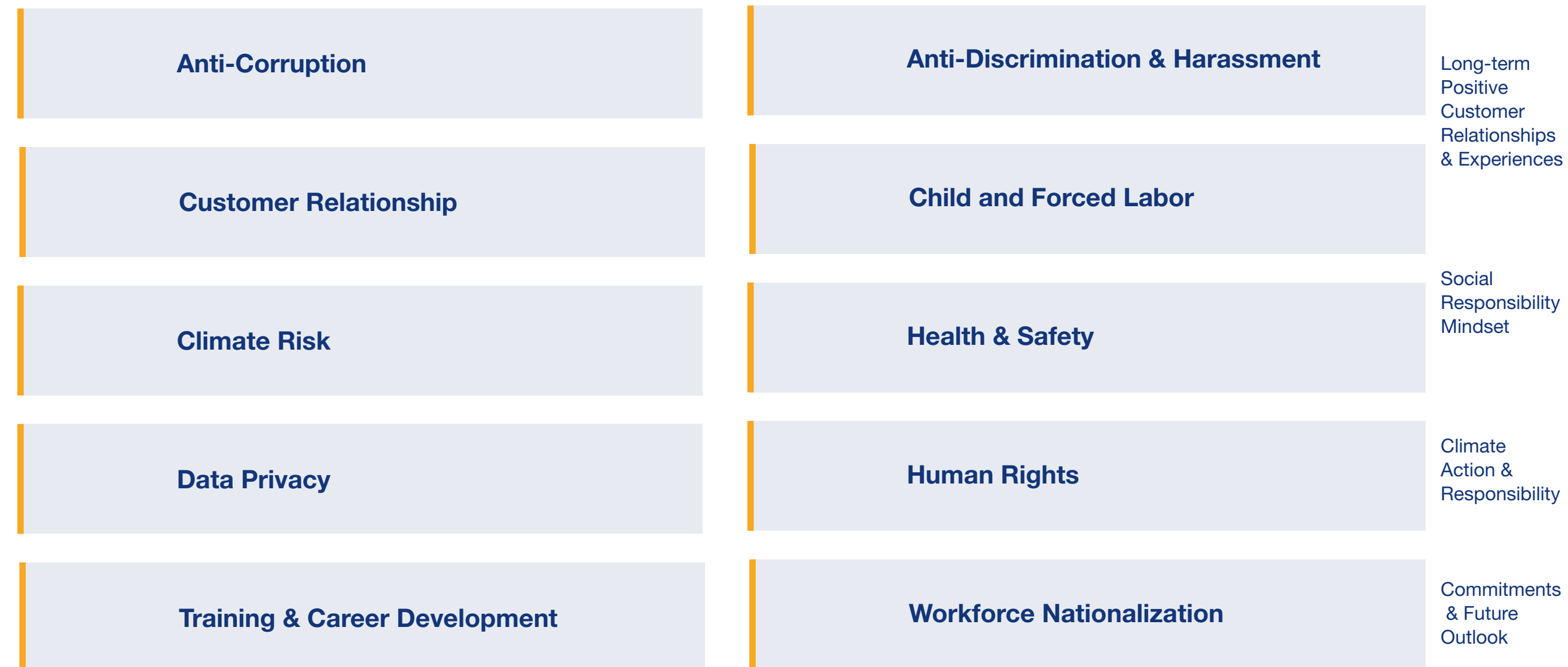
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In addition to the broad ESG Position Statement, BBK has developed position statements describing the Bank's approach towards several material topics:

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For further details on the position statements please visit our website: <https://www.bbkonline.com/position-statements/>

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Sustainability Framework

Sustainability continues to shape how BBK operates, competes, and creates long-term value. In 2025, the Bank revised its sustainability framework to reflect evolving priorities, expanding it to five strategic pillars. Alongside Good Corporate Governance, Responsible and Responsive Employer, Long-Term Positive Customer Relationships and Experiences, and Social Responsibility Mindset, Climate Action and Responsibility has been introduced as a dedicated fifth pillar. This update reflects the rising importance of climate change mitigation in the banking sector and BBK's commitment to adapting accordingly.



BBK's Sustainability Framework	Material topics	BBK at a Glance
 <p>Good Corporate Governance</p>	<p>Good governance is fundamental to how BBK operates and earns trust. The Bank is guided by strong principles of integrity, transparency, and accountability, supported by robust data protection and customer privacy practices. Ethical conduct, anti-corruption measures, and effective risk management are embedded across operations, ensuring compliance with regulatory requirements and reinforcing confidence among customers, stakeholders, and regulators.</p>	<ul style="list-style-type: none"> • Business Ethics & Compliance • Data Security & Customer Privacy • Business Continuity
 <p>Long-term Positive Customer Relationships and Experiences</p>	<p>BBK is committed to building enduring customer relationships by offering responsible, accessible, and innovative financial solutions. Ongoing investment in digital capabilities enhances convenience and service quality, while responsible banking principles guide product development. Through a continued focus on financial inclusion, BBK works to expand access to banking services and support sustainable financial outcomes for its customers.</p>	<ul style="list-style-type: none"> • Customer Experience • Financial Inclusion & Accessibility • Digitalization & Innovation
 <p>Responsible and Responsive Employer</p>	<p>BBK is committed to fostering a supportive and inclusive workplace where employees are empowered to grow and succeed. The Bank invests in continuous learning and development to ensure its workforce remains adaptable in a rapidly evolving industry. Through a focused talent management approach, BBK attracts, develops, and retains skilled professionals, while promoting diversity, inclusion, and equal opportunity. BBK promotes a culture of fairness and respect, upholding employee well-being and long-term career development.</p>	<ul style="list-style-type: none"> • Talent Attraction, Engagement & Retention • Employee Training & Development • Diversity, Equality & Fairness in the Workplace • Workforce Wellbeing
 <p>Social Responsibility Mindset</p>	<p>BBK approaches social responsibility as an integral part of its role as a financial institution. The Bank works to reduce its environmental footprint by addressing environmental considerations across its operations and investments. Alongside this, BBK contributes to societal well-being through community engagement and responsible business practices, including ethical and sustainable procurement, reflecting the Bank's effort in creating positive impact beyond financial performance.</p>	<ul style="list-style-type: none"> • Community Empowerment & Engagement • Responsible Procurement
 <p>Climate Action & Responsibility</p>	<p>BBK recognizes the growing importance of climate action within the banking sector and its role in supporting a more resilient economy. The Bank integrates environmental considerations into operations, risk management, and decision-making. Through responsible financing and targeted initiatives, the Bank works to reduce its environmental footprint while supporting sustainable business practices and long-term resilience.</p>	<ul style="list-style-type: none"> • Sustainable Finance • Climate Change & Environmental Impact

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Materiality Assessment

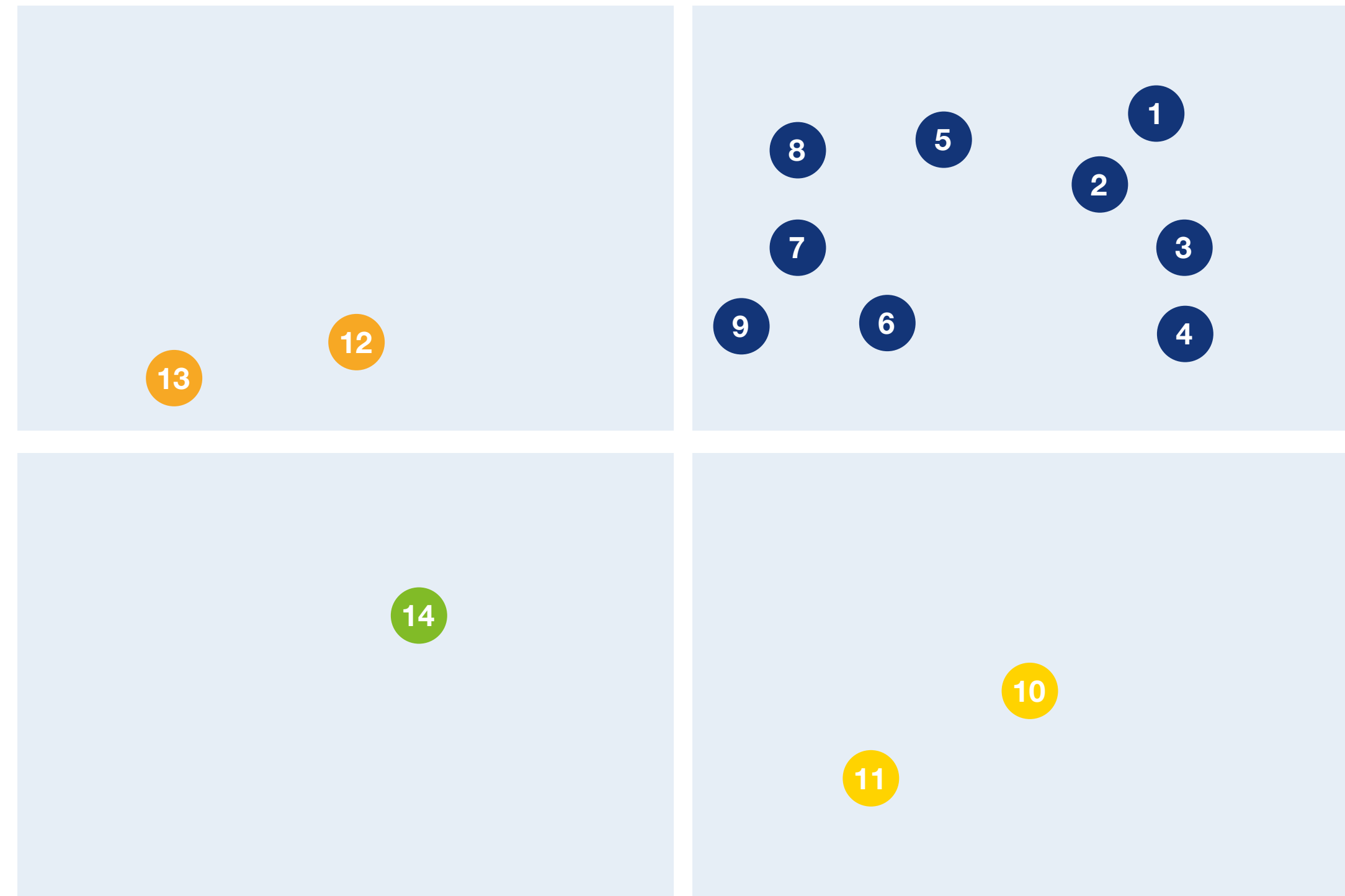
In 2024, BBK conducted a comprehensive materiality assessment to identify the ESG topics most relevant to the Bank and its stakeholders.

This process ensured that our sustainability strategy focused on issues with the greatest impact on our business, customers, employees, and the broader community in alignment with ESG disclosure standards and sectoral best practices. The outcome continues to guide BBK’s sustainability objectives, reinforcing our commitment to transparency, responsible decision-making, and long-term value creation.

Our findings have been translated into actionable insights through a materiality matrix, which positions identified issues across four quadrants based on their significance to the Bank and its stakeholders. This visual tool helps guide priorities, focus efforts, and allocate resources effectively.

For further details of the process, please refer to [Appendix E](#) in this report.

Importance to stakeholders



Impact on operations

Environmental (E)	Social (S)	Governance (G)
<ul style="list-style-type: none"> 4 Sustainable Finance 12 Climate Change & Environmental Impact 10 Digitalization & Innovation 	<ul style="list-style-type: none"> 3 Customer Experience 5 Talent Attraction, Engagement & Retention 6 Employee Training & Development 7 Diversity, Equality & Fairness in the Workplace 8 Workforce Wellbeing 11 Financial Inclusion & Accessibility 13 Community Empowerment & Engagement 14 Responsible Procurement 	<ul style="list-style-type: none"> 1 Business Ethics & Compliance 2 Data Security & Customer Privacy 9 Business Continuity

Material

High-impact, high-priority issues essential to our operations and the communities we support. These topics are prominently featured in our sustainability report and form the core of our sustainability strategy.

Significant

High-impact issues with comparatively lower stakeholder priority. These topics are carefully monitored and managed, though immediate disclosure may not be necessary.

Moderate

Lower-impact issues that remain highly important to stakeholders. We monitor them to maintain strong relationships with them and ensure alignment with their expectations.

Minimal

Issues with relatively low impact and priority. These topics receive minimal focus but are observed for potential risks or emerging opportunities.

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Alignment with National and International Goals

Good Corporate Governance

Conducting Business with Integrity		Managing Risk and Compliance	
Data Security and Customer Privacy		Business Ethics and Compliance	
<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs </p> <p>2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.</p> <p>3.4 A safe and secure environment.</p>		<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs </p> <p>2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.</p>	
			
Anti-Corruption		Risk Management	
<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs </p> <p>2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.</p> <p>3.4 A safe and secure environment.</p>		<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs </p> <p>2.1 The Government focuses on developing high quality policies.</p>	
			

Long-Term Positive Customer Relationships and Experiences

Responsible Relationship with Customers	Responsible Banking
Responsible Relationship with Customers	Financial Inclusion and Accessibility
<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs </p> <p>3.1 A high standard of social assistance gives all Bahrainis an equal start.</p> <p>3.2 All Bahraini nationals and residents have access to quality healthcare.</p> <p>3.3 A first-rate education system enables all Bahrainis to fulfill their ambitions.</p>	<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs </p> <p>1.3 Bahrain transforms the economy in the long term by capturing emerging opportunities.</p> <p>3.1 A high standard of social assistance gives all Bahrainis an equal start.</p>
	
Digitalization and Innovation	
<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs </p> <p>1.1 Bahrain stimulates growth by enhancing productivity and skills.</p> <p>1.3 Bahrain transforms the economy in the long term by capturing emerging opportunities.</p>	
	

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Responsible and Responsive Employer

Creating an Inclusive Workplace	Developing and Protecting People
<p>Employee Training and Development</p> <p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs 2030</p> <p>3.3 A first-rate education system enables all Bahrainis to fulfill their ambitions.</p>	<p>Workforce Diversity and Inclusion</p> <p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs 2030</p> <p>3.1 A high standard of social assistance gives all Bahrainis an equal start.</p>
<p>Talent Management</p> <p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs 2030</p> <p>3.2 All Bahraini nationals and residents have access to quality health care.</p>	<p>Equality and Fairness in the Workplace</p> <p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs 2030</p> <p>3.1 A high standard of social assistance gives all Bahrainis an equal start.</p>



Social Responsibility Mindset

Creating Value	
Positive Impact on Society	Responsible Procurement
<p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs 2030</p> <p>3.1 A high standard of social assistance gives all Bahrainis an equal start.</p> <p>3.2 All Bahraini nationals and residents have access to quality health care.</p> <p>3.3 A first-rate education system enables all Bahrainis to fulfill their ambitions.</p> <p>3.4 A safe and secure environment.</p>	<p>2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.</p> <p>3.5 Bahraini nationals and residents enjoy a sustainable and attractive living environment.</p>



Climate Action & Responsibility

Minimizing Environmental and Climate Impact
<p>Climate Change and Environmental Impact</p> <p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs 2030</p> <p>2.1 The Government focuses on developing high-quality policies.</p> <p>2.4 The sustainability of government finances is strengthened by reducing dependence on oil revenues to fund current expenditures.</p> <p>3.5 Bahraini nationals and residents enjoy a sustainable and attractive living environment.</p>
<p>Sustainable Finance</p> <p>أهداف التنمية المستدامة البحرين BAHRAIN SDGs 2030</p> <p>1.2 Bahrain diversifies and builds the economy by focusing on existing high-potential sectors.</p> <p>2.4 The sustainability of government finances is strengthened by reducing dependence on oil revenues to fund current expenditures.</p> <p>2.5 A world-class infrastructure links Bahrain to the global economy.</p> <p>3.5 Bahraini nationals and residents enjoy a sustainable and attractive living environment.</p>

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Good Corporate Governance

Strong governance underpins BBK’s long-term stability and responsible conduct. This section outlines the frameworks, controls, and practices that support ethical decision-making, risk resilience, and the protection of stakeholder interests across the Bank.

Material topics covered

Business Ethics & Compliance

Data Security & Customer Privacy

Business Continuity

SDGs alignment



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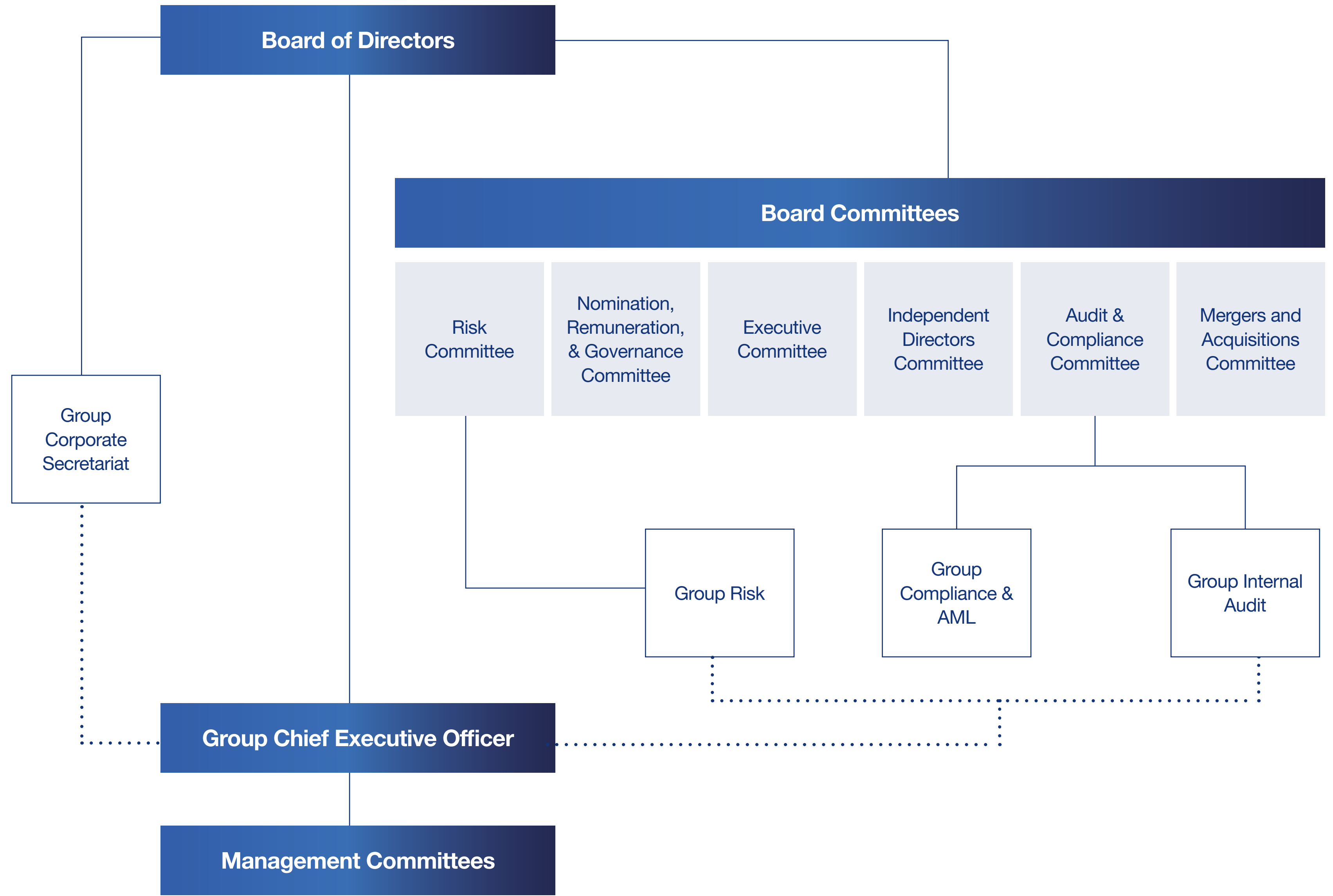
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Corporate Governance Framework

BBK upholds strong standards of corporate governance to promote trust, accountability, and long-term value for its stakeholders. The Bank's governance framework provides effective oversight, reinforces ethical conduct, and supports consistent regulatory compliance.

BBK's governance structure is designed to balance effective oversight with the flexibility required to support the Bank's evolving priorities. Clear separation between leadership and executive responsibilities strengthens accountability, with the Chairperson providing direction at Board level and the Group Chief Executive Officer responsible for execution, day-to-day management, and regulatory adherence.

Board oversight is further strengthened through specialized committees operating under defined mandates, enabling focused review and informed decision-making across key areas. Independent control functions, including Risk Management, Compliance, and Internal Audit, provide objective assurance and reinforce a strong culture of accountability across the Bank.



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Board of Directors

The composition and collective expertise of the Board are reviewed on a regular basis to ensure continued alignment with BBK’s strategic priorities and evolving business needs. The Board is composed of members either nominated by shareholders holding 10% or more of the equity or elected by shareholders at the AGM. Board Committees are appointed by the Board based on members’ expertise and the value they bring to governance and decision-making.

The Board’s composition remains consistent with last year, with all members serving as non-executive directors. The independence has increased to 60% (up from 50% in 2024) surpassing internal targets, and the Board includes three female members out of ten, reflecting BBK’s ongoing commitment to diversity and balanced representation.

Board Composition	2025
Board Members (#)	10
Non-Executive Directors (%)	100%
Independent Directors (%)	60%
Female Directors (#)	3
Female Directors (%)	30%
Average Tenure (Years)	3
Board members between 30-50 years of age (#)	6
Board members over 50 years of age (#)	4

The Board composition is subject to change following the Board election scheduled for 2026. As such, this report reflects the Board structure as of 2025, while our [website](#) may display a more current composition.



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Position	Chairperson	Deputy Chairperson	Board Member	Board Member	Board Member
Committee	<ul style="list-style-type: none"> Chairperson of Nomination, Remuneration & Governance Committee Member of the Independent Directors' Committee 	<ul style="list-style-type: none"> Member of Audit & Compliance Committee Member of Nomination, Remuneration & Governance Committee Member of Independent Directors' Committee 	<ul style="list-style-type: none"> Chairperson of Executive Committee Chairperson of Mergers and Acquisitions Committee Member of the Independent Directors' Committee 	<ul style="list-style-type: none"> Chairperson of Audit & Compliance Committee Deputy Chairperson of Risk Committee Member of Nomination, Remuneration & Governance Committee Member of the Independent Directors' Committee Member of Mergers and Acquisitions Committee 	<ul style="list-style-type: none"> Chairperson of Risk Committee Member of the Independent Directors' Committee
Date of Appointment	28 March 2023	28 March 2023	22 August 2022	28 March 2023	27 March 2024
Education	<ul style="list-style-type: none"> Bachelor's degree from Western Australian College of Advanced Education in Business Marketing & Entrepreneurship Diploma in Leadership Development from Columbia University, USA 	<ul style="list-style-type: none"> Master's in Science, Finance – DePaul University, Chicago, USA 	<ul style="list-style-type: none"> Certified Public Accountant, Board of Accountancy, Oregon, USA 	<ul style="list-style-type: none"> Bachelor's degree (magna cum laude) in Accounting and International Business Executive graduate from Harvard Business School, UC Berkeley Haas School of Business and INSEAD Business School 	<ul style="list-style-type: none"> Bachelor's in Mechanical Engineering & Industrial Management, University of Texas – Austin, USA
Experience	26 years' experience in Investment and Business; owning, managing and starting up various Business Sectors	18 years' experience in the financial sector	Over 33 years of experience in financial services	24 years' experience in the Financial and Investment Sectors	Over 35 years of experience in leadership roles in investment banking and wealth management
Independence	Independent	Independent	Independent	Independent	Independent
Executive or Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive
Tenure (years)	2.75	2.75	3.33	2.75	1.75
Representation (appointed or elected)	Elected	Elected	Elected	Elected	Elected

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Position	Board Member		Board Member		Board Member	
Committee	<ul style="list-style-type: none"> Member of Executive Committee 	<ul style="list-style-type: none"> Deputy Chairperson of Executive Committee Member of Mergers and Acquisitions Committee 	<ul style="list-style-type: none"> Deputy Chairperson of Nomination, Remuneration & Governance Committee 	<ul style="list-style-type: none"> Deputy Chairperson of Audit & Compliance Committee Member of Risk Committee Member of Mergers and Acquisitions Committee 	<ul style="list-style-type: none"> Member of Executive Committee Member of Independent Directors' Committee 	
Date of Appointment	24 March 2020	02 May 2023	28 March 2023	18 October 2023	27 March 2024	
Education	<ul style="list-style-type: none"> Bachelor's in Accounting and Finance, Kuwait University, State of Kuwait 	<ul style="list-style-type: none"> Professional Risk Manager Certification, Certified Internal Auditor, & Certification in Risk Management Assurance Bachelor of Business Administration in Finance Concentration, University of Texas, USA 	<ul style="list-style-type: none"> Admitted as a non-practicing solicitor in the Senior Courts of England and Wales since 1 April 2010 Postgraduate Legal Qualification (LPC), University of Law (UK) Bachelor of Laws, University of Warwick (UK) 	<ul style="list-style-type: none"> CFA Charter-holder 	<ul style="list-style-type: none"> Doctorate of Business Administration, Durham University, UK 	
Experience	Over 18 years' experience in the investment sector and risk management	Over 16 years' experience in the audit and risk management assurance and advisory field with variety of industry exposure including the banking and investment sector	20 years' experience in Legal and Financial Sectors	Over 18 years' experience in Alternative Investments	Over 27 years' experience in the banking industry	
Independence	Non-Independent	Non-Independent	Non-Independent	Non-Independent	Independent	
Executive or Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive	
Tenure (years)	4.75	2.67	2.75	1.17	1.75	
Representation (appointed or elected)	Elected	Nominated by: Social Insurance Organization (SIO)	Nominated by: Social Insurance Organization (SIO)	Nominated by: Kuwait Investment Authority (KIA)	Elected	

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BBK has a number of Board committees to strengthen governance, oversight, and decision-making. These committees provide targeted guidance across key areas, including executive management, risk, audit and compliance, remuneration and nominations, and independent oversight, ensuring the Board can fulfill its responsibilities effectively.

The Board is also responsible for reviewing significant concerns that are related but not limited to cybersecurity threats, instances of fraud, non-compliance or funding challenges. These are escalated through established reporting channels to ensure timely visibility and informed decision-making.

Board-level committees:

	<p>Executive Committee: Provides guidance and approval to executive management on matters submitted to the Board, ensuring effective decision-making.</p>
	<p>Audit and Compliance Committee: Oversees the Bank's internal audit activities, compliance programs, and adherence to applicable regulations.</p>
	<p>Nomination, Remuneration, and Governance Committee: Develops policies for Board appointments, governance practices, and remuneration frameworks.</p>
	<p>Risk Committee: Monitors the Bank's risk management framework and ensures it remains aligned with the approved risk appetite.</p>
	<p>Independent Directors' Committee: Offers independent insights on key matters, with particular focus on issues affecting minority shareholders.</p>
	<p>Merger and Acquisition Committee: Oversees and coordinates all tasks related to transactions under review or consideration in line with Board-approved processes, ensuring timely progress and smooth handling of routine matters.</p>

Collective Knowledge and Evaluation of the Board

To maintain high standards of governance, the Board's composition balances independence, skills, and expertise, supporting objective and informed decision-making. New directors participate in a comprehensive induction program covering Board practices, business overviews, and discussions with senior management, while ongoing development programs keep members updated on market trends, risk management, and other relevant topics. During the year, BBK strengthened its governance and market engagement practices by enhancing Board performance evaluations, expanding director development programs, and advancing Investor Relations (IR) practices. These included the Board's approval of enhanced terms of reference for the Mergers and Acquisitions Board Committee, the restructuring and rotation of Board Committee memberships in line with regulatory requirements, and the enhancement of the Board meeting and documentation system with AI-enabled features to support more informed decision-making. The Board conducted a comprehensive 360° performance evaluation covering the Board, its Committees, and individual Directors, including interviews with all Directors, and expanded director development and engagement through a strategy review session with Management to assess progress in the first year of the 2025–2027 strategic cycle. In addition, the Board reviewed the customer survey report and the Bank's AI roadmap, advanced Investor Relations practices, and surpassed its internal KPIs related to governance under the ESG framework.

The Board plays a central role in defining the Bank's strategy, organizational values, and purpose, with sustainable development considered a key priority for both the Board and Executive Management. In addition,

the Board is regularly informed about ESG-related topics through reports submitted by the NRG Committee. This year, the Board received targeted training to further enhance its effectiveness and oversight capabilities. These sessions covered key strategic, regulatory, and technological topics, including new business models in banking with a focus on embedded finance and Banking-as-a-Service (BaaS), developments in digital assets, Board-level legal awareness, AI, and brand and customer experience. Collectively, these training programs supported the Board in staying informed of emerging trends and strengthening its ability to provide effective guidance and oversight.

The Board regularly evaluates its own performance, as well as that of its committees and individual members. This includes annual self-assessments, the development of action plans to address identified opportunities, and third-party evaluations, including a 360-degree assessment conducted every three years. Results are shared transparently with stakeholders, including during the Annual General Meeting, reinforcing BBK's commitment to continuous improvement and accountability.

BBK's remuneration policies are benchmarked against market practices and reviewed on a regular basis to ensure they remain fair and competitive. Board remuneration and sitting fees are set under the Bank's policies in line with Bahraini law, while senior executive compensation follows HR policies aligned with regulatory requirements. Further details are disclosed in the remuneration section of the Bank's Annual Report, supporting transparency and accountability.

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Board of Directors Training and Evaluation

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2024

2025

Financial Crime Risk Management	Basel 3.1	New Business Models in Banking Embedded Finance and BaaS in Action
Board Induction	Cyber security awareness	Digital Assets 2025
Future challenges for the board in the banking sector	Operational Risk Management awareness	Board Legal awareness session
Data privacy for Board of directors	M&A Workshop	AI Training
	ESG Update	Brand and Customer Experience

Digitizing Board Governance

BBK has embedded digital governance practices across its Board and Board Committee processes, reflecting a long-standing commitment to efficiency, accuracy, and sustainability.

In 2025, Board and Committee meeting packs for the last 15 years have been fully digitalized, while all Board minutes since the Bank's establishment have been digitalized. This approach was driven by the need to preserve the Bank's institutional history, enhance accessibility, and move away from paper-based processes that are resource-intensive and vulnerable to deterioration over time.

Building on this foundation, BBK further advanced its digital governance practices in 2025 by introducing digital tools including several AI-backed features to record meetings and generate Board and Committee summaries. Using Microsoft Teams, the Bank eliminated manual drafting and printing, improved the accuracy of meeting records, and strengthened the documentation of high-level decisions. Together, these initiatives have enhanced operational efficiency, reinforced governance integrity, and supported BBK's transition toward a paperless and environmentally responsible operating model.

Harvard Business School Presidents' Program in Leadership

The Bank is committed to continuous leadership development at the highest level, global best practices, and institutional excellence. As part of these efforts, Mr. Yaser Alsharifi, the Group Chief Executive Officer of BBK, successfully completed the Harvard Business School Presidents' Program in Leadership, an executive program developed in partnership with the Young Presidents' Organization (YPO).

The program, designed for senior executives, focuses on strategic leadership, real-world business case analysis, and peer-to-peer learning. Mr. Alsharifi is the first Bahraini alumnus of this program and has been a YPO member since 2013, joining a global network of more than 37,000 chief executives and senior leaders.

By investing in executive capability building, BBK reinforces its long-term sustainability, innovation agenda, and contribution to strengthening Bahrain's banking sector on the international stage.

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Business Ethics & Compliance

Business ethics and compliance are at the heart of BBK’s corporate identity. The Bank’s policies and procedures promote transparency, integrity, and adherence to local and international standards, fostering a culture of accountability and trust across employees, stakeholders, and the wider community.

Starting in 2024, the Compliance Department launched a transformation initiative, the Financial Crime and Compliance Transformation Project, covering BBK Bahrain, Kuwait, India, and CrediMax, to strengthen its role in governance and risk management across the Group including the implementation of state-of-the-art financial crime systems for customer risk assessment, sanctions screening and transactional monitoring. BBK continues to strengthen its financial crime prevention capabilities through the ongoing use of advanced AI solutions for anti-money laundering (AML), Fraud Management and Sanctions Screening. Leveraging AI-powered tools as part of our broader digital transformation, the Bank enhances its ability to identify suspicious transactions and financial risks with greater accuracy and efficiency and address evolving financial crime challenges, whilst protecting the soundness of the Banking industry and safeguarding the interests of our customers and shareholders.

A centralized Group Governance framework is established to ensure BBK maintains the highest standards of compliance conduct and responsible business practices across the Group. The program is built on the following key pillars:

Financial Crime Compliance: New advanced systems implementation (currently under user testing), enhanced governance processes, and controls to prevent money laundering, terrorism financing, and proliferation financing, while improving risk-based transactional monitoring, sanctions screening, and KYC/Quality Assurance activities. The new systems will significantly strengthen BBK’s ability to detect suspicious activity, identify potential exposure to sanctioned parties, and apply more advanced customer risk rating both at onboarding and throughout the customer lifecycle. It also enhances alignment with international standards and local regulatory requirements, reducing financial crime risk, while advanced analytics support more informed monitoring, risk assessment, and decision-making.

Regulatory Compliance and Compliance Assurance: Strengthening compliance monitoring, governance and extending compliance assurance and review activities to overseas branches and subsidiaries, including CrediMax, through structured reporting, monthly oversight calls, and annual onsite visits. The Bank implemented a comprehensive compliance risk assessment methodology, annual risk-based testing plan, and a structured compliance findings resolution procedure, improving governance and transparency. BBK’s Regulatory Compliance and Compliance Assurance teams monitor regulatory updates, regulatory consultations and conduct regular audits/gap assessments to ensure adherence to governance and ethical standards. Any instances of non-compliance are addressed through timely corrective actions and continuous improvement measures.

Fraud Monitoring & Reporting: Strengthening fraud prevention, detection, and reporting capabilities through advanced monitoring systems, dedicated interactive dashboards and close coordination with regulatory and investigative authorities. The fraud management solution improves real-time or near real-time detection, reduces false positives, and streamlines fraud monitoring and management processes.

Training & Awareness: Establishing annual compliance training and awareness plans across the group, tailored to roles and regulatory developments while improving the compliance culture within the Bank. Aligned group-wide compliance training and awareness plan have been rolled out in 2024/2025.

These solutions improve real-time or near real-time detection, reduce false positives, and streamline compliance processes, reinforcing BBK’s commitment to safeguarding operations and supporting the integrity of the wider financial ecosystem.

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Code of Conduct

BBK's Employee Code of Conduct sets out the ethical standards expected of all employees, including senior management, contractors, and temporary staff. It establishes core principles of integrity, transparency, respect, and accountability, guiding professional and interpersonal behavior across the Bank. Employees are expected to act in BBK's best interest, avoid conflicts of interest, and maintain confidentiality to protect sensitive information. All staff formally acknowledge the Code upon joining the Bank and throughout their tenure, reinforcing a shared commitment to BBK's values. Breaches of the Code are treated seriously and may result in disciplinary action, including termination.

Similarly, BBK's Board of Directors follows its own Code of Conduct, which promotes high standards of governance, ethical leadership, and responsible decision-making. It emphasizes transparency, impartial judgment, and alignment with the Bank's strategic objectives, ensuring Board actions consistently reflect the highest ethical standards.

Key principles of both Codes include:

- 

Integrity and Transparency: Employees and Directors must conduct business honestly, disclose potential conflicts, and act with transparency.
- 

Fairness and Respect: BBK fosters a respectful, inclusive environment free from discrimination, harassment, or favoritism.
- 

Confidentiality: Safeguarding customer and Bank information is paramount, in line with data protection and privacy requirements.
- 

Accountability: All individuals are responsible for complying with laws, regulations, and Bank policies, with breaches addressed promptly to maintain trust and integrity.

100%

of employees acknowledged the Code of Conduct in 2025



Anti-Corruption and Bribery

BBK maintains a zero-tolerance stance toward corruption, bribery, and financial crime, applying to all employees, Board members, and third-party stakeholders across the Bank's operations. The Bank's Anti-Corruption & Bribery Policy establishes rigorous standards to ensure compliance with legal requirements and ethical principles, fostering accountability, transparency, and stakeholder trust.

Robust governance frameworks support the monitoring and enforcement of anti-corruption measures, including independent reviews and prompt investigation of any suspected violations. Breaches may result in disciplinary action, termination, or legal referral. Employees are required to report concerns through secure whistleblowing channels to the Designated Whistleblower Protection Officer.

Mandatory training programs ensure all employees and directors understand their responsibilities regarding bribery, fraud prevention, AML, and counter-terrorism financing (CTF). Third parties engaged by BBK are also required to acknowledge and comply with these standards.

The policy strictly prohibits bribery, facilitation payments, kickbacks, unauthorized political donations, unethical practices, tax evasion, abuse of authority, and falsification of records. Financial transactions, customer interactions, and gifts or hospitality are monitored and documented to safeguard integrity.

BBK conducts risk-based due diligence for clients and third parties, with enhanced due diligence applied to high-risk entities, including politically exposed persons (PEPs), clients from high-risk jurisdictions, and selected intermediaries. These measures ensure that the Bank mitigates corruption risks while upholding the highest ethical standards.

No incidents of corruption were confirmed in 2025

No instances of statutory non-compliance with laws were recorded in 2025

No instances of regulatory non-compliance with laws were recorded in 2025

Ethics & Anti-Corruption e-Certification Drive

The Bank further strengthened its culture of responsible business conduct by launching a bank-wide ethics and anti-corruption e-certification initiative, aligned with regulatory KPIs and variable pay requirements. The program aimed to reinforce policy awareness, formal employee certification, and the introduction of annual refresher acknowledgements through the HRMS.

In 2025, a Bank-wide communication campaign was delivered via the HRMS, followed by mandatory e-acknowledgement and targeted training for roles with higher risk exposure. The initiative strengthened accountability, improved policy visibility, and embedded consistent compliance expectations across the workforce.



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Whistleblowing

BBK promotes an open culture where concerns can be raised responsibly and without fear of retaliation. The Whistleblowing Policy enables employees, clients, suppliers and other external stakeholders to report suspected wrongdoing or unethical conduct through protected and confidential channels, reinforcing transparency and accountability across the Bank.

Reports are handled through clearly defined escalation routes to ensure independence and objectivity. Concerns may be reported to the Group Chief Internal Auditor, while Internal Audit staff escalate matters to the Group Chief HR Officer to avoid conflicts of interest. Board members may raise concerns directly with the Chairperson of the Audit and Compliance Committee or the Chairperson of the Board. Reports can also be submitted in writing via WhistleBlowing@bbkonline.com, with sufficient background information to support the concern.

Individuals may report concerns anonymously or confidentially. Where confidentiality is requested, BBK takes all reasonable steps to protect the whistleblower's identity, subject to legal requirements.

Awareness of the Policy is reinforced through induction and internal communications (emails and messages), and it is available to employees, directors, clients, and suppliers via the Bank's intranet and website.

Conflict of Interest and Key Persons' Dealings

BBK maintains a strong framework to identify, manage, and disclose conflicts of interest across the Bank. All employees and Board members are expected to act solely in the Bank's best interests and to promptly declare any financial interests, external roles, or personal relationships that could give rise to real or perceived conflicts. To preserve impartiality, the acceptance of gifts or benefits that may influence decision-making is restricted, supported by annual declarations and periodic compliance reviews.

At Board level, additional safeguards are in place to ensure independence and objectivity. Directors are required to disclose any potential conflicts for review and approval, with such interests formally recorded. Where a conflict exists or may be perceived, the affected Director is excluded from related discussions and decisions. Relevant disclosures are transparently communicated to stakeholders through BBK's Annual Report (see sections "Disclosures Relating to the Board of Directors," "Disclosures and Related Parties' Interests," and "Material Contracts and Loans Involving Directors.").

Complementing this approach, BBK's Key Persons' Dealings Policy governs securities trading by personnel in sensitive positions in the Bank. The policy sets clear rules to prevent the misuse of inside information, ensure compliance with regulatory requirements, and promote fair market conduct. Together, these measures reinforce transparency, accountability, and trust, supporting sound governance and responsible business practices.

Tax

BBK's tax strategy reflects the Bank's commitment to transparency, ethical conduct, and responsible business practices. We ensure full compliance with applicable tax regulations while managing our tax position responsibly within the law. This approach supports sustainable business growth and reinforces the trust of our stakeholders.

BBK's tax practices are guided by four key principles.

- We prioritise transparency by providing accurate and timely disclosures to tax authorities.
- Adhering to the Bank's ethical conduct ensures that all tax decisions align with our corporate values, avoiding aggressive planning that could harm our reputation.
- Compliance is maintained across all relevant local and international laws.
- Sustainability guides our approach to contribute positively to economic development and societal well-being.

Senior management oversees the Bank's tax strategy to ensure alignment with our governance framework and broader sustainability objectives. Regular audits and reviews help identify risks and opportunities for improvement, embedding responsible tax practices throughout our operations and strengthening our commitment to ethical, sustainable growth.

BBK Bahrain is registered for Value Added Tax (VAT). To support compliance, the VAT Compliance Unit developed a VAT Compliance Guide outlining the key principles of VAT in Bahrain relevant to the Bank's financial services.

The Guide provides practical guidance on applying VAT rules, determining the treatment of supplies, and ensuring adherence to regulatory requirements. It was reviewed by the Audit Committee and approved by the Board of Directors, with the latest version released in March 2024.

The VAT Compliance Unit, part of the Financial Control Division, is responsible for maintaining, updating, and circulating the Guide and related procedures. The Guide is reviewed every three years or sooner if required, to remain aligned with regulatory and business developments. While the Unit coordinates compliance efforts, ultimate responsibility rests with the respective divisions across the Bank.



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Risk Management and Business Continuity

BBK actively manages risks across its operations to safeguard financial stability, operational efficiency, and long-term sustainability. Effective risk management underpins shareholder value and ensures returns are aligned with the risks undertaken.

The Bank's risk framework is designed to identify, assess, monitor, and mitigate risks on an ongoing basis, guided by principles and policies approved by the Board of Directors. Oversight is provided by the Board Risk Committee, with support from management committees including the Risk Management Committee, Asset and Liability Management Committee, and Information Security Management Committee. These committees address financial, operational, and country-specific risks, helping BBK maintain an appropriate risk profile.

The Risk and Credit Management Division applies robust methodologies to proactively identify, assess, and mitigate risks while ensuring full regulatory compliance across BBK's operations and external dependencies. Complementing this, BBK is certified to ISO 22301:2019 the international standard for Business Continuity Management, reinforcing a comprehensive resilience framework that spans people, processes, technology, facilities, and third-party services. This integrated approach enables the Bank to identify critical functions, assess evolving threats, and allocate resources effectively to sustain operations, minimize disruption impacts, and ensure rapid recovery. The framework is regularly tested, validated, and enhanced to adapt to emerging risks and maintain continuity of customer services under all conditions.

By integrating risk management with Business Continuity Management, BBK strengthens its overall operational resilience across both internal functions and external dependencies, enabling the Bank to anticipate, withstand, and adapt to disruptions while ensuring rapid recovery. This integrated approach supports sustainable performance, safeguards critical services, and maintains seamless customer experience even in complex and unforeseen circumstances

Sustainability-Related Risks and Opportunities

BBK identifies and manages broader sustainability-related risks through a combination of strategic frameworks, structured assessment tools, and stakeholder engagement. The Bank's Sustainable Finance Framework promotes lending and investment products that support the low-carbon transition and climate adaptation, while also embedding sustainability considerations into product design and risk mitigation.

Governance of sustainability-related risks is supported by the Sustainability Department, which reports to the Group Chief Strategy and Transformation Officer and is responsible for implementing emissions-reduction initiatives and producing sustainability disclosures. The

Sustainable Finance Working Group plays a key role in integrating green financing and sustainable investment products, ensuring that environmental and social considerations associated with the use of proceeds are appropriately assessed and managed.

The Bank developed a dedicated ESG checklist to be applied to certain clients, generating a qualitative score

that categorizes ESG awareness as high, medium, or low. These insights support portfolio management, product development, and risk-mitigation measures, helping the Bank maintain financial resilience while advancing its sustainability objectives.



Information Security

BBK places the highest importance on information security and data privacy to build trust, enhance resilience and support sustainable banking in an increasingly digital environment. The Bank maintains robust governance frameworks and security practices to safeguard sensitive information, meet regulatory requirements and reinforce stakeholder confidence. Oversight of security related risks is exercised by the Board Risk Committee, with dedicated support from the Information Security Management Committee, ensuring comprehensive, enterprise-wide governance and accountability.

BBK's Information Security Management System is certified to ISO/IEC 27001 and has recently transitioned to the 2022 version of the standard. This is complemented by compliance with the Payment Card Industry Data Security Standard (PCI DSS), the PCI Personal Identification Number Security Standard (PCI PIN) and the SWIFT Customer Security Controls Framework (CSCF), for which BBK undergoes periodic assessments. Together, these internationally recognized standards support the confidentiality, integrity and availability of customer information. All certifications and accreditations are conducted by independent external certification bodies, qualified assessors, and accredited auditors, ensuring an objective and impartial evaluation of BBK's controls. This independence provides a strong layer of assurance, reinforces segregation of duties by preventing internal teams from assessing their own environments, and strengthens the overall credibility and reliability of BBK's security governance.



The Bank also maintains a comprehensive Security Awareness and Training Program designed to foster a strong cybersecurity-conscious culture across all stakeholder groups, including customers, employees, senior management, and the Board of Directors. As part of its commitment to advancing cybersecurity awareness beyond the organization, the Bank actively participates in sector-wide and cross-industry initiatives. This commitment was exemplified through its sponsorship of the 2025 Arab International Cybersecurity Conference (AICS), reinforcing the Bank's role in promoting cybersecurity education and resilience across the wider community.

BBK operates an integrated information and cybersecurity framework designed to protect its digital ecosystem and ensure a secure experience for customers and stakeholders. This includes regular cybersecurity assessments, continuous monitoring through the Cyber Security Operations Centre and proactive enhancements to controls in response to emerging threats and evolving regulatory requirements.

The Bank's strong cybersecurity posture was further demonstrated by achieving first place among banks in the National Cyber Security Centre (NCSC) CyberShield Drill, reflecting its readiness and capability to respond effectively to evolving cyber threats.

Through its governance frameworks, BBK remains committed to strengthening cybersecurity governance and supporting sustainable value creation by aligning its cyber practices with international standards, emerging risks and the expectations of regulators, partners and customers.

Data Privacy

In alignment with the Personal Data Protection Law (PDPL), BBK has established a comprehensive Data Privacy Framework supported by relevant policies, procedures, and controls. Oversight is maintained at Board Committee level, ensuring accountability for compliance with data protection requirements and for delivering the Bank's data privacy strategy. This strategy is underpinned by policies, procedures, awareness programmes and incident-management protocols.

Customer data is safeguarded through stringent privacy controls and technical measures, including encryption, access management, and continuous monitoring. These are supported by an incident-response framework aligned with the Bank's wider crisis-management arrangements.

BBK is committed to ensuring the lawful, fair and transparent processing of personal data in accordance with applicable obligations. In line with the Bank's policies and regulatory requirements, BBK provides clear information on how personal data is collected, used, stored and shared. The Bank also works with trusted partners and service providers to ensure appropriate measures are applied when personal data is processed on its behalf.

To support transparency and accessibility, individuals can exercise their privacy rights or raise concerns through multiple channels, including branches, digital platforms and dedicated contact points.

In 2025, responsibility for data privacy oversight transitioned from the Compliance function to the Information Security team. This required enhancements to the Bank's governance and operating frameworks to reflect the evolving regulatory and risk landscape.

100%
of Data Subject Rights Requests are fulfilled

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Responsible & Responsive Employer

BBK is committed to creating a workplace where people can grow, feel valued, and perform at their best. This chapter reflects how the Bank supports its employees through inclusive practices, continuous development, and wellbeing initiatives.

Material topics covered

- Talent Attraction, Engagement & Retention
- Employee Training & Development
- Diversity, Equality & Fairness in the Workplace
- Workforce Wellbeing

SDGs alignment



Workforce Overview

BBK's people form the foundation of service quality, innovation, and long-term performance. Workforce data and employment trends highlight how the Bank builds and sustains a capable and engaged organization.

BBK maintains a comprehensive HR policy, updated and operationalized this year. The HR Policy Manual covers the full employee lifecycle, including recruitment and onboarding, working hours, remuneration and benefits, leave entitlements, performance management, employee relations, disciplinary processes, training and career development, the Code of Conduct, equal opportunity, whistleblowing, and grievance mechanisms.

Policies are reviewed by senior committees and approved by the Board, then implemented across Bahrain operations through the HRMS, manager circulars, and employee handbooks to ensure consistent application. The framework aligns with Bahrain Labor Law (2012) and reflects international good practice, including non-discrimination, health and safety, and responsible business

conduct. The HR policy was updated and operationalized this year. Enhancements have been embedded across the HRMS and manager guidance, ensuring consistent application and alignment with the Bank's people management objectives.

BBK's workforce metrics in 2025 reflect both organizational stability and continued growth. The number of full-time employees increased during the year, signaling the Bank's ongoing expansion and strengthening operational capacity to support evolving business priorities and customer needs.

In 2025, the Bank has acquired HSBC's Middle East Bahrain Retail Business, and dedicated HSBC personnel supporting the retail sector were integrated into BBK.

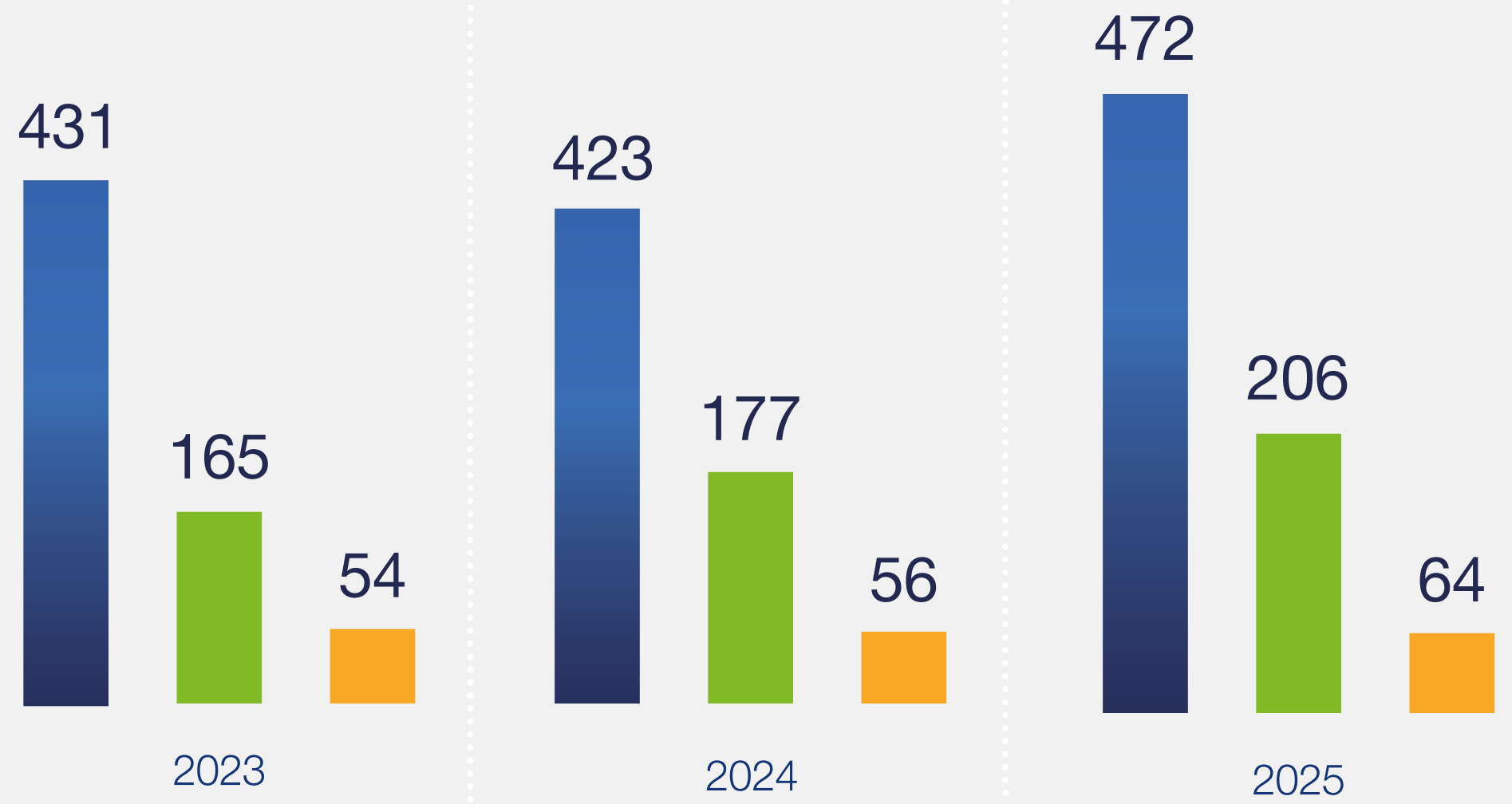
Total number of employees

- Total number of full-time employees
- Total number of part-time employees
- Total number of interns



Total number of full-time employees (by level)

- Entry level
- Mid-level
- Senior level



Diversity and Inclusion

A strong commitment to fairness, equal opportunity, and respect is embedded across the Bank, supported by internal policies, practices, and compliance with local labor requirements.

A zero-tolerance approach to discrimination and harassment reinforces BBK’s commitment to human rights, ethical conduct, and a safe, inclusive workplace for employees and business partners. Through its Equal Opportunities Policy, the Bank integrates principles of fairness into recruitment, career progression, pay, and training, while actively promoting women empowerment and diversity.

BBK’s workforce reflects meaningful diversity across gender, age, and employment profiles, contributing to a balanced and dynamic working environment. Strong female representation, a healthy age mix, and a predominantly full-time workforce support continuity, capability, and long-term workforce stability, strengthening

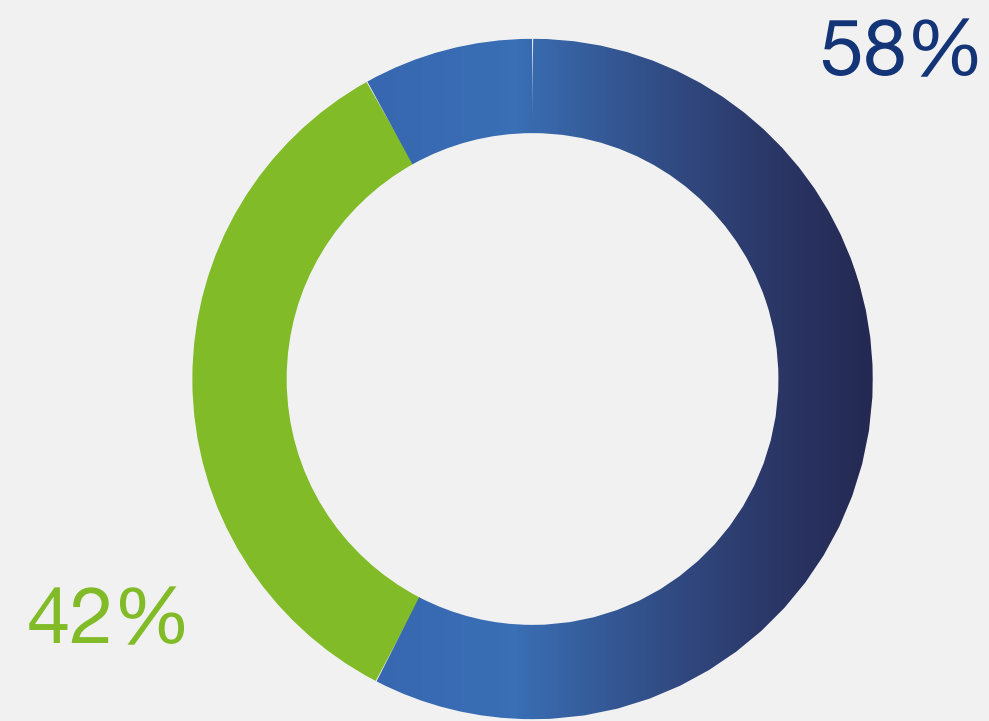
the Bank’s ambition to build an equitable and sustainable organization.

BBK’s workforce profile in 2025 reflects a balanced and experienced talent base, with the majority of employees (74%) within the 31 to 50 age group, supporting operational continuity and institutional knowledge. Gender distribution remains relatively balanced, with women representing 42% of the workforce, while role segmentation shows a strong foundation at entry and mid-levels alongside a focused senior leadership cohort, indicating a structured talent pipeline to support future growth and succession.



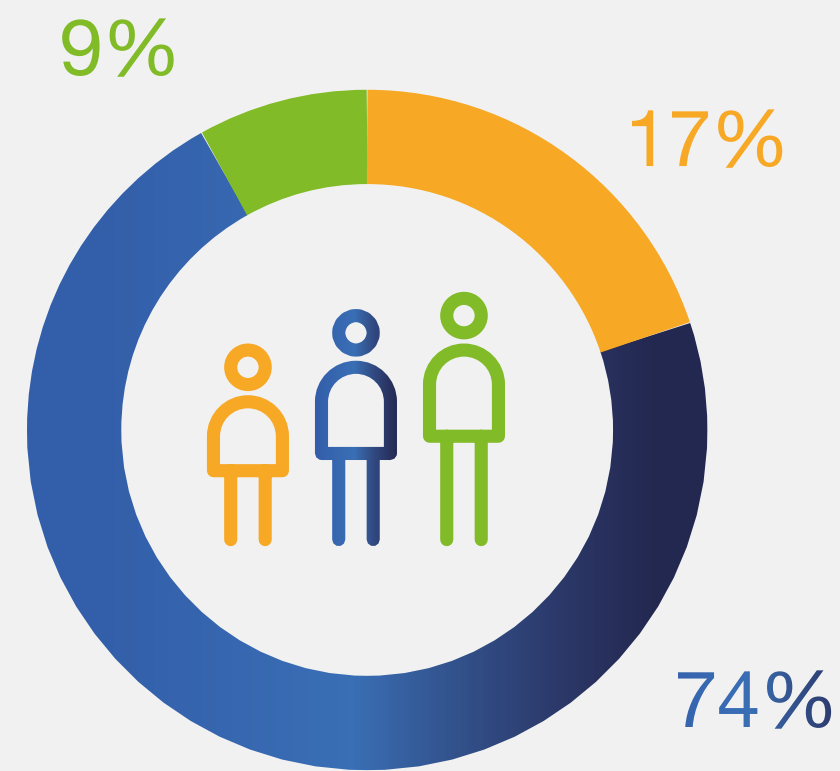
Breakdown of employees by gender - 2025

■ Male ■ Female



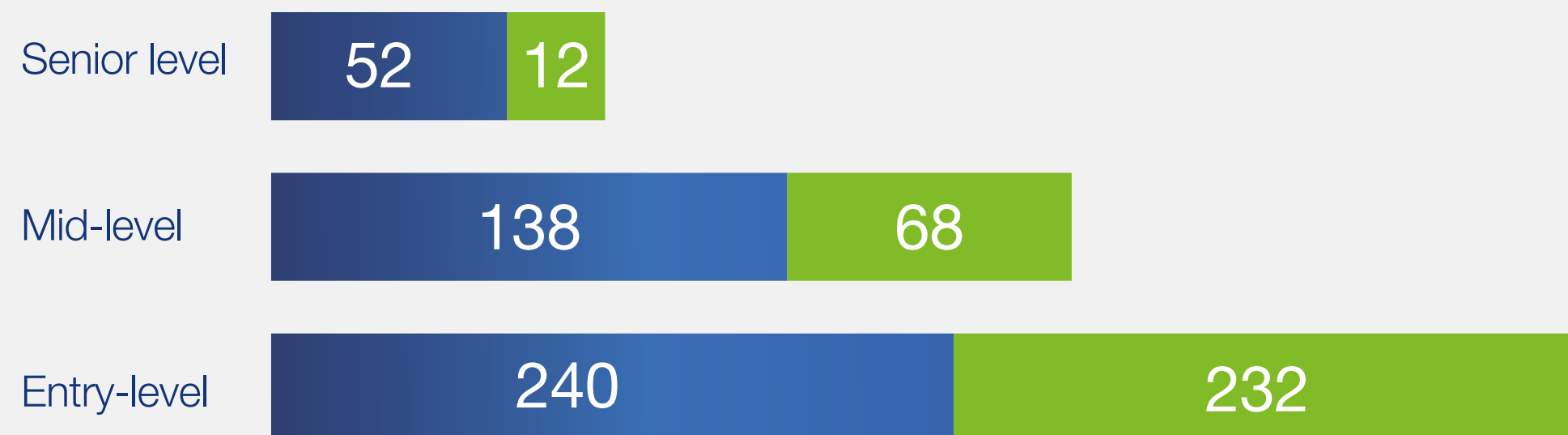
Breakdown of employees by age group - 2025

■ 18-30 ■ 31-50 ■ >50



Breakdown by level and gender - 2025

■ Male ■ Female



Women Empowerment & Family-Friendly Enhancements

BBK advanced gender equality and inclusion by rolling out updated policies covering women empowerment, enhanced maternity benefits, nursing hours, and parent-child leave. The initiative also celebrates role-model leaders through internal recognition awards, strengthening visibility and positive leadership culture.

Early results include higher uptake of flexible arrangements and greater recognition of women leaders across the Bank. Next steps will focus on launching targeted leadership development groups and expanding mentorship programs to support long-term career progression.

Women in Leadership

Women in Leadership Program

BBK proudly celebrated the graduation of 20 female employees who successfully completed the prestigious “Women in Leadership” program offered by Harvard University and Cornell University. This initiative reflects the Bank’s unwavering commitment to empowering women and strengthening their presence in leadership roles within the financial and banking sector. The celebration coincides with the Kingdom’s Bahraini Women’s Day, reaffirming BBK’s dedication to fostering an inclusive environment that supports growth and long-term professional success.

Leadership Talk

The Bank also hosted an inspiring event led by leadership expert Ms. Amal Kooheji, drawing from her acclaimed book *Seen Yet Silent: From Doubt to Power*. The event featured a rich blend of leadership psychology, management science, and symbolic activities.

It aimed to celebrate women’s leadership journeys, acknowledge the barriers they face, and highlight the breakthroughs they achieve, while emphasizing the strength of sisterhood and sponsorship in advancing women’s roles. Through reflective exercises, participants explored personal and professional challenges, affirmed their successes, and engaged in creative activities symbolizing collective empowerment and legacy-building.

Forums

BBK sponsored the Global Women Economic Forum & Exhibition, organized by the Bahrain Businesswomen’s Association as part of its silver jubilee celebrations and held under the patronage of Princess Sabeeka Bint Ibrahim Al Khalifa. During the forum, BBK was recognized for its support, and a memorandum of understanding was signed between BBK’s Türkiye representative and the Association to strengthen regional cooperation, support women entrepreneurs, and facilitate cross-border trade opportunities.

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Human Rights

In addition to the anti-discrimination approach, we are committed to upholding and promoting human rights in line with international standards, guided by the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights. This commitment is supported by internal policies and frameworks and is embedded across operations, processes, and practices.

Human rights commitments cover non-discrimination, anti-harassment, fair working conditions, and safe workplaces. They apply to employees, contractors, and other relevant stakeholders, including at-risk or vulnerable groups. Policies are communicated via the HR Policy Manual, HRMS circulars, and onboarding and induction programs to ensure awareness among workers, business partners, and other parties.

Our approach emphasizes dignity, respect, and fairness for employees, suppliers, and stakeholders.

Key pillars include:

 <p>Zero tolerance for forced and child labor</p>	 <p>Anti-discrimination and equal opportunity</p>	 <p>Freedom of association</p>	 <p>Fair compensation and benefits, including parental leave and comprehensive health coverage</p>
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Security personnel are required to comply with the Code of Conduct and all applicable laws. The Bank is enhancing human-rights-focused training for security staff and contractors, with clear incident escalation protocols in place to ensure accountability and safety.

To ensure effective implementation, BBK integrates human rights into risk management processes, conducts regular audits and assessments, provides confidential grievance mechanisms, and delivers ongoing training on ethics, cultural sensitivity, and conflict resolution.

Remuneration

BBK adopts a structured approach to remuneration that ensures fair and market-competitive compensation, linking rewards to performance and supporting career growth through established appraisal and development frameworks. HR regularly benchmarks salaries, monitors gender pay equity and maintains entry-level wages above the local minimum.

Performance-based incentives reward contributions to strategic goals, including digital transformation and service excellence.

For contracted workers engaged through third parties, procurement and HR require vendors to comply with Bahrain Labor Law, wage and working-time standards, and the Bank's Code of Conduct. These requirements are embedded in contractual agreements and subject to vendor due diligence and audit reviews. Any non-compliance may be escalated through contractual remedies and the whistleblowing mechanism.

BBK maintained for three years its entry-level (bachelor's degree) wages 26% higher than the local minimum wage.

Grievance Mechanism

BBK promotes a respectful and inclusive workplace through strong governance, clear reporting channels, and continuous awareness. Employees can submit grievances to their managers or HR in writing within specified timelines. HR investigates and responds within defined periods, while a whistleblowing channel provides a confidential channel for reporting concerns. Findings may result in corrective actions or disciplinary measures, ensuring accountability and fair resolution.

These confidential channels for raising concerns, are backed by training and awareness programs to create a respectful environment. Regular audits and performance checks ensure effectiveness and continuous improvement.



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Talent Attraction, Engagement & Retention

Employee engagement and retention remain central to BBK’s long-term success. Recognizing that our people are our most valuable asset, we foster a workplace where employees feel valued, motivated, and connected to the Bank’s strategic goals.

Recruitment is merit-based, with a preference for Bahraini nationals in alignment with the national directions, and controlled roles require regulatory approval. Education, experience, and probation standards are clearly defined, with measures to prevent conflicts of interest or employment of relatives.





To facilitate new employees’ onboarding process, BBK has an Onboarding Ambassadors Program which focuses on preparing ambassadors to guide and support new joiners throughout their onboarding journey. The sessions equipped ambassadors with practical strategies to ensure a smooth transition for new hires, foster engagement, and accelerate productivity. Ambassadors were trained to act as trusted guides, share insights into BBK’s culture and values, remain accessible, initiate regular check-ins, and demonstrate empathy. This initiative reinforces BBK’s commitment to creating a welcoming environment where new employees feel confident, connected, and empowered from day one.

HR monitors hiring and exits, conducts exit interviews, and reports insights to the Senior HR Committee. Retention is supported through structured career development, performance management, recognition programs, competitive benefits including medical and life insurance, 13th/14th salaries, an employee savings scheme, and learning opportunities. Internal mobility, succession

planning, and redeployment are also used to retain talent and ensure continuity across the Bank.

BBK invests in its workforce by providing benefits and programs that nurture wellbeing, growth, and work-life balance. From health and education support to financial and career development initiatives, we create an environment where employees can excel and feel genuinely valued.



 Health Benefits	 Financial Empowerment	 Work-life Balance	 Education Benefits
<ul style="list-style-type: none"> • Medical insurance • Life insurance • Club membership • Health-related seminars • Sports activities 	<ul style="list-style-type: none"> • Fixed bonus • Staff savings scheme • Personal loan • Housing loan • Housing rent assistance (for expatriate employees) • Employee Ramadan assistance scheme • Telephone allowance • Transport allowance • Branch allowance • Shift allowance • Retirement gratuity 	<ul style="list-style-type: none"> • Parental escorting leave • Parental leave 	<ul style="list-style-type: none"> • Child’s education • Academic certification sponsorship • Professional certification sponsorship

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BBK values its employees and is committed to supporting their long-term financial security. As part of this commitment, the Bank provides structured retirement and end-of-service benefit plans designed to reward and appreciate employees for their dedication and service.

Mandatory benefits include GOSI participation, in line with Bahraini Labor Law, and leaving indemnity provisions. In addition, the voluntary Employee Savings Scheme allows employees to save for the future, with uncapped contributions matched by the Bank—3 percentage points above employee contributions (up to a 10% employer cap) and 3% for non-participants. Employer contributions vest gradually over 1–5 years. The scheme is managed under an approved investment policy, with assets held separately and audited annually.

As part of the successful integration of HSBC Middle East – Bahrain’s retail operations, BBK welcomed the transfer of HSBC employees serving these clients into its workforce, ensuring continuity of service while strengthening institutional knowledge and operational capability. The integration supported job continuity, accelerated skills transfer, and reinforced BBK’s ability to manage growth with agility and resilience.

By embedding experienced talent into its dynamic work environment, the Bank enhanced workforce diversity of expertise, supported long-term talent retention, and sustained high service standards during a major operational transition.

In 2025, BBK welcomed 33 new employees, showcasing the Bank’s efforts to strengthen core capabilities while maintaining a balanced workforce profile. Employee turnover remained low, with 29 departures recorded during the year, all voluntary, reflecting overall workforce stability and retention.

Number of new full-time employees who joined the Bank



New hires by age



Total number of full-time employees who left the Bank



Turnover by age



Number of full-time employees who left the Bank **voluntarily**

29

Number of full-time employees who left the Bank **involuntarily**

0

BBK celebrates employee contributions through an Annual Employee Recognition Ceremony, honoring long service milestones and outstanding performance to foster appreciation, motivation, and a strong, engaged workforce.

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Nationalization

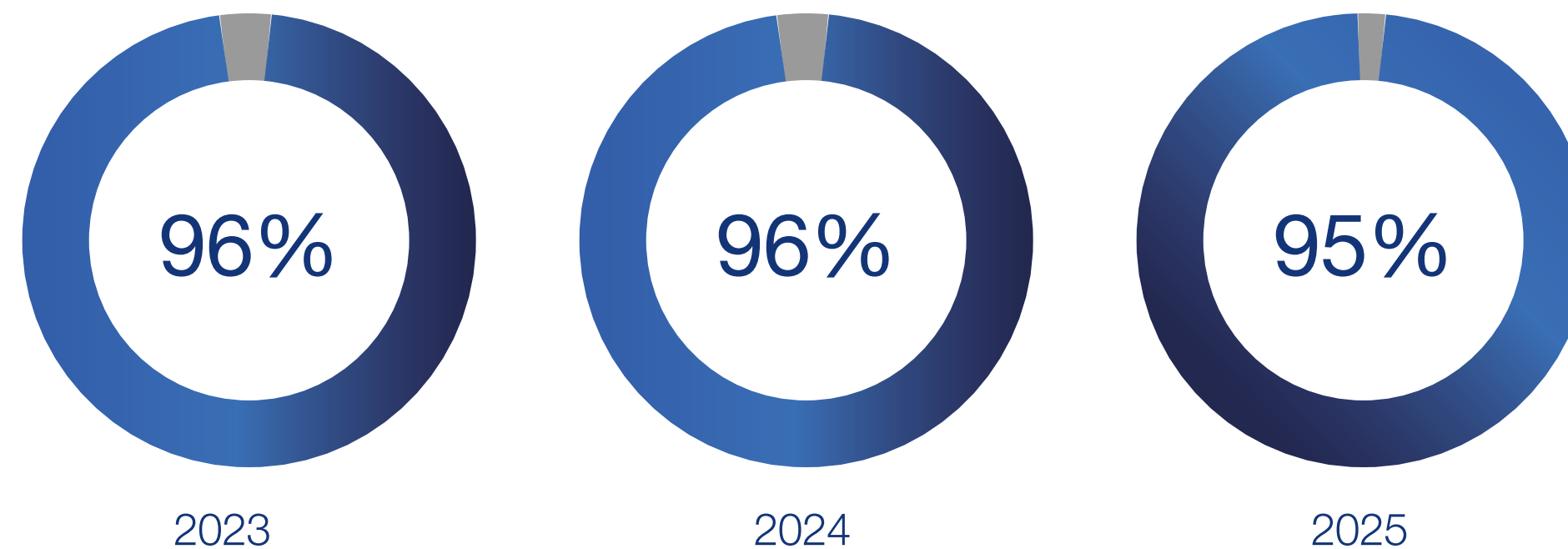
BBK remains committed to supporting Bahrain’s national workforce objectives and advancing the government’s Bahrainization goals. The Bank prioritizes the recruitment and development of Bahraini nationals, ensuring they have access to targeted learning pathways, internal mobility, and career advancement opportunities for critical roles. Expatriate employees are expected to train and transfer knowledge to local colleagues, fostering skill development and succession readiness.

Nationalization outcomes and seniority mix are monitored ensuring strategies remain aligned with evolving governmental objectives and industry standards. Through these efforts, BBK strengthens the representation of Bahraini talent while contributing to sustainable economic development.

Accordingly, the Bank has maintained a nationalization percentage above 95% over the past three years, with the recent decline attributable to the acquisition of HSBC.



Nationalization



Nationalization & Succession Accelerator

BBK is committed to building a strong leadership pipeline of Bahraini nationals in line with national priorities and the Bank’s succession policy. The program aims to enhance representation of Bahraini managers, accelerate readiness through targeted development, and formalize succession slates.

Talent reviews are conducted jointly by HR and business leaders to identify high-potential employees. In 2025, BBK also launched a Women in Leadership program in collaboration with two reputable universities, further supporting the development of female leaders for key positions.

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Employee Training & Development

BBK is committed to fostering all employees' growth and development as they are the Bank's most valuable asset. The Bank delivers targeted training and development programs to maintain a highly skilled workforce, enhance performance and productivity, develop national talent, and support career progression through structured career paths, succession planning, and professional certifications.

Training covers mandatory compliance programs such as AML, Fraud Prevention, and Anti-Corruption; role-based development in areas including Customer Experience, Credit & Risk, Operations, and Digital Skills; leadership programs that provide goal- and competency-based coaching; and professional programs offering accredited degrees and certifications with formal recognition.



Training Programs

Core Skills	IT Skills	Compliance and Risk Awareness	Technical Skills and Certifications	Leadership Skills	Customer Centricity Program
<ul style="list-style-type: none"> • Conflict Management • Critical Thinking • Time Management and Organizational Skills • Cross-Functional Training • Team Building Activities • Soft Skills Development • BBK-Specific Knowledge 	<ul style="list-style-type: none"> • Digital Academy Courses • Microsoft Power BI sessions • AI related training programs 	<ul style="list-style-type: none"> • AML Awareness • Effective Customer Due Diligence • FATCA & CRS Compliance • KYC and Risk-Based Approach to AML • Sanctions Compliance • Fraud Prevention, Anti-Bribery, and Corruption Prevention 	<ul style="list-style-type: none"> • BBK Professional Certification Program (eLearning) • Retail Banking Certification Program • Industry-Specific Certifications. • Cybersecurity Awareness and Best Practices 	<ul style="list-style-type: none"> • Leadership Development Program • Branch Management Simulation Workshops • Senior Management Update on Contemporary Business Topics. • Management Trainee Development Program in FinTech • Executive Leadership Offsite • Harvard Executive Management Leadership Program • Harvard Mid-Level Managers Program • Accelerating Women's Leadership Program 	<ul style="list-style-type: none"> • Customer Service Skills • Customer Service Excellence • Social Media Customer Service • Call Center Customer Service • Certified Branch Manager

In 2025, BBK entered into a strategic collaboration with Lumofy, an AI-powered talent development platform, as part of its ongoing efforts to strengthen workforce capabilities and support continuous professional development. Through this initiative, BBK employees gain access to a comprehensive digital learning ecosystem that offers personalized learning pathways, competency assessments, and targeted skill gap analysis, alongside a wide range of technical, leadership, and specialized training tailored to the financial sector.

The platform enables data-driven development by providing advanced tools for progress tracking, efficiency evaluation, and skills alignment with global best practices. This ensures employees are well equipped to adapt to future industry transformations and evolving banking dynamics.

This initiative underscores BBK’s commitment to investing in human capital, fostering innovation, and enhancing workforce readiness in support of its long-term strategic objectives and Bahrain Economic Vision 2030, reinforcing the Bank’s leadership position in the banking sector.

Career growth is embedded in the performance management cycle, talent reviews, succession planning, and targeted learning. Annual performance reviews assess responsibilities, goals, and competencies, informing merit, promotions, and development opportunities. All employees have equal access to training and development opportunities.

In line with national directions, BBK provides special training for high-potential Bahraini talent to prepare for leadership roles.

All employees received performance and career development reviews

Annual Training Initiatives

Grow – Third Edition

BBK’s “Grow” Internship Program is a six-month initiative that develops the skills of Bahraini university graduates seeking careers in banking, by bridging the gap between academic learning and practical workplace experience. Each year, 20 participants undergo two weeks of intensive training at the Bahrain Institute of Banking and Finance (BIBF) before joining BBK’s departments for hands-on experience. Complementary workshops and mentorship from industry professionals equip interns with practical skills in finance, risk, operations, IT, and compliance, preparing them for successful careers in the banking sector.

Summer Internship Program

BBK welcomed university students from diverse academic disciplines into a two-month intensive training program aimed at developing the next generation of banking professionals. The program bridges academic learning with practical industry application, providing hands-on experience across multiple departments. Participants strengthen core banking skills, deepen their understanding of financial operations, and gain direct exposure to the operational and regulatory dynamics of the financial sector.



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Workforce Wellbeing

Occupational Health & Safety

BBK places the health, safety, and wellbeing of employees and stakeholders at the forefront. The Bank ensures compliance with national regulations and international standards, forming the foundation of a proactive and secure workplace.

BBK maintains a robust Occupational Health and Safety (OHS) Management System aligned with international standards. The Bank focuses on proactive risk assessments, emergency preparedness through fire drills and designated floor wardens, and thorough investigations of safety incidents to implement corrective measures. Ongoing training, clear signage, and visual aids further strengthen employee awareness, ensuring continual improvement, regulatory compliance, and adherence to best practices.

BBK's health and safety measures ensure a safe and secure workplace, covering branch security and cash-handling practices, safe use of equipment and ergonomics, vendor compliance for on-site work, travel safety guidance, and clear processes for reporting and addressing incidents.

BBK has introduced a cross-functional initiative to strengthen workplace safety through proactive hazard reporting and mitigation:

- **Hazard Reporting:** Employees can report potential risks, such as tripping hazards, overloaded outlets, or exposed cables, via a dedicated email channel.
- **HR-GSD Collaboration:** Human Resources and the General Services Department work closely to ensure prompt communication and action on reported hazards.

- **Immediate Resolution:** The GSD team addresses identified risks quickly to prevent incidents and maintain a safe environment.
- **Ongoing Monitoring:** Reported hazards are continuously tracked to evaluate effectiveness and support ongoing safety improvements.

Health & safety	2023	2024	2025
Percentage of workers covered by the health and safety management system (%)	100%	100%	100%
Employee fatalities as a result of work-related injury (#)	0	0	0
Employee lost-time injuries (LTI) (#)	0	0	0
Employee total recordable injuries (TRI) (#)	0	1	0
Employee Absentee Rate (%)	2.1%	2.2%	2.0%
Total number of days lost due to work-related injuries (days)	0	5	0

BBK ensures employees are well-prepared to maintain a safe workplace through targeted initiatives:

- **Fire Safety Training:** Regular drills and specialized floor warden preparation to strengthen emergency readiness.
- **Onboarding Safety Sessions:** New employees receive training on hazard prevention and safety procedures.
- **Awareness Campaigns:** Continuous updates and workshops to reinforce understanding of safety protocols and emergency response.



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Employee Well-being

BBK recognizes that employee well-being extends beyond physical safety, encompassing mental and social health. The Bank provides comprehensive support initiatives to foster a healthy, balanced, and inclusive work environment.

BBK provides a comprehensive benefits package that supports employees' health and family needs. This includes medical and maternity coverage for employees and eligible dependents, life insurance, parent child leave, flexible arrangements for pregnant or nursing staff, annual and scheduled health check-ups, and volunteering leave. Medical benefits extend both within and outside Bahrain, with access to approved hospitals and clinics.



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Physical Health

The Bank supports the health and well-being of its employees through proactive initiatives. Regular blood screening sessions enable staff to monitor key health indicators and take preventive measures. In partnership with the National Genome Centre, the Bank also facilitates the collection of blood samples for genetic research and diagnostics, empowering employees with insights to make informed health decisions.

To promote physical activity and team spirit, the Bank celebrates annually Bahrain Sports Day with its own BBK Sports Day. Employees participate in activities such as Zumba, Yoga, Football, Padel, and Cycling, fostering fitness, camaraderie, and a strong sense of community within the Bank.

BBK once again demonstrated its commitment to teamwork, wellness, and community engagement by participating in the NBK Bahrain Marathon Relay 2025. BBK emerged as the overall winners of the race for the second consecutive year, completing the 30-kilometre, 10-stage race in 1 hour, 37 minutes, and 29 seconds.



Work-life Balance

BBK is dedicated to creating a supportive work environment where employees can thrive professionally while balancing personal responsibilities. By promoting flexibility, inclusivity, and a culture of understanding, the Bank empowers its team to achieve work-life harmony, enhancing both satisfaction and productivity.

As part of the commitment to work-life balance, BBK supports parents with comprehensive leave and reintegration policies. Mothers receive 90 days fully paid maternity leave (120 days for premature delivery) with optional extensions, nursing breaks for 12 months, and reduced hours in the last trimester. Fathers have three days paid paternity leave, while all employees can use parent child leave for school or health needs. Escorting Leave is available for medical cases, and line managers with HR guidance ensure smooth reintegration.

In 2025, women empowerment and family friendly policies have been enhanced, strengthening maternity benefits, extending nursing hours, and expanding parent child leave to better support working parents.

Parental leave	2023	2024	2025
Number of female employees entitled to maternity leave	154	161	169
Number of male employees entitled to paternity leave	248	256	268
Number of female employees that took parental leave	13	11	13
Number of male employees that took parental leave	20	11	20
Number of employees who returned to work after parental leave ended (return to work)	33	22	33
Return to Work Rate	100%	100%	100%
Retention Rate after parental leave	100%	100%	100%

Long-term Positive Customer Relationships & Experiences

BBK continues to enhance the way it serves customers, leverages digital innovation, and expands access to responsible financial solutions. These priorities support long-term value creation, inclusive growth, and the Bank's sustainability objectives.

Material topics covered

- Customer Experience
- Financial Inclusion & Accessibility
- Digitalization & Innovation

SDGs alignment

 <p>1 NO POVERTY</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>4 QUALITY EDUCATION</p>	 <p>5 GENDER EQUALITY</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p>10 REDUCED INEQUALITIES</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>

Customer Experience

Customer-centric Experience

Building strong and lasting relationships with customers remains a strategic priority for BBK and a key driver of sustainable growth. The Bank adopts a structured approach to customer experience, guiding how products and services are designed, delivered, and monitored to ensure that customer interests are protected through fair, transparent, and accountable practices. BBK is committed to ensuring consistency in customer experience across all branches within the Group and is actively working to align systems and processes to support this objective. Dedicated governance mechanisms support the effective implementation and continuous enhancement of this approach.

The key pillars for BBK’s customer-centric approach:



Accountability

All offerings are developed and delivered in line with applicable legal and regulatory requirements, including CBB’s consumer protection framework. Information security and confidentiality controls are embedded across operations to protect customer data and reinforce trust.



Fairness

BBK promotes inclusive access to banking services by applying ethical, non-discriminatory standards and enhancing staff capability through targeted training, including serving customers with accessibility needs.



Reliability

A balanced physical and digital service model ensures continuity, convenience, availability, and consistent service quality.



Transparency

Transparent product disclosures ensure customers have the information they need to understand product features, obligations, and potential risks when making financial decisions.

Customer feedback is captured through multiple channels and reviewed systematically to identify trends, strengthen service delivery, and resolve issues efficiently. Where required, customers retain the right to escalate unresolved matters to the regulator, reinforcing accountability and consumer protection.

BBK awarded “**Most Trusted Digital Banking Services Provider in Bahrain**” for 2025

Distinction in Advocating Customer Experience Excellence **CX Award, 2025**

BBK has been named the **Best Retail Bank in Bahrain for 2025** by Global Banking and Finance Review Magazine for the 3rd consecutive year



The BBK Way – Customer Experience Transformation

The BBK Way is a strategic Customer Experience (CX) transformation initiative designed to position BBK as a benchmark for world-class customer experience in the Kingdom. As part of this initiative a revamped CX strategy was established and an execution framework that equips the Bank with the knowledge, tools, change management, and data insights needed to consistently deliver exceptional customer journeys.

The initiative defined a comprehensive CX framework, including The BBK Way Principles, service standards for processes, digital channels, and physical interactions, and redesigned priority customer journeys to align with these standards. Frontline teams were engaged through targeted communication and training programs to embed consistent behaviors and service expectations across touchpoints.

To sustain performance and continuous improvement, the project also introduced structured CX measurement tools and feedback mechanisms, enabling real-time insight into customer needs and service quality. Together, these elements strengthen BBK's differentiation strategy and reinforce a customer-centric culture focused on excellence, consistency, and accountability.

In 2025, phase one laid the foundation by shaping the plan, defining BBK's market position, and gathering insights from customers and staff through surveys and focus groups. Building on this, phase two in 2026 is advancing the work by analyzing the feedback, refining product journeys, and identifying actionable recommendations for implementation.

BBK monitors customer experience performance through a structured governance and measurement framework led by the Customer Experience, Digitalization & Automation Committee. The Committee reviews perceptual indicators such as Net Promoter Score (NPS), operational metrics including turnaround times for onboarding and products, customer waiting times, and trends in complaints and feedback across all service channels. It also tracks the adoption and utilization of digital services, oversees the roadmap for process streamlining through digitalization, automation, and robotics, and monitors progress on innovation and data and AI initiatives. In 2025, NPS stood at 36.54 for the retail portfolio and -1.88 for the corporate portfolio.

The Bank's CX function operates with an expanded mandate, incorporating dedicated capabilities to enhance customer-centric decision-making and service delivery, including:

Advisory and Research Management: A dedicated function that leverages customer insights, research, and analytics to proactively embed customer excellence and the BBK Way across customer journeys, products, digital channels, and employee interactions. It supports informed decision-making and anticipates customer needs across the organization.

Complaints and Feedback Management: A centralized function that manages customer feedback and complaints across all channels, ensuring timely, fair, and transparent resolution in line with the BBK Way, while identifying root causes and providing management visibility on key trends and risks.

Service Excellence: A dedicated function responsible for driving consistent service delivery across all channels by monitoring performance metrics, identifying service gaps, and reinforcing adherence to the BBK Way through governance, data insights, and cross-functional coordination.

Together, these capabilities support a coordinated, data-driven approach to customer experience, reinforcing alignment across functions and enabling the Bank to deliver a consistent and high-quality customer journey across all touchpoints. Customer experience metrics, including NPS and Customer Satisfaction Score (CSAT), are embedded across key touchpoints such as branches, digital applications, and the call center. Recent enhancements include the activation of post-transaction surveys for BanKey users, after-service CSAT surveys for frontline interactions, and after-call surveys for the call center, enabling real-time insight into customer perceptions and continuous service improvement.

In 2025, BBK closely monitored customer experience trends, with the NPS standing at 27.13, reflecting the full-year weighted performance of the Retail Banking Division (RBD) and Corporate Banking Division (CBD). The score was influenced by CBD's comparatively lower results and RBD's last-quarter performance, which included HSBC transition-related transactions. In addition, a refinement to the NPS methodology by removing call center surveys that had previously inflated overall scores due to high response volumes which resulted in a more representative measurement of customer experience. Customer feedback highlighted opportunities to further enhance service delivery, particularly in loan processing turnaround times, fees and charges, and selected system performance areas.



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Transparency & Communication

BBK is committed to transparency and providing fair, responsible advice to all customers. Product information, including Annual Percentage Rates (APRs) for financing offerings, is presented clearly, accurately, and in an easy-to-understand format, supported by marketing materials that avoid misleading claims. For higher-risk segments, such as seniors, immigrants, or financially inexperienced customers, BBK adopts responsible marketing practices, including simplified language, educational content, and multi-language support. Staff are trained to recommend products based on suitability and individual customer needs, ensuring consistent, reliable information across all channels in line with CBB's Rulebook.

This approach helps ensure customers receive consistent, reliable information across all channels.

Customer Health & Safety

BBK maintains a safe and secure environment across its branches and campaign locations through established health and safety standards. Facilities are equipped with essential fire detection and protection systems, and evacuation procedures are regularly communicated to employees and visitors. Trained First Aid responders are also available to support emergency preparedness, reinforcing the Bank's commitment to protecting the wellbeing of customers and staff.

Protection from Fraud

The highest priority is placed on customer safety and security, particularly in the digital space. The Bank equips customers with practical guidance to recognize and avoid fraud while encouraging safe interactions with our digital services. Through social media, we share timely, easy-to-understand tips on fraud prevention, ensuring essential safety information reaches and engages a broad audience.

Key public messaging against fraud include:

 <p>Verifying online discounts by confirming their legitimacy and avoiding the sharing of personal information with untrusted sources.</p>	 <p>Rejecting OTP requests, as BBK never requests one-time passwords via phone calls, emails, or social media, and encouraging customers to report such attempts immediately.</p>
 <p>Avoiding suspicious links and refraining from clicking unverified links or downloading attachments from unknown senders.</p>	 <p>Using official QuickPay channels only and avoiding access through suspicious links or third-party platforms.</p>
 <p>Identifying fake shipping websites by limiting personal data sharing to essential information and avoiding sites requesting excessive details.</p>	 <p>Securing OTPs by preventing applications from accessing OTP messages and relying only on trusted platforms.</p>

In 2025, Bank of Bahrain and Kuwait successfully implemented an advanced AI-enabled fraud monitoring and prevention solution in partnership with Global Payment Services. This marked the first deployment of such a solution in the Bahraini market. The system strengthens BBK's control over mobile wallet provisioning and tokenization processes, enhances protection against emerging fraud risks, and ensures full compliance with Central Bank of Bahrain regulations.

BBK Hosts Ramadan Ghabga to Celebrate Clients and Partners

BBK held a Ramadan Ghabga, bringing together its Group Chief Executive Officer, Mr. Yaser Alsharifi, Board members, executives, employees, and esteemed clients and partners.

The gathering celebrated the spirit of Ramadan while reinforcing BBK's commitment to nurturing strong relationships and fostering collaboration within the business community. The event provided an opportunity to express gratitude to partners for their support and contributions to the Bank's continued success, highlighting BBK's values of trust, integrity, and transparency.

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Digital Transformation

BBK's digital transformation underscores its focus on innovation, customer convenience, and operational excellence. By adopting advanced technologies and delivering user-centric services, the Bank has established itself as a leader in digital banking for both individuals and businesses.



BBK بنك البحرين والكويت

- Channels and Platforms**
 - BBK Mobile and Online Banking
 - BBK BanKey
 - BBK Business
- Smart Payment Solutions**
 - Contactless Payments
 - Smart POS Systems
 - QR Code Acceptance
 - Self-Service Kiosks
- Branches and Self-Service**
 - 24/7 BBKPlus Digital Branches
 - Smart ATMs & Deposit Machines
 - ITMs and Debit Card Issuance Machines
 - Corporate Deposit Machines
- Operations Digitalization**
 - Robotic Process Automation (RPA)

2025 key achievements:

Streamlined the process and eliminated logistics of physical documents for the consumer loan workflow.

WhatsApp loan deferral campaign processed more than 7,000 requests automatically.

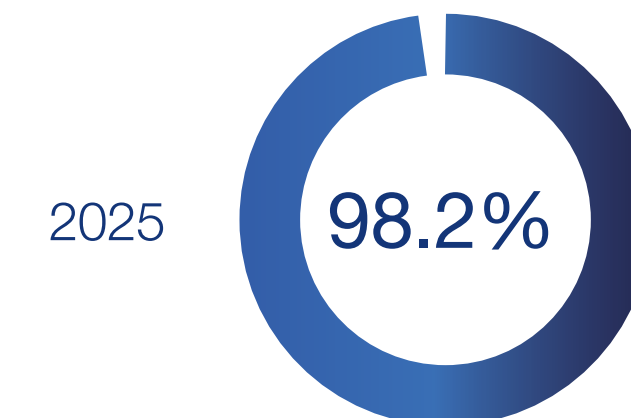
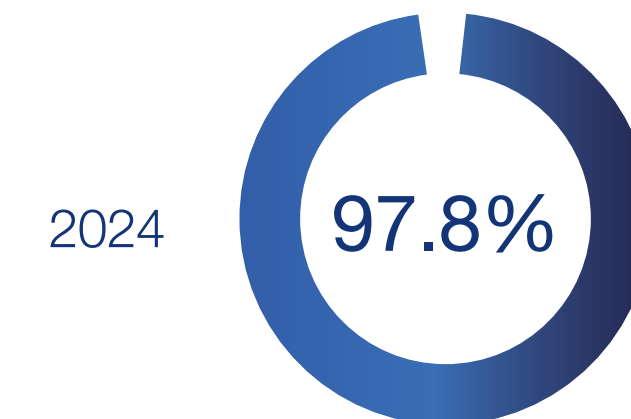
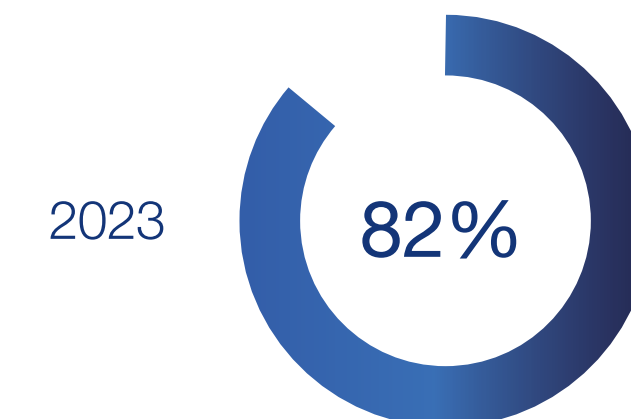
Credit card issuance process automation and acceleration.

Launched the unified mobile app with more features, integrations, and enhancements.

Automated the booking process of car loans and introduced an electronic LPO.

As part of BBK's Digital Transformation, the Bank has implemented several initiatives to enhance service efficiency and reduce customer waiting times. In 2025, loan workflows have been automated, eliminating the need for physical file transfers between departments and cutting processing time by two days. Digital Promoters have been reinstated in branches to guide customers, facilitate the use of digital channels, and streamline branch visits. Additionally, renewal cards are now delivered through instant debit card machines, improving convenience and reducing delays.

Customer transactions carried out on online and mobile channels (%)



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BBK has announced the launch of its latest strategic initiative, the “BBK UpSkill Program.” This initiative is designed to equip employees with advanced skills in AI, Data Analytics, and digital transformation, reinforcing the Bank’s commitment to investing in its human capital and preparing its workforce for the evolving demands of the financial sector. The BBK Upskill Program empowers employees at all levels and across all departments by providing comprehensive learning experience. Through practical workshops, structured training, certified courses, and expert-led sessions, participants gain both theoretical knowledge and real-world skills in key areas such as AI, data analytics, Microsoft Power BI, products and services, consultative sales and other skills needed for future jobs.

In 2025, the Data Analytics Department transitioned from a reporting-focused function to a core enabler of the Group’s data and AI transformation. The department was repositioned under the Strategy and Sustainability Division and assumed responsibility for defining the Group-wide AI strategy and operating model, including how AI is prioritized, governed and scaled.

The year also marked progress in modernizing the data infrastructure, with analytics workloads beginning to move to the cloud. In-house engineering enhancements improved automation and control, resulting in an estimated 70% reduction in costs for affected workloads while improving data reliability and readiness for advanced analytics and AI.

Foundations for trusted data were strengthened through the development of a Data Governance Framework, enhanced data quality and controls, and improved compliance and resilience mechanisms.

Alongside this, the department delivered a portfolio of AI and analytics solutions across GenAI and machine learning, improving customer insight, governance and internal efficiency. Efforts also focused on building data and AI capability across the business through targeted enablement and a Data and AI Champion Program, supporting more confident and data-driven decision-making across the Group.

While advancing digital adoption, BBK continues to invest in its physical branches, enhancing them with modern features to ensure seamless and convenient customer experience. Branches blend traditional banking with innovative solutions, including Corporate Deposit Machines and Bank Certificate Issuance Machines, to deliver comprehensive support. Corporate Deposit Cards further streamline business operations, offering an efficient way to manage deposits and reduce administrative burden.

The Bank provides customers with convenient digital services to enhance accessibility. Telebanking enables customers to complete essential transactions over the phone, while Debit Card Issuance Machines across branches provide instant card issuance. With digital channels and smart branches, customers enjoy 24/7 access to banking services, ensuring uninterrupted support whenever needed.

While the Bank invests in digitalization and innovative branch solutions, these efforts are reinforced by a smart payment ecosystem and additional cutting-edge digital offerings.



Digital Solutions Suite



BBK Mobile App and Online Banking

BBK’s Mobile App and Online Banking are designed to provide a unified, secure, and convenient banking experience. Whether on the go or at a desk, customers are provided with full control over their finances through seamless access to accounts, transactions, and digital services.



Contactless Payments

BBK enables customers to pay securely and instantly using popular digital wallets such as Google Wallet, Apple Pay, Samsung Wallet, Garmin Pay, and Fitbit Pay. These solutions make transactions effortless while advancing a cashless, digital-first economy.



Smart ATMs and Self-Service Kiosks

BBK’s self-service network combines Smart ATMs, Interactive Teller Machines (ITMs), and dedicated kiosks, offering convenient access to services such as debit card issuance, deposits, and bank certificate generation.



BBK Business Platforms

BBK BanKey

An all-in-one business platform that simplifies cash management and payment operations.

BBK Business

An app offering end-to-end digital onboarding for corporate and SME clients, enhancing convenience and efficiency.

Driving Next-Generation Banking with ARRAY Innovation

During 2025, BBK advanced its digital transformation agenda through a strategic partnership with ARRAY Innovation, a Bahrain-based provider of artificial intelligence, enterprise software, and cloud solutions. Announced at the Gateway Gulf investment forum, the collaboration reflects BBK's ongoing focus on enhancing customer experience while strengthening operational efficiency through technology.

A key outcome of this partnership is the establishment of a dedicated Innovation Center, employing 30 Bahraini software engineers. The Center supports the continuous development of BBK's digital ecosystem, with a focus on improving user experience across digital channels, enhancing platform functionality, and expanding access to banking products and services. Particular emphasis is placed on workflow automation and streamlined customer journeys across the Bank's website and mobile platforms.

The partnership also enables the deployment of advanced AI-driven solutions to support more efficient and responsive banking operations. Areas of collaboration include data analytics, cloud-based systems integration, and information security, contributing to improved service delivery and more agile digital capabilities. These efforts are expected to support the development of new financial solutions aligned with the evolving requirements of a digital economy.



BBK's Memorandum of Understanding with Binance

Announced at Gateway Gulf 2025, the memorandum represents a key milestone in advancing digital finance in the Kingdom of Bahrain, subject to final approval from CBB. The partnership positions BBK as the first bank in the GCC to join the Binance Link Program.

Through the integration of Binance's Crypto-as-a-Service solution into BBK's mobile banking platform, customers will be able to access and manage crypto assets alongside traditional financial products within a single, secure interface.

The collaboration supports BBK's embedded banking strategy and reinforces its commitment to innovation, financial inclusion and the development of a regulated, future-ready digital finance ecosystem in Bahrain.



BBK and CrediMax joined forces with Batelco to enhance customer experience through integrated digital solutions. The partnership delivers cross-platform loyalty benefits, eSIM roaming services, flexible 'Buy Now, Pay Later' card installments, and targeted engagement initiatives reinforcing BBK's commitment to innovative, customer-centric financial services.

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BBK continues implementing RPA to streamline operations, boost accuracy, and enhance service delivery, which results in the following enhancements:

Operational Efficiency

- Cost and Resource Optimization
- Employee Empowerment
- Enhanced Accuracy and Reliability
- Round-the-Clock Operations
- Resource Efficiency
- Improved Audit and Compliance



Elevated Customer Satisfaction

BBK supports Fintech Forward, a Financial Fintech Hub

Through its Diamond sponsorship of the two-day event Fintech Forward 2025, BBK demonstrated its active role in strengthening Bahrain's fintech ecosystem. The Bank's participation supports the development of innovative financial technologies, encourages industry collaboration, and contributes to building a resilient, future-ready financial sector aligned with national economic priorities.

In addition, BBK signed an MoU with ATME, a digital assets exchange licensed by CBB, during the FinTech Forward 2025. The partnership reflects BBK's continued focus on innovation within regulated digital finance frameworks.

Under the MoU, BBK and ATME will explore opportunities to tokenize investment and financing structures using Distributed Ledger Technology, with the aim of enhancing efficiency, liquidity and accessibility across a range of financial assets, including bonds, loans and real estate. The collaboration supports the development of secure, compliant digital investment solutions and reinforces BBK's commitment to advancing future-ready wealth and investment offerings for its clients.



AI Policy Assistant

The AI Policy Assistant was introduced in 2025 to simplify employee access to internal policies through a secure, natural-language interface. Previously, employees relied on manual searches across extensive documents, slowing decision-making and increasing inconsistency risk.

Built on a retrieval-augmented generation (RAG) framework, the solution ensures all responses are grounded in approved policy sources, providing a single, trusted reference point.

The initiative has reduced time spent accessing policy information, improved consistency in interpretation, and strengthened governance by promoting adherence to official policies while enhancing the employee experience through self-service access.

Money Journey Dashboard

The Money Journey Dashboard provides a behavioral view of customer financial flows across accounts and external institutions, replacing static balance reporting with dynamic transaction insights. Using machine learning, it identifies patterns in inflows and outflows, enabling a clearer understanding of how customers move money.

These insights support improved retention strategies, more relevant customer engagement, and better-informed decision-making based on actual financial behavior patterns.



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BBK leverages strategic partnerships to deliver innovative digital solutions that enhance efficiency, security, and customer experience. By collaborating with leading technology and financial platforms, the Bank accelerates digital transformation and provides clients with seamless, future-ready banking services.

Enhancing the Mobile Banking Experience

BBK continues to invest in its mobile banking platform to deliver a more seamless, secure, and intuitive customer experience. In 2025, a series of enhancements were introduced to simplify everyday banking, strengthen security, and expand digital capabilities. These updates reflect the Bank's focus on enabling customers to manage their financial needs independently, while maintaining high standards of convenience, accessibility, and trust.

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BBK's Partnership with Bolero

BBK continues the partnership with Bolero to deliver digital trade finance solutions powered by Bolero's Galileo TPaaS (Trade Finance as a Service) platform. This collaboration allows corporate clients to access secure, efficient, and innovative trade finance services, simplifying cross-border trade and documentation processes.



Buna Payment Platform

BBK leverages Buna Payment Platform, an initiative of the Arab Monetary Fund. This partnership enhances the Bank's ability to deliver fast, reliable, and cost-effective cross-border payment solutions across multiple Arab and international currencies, while ensuring seamless integration and compliance with global financial standards. Together, these initiatives reflect BBK's commitment to leveraging innovative financial solutions to support its corporate clients.

Mobile App Enhancements in 2025

Onboard New-to-Bank Customers and Open Deposit Accounts

A fully digital onboarding journey enabling new customers to verify their identity, register, and open deposit accounts seamlessly through the mobile app.

Open Account as an Existing Customer

Enables existing customers to instantly open and add new accounts through the mobile app.

KYC Update

Allows customers to update their KYC information, with automated notifications issued ahead of expiration to ensure compliance and accuracy.

Contact Update

Enables secure updates of contact details, including phone number and email, supported by ID scanning and facial verification.

Device Promotion with Enhanced Verification

Strengthens authentication for setting a new primary device through additional identity verification, including ID scanning and face verification.

Deactivate Account

Allows customers to deactivate their accounts through digital channels, immediately restricting access to accounts and associated cards.

Google Pay Provisioning

Provides a one-tap service to add cards to Google Pay for secure and convenient mobile payments.

Samsung Pay Provisioning

Enables one-tap card provisioning to Samsung Pay, expanding digital wallet accessibility.

View Financial Details

Offers a consolidated view of financial information, including employment details, account usage, and tax-related data.

Broadcasting via Push Notifications

Delivers targeted updates and personalized messages to customers through push notifications.

Financial Inclusion

BBK actively promotes financial inclusion, creating opportunities for underserved communities to access tailored banking solutions. By addressing the needs of marginalized groups, the Bank supports broader economic participation and long-term social impact.

The Bank's financial inclusion initiatives revolve around the following groups:



Women



Agriculture



People of Determination



Micro, Small, and Medium Enterprises (MSMEs)



Low-Income Expatriate Workers



Micro, Small, and Medium Enterprises (MSMEs)

BBK, in partnership with Tamkeen, offers the Tamweel Financing Scheme, a Sharia-compliant solution designed to support businesses across Bahrain. The initiative provides subsidized financing to help enterprises expand, diversify, and achieve sustainable growth, whether they are startups or established businesses.

For existing businesses operating over three years, financing is available for up to seven years with a grace

period, and Tamkeen subsidizes up to 50% of the profit rate (capped at 6% for MSMEs and 4% for Large enterprises). Startups, defined as businesses under three years of operation, are similarly eligible for up to seven years of financing with the same subsidy, enabling emerging enterprises to access affordable funding to grow and thrive in competitive markets.



People of Determination

BBK is committed to financial inclusion for people of determination, offering accessible banking services across its network. At the Budaiya Financial Mall, specially designed facilities and an intelligent queuing system ensure a seamless and convenient experience for customers using debit or smart cards.

Tailored Services and Support

BBK offers tailored financial solutions for people of determination, including:

- **Reduced interest rates** on consumer and car loans,
- **Upgraded** visa signature card benefits, and,
- **Higher deposit rates** on select tenors to support savings and wealth-building goals.

Accessible Banking Facilities

BBK offers facilities designed for convenience and independence, features include:

- **Wheelchair-accessible ATMs and teller counters,**
- **Ramps and dedicated parking,**
- **Voice-guided and braille-enabled ATMs,** and
- **Tactile floor tiles** to assist visually impaired customers in navigating the branch.

Inclusive Customer Support

BBK has introduced the following to enhance accessibility:

- **Priority service** to reduce waiting times,
- **Trained staff** in sign language, and
- Implemented tools such as a comprehensive **sign language dictionary** and the **Nasmaakum application.**

Technological Accessibility

BBK leverages technology for a seamless banking experience, and introduced:

- **Voice-guided ATMs,**
- **Braille-enabled** application forms with **voiceover** support for account opening, and
- A complimentary **AI Rawi Audiobook subscription for customers.**



BBK has partnered with the Nasmaakum application to support customers with hearing and speech impairments. The app enables real-time communication with sign language interpreters, providing on-demand video interpretation, multilingual support, and a user-friendly interface. This initiative ensures all customers can access banking services independently, fostering inclusion, confidence, and seamless interaction with BBK.





Low-Income Expatriate Workers

BBK Lite is designed to promote financial inclusion for low-income expatriate workers earning up to BHD 250 per month. The account offers fee-free opening, no minimum balance, and complimentary access to debit cards, mobile, and online banking. Leveraging BBK’s branch, ATM, and kiosk network, the service enables affordable, convenient access to essential transactions like salary withdrawals, bill payments, and international remittances, supporting economic empowerment for underserved communities.



Agriculture

BBK Bahrain does not currently offer financial products specifically dedicated to the agriculture sector. However, agricultural businesses are supported through the Bank’s broader SME financing portfolio, enabling eligible clients to benefit from preferential SME pricing.

In addition, BBK’s Sustainable Finance Framework introduces food security as an eligible category, creating a pathway for future corporate financing aligned with this objective to be classified as sustainable finance, subject to meeting the framework’s defined criteria.



BBK launches the second edition of its “Digital Literacy Program”

BBK launched the second edition of its Digital Literacy Program in partnership with BIBF, reinforcing its commitment to digital inclusion and capability building.

The program aims to strengthen Bahrainis’ ability to use essential digital services, including e-government platforms, e-banking, online learning, and electronic payments. Building on the success of the first edition, which trained 102 Bahraini women, the second phase targeted an equal number of men and women facing difficulties in using electronic platforms and applications from diverse segments of society. Structured across four modules: **Stay Connected, Stay Efficient, Stay Productive, and Stay Secure**, the initiative supports financial inclusion, in alignment with the Bank’s digital transformation efforts, and in line with Bahrain’s Vision 2030.

BBK Hosts Executive Session on Digital Assets

An exclusive training session was organized by the Bank for its executive management on digital assets and crypto awareness, in collaboration with Rain, a leading regional crypto platform. The session provided insights on global and regional trends, regulatory developments, and institutional adoption, coupled with an interactive Q&A with Rain experts.

The initiative reflects BBK’s strategic commitment to financial innovation and capacity building, equipping leadership with the knowledge and tools to navigate the evolving digital asset landscape and support the Kingdom’s growth in this sector.



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BBK is committed to creating positive impact beyond financial performance, integrating environmental stewardship, community support, and responsible procurement into its operations. Through targeted initiatives, the Bank seeks to promote sustainability, empower communities, and ensure ethical and transparent supply chain practices.

Material topics covered

Community Empowerment & Engagement

Responsible Procurement

SDGs alignment

<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>10 REDUCED INEQUALITIES</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>

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Community Empowerment & Engagement

At BBK, we actively support Bahrain's social and economic development through a wide range of community investment initiatives. These programs are designed to enhance quality of life and promote sustainable development for individuals and communities across the Kingdom. BBK's efforts focus on key areas including:

<p>Supporting the elderly and honoring community service</p> 	<p>Demonstrating solidarity</p> 	<p>Fostering excellence in sports</p> 	<p>Raising health awareness</p> 	<p>Alleviating poverty</p> 
<p>Supporting education and its quality for Bahraini students</p> 	 بنك البحرين والكويت			<p>Enhancing food security</p> 
<p>Empowering children</p> 	<p>Empowering women</p> 	<p>Supporting agricultural activities</p> 	<p>Supporting economic cycle</p> 	<p>Preserving Bahrain's cultural heritage</p> 

Through these initiatives, BBK seeks to create meaningful and lasting impact, reflecting our commitment to the well-being and prosperity of society.

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Sports and National Pride

- Bahrain Football Association
- Tour de France Bahrain Cycling Team
- Celebrate Bahrain
- Turf Development
- Bahrain Golf Association
- Bahrain Sports Federation for Disabilities
- Bahrain Basketball Association
- Bahrain's Horse Racing Season

Family, Health and Social Care

- Royal Fund for Fallen Servicemen
- Drug Recovery Association
- Bahrain Parents Care Society
- Hamad Town Charity Society – Abdulrahman Kanoo Social Parents Club
- UCO Parent's Care Centre
- Al Noor Charity Welfare
- Batelco Care Centre for Family Violence Cases

Public Safety and National Institutions

- Ministry of Interior – Traffic Directorate
- **Community and Cultural Engagement**
- Council of Representatives
- Bankers Union
- Indian Ladies Association
- Supreme Council for Women
- Bahrain Historical and Archaeological Society
- Bahrain Bourse

Youth Empowerment and Education

- Ministry of Youth – Youth City
- Future Society for Youth
- Alia for Early Intervention – Bahrain Society for Children with Behavior and Communication Difficulties

Advancing Equal Opportunities and Responsible Innovation

BBK sponsored the 8th Equal Opportunities Conference in collaboration with Ahlia University, reinforcing its commitment to inclusive growth, sustainability, and social development. Mr. Mohamed Alaali, Chief Strategy and Transformation Officer, delivered a keynote address titled “Embedding Sustainability in Financial Institutions,” highlighting the role of responsible finance and innovation in enabling long-term value creation.

The conference brought together policymakers, academics, civil society organizations, and industry leaders to explore responsible innovation, digital transformation, and Society 5.0, with a strong focus on gender equality in line with the United Nations Sustainable Development Goals.

Through its participation, BBK supported knowledge exchange, policy dialogue, and practical solutions that promote equitable access, business sustainability, and societal resilience.

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BHD 2.4M

Invested in the Community in 2025 (1.5% of total revenues)



Supporting scholarships for Bahraini students

Recognizing education as a cornerstone of sustainable economic growth, BBK directs targeted investments toward programs that strengthen learning outcomes, enhance student opportunity, and contribute to national human capital development.



BBK continues its Platinum sponsorship of the Crown Prince's International Scholarship Program (CPISP), committing BHD 1 million to support high-potential Bahraini students. This contribution reinforces the Bank's role in enabling access to world-class education and developing the Kingdom's future leadership talent.

As part of its 2022 Golden Jubilee celebrations, BBK awarded 50 scholarships to support higher education at the University of Bahrain (35) and Bahrain Polytechnic (15), with equal opportunities for male and female students.



Empowering children

Child Cancer Support: BBK partners with the Ebtisamah campaign to provide emotional and financial support to children undergoing cancer treatment, helping improve their quality of life during challenging times.

Road Safety Awareness: In collaboration with the General Directorate of Traffic, BBK launched an educational campaign in kindergartens to teach parents and children the importance of using child car seats for safe travel.

Toy Donation Campaign: Through its "Share the Joy, Donate a Toy" initiative, BBK encourages children to donate toys to charities, fostering generosity and supporting less fortunate peers.

Orphan Care: BBK organized a fun-filled day for 150 children from orphan care societies, with employees volunteering to create joyful and memorable experiences for the participants.

Support of Youth and Humanitarian Initiatives through RHF Collaboration: BBK, through its collaboration with the Royal Humanitarian Foundation, supported the Sovereign Art Foundation Charity Award, showcasing over 200 student artworks. Proceeds benefit RHF's educational and healthcare programs, reflecting BBK's commitment to youth development and community impact.



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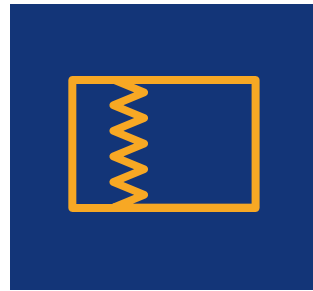
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Preserving Bahrain's cultural heritage

Bahrain National Day and Accession Day celebrations with concise, community-focused initiatives that highlight the Bank's national pride and social responsibility. Branches and offices were decorated to reflect the festive spirit, creating an engaging environment for customers and employees.

The Bank organized simple internal activities to strengthen team unity and celebrate Bahrain's heritage, reinforcing BBK's commitment to fostering a positive workplace culture. Additionally, BBK supported local cultural and community initiatives that promote national identity, demonstrating its continued dedication to contributing to the Kingdom's social and cultural sustainability.



Enabling people of determination

BBK collaborates with the Ministry of Social Development and the High Committee for the Welfare of Persons with Disabilities under the Takaful program to provide specially designed wheelchairs that enhance mobility and independence. This initiative supports social inclusion and improves quality of life for people of determination.

In addition, BBK sponsored the International Paralympic Committee's General Assembly and Conference held in Bahrain, promoting sports participation and raising awareness of the abilities and achievements of people of determination at both local and international levels.



Alleviating poverty

BBK continued to support vulnerable communities by working closely with organizations that provide essential care and social support to those most in need. Contributions included BHD 20,000 to the Royal Fund for Fallen Servicemen, alongside support for the Bahrain Parents Care Society, Hamad Town Charity Society – Abdulrahman Kanoo Social Parents Club, UCO Parent's Care Centre, the Drug Recovery Association, Al Noor Charity Welfare, and the Batelco Care Centre for Family Violence Cases. These partnerships reflect a continued focus on strengthening family wellbeing, supporting recovery, and protecting vulnerable individuals.

The Bank also invested in youth empowerment and inclusive development through contributions to Youth City (BHD 10,000), the Future Society for Youth (BHD 4,000), and Alia for Early Intervention (BHD 5,000), helping create opportunities for young people and children requiring specialized support.

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Providing meals to communities in need

BBK actively supports food security in Bahrain through programs that redistribute surplus food to those in need. The Conserving Bounties Initiative collects untouched, high-quality food from hotels, restaurants, and private events, providing it to blue-collar workers and underprivileged families. During Ramadan, BBK engages employees in the Iftar Saem Campaign, distributing meals to those in need and reinforcing the Bank's commitment to compassion and community solidarity.



Expanding access to healthcare services

BBK has commenced construction of its new health center in Galali, marking the Bank's second healthcare facility after the BBK Health Center in Hidd. Covering approximately 9,713 square meters, the modern two-storey center will feature 14 consultation clinics, 14 nursing examination rooms, a 12-bed emergency department, a maternal and childcare unit, eight dental clinics, and administrative offices. Once completed, the facility is expected to significantly enhance access to quality healthcare services for the local community, reinforcing BBK's commitment to social responsibility and supporting Bahrain's Vision 2030.

BBK actively raises health awareness through its social media campaigns, aligning with occasions such as World Mental Health Day, Bahraini Sports Day, World Diabetes Day, World Blood Donor Day, and Breast Cancer Awareness Month. These initiatives provide practical tips on mental well-being, physical activity, healthy eating, blood donation, and early disease detection. By leveraging these campaigns, BBK encourages the community to adopt healthier lifestyles and make informed choices about their well-being.



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Fostering excellence in sports

Bahrain Turf Series: Supporting the country’s equestrian culture in collaboration with the Rashid Equestrian and Horse Racing Club (REHC), including the Al Manama Cup.

Annual Horse Race: Sponsoring the event at REHC in Sakhir for more than 35 years, with participation from BBK leadership.

King Hamad International Golf Championship: Promoting excellence in golf and community engagement.

Juniors Tennis Championship: Encouraging young talent and fostering sportsmanship in Bahrain.

Bahrain Victorious Cycling Team: Promoting Bahraini talents by supporting the cycling team in the cycling world tour.

World Padel Academy: Signed a Partnership with the academy as Official Sponsor under the Patronage of H.H. Shaikh Khalid bin Hamad Al Khalifa



Supporting the elderly and honoring community service

In 2025, BBK allocated BHD 30,000 to support initiatives enhancing the quality of life for older people and sustaining organizations that provide vital long-term care. This included engagement with The Bahrain Parents Care Society to better understand and support their programs.

BBK also continues its platinum sponsorship of the Royal Fund for Fallen Servicemen, contributing to its mission of supporting the families of fallen servicemen and demonstrating the Bank’s commitment to community partnership and national gratitude.



Demonstrating solidarity

BBK reinforced its commitment to community wellbeing and national unity by supporting initiatives that bring people together and strengthen shared identity. Through contributions to the Bahrain Football Association and the Tour de France Bahrain Cycling Team (BHD 53,000 each), Celebrate Bahrain (BHD 100,000), and Turf development (BHD 102,000), the Bank supported platforms that promote health, inclusion, and national pride. This was complemented by support for the Bahrain Sports Federation for Disabilities and Bahrain Golf Association, ensuring accessibility and participation across communities. Contributions to institutions such as the Council of Representatives (BHD 25,000), Supreme Council for Women (BHD 10,000), and other civic and cultural organizations, alongside support for the Ministry of Interior

– Traffic Directorate (BHD 10,000), reflect BBK’s ongoing role in fostering inclusion, preserving cultural identity, and contributing to safer, more connected communities.

In 2025, total employee volunteering hours decreased to 213 hours. Although this represents a year-on-year decline, volunteering activity remained higher than the volunteering hours in 2023, reflecting continued employee participation in community-focused initiatives.

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Responsible Procurement

The Bank's Supplier Code of Conduct reflects commitment to the highest professional and ethical standards in procurement. It sets clear expectations for suppliers regarding ethical, environmental, and social practices.

BBK extends its commitments to non-discrimination, anti-harassment, and human rights to suppliers and vendors by embedding requirements in contracts and Supplier Codes of Conduct. The Bank retains the ability to assess compliance and take corrective action in cases of non-compliance.

Suppliers are required to:

Comply with Laws and Regulations: Conduct business responsibly and adhere to all applicable legal requirements.

Demonstrate Environmental Responsibility: Implement policies that minimize environmental impact and promote efficient use of natural resources.

Uphold Social Responsibility: Respect human rights, prohibit child and forced labor, and provide fair working conditions.

Maintain Ethical Standards: Protect data privacy, prevent bribery and corruption, and engage in responsible sourcing practices.

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Climate Action & Responsibility

BBK is committed to driving positive impact beyond financial performance by embedding climate responsibility into its strategy, operations, and financing activities, supporting a more resilient future while creating lasting value for its customers and communities.

Material topics covered

Sustainable Finance

Climate Change & Environmental Impact

SDGs alignment



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Sustainable Finance

BBK developed its first Sustainable Finance Framework, in 2025, as a cornerstone of the Bank’s commitment to sustainable economic development across the region, making it one of the first financial institutions in the Kingdom to integrate ESG principles in its financial decision-making process.

Under this Framework, BBK intends to issue a range of sustainable financial instruments including bonds, sukuk, trade facilities, working capital facilities, current accounts and savings accounts, term deposits, derivatives, and other debt instruments, and obtain loans to support eligible projects in Bahrain, Kuwait, the United Arab Emirates, Saudi Arabia, Qatar, Oman, Türkiye, India, Egypt and other markets. It will cover various business units of the BBK Group, including Corporate Banking, International Banking, Financial Institutions, Treasury & Investment, SME Banking, Retail Banking, and Trade Finance.

The Bank’s asset products (including loans and investment securities) that correspond with the eligible activities set out in this Framework will form part of the Bank’s Sustainable Finance asset base. The Framework includes the following categories, which broadly describe the activities and themes considered eligible for Use of Proceeds assets.

- Green pureplay clients
- Social pureplay clients
- Green
- Social
- Sustainable (defined as a combination of Green and Social)

Eligible project categories under the Sustainable Finance Framework cover a comprehensive set of environmental and social themes. These include support for renewable energy, energy efficiency, clean transportation, sustainable water and wastewater management, climate adaptation, pollution prevention and control, green buildings, and sustainable agriculture, as well as social priorities such as access to essential services, affordable housing, employment generation, and food security.

Aligned with Bahrain’s Economic Vision 2030, the UN Sustainable Development Goals (SDGs), and the Kingdom’s commitment to achieve net-zero emissions by 2060, the Sustainable Finance Framework strengthens BBK’s role in mobilizing capital for impactful projects that support environmental stewardship, social inclusion, and long-term economic resilience. BBK has also committed to annual allocation and impact reporting, demonstrating transparency around how proceeds are deployed and the positive outcomes achieved across eligible categories.

The Framework has been externally validated through a Second Party Opinion by Morningstar Sustainalytics, which confirmed its alignment with globally recognized standards such as the Green Bond Principles 2025, Social Bond Principles 2025, Sustainability Bond Guidelines 2021, Green Loan Principles 2025, and Social Loan Principles 2025.

The assessment noted that the Bank’s eligible use-of-proceeds categories are expected to deliver significant positive sustainability outcomes, particularly for environmental and social objectives.



Supporting Inclusive and Sustainable Economic Development

BBK participated as a sponsor of the “Towards Inclusive and Sustainable Economic Development” Forum, organized by the Shura Council in May 2025 and attended by senior government leaders and public- and private-sector stakeholders.

The forum served as a national platform to advance dialogue on sustainable growth, economic diversification, investment, and institutional collaboration, aligned with Bahrain Economic Vision 2030 and the Kingdom’s economic recovery agenda. Discussions addressed legislative reform, private sector participation, innovation, infrastructure development, and workforce capability building to strengthen Bahrain’s long-term competitiveness and resilience.

Through its participation, BBK reaffirmed its commitment to supporting national development priorities and enabling inclusive, sustainable economic progress.

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Sustainable Lending

At BBK, we recognize the pivotal role financial institutions play in promoting sustainable development. Through our sustainable lending initiatives, we integrate ESG principles into financing, ensuring clients' financial needs are met while advancing environmental and social goals. ESG considerations are embedded across lending practices to support a more equitable and sustainable future.

This approach is supported by adherence to applicable national laws and alignment with international standards, including the Equator Principles, as well as inclusive practices that provide equal access to financing for eligible clients. By following these principles, the Bank ensures its lending solutions generate positive environmental and social outcomes while maintaining ethical, transparent, and responsible banking.

BBK is committed to:

- Increasing Financing for Sustainable Projects:** The Bank prioritizes funding initiatives that promote environmental sustainability and social progress.
- Comprehensive ESG Screening and Due Diligence:** Lending decisions are assessed for relevant ESG risks and impacts to ensure alignment with responsible and sustainable practices.
- Employee ESG Training:** Staff receive continuous training to effectively integrate ESG considerations into lending operations.

- Inclusive and Transparent Lending:** BBK is committed to expanding financial access to underserved communities and social institutions, supporting their sustainability goals.

BBK offers a diverse range of sustainable products, including education loans, car loans, housing loans, and corporate loans across all categories, complemented by green trade finance solutions.

BBK's sustainable lending initiatives span multiple sectors, targeting both global and local sustainability challenges. These efforts promote financial inclusion, support economic empowerment, and advance environmental stewardship across the communities and clients we serve.

BHD 188 million
total sustainable finance asset portfolio as end of 2025, a 21% increase from 2024

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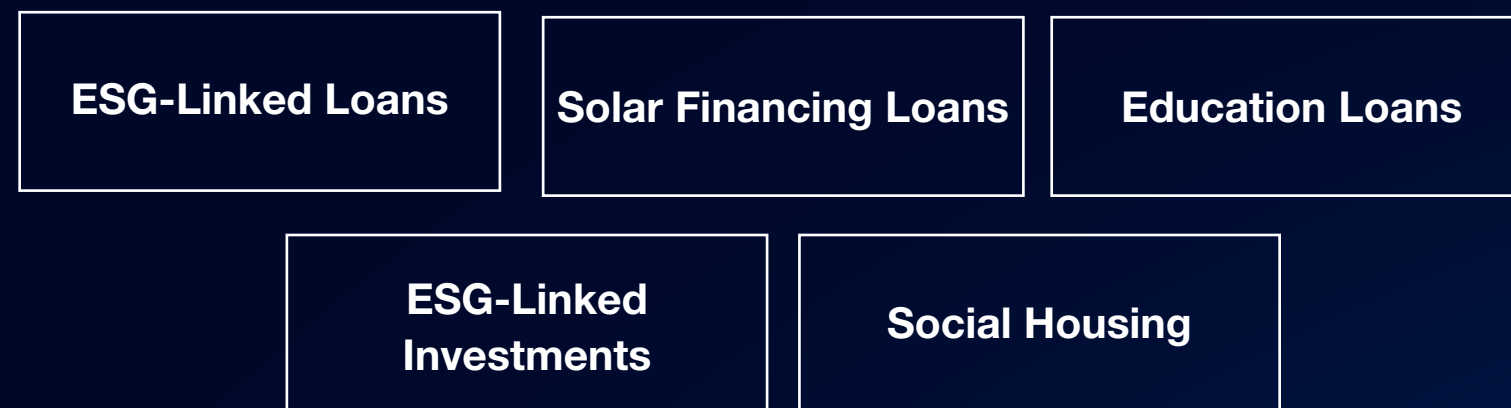
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Sustainable Finance Products

Key sustainable lending areas



Electric Vehicle (EV) Financing

The offering provides eco-conscious customers with priority approval, competitive and flexible financing, partnership discounts with selected EV dealers, and the added benefit of lower fuel and maintenance costs while reducing their carbon footprint.

Educational Financing

The product is designed to support investment in education, providing a streamlined loan application process with rapid approval. It provides highly competitive interest rates, finance protection insurance, flexible repayment terms.

Sustainable Business Financing

The solution supports responsible and sustainable business growth by offering competitive interest rates and customizable trade solutions for green supply chains, while helping businesses strengthen their ESG performance and reputation.

Social Housing Financing

The offering features flexible repayment options tailored to customer comfort, supported by competitive interest rates and fast-track processing for eligible applicants.

Green Trade Financing

The offering supports responsible and sustainable business growth by providing competitive financing solutions tailored to green supply chains. It enables clients to access customizable trade facilities that align with environmentally conscious practices, while benefiting from competitive interest rates and flexible structuring. The solution also supports businesses in enhancing their ESG performance and strengthening their market reputation.

ESG-Linked Loans

BBK provides loans linked to ESG performance, including working capital and medium-term financing aligned with sustainability goals. These loans may offer preferential pricing through sustainability-linked margin adjustments when clients meet defined ESG targets. An integrated ESG checklist in the credit and investment process ensures all clients are evaluated on their sustainability practices, reinforcing BBK's commitment to financing projects that prioritize environmental and social impact.

Social Housing

BBK focuses on social impact lending through its collaboration with the Ministry of Housing finance schemes, providing term loans that support Bahrain's national housing initiatives. These loans promote affordable housing and contribute to the development of strong, sustainable communities.

Education Loans

BBK provides student loans to support education and skill development, enhancing access to quality learning and fostering the growth of human capital across sectors, ultimately contributing to long-term socio-economic advancement.

For details on solar financing and ESG-linked investments please see [Green Financing & Climate-Positive Initiatives](#) section in this report.

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Mazaya Program: BBK and Eskan Bank Partnership

BBK has joined forces with Eskan Bank under the Mazaya program to advance Bahrain's national housing initiatives. This partnership provides tailored financing solutions, including the Joint Housing Financing Scheme and the Credit-Linked Housing Financing Scheme, designed to make homeownership more accessible and affordable for low- and middle-income households. By combining expertise and resources, the collaboration simplifies processes, offers attractive terms, and directly supports Bahrain's Vision 2030 housing goals, contributing to inclusive and sustainable communities in line with SDG 11.



Educational Loans for Students

BBK, in partnership with the University College of Bahrain (UCB), offers tailored education loans to support students pursuing undergraduate, postgraduate, or professional programs locally and abroad. The BBK UCB Education Loan provides preferential pricing, competitive interest rates, flexible repayment terms of up to seven years, and additional benefits such as automatic payment deductions and loan protection insurance. This initiative reinforces BBK's commitment to empowering individuals through education and contributes to Bahrain's Vision 2030 by supporting human capital development and lifelong learning.



Green Financing & Climate-Positive Initiatives

BBK actively leverages its financial expertise to support a low-carbon, climate-resilient future. Through green financing and climate-positive initiatives, the Bank enables clients and communities to invest in sustainable projects, reduce environmental impact, and drive meaningful progress toward a net-zero economy.

BBK provides financing for solar farms and renewable energy projects, enabling clients to reduce carbon emissions and adopt clean energy solutions. This includes support for the installation and import of solar panels, promoting a transition to sustainable energy sources.

As of 2025, the Bank's green investments total \$170 million, with allocations across Brazil, UAE, KSA, and Türkiye, reflecting BBK's commitment to climate action and environmental sustainability worldwide.

The Bank has strategically invested in sustainable and green bonds to support the global transition to a low carbon economy.

ESG-Linked investments by country	2024	2025
Türkiye	64%	68%
Brazil	8%	12%
UAE	28%	14%
KSA	-	6%



BBK Participates in the 3rd Sustainability Forum Middle East

The BBK team participated in the 3rd edition of the Sustainability Forum Middle East that focused on “Mobilizing Action and Investment for Climate and Energy Resilience”, engaging with industry leaders and gaining valuable insights on sustainable finance, climate action, and energy resilience across the MENA region. The forum provided a platform to explore opportunities for mobilizing investment and fostering impactful initiatives, reinforcing BBK’s commitment to driving a greener, more resilient, and sustainable future.

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GHG Emissions and Climate Impact Net-Zero Roadmap & Science-Based Targets

BBK recognizes the critical role financial institutions play in addressing climate change. In alignment with national and international commitments, including Bahrain’s Vision 2030 and the Paris Agreement, the Bank is committed to reducing greenhouse gas emissions and supporting the transition toward a net-zero economy.

This commitment is formalized through BBK’s Climate Risk Position Statement, which defines the Bank’s approach to managing climate-related risks, decarbonizing its operations, and embedding climate considerations into financing and investment decisions.

The Bank’s 2025 GHG emissions results are shown in the table below.

GHG Emissions (tonnes CO2e)	2024	2025
Direct GHG emissions - Scope 1	14.32	12.06
Fugitive Emissions	0.00	0.00
Mobile Combustion	14.30	11.97
Stationary Combustion	0.02	0.10
Indirect GHG emissions - Scope 2*	3,653.9	4,703.35
Electricity	3,653.9	4,703.35
Other indirect GHG emissions - Scope 3	1,116.17	1,774,672.46
Purchased Goods and Services (Cat. 1)	<i>not measured</i>	6,170.66
Capital Goods (Cat. 2)	<i>not measured</i>	2,291.17
Fuel & Energy Related Activities (Cat. 3)	<i>not measured</i>	735.42
Waste Generated in Operations (Cat. 5)	172.95	135.58
Business Travel (Cat. 6)	148.66	155.56
Employee Commuting (Cat. 7)	794.56	524.94
Downstream Leased Assets (Cat.13)	<i>not measured</i>	300.34
Financed Emissions (Cat. 15)	<i>not measured</i>	1,764,358.89
Total Scope 1 & 2**	3,668.22	4,715.41
Total Scope 1, 2 & 3**	4,784.39	1,779,387.87
Scope 1 and 2 emissions intensity (tCO₂e per employee)	5.59	6.36

*Unlike the previous year, which did not cover all branches, the current year’s scope includes all branches.

**The increase in total emissions reflects the inclusion of newly reported categories this year that were not considered in the prior year’s emissions inventory.

Note: The 2024 GHG inventory has been restated to reflect enhancements in data capture processes and calculation methodologies.

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Basis of Reporting

Reporting Period

BBK conducted a comprehensive assessment of its GHG emissions inventory from January 1 to December 31, 2025, with the year 2025 as baseline for tracking the emissions.

Boundaries & Scope

In accordance with the GHG Protocol, organizations define their organizational boundary to accurately account for and report greenhouse gas (GHG) emissions. This determination outlines the scope of businesses and operations included in the reporting framework. BBK has adopted the Operational Control Approach for carbon footprint reporting, meaning we account for 100% of emissions from operations over which BBK or its subsidiaries have operational control. Our GHG emissions assessment includes our headquarters in Manama, Bahrain, covering our 742 full-time employees (FTEs) in 2025. The operational boundary defines how emission-generating activities are categorized and calculated, distinguishing between direct and indirect emissions. BBK's GHG reporting covers Scope 1, 2, and selected categories of Scope 3 emissions.

Basis of Calculation

GHG emissions calculations and analyses are based on established standards, protocols, and guidelines. Scope 1 and 2 emissions follow the GHG Protocol Corporate Accounting and Reporting Standard while Scope 3 emissions adhere to methodologies outlined by the GHG Protocol Corporate Value Chain (Scope 3) Standard.

Data Quality & Completeness

BBK has implemented a rigorous methodology for calculating carbon emissions to ensure accuracy and transparency in sustainability reporting. Data has been collected internally from all relevant departments. Following the GHG Protocol, BBK utilizes the 2025 emission factors list published by the UK Department for Energy Security and Net Zero (DESNZ), the Grid Emission Factor for Bahrain published by the United Nations Framework Convention on Climate Change (UNFCCC), as well as the Supply Chain Emission Factors from the U.S. Environmental Protection Agency (EPA), and applies them to the corresponding activity data

- Scope 1: Direct GHG emissions from sources owned or controlled by BBK.
- Scope 2: Indirect GHG emissions from purchased electricity and cooling systems used by BBK.
- Scope 3: Indirect GHG emissions occurring within BBK's value chain, covering both upstream and downstream activities:
 - Category 1, 2: Purchased goods and services & Capital Goods
 - Category 3: Fuel and energy related activities
 - Category 4: Upstream transportation and distribution
 - Category 5: Waste generated in operations
 - Category 6: Business Travel
 - Category 7: Employee commuting
 - Category 13: Downstream leased assets
 - Category 15: Financed emissions



Methodology overview

Scope	Type / Category	Activity Data	Calculation Methodology	Emission Factor	
Scope 1	Stationary combustion	Actual fuel consumption data (litres) from diesel generators in buildings was available.	Diesel consumption was multiplied by the relevant emission factor.	UK Government GHG Conversion Factors (DESNZ)	Sustainability Approach
	Mobile combustion	Petrol consumption (litres) from vehicles was available.	Annual petrol consumption was multiplied by the relevant emission factor.	UK Government GHG Conversion Factors (DESNZ)	
Scope 2	Electricity consumption	Actual electricity meter readings (kWh) were available for 27 offices, branches, and cash centers.	Electricity consumption across buildings and branches was multiplied by the national grid emission factor.	UNFCCC Grid Emission Factor for Bahrain	Good Corporate Governance
Scope 3	Category 1 & 2 – Purchased goods and services and Capital goods Category 4 Upstream transportation and distribution	Spend data for purchased goods, services, and capital goods was available and broken down by industry. As no separate contract values existed for upstream transportation and distribution, the category is included within the calculation of categories 1 and 2.	Average spend-based method was applied. Purchasing categories were mapped to relevant NAICS codes to assign sectors. Spend amounts were used. Post mapping to corresponding NAICS code, the spent amounts were multiplied with relevant sector's emission factors to estimate emissions.	US EPA Supply Chain GHG Emission Factors	Responsible & Responsive Employer
	Category 3 – Fuel and energy related activities	Activity data was derived from Scope 1 and Scope 2 fuel and electricity consumption.	Emissions were calculated covering upstream fuel production and electricity generation, including transmission and distribution losses.	UK Government GHG Conversion Factors (DESNZ)	Long-term Positive Customer Relationships & Experiences
	Category 5 – Waste generated in operations	Water consumption data was provided for 27 branches, offices, and cash centers. All consumed water was assumed to be sent to municipal wastewater treatment facilities and counted in this category. FTE waste generation was estimated using industry average daily waste generation per employee.	Water treated and waste generated were multiplied by the relevant emission factors.	UK Government GHG Conversion Factors (DESNZ)	Social Responsibility Mindset
	Category 6 – Business travel	Air travel data including origin and destination, class, and number of passengers was available. Distance travelled was estimated.	Distance travelled was multiplied by the relevant emission factors for air travel.	UK Government GHG Conversion Factors (DESNZ)	Climate Action & Responsibility
	Category 7 – Employee commute	Average daily commuting distance and transport modes were based on national averages for Bahrain and estimated using the average number of employees in the year.	Emissions were calculated based on estimated commuting distances (km).	UK Government GHG Conversion Factors (DESNZ)	
	Category 13 – Downstream leased assets	Areas of leased spaces were provided and converted to electricity consumption from proxy area intensity figures taken from published energy studies.	Electricity consumption was multiplied by the relevant emission factor.	UK Government GHG Conversion Factors (DESNZ)	Commitments & Future Outlook
	Category 15 – Financed emissions	Financial data (exposures, value at origination) were provided for listed equity and corporate bonds, business loans and unlisted equity, commercial real estate, mortgages, motor vehicle loans, and sovereign debt asset classes.	Exposure and other financial figures were used to calculate financed emissions for relevant asset classes according to the defined PCAF methodology for financial institutions.	US EPA Supply Chain GHG Emission Factors	Appendices

The Bank set a target of 30% reduction of total GHG emissions by 2035 and has been implementing the following initiatives to achieve this target:



Energy Efficiency

- Transitioning to LED lighting across all BBK offices.
- Implementing power factor correction units to optimize energy consumption.



Cooling System Optimization

- Reducing energy consumption during off-peak hours.
- Exploring alternative refrigerants with a lower global warming potential (GWP).



Sustainable Finance Initiatives

- Expanding green loan products, including solar financing and ESG-linked loans.
- Encouraging businesses in the portfolio to adopt sustainable practices.



Operational Digitalization

- Reducing paper consumption through e-statements and digital workflows.
- Optimizing business travel policies to reduce carbon-intensive travel.

BBK made progress in strengthening its Scope 3 emissions calculations, supported by improved methodologies and data coverage. This included an expansion of scope 3 categories covered compared to the previous year, to include financed emissions and enhancing the completeness and robustness of the Bank's emissions reporting.

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Climate Risk Management

BBK issued its first Climate Risk Position Statement, marking an important step toward strengthening its alignment with the Central Bank of Bahrain’s ESG guidance and with the International Financial Reporting Standard (IFRS) S2 on Climate-related Disclosures. The Position Statement outlines BBK’s intention to progressively integrate climate-related considerations into its governance, strategy, and risk-management practices.

BBK’s approach is guided by its existing Climate Change, ESG, and Environmental Management Position Statements and reflects the Bank’s recognition that climate-related factors will increasingly influence future risk management, lending practices, and product innovation. The Position Statement sets out the governance foundations and strategic direction through which BBK aims to enhance its capabilities to identify, assess, and manage both physical and transition risk drivers over time.

Going forward, BBK plans to refine its enterprise-wide approach to climate-related risks by enhancing governance structures, improving emissions and climate-related data collection, and exploring sector-specific assessments and scenario analysis. These efforts will inform the Bank’s transition toward climate-aligned credit decisions, portfolio management, and due-diligence practices.

BBK will continue to expand its disclosures in line with CBB and international standards such as IFRS S2, with the aim of enhancing transparency around exposure to climate-related risks and the Bank’s progress in building internal capacity.

Driving Climate Resilience through Social Enterprise

BBK took part in the Beyond Profit Forum 2025 in Riyadh, with its Head of Sustainability, Ali Al Ansari, representing the Bank as a panelist in the discussion “Can Social Enterprise Scale Climate Resilience?” He presented BBK’s climate-smart approach, highlighting the integration of ESG in lending, promotion of blended finance, support for sustainable agriculture, and use of technology to enhance resilience. Al Ansari also addressed the 3C challenges faced by small farmers: Clouds, Crops, Capital, and outlined BBK’s 3S solutions: Safety, Sustainability, and Support.

The Bank continues to reinforce its leadership in sustainability, advancing inclusive growth and climate resilience across the region.



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Environmental Responsibility

BBK is committed to being a responsible partner by actively managing the environmental and societal impacts of its operations. The Bank adopts a structured approach to environmental management, focusing on key areas such as energy and water consumption, emissions, and waste management. Environmental and climate-related considerations are also integrated into lending and investment decisions, supported by the Bank's sustainable finance approach and climate risk management practices, ensuring that economic growth is balanced with long-term sustainability for the benefit of communities and the environment.



Energy and Emissions Management

Implementing energy-saving measures, upgrading to energy-efficient equipment, and increasing renewable energy use to reduce emissions.

Waste Reduction and Recycling

Minimizing waste and promoting recycling initiatives, including paper recycling programs.

Training and Awareness Building a culture of environmental responsibility through employee training and stakeholder awareness programs.

Regulatory Compliance Adhering fully to national and international environmental regulations and standards.

Performance Monitoring

Conducting annual evaluations of environmental performance, supported by internal and external verifications to ensure accuracy and credibility.

Continuous Improvement

Setting and regularly updating environmental objectives, alongside targeted programs to enhance overall performance.

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Energy Efficiency

BBK continues to reduce its environmental footprint through disciplined energy management, with energy efficiency embedded as a core operational priority. Targeted initiatives across facilities focus on optimizing consumption, strengthening system performance, and delivering measurable efficiency gains.

Optimizing Cooling Systems

The chilled water system is programmed to shut down between 18:00 and 03:00, minimizing energy consumption during off-peak hours while maintaining operational reliability.

Power Factor Correction (PFC)

A dedicated PFC unit supports stable and efficient power usage by automatically activating when the power factor drops below 0.9, improving energy performance and reducing avoidable losses.

Transition to LED Lighting

Conventional lighting has been replaced with high-efficiency LED fixtures across facilities, lowering electricity demand while delivering long-term operational savings.

Future initiatives

Energy-saving enhancements are planned for the main branch, including optimized lighting systems and upgraded building management controls to improve operational efficiency.

Solar panels are planned for installation for a financial mall, with additional locations under consideration, supporting Bahrain's national renewable energy objectives and reducing reliance on conventional power sources.

To strengthen everyday energy awareness, BBK introduced “Switch Me Off Before You Leave” reminders on PCs, promoting simple actions that help reduce unnecessary energy use.

Energy Consumption (GJ)	2024*	2025
Direct Energy Consumption		
Energy from Stationary Combustion	0.32	1.37
Energy from Mobile Combustion	214.14	179.17
Total Direct Energy Consumption	214.46	180.54
Indirect Energy Consumption		
Energy from Electricity	29,253.33	35,653.92
Total Indirect Energy Consumption	29,253.33	35,653.92
Total Direct and Indirect Energy Consumption	29,467.79	35,834.46

*The 2024 energy figures have been restated to reflect enhancements in data capture processes and calculation methodologies.

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Waste Management

Responsible waste management is an integral part of BBK’s sustainability strategy. The Bank works with accredited third-party waste management providers to ensure the safe disposal and recycling of multiple waste streams, including paper and electronic waste (e-waste). Recycling activities are conducted quarterly to support consistent performance and measurable environmental impact reduction.

Toner cartridges represent the Bank’s only hazardous waste and are disposed of in full compliance with applicable regulations. BBK partners with Crown Industries, a certified waste management company, to manage this process, with all required approvals obtained from the relevant authorities prior to disposal. In 2025, 500 kilograms of toner cartridges were disposed of in collaboration with Crown Industries.

To strengthen operational efficiency, waste is segregated at source into stationery, cartridges and toners,

plastics, paper, and e-waste. Segregated materials are collected and processed by Crown Industries to ensure environmentally responsible handling. With the exception of reusable water bottles for coolers, the Bank does not reuse waste materials.

755 kg

of e-waste was collected as part of the internal campaign in 2025.

BBK has implemented several key initiatives to reduce waste consumption

Digitalization Initiatives: Accelerated digital transformation has reduced paper dependency across customer transactions, internal workflows, and reporting processes.

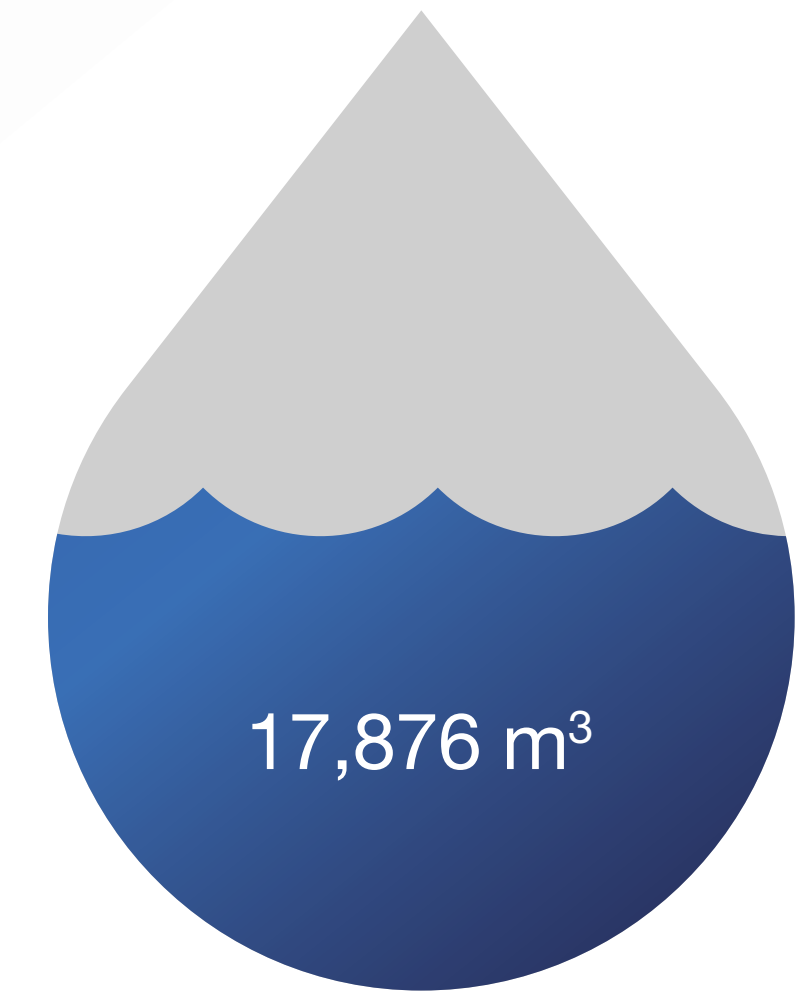
Paper Recycling Program: Dedicated recycling bins across BBK offices support proper segregation and responsible disposal of paper waste.

E-Waste Recycling: Employees across BBK, including subsidiaries CrediMax and Invita, participated in the annual e-waste awareness Campaign, responsibly disposing of unused and obsolete electronic devices. This collective effort highlights BBK’s commitment to sustainability, environmental responsibility, and fostering a culture of ecological stewardship.



Water Management

Recognizing the importance of water conservation, BBK has implemented practical measures across its branches and offices to reduce consumption and promote awareness. “Every Drop Counts” stickers encourage employees and customers to report leaks and avoid unnecessary water use, while automatic water sensors help optimize consumption by ensuring water is used only when needed. Water usage is closely monitored to support ongoing efficiency and continuous improvement.



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Performance Against Targets

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The table presents an overview of BBK’s 2025 results measured against its existing sustainability goals. It outlines a set of key performance indicators demonstrating advancement in governance practices, environmental responsibility, and social impact. These indicators are allocated across the respective working groups to support implementation of the sustainability framework. For areas where formal targets are still under development, BBK continues to work on establishing clear benchmarks to drive ongoing progress and accountability.

Working Group	Corporate Objective	KPI Name	KPI Description	Unit	Target	2025 Performance	Target Status	
Good Corporate Governance	Governance	Code of Conduct Acknowledgment	Measures the percentage of employees who have acknowledged the Code of Conduct, verified through signed acknowledgment forms	%	100%	100%	Met	Long-term Positive Customer Relationships & Experiences
		Anti-Corruption Policy Acknowledgment	Measures the percentage of employees who have acknowledged the Anti-Corruption Policy, verified through signed acknowledgment forms	%	100%	74%	In progress	Social Responsibility Mindset
		Internal Corruption Incidents	Number of confirmed internal corruption incidents	#	0	0	Met	
	Alternative Channels	Percentage of Online/ Mobile Transactions vs. Total Transactions	Measures the percentage of transactions conducted through online/mobile banking compared to total transactions, excluding those available only via BBK Lite and non-personal customer transactions	%	90%	98%	Met	Climate Action & Responsibility
Long-term Positive Customer Relationships and Experiences	Customer Experience	Customer Complaints Resolution Time	Measures the average resolution time for all complaints received by the bank	# Days	3	3	Met	Commitments & Future Outlook

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Working Group	Corporate Objective	KPI Name	KPI Description	Unit	Target	2025 Performance	Target Status	BBK at a Glance	
Responsible and Responsive Employer	Employee Satisfaction	Employee Absentee Rate	Measures the rate of employee absenteeism due to incapacity of any kind, excluding permitted leave absences such as holidays, study leave, maternity or paternity leave, and compassionate leave	%	3.00	1.98	Met	Sustainability Approach	
		Number of breaches reported against code of conduct	Reflects the number of disciplinary actions issued against breaches to the bank's code of conduct	#	0	0	Met	Good Corporate Governance	
	Employee Composition	Total Workforce by Gender	Measures the composition of the total workforce by gender	Males %	55%	58%	In progress	Responsible & Responsive Employer	
				Females %	45%	42%			
	Employee Composition	Employee Turnover Rate (Total)	Measures the total annual turnover rate for full-time employees, including both voluntary and involuntary departures	%	3	4.26%	In progress	Long-term Positive Customer Relationships & Experiences	
		Gender Pay Ratio	Measures the median total compensation for men compared to the median total compensation for women	Ratio	1:1	1:1.5	In progress		
	Employee Wellbeing	Employee Wellbeing	Nationalization	Measures the percentage of national employees as part of the total workforce, applicable only to Bahrain	%	90%	95%	Met	Social Responsibility Mindset
			Health and Safety Incidents	Measures the total number of injuries and fatalities in the workplace over the past three years, including the reporting year	#	0	0	Met	
		Employee Wellbeing	Lost Workdays	Measures the total number of days lost due to work-related injuries over the past three years, including the reporting year	#	0	0	Met	Climate Action & Responsibility
			Employee Development	Development and Training by Employee Category	Measures the average hours of training provided to full-time employees	hours	45	49	Met
Total recordable injuries (TRI)	Measures the total number of work-related injuries that meet recordable criteria during the reporting year	#		0	0	Met			

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Working Group	Corporate Objective	KPI Name	KPI Description	Unit	Target	2025 Performance	Target Status	
Social Responsibility Mindset	Support Local Economy	Percentage of Spending on Local Suppliers	Measures the percentage of spending on local suppliers to support the local community and economy	%	92%	81%	In progress	BBK at a Glance Sustainability Approach
	Supplier Code of Conduct ¹	Supplier Code of Conduct Compliance	Measures the percentage of suppliers that comply with the company's code of conduct	%	100%	5%	In progress	Good Corporate Governance
	Corporate Social Responsibility	Number of Volunteering Hours	Measures the total number of volunteering hours recorded by employees in the HR system	#	200	213	Met	
Climate Action and Responsibility	GHG Emissions	Operational Emissions Reduction	Measures the reduction percentage in annual Scope 1, 2, and 3 (1-14) emissions generated by the Bank's operations	%	30% (2035) Net Zero (2060)	Baseline	In progress	Responsible & Responsive Employer
	Environment Footprint	Paper Consumption	Measures the annual paper products purchased in tons	tonnes	75	64.03	Met	Long-term Positive Customer Relationships & Experiences

¹This requirement was integrated into the tender process in Q4 2025, and all new suppliers are now required to sign the Code of Conduct. The compliance percentage will continue to increase going forward.

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Sustainability Goals and Targets

BBK reaffirms its commitment to aligning its sustainability strategy with Bahrain Economic Vision 2030 and the UN SDGs. This alignment ensures that the Bank's initiatives support national priorities while contributing to global sustainability efforts.

The Bank's key focus areas include:

- **Reducing GHG emissions:** BBK seeks to reduce its environmental footprint through improved energy efficiency and initiatives aimed at lowering carbon emissions across its operations.
- **Promoting Green Finance:** The Bank intends to grow its range of sustainable finance products and increase funding for projects that promote environmental protection and climate resilience.
- **Enhancing Social Responsibility:** BBK remains committed to supporting community development programs and increasing investment in initiatives that deliver positive social outcomes.

Planned Short-Term Initiatives and Strategies

To further advance its sustainability agenda, BBK has identified several priority initiatives for the coming periods, including:

- **Digital Advancement:** Continuing investments in digital platforms to enhance customer experience, operational efficiency, and service accessibility.
- **Employee Growth and Development:** Expanding training, learning, and career development programs to build workforce capabilities and engagement.

Commitment to Performance Improvement and Transparency

BBK places strong emphasis on transparency, accountability, and continuous enhancement of its sustainability practices. The Bank regularly reviews its performance to ensure alignment with evolving regulatory requirements, stakeholder expectations, and international best practices.

- **Enhanced Reporting:** Issuing comprehensive sustainability reports that clearly communicate progress, performance, and future plans to stakeholders.
- **Active Stakeholder Engagement:** Strengthening dialogue with customers, employees, investors, and the community to gather insights and continuously improve sustainability practices.
- **Governance and Compliance:** Further reinforcing governance structures and maintaining adherence to both local and international standards to promote ethical and responsible operations.

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Appendix A. Data Tables

Governance

Board members	2023	2024	2025
Board members (#)	10	10	10
Non-Executive directors (%)	100%	100%	100%
Independent directors (%)	50%	50%	60%
Female directors (#)	2	3	3
Female directors (%)	20%	30%	30%
Average tenure (Years)	4.36	1.74	3
Board members between 30-50 years of age (#)	5	5	6
Board members over 50 years of age (#)	5	5	4

Procurement practices	2023	2024	2025
Total procurement spending (BHD)	30,868,533	33,846,973	38,974,218
Procurement spending on local suppliers (BHD)	24,870,352	27,154,677	31,682,295
Percentage of spending on local suppliers (%)	80.57%	80.23%	81.29%
Total number of suppliers (#)	720	722	791
Total number of local suppliers (#)	593	573	640
Percentage of local suppliers (%)	82.36%	79.36%	80.91%

Ethics & prevention of corruption	2023	2024	2025	
Total number of confirmed incidents of corruption (#)	<i>not measured</i>	0	0	BBK at a Glance
Total number of confirmed incidents of corruption when contracts with business partners were terminated or not renewed due to violations related to corruption (#)	<i>not measured</i>	<i>not measured</i>	0	Sustainability Approach
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption (#)	<i>not measured</i>	<i>not measured</i>	0	Good Corporate Governance
Total number of confirmed incidents of corruption when contracts with business partners were terminated or not renewed due to violations related to corruption. (#)	<i>not measured</i>	<i>not measured</i>	0	Responsible & Responsive Employer
Number of incidents of non-compliance with laws for which fines were incurred (#)	2	0	0	Long-term Positive Customer Relationships & Experiences
Number of incidents of non-compliance with laws for which non-monetary sanctions were incurred (#)	2	1	0	
Percentage of employees who have acknowledged the Code of Conduct verified through signed acknowledgment forms (%)	<i>not measured</i>	100%	100%	Social Responsibility Mindset
Percentage of employees who have acknowledged the Anti-Corruption Policy verified through signed acknowledgment forms (%)	<i>not measured</i>	56%	74%	
Total number of employees that the company's anti-corruption policies have been communicated to (#)	<i>not measured</i>	656	670	Climate Action & Responsibility
Total number of employees that received training on anti-corruption (#)	672	674	631	Commitments & Future Outlook
Number of training hours on anti-corruption (#)	4,938.50	7,110.50	5,597.00	

Workforce overview	2023	2024	2025
Total Number of Full time Employees	650	656	742
Total Number of Part time Employees	<i>not measured</i>	0	18
Total Number of Interns	<i>not measured</i>	36	21

Breakdown of number of employees by age group	2023	2024	2025
18 - 30	154	140	125
31 - 50	445	464	548
>50	51	52	69

Breakdown by job level	2023	2024	2025
Number of employees at entry level (#)	431	423	472
• Male	225	218	240
• Female	206	205	232
Number of employees at mid-level (#)	165	177	206
• Male	113	117	138
• Female	52	60	68
Total number of employees at senior level (#)	54	56	64
• Male	41	45	52
• Female	13	11	12

Compensation	2023	2024	2025*
Ratio of median male compensation to median female compensation	1.15:1	1.16:1	1.17:1
Median total compensation for men compared to the median total compensation for women	0.13	0.14	0.15
Ratio of basic salary/remuneration of female to men in senior management	1:7.69	1:7.14	1:6.67
Ratio of entry-level wages to the local minimum wage at significant operation locations (female employees)	3.88:1	3.88:1	3.88:1
Ratio of entry-level wages to the local minimum wage at significant operation locations (male employees)	3.88:1	3.88:1	3.88:1

Human rights and grievances	2023	2024	2025
Incidents of discrimination/abuse/harassment reported ³ (#)	1	1	5
Incidents of discrimination/abuse/harassment resolved (#)	1	1	5
Percentage of Incidents of discrimination/abuse/harassment resolved (%)	100%	100%	100%
Number of identified incidents of violations involving the rights of indigenous peoples (#)	0	0	0

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³ Grievances relate only to administrative, pay related matters. No other grievances, including discrimination, harassment, or misconduct, were reported. Starting next year, pay-related cases will no longer be recorded as grievances.

New hires	2023	2024	2025
Number of new employees who joined the bank (#)	68	31	33
• Male full-time employees who joined the bank (direct hires) (#)	36	15	22
• Female full-time employees who joined the bank (direct hires) (#)	32	16	11
New hires by age			
• New hires under 30	53	16	9
• New hires 30-50	15	14	22
• New hires over 50	0	1	2
Turnover	2023	2024	2025
Number of full-time employees who left the bank voluntarily	43	27	29
Number of full-time employees who left the bank involuntarily	7	0	0
Total number of full-time employees who left the bank (#)	50	27	29
• Male full-time employees who left the bank (direct hires) (#)	29	16	21
• Female full-time employees who left the bank (direct hires) (#)	21	11	8
Turnover by age			
• under 30	9	8	11
• 30-50	30	14	12
• over 50	11	5	6

Training and Development	2023	2024	2025*	BBK at a Glance
Number of training hours for employees (hours)	44,473	44,045	23,071	Sustainability Approach
• Number of training hours for male employees (hours)	25,224	24,791	12,970	
• Number of training hours for female employees (hours)	19,249	19,254	10,101	Good Corporate Governance
Average training hours per employee (hours/employee)	68.42	67.14	48.50	Responsible & Responsive Employer
Average training hours per male employee (hours/employee)	66.55	65.24	33.43	
Average training hours per female employee (hours/employee)	71.03	69.76	35.82	
Average training hours per senior level employees (hours/employee)	75	62	48	Long-term Positive Customer Relationships & Experiences
Average training hours per middle level employees (hours/employee)	94	68	30	Social Responsibility Mindset
Average training hours per staff (hours/employee)	69	67	35	
Percentage of employees who received a regular performance and career development review (%)	100%	100%	100%	Climate Action & Responsibility

*Training hours are calculated based on the average number of employees throughout the year, rather than year-end employee figures.


Social

Nationalization	2023	2024	2025
Number of Bahraini national full-time employees (direct hires)	621	632	704
Percentage Nationalization across the workforce	96%	96%	95%

Health & safety	2023	2024	2025
Number of workers covered by the health and safety management system (#)	100%	100%	100%
Employee fatalities as a result of work-related injury (#)	0	0	0
Employee lost-time injuries (LTI) (#)	0	0	0
Employee total recordable injuries (TRI) (#)	0	1	0
Employee Absentee Rate (%)	2.10%	2.20%	2.00%
Total number of days lost due to work-related injuries (days)	0	5	0

Parental leave	2023	2024	2025
Number of female employees entitled to Maternity leave	154	161	169
Number of male employees entitled to Paternity leave	248	256	268
Number of female employees that took parental leave	13	11	13
Number of male employees that took parental leave	20	11	20
Number of employees who returned to work after parental leave ended (return to work)	33	22	33
Return to Work Rate	100%	100%	100%
Retention Rate after parental leave	100%	100%	100%

Customer relationship	2023	2024	2025
Customer complaints received through communication channels (#)	436	431	601
Resolved issues that were raised through the complaint channels (#)	<i>not measured</i>	<i>not measured</i>	318
Percentage of resolved issues that were raised through the complaint channels (%)	<i>not measured</i>	<i>not measured</i>	53%
Average resolution time for client complaints (working days)	2	1	3
Net Promoter Score (NPS) for corporate customers	<i>not measured</i>	<i>not measured</i>	-1.88
Net Promoter Score (NPS) for retail customers	<i>not measured</i>	<i>not measured</i>	36.54

Volunteering	2023	2024	2025
Total employee volunteering hours	116	354	213

Community investment:	2023	2024	2025
Community investment as a % of total revenues	<i>not measured</i>	<i>not measured</i>	1.5%

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Environment

Energy	2024	2025
Direct Energy Consumption (GJ)		
• Energy from Stationary Combustion	0.32	1.37
• Energy from Mobile Combustion	214.14	179.17
Total Direct Energy Consumption (GJ)	214.16	180.54
Indirect Energy Consumption (GJ)		
• Energy from Electricity	29,253.33	35,653.92
Total Indirect Energy Consumption (GJ)	29,253.33	35,653.92
Total Energy Consumption (Direct + Indirect) (GJ)	29,467.79	35,834.46
Energy consumption intensity (GJ/employees)	44.92	48.29
Energy consumption intensity (GJ/BHD million revenue)	236.49	305.75

GHG Emissions (tonnes CO ₂ e)	2024	2025
Direct GHG emissions - Scope 1	14.32	12.06
• Fugitive Emissions	0.00	0.00
• Mobile Combustion	14.30	11.97
• Stationary Combustion	0.02	0.10
Indirect GHG emissions - Scope 2	3,653.9	4,703.35
• Electricity	3,653.9	4,703.35
Other indirect GHG emissions - Scope 3	1,116.17	1,774,672.46
Purchased Goods and Services (Cat. 1)	<i>not measured</i>	6,170.66
Capital Goods (Cat. 2)	<i>not measured</i>	2,291.17
Fuel & Energy Related Activities (Cat. 3)	<i>not measured</i>	735.42
Waste Generated in Operations (Cat. 5)	172.95	135.58
Business Travel (Cat. 6)	148.66	155.56
Employee Commuting (Cat. 7)	794.56	524.94
Downstream Leased Assets (Cat. 13)	<i>not measured</i>	300.34
Financed Emissions (Cat. 15)	<i>not measured</i>	1,764,358.89
Total Scope 1 & 2	3,668.22	4,715.41
Total Scope 1, 2 & 3	4,784.39	1,779,387.87
Scope 1 and 2 emissions intensity (tCO₂e per employee)	5.59	6.36

Paper Consumption	2023	2024	2025
Paper purchased (tonnes)	70.49	104.7	64.03

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Appendix B. GRI Index

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Statement of use	BBK has reported the information cited in this GRI content index for the period 01.01-31.12, 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosure	Location /link/direct answer	
GRI 2: General Disclosures 2021	2-1 Organizational details	9-13	Responsible & Responsive Employer
	2-2 Entities included in the organization’s sustainability reporting	3	
	2-3 Reporting period, frequency and contact point	3	
	2-4 Restatements of information	76, 82, 94	
	2-5 External assurance	None	
	2-6 Activities, value chain and other business relationships	9-13	Long-term Positive Customer Relationships & Experiences
	2-7 Employees	39	
	2-8 Workers who are not employees	39 workers	
	2-9 Governance structure and composition	26-29	Social Responsibility Mindset
	2-10 Nomination and selection of the highest governance body	Board Appointment and Remuneration	
	2-11 Chair of the highest governance body	26-29	Climate Action & Responsibility
	2-12 Role of the highest governance body in overseeing the management of impacts	18	
	2-13 Delegation of responsibility for managing impacts	18	
	2-14 Role of the highest governance body in sustainability reporting	18	

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GRI standard	Disclosure	Location /link/direct answer	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	35	BBK at a Glance
	2-16 Communication of critical concerns	39, 42	Sustainability Approach
	2-17 Collective knowledge of the highest governance body	28-30	
	2-18 Evaluation of the performance of the highest governance body	30 Board Performance Evaluation Process	Good Corporate Governance
	2-19 Remuneration policies	Board Appointment and Remuneration	
	2-20 Process to determine remuneration	Board Appointment and Remuneration	Responsible & Responsive Employer
	2-21 Annual total compensation ratio	None	
	2-22 Statement on sustainable development strategy	4-6	
	2-23 Policy commitments	19, 30, 32, 33, 34, 35, 37, 39, 40, 42	Long-term Positive Customer Relationships & Experiences
	2-24 Embedding policy commitments	19, 30, 32, 33, 34, 35, 37, 39, 40, 42	
	2-25 Processes to remediate negative impacts	42	
	2-26 Mechanisms for seeking advice and raising concerns	39, 42	
	2-27 Compliance with laws and regulations	32-35, 90	Social Responsibility Mindset
	2-28 Membership associations	14	
	2-29 Approach to stakeholder engagement	108, 109	
2-30 Collective bargaining agreements	BBK does not currently include collective bargaining agreements within its established practices.	Climate Action & Responsibility	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	107	
	3-2 List of material topics	22	Commitments & Future Outlook
	3-3 Management of material topics	32, 36, 37, 40, 43, 46, 48, 52, 55, 60, 64, 70, 72, 76, 81	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	12	
	201-3 Defined benefit plan obligations and other retirement plans	44	Appendices

GRI standard	Disclosure	Location /link/direct answer	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	86	BBK at a Glance
	202-2 Proportion of senior management hired from the local community	86	Sustainability Approach
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	64-69, 75	
	203-2 Significant indirect economic impacts	61, 64-66	Good Corporate Governance
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	90	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	34, 90	
	205-3 Confirmed incidents of corruption and actions taken	34, 90	Responsible & Responsive Employer
GRI 207: Tax 2019	207-1 Approach to tax	35	
	207-2 Tax governance, control, and risk management	35	Long-term Positive Customer Relationships & Experiences
GRI 302: Energy 2016	302-1 Energy consumption within the organization	82	
	302-3 Energy intensity	94	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	83	
	303-5 Water consumption	83	Social Responsibility Mindset
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	76	
	305-2 Energy indirect (Scope 2) GHG emissions	76	
	305-3 Other indirect (Scope 3) GHG emissions	76	Climate Action & Responsibility
	305-4 GHG emissions intensity	76	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	83	
	306-2 Management of significant waste-related impacts	83	Commitments & Future Outlook
	306-4 Waste diverted from disposal	83	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	44	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	39, 43	Appendices
	401-3 Parental leave	50	

GRI standard	Disclosure	Location /link/direct answer	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	The legal notice period for both termination and resignations shall be as follows: <ul style="list-style-type: none"> • One day notice for employees under probation. • One month's notice for other employees unless specific contracts dictate otherwise. 	BBK at a Glance Sustainability Approach
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	48	Good Corporate Governance
	403-2 Hazard identification, risk assessment, and incident investigation	48	
	403-3 Occupational health services	48	
	403-5 Worker training on occupational health and safety	48	Responsible & Responsive Employer
	403-6 Promotion of worker health	48	
	403-8 Workers covered by an occupational health and safety management system	48	
	403-9 Work-related injuries	48	Long-term Positive Customer Relationships & Experiences
	403-10 Work-related ill health	48	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	92	
	404-2 Programs for upgrading employee skills and transition assistance programs	46, 47	Social Responsibility Mindset
	404-3 Percentage of employees receiving regular performance and career development reviews	47	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27, 41	
	405-2 Ratio of basic salary and remuneration of women to men	86, 91	Climate Action & Responsibility
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	91	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	BBK does not currently include collective bargaining agreements within its established practices.	Commitments & Future Outlook
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	19, 42, 70, 90	

GRI standard	Disclosure	Location /link/direct answer	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	19, 42, 70, 90	BBK at a Glance
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	42	Sustainability Approach
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	64-69	
GRI 415: Public Policy 2016	415-1 Political contributions	Political donations are prohibited unless explicitly authorized in compliance with all applicable regulatory and ethical requirements.	Good Corporate Governance
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	54	Responsible & Responsive Employer
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	None	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	54	Long-term Positive Customer Relationships & Experiences
	417-3 Incidents of non-compliance concerning marketing communications	None	
			Social Responsibility Mindset
			Climate Action & Responsibility
			Commitments & Future Outlook

Appendix C. CBB Index

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KPI	References	Main Reporting Components	Location/ coverage in this report
Environment			
E.1: Environmental Oversight The company should describe its management and board oversight on climate-related risks and opportunities.	GRI: 103-2 TCFD: Strategy Recommended Disclosure (a) and (b) CDSB Framework: REQ-01, REQ- 02	1. A statement on how the company addresses its environmental impact (e.g., explain whether senior management and/or the board address sustainability issues in meetings or have dedicated committees to do so.) 2. A statement of purpose and approach of the board/management towards sustainability matters. 3. A description of the following (where applicable): 3.1. Policies 3.2. Commitments 3.3. Goals and targets (e.g., a description of how management/the board oversee progress against climate/ sustainability related targets) 3.4. Responsibilities (e.g., if responsibilities are delegated to management-level positions; dedicated sustainability officer(s); Board committees etc.) 3.5. Specific actions, such as processes, projects, programs, initiatives, and frequency at which the board is informed about climate/sustainability targets and processes.	<ul style="list-style-type: none"> • Sustainability Governance P. 18, 19 • Environmental Responsibility P. 81 • Climate Risk Management P. 80 • Performance Against Targets P. 85-87 • Sustainability Goals and Targets P. 88
E.2: Energy Consumption The company should provide information on both direct and indirect energy usage. Direct energy usage refers to energy that is generated and used on property owned or operated by the company. Indirect energy usage refers to energy that is generated elsewhere, such as through utilities, but is used by the company.	GRI: 302-3: Energy 2016	1. Report total energy consumed and breakdown by type. 1.1. Indirect energy consumed in the form of electricity, heating, cooling (i.e., total energy purchases) 1.2. Direct energy consumed, classified by renewable and non- renewable sources. 2. State the standards, techniques, assumptions, and/or calculation tools utilized.	<ul style="list-style-type: none"> • Energy Efficiency P. 82 • GHG Emissions and Climate Impact Net-Zero Roadmap & Science-Based Targets P. 78

KPI	References	Main Reporting Components	Location/ coverage in this report	
E.3: Energy Intensity The company should report total annual energy usage per output scaling factor (such as sales or revenue).	GRI: 302-3: Energy 2016	1. Report total energy consumed during the year divided by the selected scaling factor (e.g., sales, revenue etc.). 2. State the standards, techniques, assumptions, and/or calculation tools utilized.	<ul style="list-style-type: none"> • Energy Efficiency P. 82 • Appendix A. Data Tables P. 90 	BBK at a Glance Sustainability Approach
E.4: Energy Mix The company should provide a breakdown of its energy consumption by source.	GRI: 302-3: Energy 2016	1. Report on the percentage of energy used by sources as part of total energy consumption. 2. Report the percentage of renewable and non-renewable energy used, as part of total energy consumption.	<ul style="list-style-type: none"> • Energy Efficiency P. 82 • Appendix A. Data Tables P. 90 	Good Corporate Governance
E.5: Green House Gas (GHG) Emissions The company should report its total Green House Gas Emissions	GRI 305: Emissions 2016 GHG Protocol: Calculation Tools and Guidance	1. Report total absolute emissions by scope; 1.1. Total amount, in CO2 equivalents, for Scope 1 1.2. Total amount, in CO2 equivalents, for Scope 2 1.3. Total amount, in CO2 equivalents, for Scope 3 (if applicable). 2.State the standards, techniques, assumptions, and/or calculation tools utilized.	<ul style="list-style-type: none"> • GHG Emissions and Climate Impact Net-Zero Roadmap & Science-Based Targets P. 76-79 	Responsible & Responsive Employer Long-term Positive Customer Relationships & Experiences
E.6: Emission Intensity The company should report annual GHG emissions scaled by a relevant scaling factor (such as size (e.g., m2 floor space), employment (e.g., headcount) and monetary units (e.g., revenue or sales).	GRI 305: Emissions 2016 GHG Protocol: Calculation Tools and Guidance	1. Report total annual GHG emission during the year divided by the selected scaling factor. 2. State the standards, techniques, assumptions, and/or calculation tools utilized.	<ul style="list-style-type: none"> • GHG Emissions and Climate Impact Net-Zero Roadmap & Science-Based Targets P. 76-79 	Social Responsibility Mindset
E.7: Climate Risk Mitigation The company should describe its climate risk identification process, assessment, management processes, and report annual investment in infrastructure, resilience, and product development.	TCFD: Risk Management Recommended Disclosure (a) and (b) CDSB Framework: REQ-03	1. Describe how your company identifies, assesses, and manages climate-related risks (including physical risks and transition risks). 2. Report on the amount invested annually in climate-related issues (in BHD or USD) (e.g., research and product innovation).	<ul style="list-style-type: none"> • Climate Risk Management P. 80 • Sustainable Finance P.72-74 • Green Financing & Climate-Positive Initiatives P. 75 	Climate Action & Responsibility Commitments & Future Outlook

KPI	References	Main Reporting Components	Location/ coverage in this report	
<p>E.8: Water Usage The company should report total annual amount of water withdrawn, consumed, and recycled.</p>	<p>GRI 303: Water and Effluents 2018 CDP Water Security Reporting Guidance 2018</p>	<ol style="list-style-type: none"> Report on the total annual amount of water consumed by the organization. Report on the total annual amount of water withdrawn by the organization. Report the total annual amount of water recycled/reclaimed by the organization. 	<ul style="list-style-type: none"> Environmental Responsibility P. 83 	<p>BBK at a Glance Sustainability Approach</p>
<p>E.9: Waste Generation The company should report total weight of waste generated and a description of its waste disposal method.</p>	<p>GRI 306: Waste 2020</p>	<ol style="list-style-type: none"> Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste (hazardous and non-hazardous). Description of the company's waste disposal method(s). State the standards, techniques, assumptions, and/or calculation tools utilized. 	<ul style="list-style-type: none"> Environmental Responsibility P. 83 Appendix A. Data Tables P. 90 	<p>Good Corporate Governance Responsible & Responsive Employer</p>
<p>E.10: Emission Targets The company should provide a description of emission targets set, and steps taken to achieve them, including energy conservation measures.</p>	<p>GRI 103: Management Approach 2016 GRI 305: Emissions 2016</p>	<ol style="list-style-type: none"> A statement on how the company addresses its total emission. A statement of the board/management approach towards its total emissions, including whether it is subject to any country, regional, or industry-level emissions regulations and policies A description of the following (where applicable): <ol style="list-style-type: none"> Policies Commitments Goals and targets (e.g., a description of how management/the board oversee progress against climate/sustainability related targets) Responsibilities (e.g., if responsibilities are delegated to management-level positions; dedicated sustainability officer; Board committees etc.) Specific actions, such as processes, projects, programs, initiatives, and frequency at which the board is informed about emission targets and process. 	<ul style="list-style-type: none"> Sustainability Governance P. 18, P.19 Environmental Responsibility P. 83 Climate Risk Management P. 80 Sustainable Finance P. 72 Green Financing & Climate-Positive Initiatives P. 75 Sustainability Goals and Targets P. 88 	<p>Long-term Positive Customer Relationships & Experiences Social Responsibility Mindset</p>
SOCIAL				
<p>S.1: Total Workforce by sex, age-group, and employment type The company should report the composition of its total workforce by sex, employment type and age group.</p>	<p>GRI 102: General Disclosures 2016 GRI 405: Diversity and Equal Opportunity 2016</p>	<ol style="list-style-type: none"> Report on the total number of employees currently employed within the organization and the composition of the total workforce as per the below: <ol style="list-style-type: none"> By sex, as percentage of the total workforce By age group (as per the GRI's employee age group categories: (a) under 30 years old, (b) 30-50 years old, and (c) over 50 years old), as a percentage of the total workforce. By employment type (e.g., full-time, part-time, intern etc.), as a percentage of the total workforce. 	<ul style="list-style-type: none"> Workforce Overview P. 39 Diversity and Inclusion P. 41 Talent Attraction, Engagement & Retention P. 44 Appendix A. Data Tables P. 90 	<p>Climate Action & Responsibility Commitments & Future Outlook</p>

KPI	References	Main Reporting Components	Location/ coverage in this report	
<p>S.2: Child and Forced Labor The company should provide a statement of policies it applies to prohibit child/and or forced labor within the company, and if it considers policies that prohibit that same for their suppliers and/or vendors.</p>	<p>GRI 102: General Disclosures 2016 GRI 405: Diversity and Equal Opportunity 2016</p>	<ol style="list-style-type: none"> 1. A statement on how the organization addresses prohibition of child and or/forced labor. 2. A statement of the board/management approach's direction, including whether it is subject to any country, regional, or industry-level regulations and policies. 3. A description of the following (where applicable): <ol style="list-style-type: none"> 3.1. Policies 3.2. Commitments 3.3. Goals and targets 3.4. Responsibilities 3.5. Specific actions, such as processes, projects, programs, initiatives, and frequency at which the board is informed about any issues concerning child and or/forced labor relating to the company. 	<ul style="list-style-type: none"> • Sustainability Governance P. 18, 19 • Diversity and Inclusion P. 42 • Responsible Procurement P. 70 	<p>BBK at a Glance</p> <p>Sustainability Approach</p> <p>Good Corporate Governance</p> <p>Responsible & Responsive Employer</p>
<p>S.3: Employee Turnover The company should report the total annual turnover (whether voluntary or involuntary) categorized by sex, employment type and age group.</p>	<p>GRI 401: Employment 2016</p>	<ol style="list-style-type: none"> 1. Report total annual employee turnover rate (whether voluntary or involuntary) during the reporting period, as per the below categories: <ol style="list-style-type: none"> 1.1. By sex 1.2. By age group (as per the GRI's employee age group categories: (a) under 30 years old, (b) 30-50 years old, and (c) over 50 years old) 1.3. By employment type (e.g., full-time, part-time etc.) 	<ul style="list-style-type: none"> • Talent Attraction, Engagement & Retention P. 44 • Performance Against Targets P. 86 • Appendix A. Data Tables P. 93 	<p>Long-term Positive Customer Relationships & Experiences</p>
<p>S.4: Gender Pay Ratio The company should report the median total compensation for men compared to the median total compensation for women (as a).</p>	<p>GRI 405: Diversity and Equal Opportunity 2016</p>	<ol style="list-style-type: none"> 1. Report the median total compensation for women compared to the median total compensation for men (as a). 	<ul style="list-style-type: none"> • Performance Against Targets P. 86 • Appendix A. Data Tables P. 90 	<p>Social Responsibility Mindset</p>
<p>S.5: Health and Safety The company should report the total number of injuries and fatalities occurred, lost days due to work injury and a description of occupational health and safety measures.</p>	<p>GRI 403: Occupational Health and Safety 2018</p>	<ol style="list-style-type: none"> 1. Report on the total number of injuries and fatalities occurred in each of the past three years including the reporting year. 2. Report lost days due to work injury in each of the past three years including the reporting year. 3. A description of occupational health and safety measures adopted, and how they are implemented and monitored. 	<ul style="list-style-type: none"> • Sustainability Governance P. 19 • Workforce Wellbeing P. 48 • Appendix A. Data Tables P. 90 	<p>Climate Action & Responsibility</p> <p>Commitments & Future Outlook</p>
<p>S.6: Non-Discrimination The company should provide a description of its harassment and/or non-discrimination policy.</p>	<p>GRI 406: Non-Discrimination 2016 GRI 103: Management Approach 2016</p>	<ol style="list-style-type: none"> 1. A statement on how the organization addresses harassment and discrimination matters. 2. A statement of the board/management approach, including whether it is subject to any country, regional, or industry-level regulations and policies 	<ul style="list-style-type: none"> • Sustainability Governance P. 19 • Diversity and Inclusion P. 40-42 	<p>Appendices</p>

KPI	References	Main Reporting Components	Location/ coverage in this report	
<p>S.7: Nationalization The company should report on the number and percentage of national employees, as well as initiatives to increase nationalization.</p>	<p>GRI 406: Non-Discrimination 2016 GRI 103: Management Approach 2016</p>	<ol style="list-style-type: none"> 1. A statement of the board/management approach to increase nationalization, including whether it is subject to any country regulations and policies. 2. Report on the number and percentage of national employees, as part of the total workforce. 	<ul style="list-style-type: none"> • Talent Attraction, Engagement & Retention P. 45 • Appendix A. Data Tables P. 90 	<p>BBK at a Glance Sustainability Approach</p>
<p>S.8: Community Investment The company should provide detailed information on the scope and impact of its community investment activities, as well as amount invested in community as a percentage of company revenue.</p>	<p>GRI 103: Management Approach 2016</p>	<ol style="list-style-type: none"> 1. Report on the amount invested in the community as a percentage of company revenues. 2. Provide a description of the scope and impact of its community investment initiatives. 	<ul style="list-style-type: none"> • Community Empowerment & Engagement P. 64-69 	<p>Good Corporate Governance Responsible & Responsive Employer</p>
<p>S.9: Human Rights The company should provide a description of its policy on human rights.</p>	<p>GRI 412: Human Rights Assessment 2016 GRI 103: Management Approach 2016</p>	<ol style="list-style-type: none"> 1. A statement on how the organization addresses human rights. 2. A statement of the board/ management approach's direction, including whether it is subject to any country, regional, or industry-level regulations and policies. 3. A description of the following (where applicable): <ol style="list-style-type: none"> 3.1. Policies (and if it also covers suppliers and vendors). 3.2. Commitments 3.3. Goals and targets 3.4. Responsibilities 	<ul style="list-style-type: none"> • Sustainability Governance P. 19 • Diversity and Inclusion P. 42 • Responsible Procurement P. 70 	<p>Long-term Positive Customer Relationships & Experiences Social Responsibility Mindset</p>
<p>S.10: Management Composition/ Diversity The company should report the percentage of male to female metrics broken down by various organizational levels.</p>	<p>GRI 405: Diversity and Equal Opportunity 2016</p>	<ol style="list-style-type: none"> 1. Report percentage of male to female metrics, as per the below categories: <ol style="list-style-type: none"> 1.1. Entry-level 1.2. Mid-level 1.3. Senior/Executive level positions 	<ul style="list-style-type: none"> • Corporate Governance Framework P. 27 • Workforce Overview P. 39 • Diversity and Inclusion P. 41 • Performance Against Targets P. 85 • Appendix A. Data Tables P. 90 	<p>Climate Action & Responsibility</p>
<p>S.11: Development and Training The company should report on average hours of training that its employees have undertaken during the reporting period.</p>	<p>GRI 404: Training and Education 2016</p>	<ol style="list-style-type: none"> 1. Report on average hours of training, as per the below categories: <ol style="list-style-type: none"> 1.1. By Sex 1.2. By Employee category (Full-time, part-time, internship etc.) 	<ul style="list-style-type: none"> • Corporate Governance Framework P. 31 • Employee Training & Development P. 46 • Performance Against Targets P. 85 • Appendix A. Data Tables P. 90 	<p>Commitments & Future Outlook</p>

KPI	References	Main Reporting Components	Location/ coverage in this report	BBK at a Glance
GOVERNANCE				
<p>G.1: Board Composition The company should report the composition of the Board categorized by directors, such as the chairman, executive directors, non-executive directors, and independent non-executive directors.</p>	GRI 102: General Disclosures 2016	<ol style="list-style-type: none"> Report Board size Report female Board directors by number and percentage of the Board size. Report on the composition of the Board and its committees by: <ol style="list-style-type: none"> Executive or non-executive. Independence. Tenure. Representation (appointed or elected) Details of non-compliance with regulations, as well as a description of the corrective actions taken. 	<ul style="list-style-type: none"> Corporate Governance Framework P. 27-29 Business Ethics & Compliance P. 32-34 	<p>Sustainability Approach</p> <p>Good Corporate Governance</p> <p>Responsible & Responsive Employer</p>
<p>G.2: Collective Bargaining The company should report on the total enterprise headcount covered by collective bargaining agreements (Unions) and the process in which employees' contracts with their employers to determine their terms of employment.</p>	GRI 407: Freedom of Association and Collective Bargaining 2016	<ol style="list-style-type: none"> Report total enterprise headcount covered by collective bargaining agreements (Unions) (if applicable). Provide a description of the process by which employees negotiate their contracts with the organization to determine their terms of employment (e.g., compensation, benefits, hours, leave, occupational health and safety standards, initiatives to balance work and family etc.) 	<ul style="list-style-type: none"> BBK does not currently include collective bargaining agreements within its established practices. Business Ethics & Compliance P. 33 Workforce Wellbeing P. 49 Appendix E. Stakeholders Identification & Engagement P. 108 	<p>Long-term Positive Customer Relationships & Experiences</p>
<p>G.3: Whistleblowing The company should provide a description of the mechanisms used to discuss and report on behavior.</p>	GRI 102: General Disclosures 2016	<ol style="list-style-type: none"> Provide a description of internal and external mechanisms for seeking advice and reporting concerns on organizational integrity. Provide a description of awareness initiatives conducted by the organization. 	<ul style="list-style-type: none"> Business Ethics & Compliance P. 34, 35, 42 Appendix E. Stakeholders Identification & Engagement P. 108 Appendix A. Data Tables P. 90 	<p>Social Responsibility Mindset</p>
<p>G.4: Data Privacy The company should Report if it follows a Data Privacy policy and if the company has taken steps to comply with Personal Data Protection Law (PDPL) rules.</p>	GRI 102: General Disclosures 2016	<ol style="list-style-type: none"> Provide a description of the company's Data Privacy policy. Provide a statement of the steps taken to comply with Personal Data Protection Law (PDPL) rules. 	<ul style="list-style-type: none"> Sustainability Governance P. 19 Information Security P. 37 	<p>Climate Action & Responsibility</p>
<p>G.5: Disclosure Practices The company should provide a description of its sustainability disclosure practices.</p>	GRI 102: General Disclosures 2016	<ol style="list-style-type: none"> Report if the company provides its sustainability data to sustainability supporting organizations such as the Global Reporting Initiative (GRI) Secretariat, United Nations (UN), CDP etc. Report if the company focuses on specific UN Sustainable Development Goals (SDGs), including setting targets and reporting progress. State whether the company publishes a sustainability report and/or how it integrates sustainability data in its disclosures. 	<ul style="list-style-type: none"> About this report P.3 Alignment with National and International Goals P. 23, 24 	<p>Commitments & Future Outlook</p> <p>Appendices</p>

KPI	References	Main Reporting Components	Location/ coverage in this report	
G.6: Conflict of Interest The company shall describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated.	GRI 102: General Disclosures 2016	1.Report on whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: <ul style="list-style-type: none"> 1.1. Cross-board membership 1.2. Cross-shareholding with suppliers and other stakeholders; 1.3. Existence of controlling shareholders; 1.4. Related parties, their relationships, nature, transactions, and outstanding balances. 	<ul style="list-style-type: none"> • Business Ethics & Compliance P. 35 • Conflict of Interest Policy 	BBK at a Glance Sustainability Approach Good Corporate Governance
G.7: Supplier Code of Conduct The company should report if it has established a Supplier Code of Conduct.	GRI 102: General Disclosures 2016	1.Provide a description of or the company's Supplier Code of Conduct.	<ul style="list-style-type: none"> • Supplier Code of Conduct 	Responsible & Responsive Employer
	GRI 103: Management Approach 2016	2.Report on the percentage of suppliers that comply with the company's code of conduct and the compliance assessment mechanism.	BBK is in the process of reviewing its supplier management practices and plans to develop a compliance framework to track adherence to its Code of Conduct.	
G.8: Incentivized Pay The company should describe the processes for incentivizing executives to perform sustainably.	GRI 102: General Disclosures 2016	1.Report if executives are formally incentivized to perform on sustainability.	<ul style="list-style-type: none"> • Diversity and Inclusion P.42 	Long-term Positive Customer Relationships & Experiences
		2.Report on the percentage of executive compensation tied to ESG performance metrics.	None	
		3.Provide a description of other links between executive performance and sustainability performance (if any).	None	
G.9: Ethics & Anti- corruption The company should describe its policy on ethical conduct and anti-corruption.	GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016	1.Report if your company follows an Ethics and/or Anti- Corruption policy.	<ul style="list-style-type: none"> • Business Ethics & Compliance P. 32-34 	Social Responsibility Mindset
		1.1. If yes, report the percentage of the workforce that has formally certified its compliance with the policy (provide description of certification and process).	74%	
		2.Provide a statement of the company's commitment towards its ethics and/or anti-Corruption policy/position.	<ul style="list-style-type: none"> • Anti-Corruption Position Statement 	
G.10: Assurance The company shall describe the processes by which its sustainability disclosures are assured or validated.	GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016	1.Provide a description of the process by which sustainability disclosures are assured or validated.	BBK's sustainability disclosures are validated through robust internal processes and external review. Independent third-party assurance is not yet in place, this option is being explored to align with best practices and CBB requirements.	Climate Action & Responsibility Commitments & Future Outlook
		1.1. Report if the company's sustainability disclosures are assured or validated by an independent third party		

Appendix D. Materiality Assessment

Materiality Assessment Process

At BBK, our materiality assessment process is designed to ensure that we focus on issues of the highest relevance to our business and internal and external stakeholders. By actively identifying, assessing, prioritizing, validating, and reviewing material topics, we drive positive impact and address risks and opportunities that align with our sustainability objectives. Our materiality assessment process includes the following essential steps:

Identify

First, we interviewed internal stakeholders, creating a comprehensive list of potential material issues. This list was then benchmarked against industry peers and aligned with global standards, including the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), United Nations Principles for Responsible Banking (UN PRB), Bahrain Vision 2030, the CBB ESG Requirements Module, and the Bahrain Bourse ESG Guide. By grounding our approach in BBK’s sustainability framework, we refined these issues to focus on those most relevant to our sustainability impact, driving sustainable development throughout the Kingdom of Bahrain

Assess

The identified issues were assessed based on their relevance to BBK’s operations and potential impact on stakeholders. This evaluation step allowed us to analyze each issue’s significance systematically.

Prioritize

We subsequently prioritized the assessed issues based on their significance to our internal and external stakeholders. This prioritization ensures that our strategy addresses the most material topics and upholds our commitment to transparency, helping us manage ESG factors critical to BBK’s long-term objectives.

Validate

To validate the prioritized list, we collaborated with a sustainability consultant who provided their assessment and recommendations. This external input added objectivity and ensured that our process reflected the industry’s best practices and addressed broader sustainability trends effectively.

Review

Finally, BBK’s sustainability management team reviewed the validated list, ensuring it remains robust and adaptable to evolving stakeholders’ needs. This review guarantees that our materiality assessment continues to align with BBK’s sustainability objectives and reflects the dynamic nature of our operating environment.

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Appendix E. Stakeholders Identification & Engagement

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BBK reaffirms its commitment to aligning its sustainability strategy with Bahrain Economic Vision 2030 and the UN SDGs. This alignment ensures that the Bank’s initiatives support national priorities while contributing to global sustainability efforts.

Stakeholder engagement		Responsible & Responsive Employer
Customers	We are committed to remaining close to our customers by providing technology-enabled, secure banking solutions. Their needs include accessible digital banking options, quick and responsive service, resilient data security, risk protection, competitive rates, and responsible lending choices.	Long-term Positive Customer Relationships & Experiences
Employees	Our employees are the backbone of our success. By fostering a nurturing, family-based culture, we support their growth through training opportunities, competitive benefits, and open communication. This approach helps us attract and retain talent, positioning BBK as an employer of choice.	
Shareholders and Investors	Building shareholder value is at the heart of our strategy. We prioritize financial sustainability, strong corporate governance, and digital innovation, earning the trust and support of our shareholders. In addition, we encourage investment in sustainable business practices, ensuring that long-term value creation aligns with sustainability goals.	Social Responsibility Mindset
Government and Regulators	Compliance and ethical behavior are woven into BBK’s corporate culture. We ensure full regulatory adherence and contribute to Bahrain’s national vision for sustainable development through strong governance. Our sustainability practices and reporting align with regulatory requirements, helping us meet sustainability objectives and engage with regulators effectively.	Climate Action & Responsibility
Communities	Social responsibility is a core part of BBK’s philosophy. We actively engage in initiatives that promote inclusivity, ecofriendly practices, and access to quality services, fostering sustainable community development and supporting the environment through our actions.	Commitments & Future Outlook

Building upon the foundation established in our initial Sustainability report, we have diligently maintained and expanded our methods to engage with stakeholders. Our commitment to transparent, timely, and relevant communication remains steadfast, addressing their evolving needs and expectations. We recently introduced additional elements, such as the ESG checklist, to enrich our engagement approach. Below are the strategies we utilize to engage with each stakeholder group, tailored to their specific needs and expectations:

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Stakeholder Group	Needs and Expectations		Methods of Engagement	
Customers	<ul style="list-style-type: none"> • Accessible and user-friendly digital banking solutions • Quick and responsive customer service • Resilient data security and privacy systems • Protecting customers' interests from risks • Competitive rates and fees 	<ul style="list-style-type: none"> • Responsible lending • Protecting customers' interests from risks • Competitive rates and fees • Responsible lending 	<ul style="list-style-type: none"> • Social media • ATMs, ITMs, Cash Deposit Machines, Debit Card Issuance Machines, and Branches • Online banking, BBK mobile app, BanKey, BBK Business, SMS banking, and telebanking • BBK customer service 	<ul style="list-style-type: none"> • Annual report • BBK website (www.bbkonline.com) • ESG checklist
Employees	<ul style="list-style-type: none"> • Training and career development opportunities • Incentive and performance-based rewards • Competitive salaries and benefits 	<ul style="list-style-type: none"> • Diverse and inclusive work environment • Open communication channels with management 	<ul style="list-style-type: none"> • Training and development programs • Incentive and performance-based reward system • Whistleblowing policy 	<ul style="list-style-type: none"> • Code of Conduct • Bulletin board • Team building events
Shareholders and Investors	<ul style="list-style-type: none"> • Outstanding financial results • Transparency and disclosure • Strong corporate governance 	<ul style="list-style-type: none"> • Digital innovation and transformation • Resilient business continuity plan • Investment in sustainable business 	<ul style="list-style-type: none"> • Annual report and sustainability report • Quarterly, semi-annually, and annual financial statements • Annual general meeting (AGM) 	<ul style="list-style-type: none"> • BBK website (www.bbkonline.com) • Online query form • Investor Presentation Conference Call
Government and Regulators	<ul style="list-style-type: none"> • Compliance with legal and regulatory requirements • Preventing financial crime 	<ul style="list-style-type: none"> • Supporting the national vision for sustainable development • Adherence to sustainability regulations 	<ul style="list-style-type: none"> • Policies and regulations • Annual report and sustainability report • Audit and Compliance Committee 	
Communities	<ul style="list-style-type: none"> • Employment opportunities with a focus on gender equality • Inclusive and accessible products and services • Charity work and donations 	<ul style="list-style-type: none"> • Support for accessible and quality education • Responsible lending and investing practices 	<ul style="list-style-type: none"> • Philanthropy • Community development programs (e.g., healthcare, education, sports and cultural preservation) 	<ul style="list-style-type: none"> • Social media • Investing in talents (nationalization)
Suppliers	<ul style="list-style-type: none"> • Timely payments • Fair and transparent selection processes • Clear and open communication channels 		<ul style="list-style-type: none"> • Procurement department • Supplier Code of Conduct 	<ul style="list-style-type: none"> • Supplier ESG Assessment • Fair bidding and tendering

