

**BOUBYAN BANK K.S.C.P. AND SUBSIDIARIES**



**RISK MANAGEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2015**

**1. INTRODUCTION AND OVERVIEW**

In June 2014, Central Bank of Kuwait (CBK) issued directives on the adoption of the Capital Adequacy Standards (Basel III) under the Basel Committee framework applicable to licensed Islamic banks in Kuwait, effectively replacing and superseding the earlier requirements under the circular issued in 2009 Basel framework (Basel II). The reforms strengthen the quality of capital and introduced several buffer requirements in line with proposals made by the Basel Committee on Banking Supervision (BCBS). The CBK Basel framework consists of three Pillars. Pillar 1 provides a framework for measuring capital requirements for credit, operational and market risks under the “Standardised Approach”. Pillar 2 pertains to the Supervisory Review Process and emphasises the importance of Internal Capital Adequacy Assessment Process (ICAAP) performed by banks. As such, and in compliance with the aforementioned instructions, Boubyan Bank K.S.C.P (the “Bank”) has developed an ICAAP and Stress Testing framework along with its underlying models, policies and procedures. Boubyan Bank continually enhances its ICAAP and Stress Testing framework to maintain its capital commensurate with the overall risks to which the Bank is exposed. Pillar 3 aims to complement the above capital adequacy requirements under Pillar 1 and Pillar 2 by requiring banks to provide a consistent and understandable disclosure framework which facilitates comparison, thus enhancing the safety and soundness of the banking sector in Kuwait.

**2. REGULATORY SCOPE OF CONSOLIDATION**

The core activities of the Bank and its subsidiaries (collectively the “Group”) are retail, corporate and, investment banking, and asset management, in accordance with Codes of the Islamic Sharia’a, as approved by the Bank’s Sharia’a Supervisory Board. For further details on the Group’s activities, please refer to note 29 of the Group’s consolidated financial statements.

The consolidated financial statements and capital adequacy regulatory reports of the Group have been prepared and consolidated on a consistent basis, unless otherwise disclosed. For additional information on the basis of preparation and basis of consolidation please refer to notes 2 and 3.1 of the Group’s consolidated financial statements for the year ended 31 December 2015.

The principal subsidiaries of the Group are presented in the note 15 of the Group’s consolidated financial statements.

All subsidiaries have been fully consolidated under the regulatory scope of consolidation for regulatory capital calculations.

Significant investments in banking, financial and insurance entities that are outside the scope of regulatory consolidation are required to be subject to the threshold treatment prescribed under the CBK Basel III rules and are risk-weighted and/or capital deducted.

- All the significant investments in banking and financial entities classified as associates under Note 16 of the Group’s consolidated financial statements have been subject to the threshold treatment and risk-weighted as prescribed.
- Other significant investments in banking and financial entities classified as equities have been subject to the threshold treatment and risk-weighted as prescribed.

Other ‘minority’ investments in banking, financial and insurance entities classified as equities have been subject to the prescribed threshold treatment and risk-weighted as required.

## RISK MANAGEMENT

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**3. CAPITAL STRUCTURE**

The Group's regulatory capital comprises:

- a) Common Equity Tier 1 (CET1) Capital which is considered as the core measure of the Group's financial strength and includes share capital, share premium, eligible reserves and retained earnings net of regulatory adjustments,
- b) Additional Tier 1 (AT1) Capital which consists of eligible portion of non-controlling interests, and,
- c) Tier 2 (T2) capital which consists of the allowed portions of general provisions and eligible portion of non-controlling interests.

The Bank's share capital as at 31 December 2015 comprised **2,063,251,570** issued and fully-paid up equity shares.

The regulatory capital for the Group is detailed below:

<b>Table 1</b>	<b>2015</b>	<b>2014</b>
	<b>KD'000</b>	<b>KD'000</b>
<b>Regulatory Capital</b>		
Common Equity Tier 1 Capital	<b>259,364</b>	229,050
Additional Tier 1 Capital	<b>230</b>	731
<b>Tier 1 Capital</b>	<b>259,594</b>	229,781
Tier 2 Capital	<b>18,332</b>	15,148
<b>Total Regulatory Capital</b>	<b>277,926</b>	244,929

**4. CAPITAL ADEQUACY RATIOS**

The Group ensures adherence to CBK's requirements by monitoring its capital adequacy. The Group's capital forecasting process ensures pro-active actions and plans are in place to ensure a sufficient capital buffer above minimum levels is in place at all times. This process takes into consideration regulatory capital requirements, stress-testing and the Bank's business plans.

The Minimum Capital Requirements (MCR) and The Capital Adequacy Ratios'(CAR) for the Group under the various levels of regulatory capital expressed as a percentage of risk-weighted assets are detailed below:

<b>Table 2</b>	<b>2015</b>		<b>2014</b>	
	<b>MCR*</b>	<b>CAR</b>	<b>MCR*</b>	<b>CAR</b>
Common Equity Tier 1 Capital (CET1)	<b>9.00%</b>	<b>15.90%</b>	8.50%	16.88%
Tier 1 Capital (Tier 1)	<b>10.50%</b>	<b>15.91%</b>	10.00%	16.94%
Total Regulatory Capital	<b>12.50%</b>	<b>17.04%</b>	12.00%	18.05%

\* includes a 2.5% capital conservation buffer which is to be met through CET1 capital.

The countercyclical capital Buffer has not been required for the year ended 31 December 2015 in the MCR. The MCR including capital conservation buffer is to be increased to 13% through a transitional phased-in period until 2016.

## RISK MANAGEMENT

For the year ended 31 December 2015

**5. PROFILE OF RISK-WEIGHTED ASSETS AND CAPITAL CHARGE**

The Group's risk-weighted capital requirements for credit, market and operational risks are shown below.

**5.1 Credit risk**

The capital charge in respect of credit risk as at was **KD 179,917 thousand**, (31 December 2014: KD 141,474 thousand) as detailed below:

	2015			2014		
	Gross credit exposure	Risk weighted assets	Capital charge	Gross credit exposure	Risk weighted assets	Capital charge
<b>Table 3</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>
Cash	25,598	-	-	24,555	-	-
Claims on sovereigns	165,776	353	44	171,279	-	-
Claims on international organisations	39,513	-	-	38,099	-	-
Claims on public sector Entities	6,129	-	-	6,613	-	-
Claims on MDBs	6,064	-	-	-	-	-
Claims on banks	533,412	76,299	9,537	405,199	60,107	7,213
Claims on corporates	931,421	405,255	50,657	794,502	345,675	41,481
Regulatory retail exposure	974,557	625,340	78,169	771,959	484,972	58,197
Past due exposure	10,666	6,219	777	15,691	7,523	903
Investments in real estate	23,397	46,794	5,849	25,637	51,275	6,153
Investments and financing to customers	386,268	152,554	19,069	337,252	99,735	11,968
Sukuk exposures	19,045	10,987	1,373	27,037	18,324	2,199
Other exposures*	108,998	115,537	14,442	103,638	111,337	13,360
	<b>3,230,844</b>	<b>1,439,338</b>	<b>179,917</b>	<b>2,721,461</b>	<b>1,178,948</b>	<b>141,474</b>

\*"Other exposures" above includes Threshold Deduction of **KD 28,052 thousand** (31 December 2014: KD 25,823 thousand) and an amount of **KD 23,729 thousand** (31 December 2014: KD 21,204 thousand) negative representing the amount of general provision in excess of a maximum of 1.25% of Credit Risk-Weighted Assets, which is allowed in arriving at Tier 2 Capital.

**5.2 Market risk:**

The total capital charge in respect of market risk was **KD 5,522 thousand** arising only from foreign exchange risk, (31 December 2014: KD 5,803 thousand).

**5.3 Operational Risk:**

The capital charge in respect of operational risk was **KD 18,489 thousand**, (31 December 2014: KD 15,515 thousand). This capital charge was computed using the Basic Indicator Approach by multiplying the three-year average gross income by a pre-defined beta factor.

## 6. RISK MANAGEMENT

The Bank's business operations require identification, measurement, aggregation and effective management of risks and efficient allocation of capital to derive an optimal risk/return ratio. The Bank manages its risks in a structured, systematic and transparent manner through a risk policy which embeds comprehensive risk management into the organisational structure, risk measurement and monitoring processes. The Bank's Risk Management function is independent of business units; it reports directly to the Risk and Compliance Committee of the Board and takes a holistic and objective approach to assist the Board and Executive Management in managing the Bank's risks.

During 2009 the Bank augmented its overall framework for governance and capital planning and management by undertaking an Internal Capital Adequacy Assessment Process (ICAAP), which includes "scenario testing" at periodic, regular intervals. Amongst the key objectives of the ICAAP is to quantify potential risks that the Bank faces and are not covered under Pillar I.

In line with the guidelines from the Basel Committee and Central Bank of Kuwait, key principles of the Bank's ICAAP include:

- Responsibilities of the Board and Senior Management.
- Sound Capital Management.
- Comprehensive assessment of Pillar II risks, e.g., Credit (sector and name concentration), Liquidity, Legal, Reputational and Strategic Risks, etc.
- Monitoring and reporting.
- Control and review of the process.

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

- The Board of Directors provides overall risk management direction and oversight.
- The Bank's Risk Appetite is proposed by the Management Executive Committee and approved by the Board of Directors.
- Risk management is embedded in the Bank as an intrinsic process and is a core competency of all its employees.
- The Bank manages its credit, market, operational and liquidity risks in a co-ordinated manner within the organisation.
- The Bank's Internal Audit function reports to the Board Audit Committee and provides independent validation of the business units' compliance with risk policies and procedures and the adequacy and effectiveness of the Risk Management Framework on a bank-wide basis.

The risk management function assists Executive Management in controlling and actively managing the Bank's overall risks. The function also ensures that:

- The Bank's overall business strategy is consistent with its Risk Appetite approved by the Board of Directors.
- Risk policies, procedures and methodologies are consistent with the Bank's Risk Appetite.
- Appropriate risk management architecture and systems are developed and implemented.
- Risks and limits of the portfolio are monitored throughout the Bank.

The Bank regularly assesses the adequacy and effectiveness of its Risk Management Framework in the light of the changing risk environment.

### 6.1 Scope and nature of risk reporting tools

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

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

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

## 6. RIAK MANAGEMENT (CONTINUED)

### 6.2 Risk management processes

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

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

#### 6.2.1 Credit risk

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

#### 6.2.2 Credit risk management strategy

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

Standing procedures, outlined in the Bank's Credit Policies and Manuals, require that all credit proposals be subjected to detailed screening pending submission to the appropriate credit committee. Whenever necessary, credit facilities are secured by acceptable forms of collateral to mitigate the related credit risks. The Board of Directors defines the Bank's credit risk management strategy and approves credit risk policies to ensure alignment of the Bank's exposure with its Risk Appetite.

#### 6.2.3 Credit risk management structure and governance

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

The Bank's Credit Committee, chaired by the Bank's CEO and comprising senior executives from the business divisions, meets regularly and reviews the Bank's financing portfolios and advises the Board appropriately.

In compliance with CBK regulations, financing to individual Board Members and related parties is fully secured and monitored by the Board Executive Committee. Such transactions are made on substantially the same terms, including profit rates and collateral, as those prevailing at the time for comparable transactions with unrelated parties. All such facilities are approved by the Board of Directors in line with the relative authorities from the Shareholders' General Assembly.

Country limits are determined based on the outlook of economic and political factors, along with the review of reports by rating agencies on the country (where available) and application of local business and market knowledge. Country limit exposures are subject to periodic approval by the Board of Directors or the Board Executive Committee.

#### 6.2.4 Key features of corporate credit risk management

- Credit facilities are granted based on detailed credit risk assessments which consider the purpose of the facility and source of repayment, prevailing and potential macro-economic factors, industry trends and the customer's positioning within its industry peer.
- Internal credit-rating models are regularly reviewed by the Bank risk management function in co-ordination with line management and the Management Credit Committee and continually enhanced in line with industry credit risk management "best practices".
- All new proposals and / or material changes to existing credit facilities are reviewed and approved by either the Board Executive Committee or the Management Credit Committee.
- The credit facility administration process is undertaken by a segregated function to ensure proper execution of all credit approvals and maintenance of documentation, and proactive control over maturities, expiry of limits, collateral valuation and contractual covenants.

## 6. RIAK MANAGEMENT (CONTINUED)

### 6.2 Risk management processes (continued)

#### 6.2.5 Key features of consumer credit risk management

- Oversight of consumer finance risk is undertaken by an independent unit directly within Bank Risk Management. Within this framework, limits and approval authorities are exercised by Consumer Banking officers with defined approval authorities.
- Consumer credit risk management functional areas are aligned with key concepts of risk management, namely, governance, control, measurement and reporting.
- Consumer credit risk is managed with three lines of defence. As the first line of defence, Consumer Banking (i.e., underwriting) is responsible for adherence to CBK regulations and guidelines, the credit policies, controls and processes. As second line of defence, the consumer credit risk management team, working independently of the business unit, assesses and ensures implementation of credit risk management discipline & policies. The third line of defence, the Internal Audit function, independently tests, verifies and evaluates controls for effective credit risk management and implementation of policies & procedures.
- All significant financing policies and amendments to policies are reviewed annually by the Management Executive Committee and approved by the Board.
- The Consumer Financing risk assessment for applicants uses risk “scorecard” customer-centric methodologies which incorporate CBK regulatory guidelines and Bank policies related to consumer financing facilities, such as debt-to-income ratio, minimum qualifying income and limits on advances by product type. Additional inputs utilised include applicant characteristics obtained from financing bureaus, particularly Kuwait Credit Bureau statistics, to assist in assessing an applicant’s ability to repay and the probability of default. This model is reviewed and refined continually.

#### 6.2.6 Bank’s credit risk monitoring

The Bank’s exposures are continuously monitored through a system of triggers and early-warning signals aimed at detecting adverse symptoms which could result in deterioration of credit risk quality. The triggers and early-warning systems are supplemented by facility utilisation and collateral valuation monitoring together with a review of upcoming credit facility expiration and market intelligence to enable timely corrective action by management. The results of the monitoring process are reflected in the internal rating process.

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

Consumer credit risk reporting also includes a “dashboard” for consumer financing, classification and delinquency monitoring.

A specialised and focused team on recovery and collections handles the management and collection of problem financing facilities.

#### 6.2.7 Bank’s credit risk mitigation strategy

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

To ensure diversification at the portfolio level, interrelated companies with the same management or ownership structure are classified and treated as one entity. The Risk Appetite requires that the Bank limits its financing concentration per entity to specific percentage of the Bank’s regulatory capital.

Credit risk mitigants such as collateral and guarantees are effective mitigating factors within the Bank’s portfolio and collateral quality is continuously monitored and assessed. Risk transfer in the form of syndications and risk participation arrangements with other banks are used to manage the Bank’s exposures.



## RISK MANAGEMENT

For the year ended 31 December 2015

**6. RISK MANAGEMENT (CONTINUED)****6.2 Risk management processes (Continued)****6.2.8 Management of credit collateral and valuation**

The main types of collateral accepted by the Bank include:

1. Cash collateral
2. Equity shares
3. Bank guarantees
4. Real estates
5. Sovereign debt instruments
6. Bank debt instruments
7. Collective investment schemes

In accordance with the Bank's credit policies, banks and creditworthy companies and individuals with high net worth are accepted as guarantor counterparties, subject to credit risk assessment. Furthermore, in accordance with the CBK Basel framework, cash collateral, quoted shares, real estates, debt instruments of sovereigns and banks and collective investment schemes are recognised as risk mitigation for capital adequacy purposes.

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

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

	2015		2014	
	Gross credit exposure KD'000	Eligible Credit Risk Mitigation KD'000	Gross credit exposure KD'000	Eligible Credit Risk Mitigation KD'000
Cash	25,598	-	24,555	-
Claims on sovereigns	165,776	-	171,279	-
Claims on international organisations	39,513	-	38,099	-
Claims on public sector Entities	6,129	-	6,613	-
Claims on MDBs	6,064	-	-	-
Claims on banks	533,412	1,902	405,199	915
Claims on corporates	931,421	350,645	794,502	290,990
Regulatory retail exposure	974,557	-	771,959	-
Past due exposure	10,666	234	15,691	3,395
Investments in real estate	23,397	-	25,637	-
Investments and financing to customers	386,268	227,770	337,252	231,416
Sukuk exposures	19,045	-	27,037	-
Other exposures	108,998	-	103,638	-
	<b>3,230,844</b>	<b>580,551</b>	<b>2,721,461</b>	<b>526,716</b>



## RISK MANAGEMENT

For the year ended 31 December 2015

## 6. RISK MANAGEMENT (CONTINUED)

## 6.2 Risk management processes (continued)

## 6.2.9 Gross, average and net credit exposures

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

	2015			2014		
	Gross credit exposure	Self-funded exposure	Funded through investments accounts exposure	Gross credit exposure	Self-funded exposure	Funded through investments accounts exposure
<b>Table 5</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>
Cash	25,598	7,253	18,345	24,555	6,298	18,257
Claims on sovereigns	165,776	70,034	95,742	171,279	50,000	121,279
Claims on international organisations	39,513	39,513	-	38,099	38,099	-
Claims on public sector Entities	6,129	1,737	4,392	6,613	1,696	4,917
Claims on MDBs	6,064	6,064	-	-	-	-
Claims on banks	533,412	157,774	375,638	405,199	114,667	290,532
Claims on corporates	931,421	333,286	598,135	794,502	267,852	526,650
Regulatory retail exposure	974,557	276,122	698,435	771,959	197,984	573,975
Past due exposure	10,666	3,022	7,644	15,691	4,024	11,667
Investments in real estate	23,397	23,397	-	25,637	25,637	-
Investments and financing to customers	386,268	109,442	276,826	337,252	86,495	250,757
Sukuk exposures	19,045	19,045	-	27,037	27,037	-
Other exposures	108,998	85,382	23,616	103,638	83,975	19,663
	<b>3,230,844</b>	<b>1,132,071</b>	<b>2,098,773</b>	<b>2,721,461</b>	<b>903,764</b>	<b>1,817,697</b>

	2015			2014		
	Average credit exposure *	Self-funded exposure	Funded through investments accounts exposure	Average credit exposure	Self-funded exposure	Funded through investments accounts exposure
<b>Table 6</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>	<b>KD'000</b>
Cash	23,913	6,265	17,648	29,714	9,153	20,561
Claims on sovereigns	160,077	60,399	99,678	103,679	33,361	70,318
Claims on international organisations	39,655	39,655	-	20,573	20,573	-
Claims on public sector Entities	5,934	1,540	4,394	7,006	2,104	4,902
Claims on MDBs	6,042	6,042	-	960	960	-
Claims on banks	473,055	131,897	341,158	439,394	146,433	292,961
Claims on corporates	884,303	301,009	583,294	778,355	291,996	486,359
Regulatory retail exposure	895,416	233,548	661,868	716,807	212,699	504,108
Past due exposure	12,174	3,162	9,012	18,485	5,628	12,857
Investments in real estate	24,390	24,390	-	21,663	21,663	-
Investments and financing to customers	380,781	99,033	281,748	332,813	99,679	233,134
Sukuk exposures	20,744	20,744	-	26,765	26,765	-
Other exposures	106,945	83,776	23,169	99,364	80,694	18,670
	<b>3,033,429</b>	<b>1,011,460</b>	<b>2,021,969</b>	<b>2,595,578</b>	<b>951,708</b>	<b>1,643,870</b>

\* Based on quarterly average balances

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## 6. RISK MANAGEMENT (CONTINUED)

## 6.2 Risk management processes (continued)

## 6.2.9 Gross, average and net credit exposures (continued)

	2015			2014		
	Net credit exposure KD'000	Self-funded exposure KD'000	Funded through investments accounts exposure KD'000	Net credit exposure KD'000	Self-funded exposure KD'000	Funded through investments accounts exposure KD'000
<b>Table 7</b>						
Cash	25,598	7,253	18,345	24,555	6,298	18,257
Claims on sovereigns	165,776	70,034	95,742	171,279	50,000	121,279
Claims on international organisations	39,513	39,513	-	38,099	38,099	-
Claims on public sector Entities	6,129	1,737	4,392	6,613	1,696	4,917
Claims on MDBs	6,064	6,064	-	-	-	-
Claims on banks	531,510	157,235	374,275	404,284	114,430	289,854
Claims on corporates	580,776	229,733	351,043	503,512	187,838	315,674
Regulatory retail exposure	974,557	276,122	698,435	771,959	197,984	573,975
Past due exposure	10,433	2,956	7,477	12,296	3,154	9,142
Investments in real estate	23,397	23,397	-	25,637	25,637	-
Investments and financing to customers	158,498	44,907	113,591	105,836	27,144	78,692
Sukuk exposures	19,045	19,045	-	27,037	27,037	-
Other exposures	108,998	85,382	23,616	103,638	83,975	19,663
	<b>2,650,294</b>	<b>963,378</b>	<b>1,686,916</b>	<b>2,194,745</b>	<b>763,292</b>	<b>1,431,453</b>

As at 31 December 2015, 27.7% of the Group's net credit risk exposure was rated by accredited External Credit Assessment Institutions (ECAIs), (31 December 2014: 28.15%) as detailed below:

	2015			2014		
	Net credit exposure KD'000	Rated exposure KD'000	Unrated exposure KD'000	Net credit exposure KD'000	Rated exposure KD'000	Unrated exposure KD'000
<b>Table 8</b>						
Cash	25,598	-	25,598	24,555	-	24,555
Claims on sovereigns	165,776	165,776	-	171,279	171,279	-
Claims on international organisations	39,513	39,513	-	38,099	38,099	-
Claims on public sector Entities	6,129	-	6,129	6,613	-	6,613
Claims on MDBs	6,064	-	6,064	-	-	-
Claims on banks	531,510	509,616	21,894	404,284	381,366	22,918
Claims on corporates	580,776	-	580,776	503,512	-	503,512
Regulatory retail exposure	974,557	-	974,557	771,959	-	771,959
Past due exposure	10,433	-	10,433	12,296	-	12,296
Investments in real estate	23,397	-	23,397	25,637	-	25,637
Investments and financing to customers	158,498	-	158,498	105,836	-	105,836
Sukuk exposures	19,045	19,045	-	27,037	27,037	-
Other exposures	108,998	-	108,998	103,638	-	103,638
	<b>2,650,294</b>	<b>733,950</b>	<b>1,916,344</b>	<b>2,194,745</b>	<b>617,781</b>	<b>1,576,964</b>

## RISK MANAGEMENT

For the year ended 31 December 2015

## 6. RISK MANAGEMENT (CONTINUED)

## 6.2 Risk management processes (continued)

## 6.2.9 Gross, average and net credit exposures (continued)

The Group uses external ratings (where available) from Fitch, S&P and Moody's to supplement internal ratings during the process of determining credit limits. Unrated public issue instruments are risk-weighted at 100% for capital adequacy purposes.

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

## 31 December 2015

	Middle East	North America	Europe	Asia & Others	Total
Table 9	KD'000	KD'000	KD'000	KD'000	KD'000
Cash	25,598	-	-	-	25,598
Claims on sovereigns	154,311	-	5,159	6,306	165,776
Claims on international organisations	-	-	-	39,513	39,513
Claims on public sector Entities	6,129	-	-	-	6,129
Claims on MDBs	6,064	-	-	-	6,064
Claims on banks	453,261	2,549	73,400	4,202	533,412
Claims on corporates	928,036	-	3,385	-	931,421
Regulatory retail exposure	974,557	-	-	-	974,557
Past due exposure	9,444	-	-	1,222	10,666
Investments in real estate	19,491	-	3,906	-	23,397
Investments and financing to customers	386,268	-	-	-	386,268
Sukuk exposures	16,116	-	2,929	-	19,045
Other exposures	90,945	33	-	18,020	108,998
	<u>3,070,220</u>	<u>2,582</u>	<u>88,779</u>	<u>69,263</u>	<u>3,230,844</u>

## 31 December 2014

	Middle East	North America	Europe	Asia & Others	Total
Table 9	KD'000	KD'000	KD'000	KD'000	KD'000
Cash	24,555	-	-	-	24,555
Claims on sovereigns	163,112	-	5,216	2,951	171,279
Claims on international organisations	-	-	-	38,099	38,099
Claims on public sector Entities	6,613	-	-	-	6,613
Claims on banks	337,228	3,164	57,662	7,145	405,199
Claims on corporates	791,608	-	2,894	-	794,502
Regulatory retail exposure	771,959	-	-	-	771,959
Past due exposure	13,617	-	-	2,074	15,691
Investments in real estate	19,864	-	5,773	-	25,637
Investments and financing to customers	335,721	-	1,531	-	337,252
Sukuk exposures	24,163	-	2,873	-	27,036
Other exposures	85,084	32	-	18,523	103,639
	<u>2,573,524</u>	<u>3,196</u>	<u>75,949</u>	<u>68,792</u>	<u>2,721,461</u>

## RISK MANAGEMENT

For the year ended 31 December 2015

## 6. RISK MANAGEMENT (CONTINUED)

## 6.2 Risk management processes (continued)

## 6.2.9 Gross, average and net credit exposures (continued)

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

## 31 December 2015

	Up to 3 months	3 – 6 months	6 – 12 months	Over 1 year	Total
Table 10	KD'000	KD'000	KD'000	KD'000	KD'000
Cash	25,598	-	-	-	25,598
Claims on sovereigns	65,662	40,236	57,640	2,238	165,776
Claims on international organisations	37,537	-	-	1,976	39,513
Claims on public sector Entities	-	3,505	-	2,624	6,129
Claims on MDBs	5,761	-	-	303	6,064
Claims on banks	488,668	31,356	13,225	163	533,412
Claims on corporates	441,879	141,169	162,756	185,617	931,421
Regulatory retail exposure	9,760	1,296	7,344	956,157	974,557
Past due exposure	10,666	-	-	-	10,666
Investments in real estate	-	-	-	23,397	23,397
Investments and financing to customers	276,576	92,805	16,648	239	386,268
Sukuk exposures	18,093	-	-	952	19,045
Other exposures	7,749	-	6,424	94,825	108,998
	<u>1,387,949</u>	<u>310,367</u>	<u>264,037</u>	<u>1,268,491</u>	<u>3,230,844</u>

## 31 December 2014

	Up to 3 months	3 – 6 months	6 – 12 months	Over 1 year	Total
Table 10	KD'000	KD'000	KD'000	KD'000	KD'000
Cash	24,555	-	-	-	24,555
Claims on sovereigns	98,094	48,394	24,790	-	171,278
Claims on international organisations	38,099	-	-	-	38,099
Claims on public sector Entities	-	3,502	-	3,111	6,613
Claims on banks	390,304	5,048	1,930	7,917	405,199
Claims on corporates	385,600	211,846	102,917	94,138	794,501
Regulatory retail exposure	5,938	624	3,592	761,805	771,959
Past due exposure	15,692	-	-	-	15,692
Investments in real estate	-	-	-	25,637	25,637
Investments and financing to customers	267,698	55,922	13,067	566	337,253
Sukuk exposures	-	-	4,354	22,683	27,037
Other exposures	5,558	-	5,386	92,694	103,638
	<u>1,231,538</u>	<u>325,336</u>	<u>156,036</u>	<u>1,008,551</u>	<u>2,721,461</u>

## RISK MANAGEMENT

For the year ended 31 December 2015

## 6. RISK MANAGEMENT (CONTINUED)

## 6.2 Risk management processes (continued)

## 6.2.10 "Past-due" and impairment provisions

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

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

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

Category	Criteria
Watchlist	Irregular for a period up to 90 days (inclusive)
Substandard	Irregular for a period between 91 and 180 days (inclusive)
Doubtful	Irregular for a period between 181 days and 365 days (inclusive)
Bad	Irregular for a period exceeding 365 days

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

The Group's impaired finance portfolio as at 31 December 2015 was **KD 19,523 thousand** against which a specific provision of **KD 8,720 thousand** has been made, (31 December 2014: KD 20,275 thousand and KD 5,380 thousand), as detailed below:

	2015			2014		
	Impaired finance facilities	Related specific provision	Net balance	Impaired finance facilities	Related specific provision	Net balance
	KD'000	KD'000	KD'000	KD'000	KD'000	KD'000
<b>Table 11</b>						
Claims on corporates	14,814	7,123	7,691	16,654	3,756	12,898
Regulatory retail exposure	4,709	1,597	3,112	3,621	1,624	1,997
	<b>19,523</b>	<b>8,720</b>	<b>10,803</b>	<b>20,275</b>	<b>5,380</b>	<b>14,895</b>

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

	2015			2014		
	Middle East	Asia	Total	Middle East	Asia	Total
	KD'000	KD'000	KD'000	KD'000	KD'000	KD'000
<b>Table 12</b>						
Past due and impaired financing	16,225	3,298	19,523	17,093	3,182	20,275
Related specific provision	6,408	2,312	8,720	4,126	1,254	5,380

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

The adequacy of provisions are regularly evaluated and monitored by the Provisions Committee.

The Bank's total provision as at 31 December 2015 was **KD 50,736 thousand** inclusive of a general provision of **KD 42,016 thousands**, (31 December 2014: KD 41,584 thousand and KD 36,204 thousand), as detailed below:

	2015	2014
	KD'000	KD'000
<b>Table 13</b>		
Claim on corporates	32,196	28,430
Regulatory retail exposure	9,820	7,774
	<b>42,016</b>	<b>36,204</b>

The total general provision above includes **KD 1,586 thousand** relating to "non-cash" facilities in accordance with CBK regulations, (31 December 2014: KD 1,495 thousand).

## RISK MANAGEMENT

For the year ended 31 December 2015

**6. RISK MANAGEMENT (CONTINUED)****6.2 Risk management processes (continued)****6.2.10 “Past-due” and impairment provisions (continued)**

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

Table 14	2015	2014
	KD’000	KD’000
Middle east and north Africa	40,396	34,665
Europe	34	44
	<u>40,430</u>	<u>34,709</u>

The analysis of specific and general provisions is further detailed in note 8 and 12 of the Group’s consolidated financial statements.

**6.3 “Market” risk**

“Market” risk is defined as the potential loss in value of financial instruments caused by adverse movements in market variables such as profit rates, foreign exchange rates and equity prices.

Market risk results from uncertainty in future earnings arising from changes in profit rates, exchange rates, market prices and volatilities. Speculative Market Risk is not undertaken by the Bank but market risk arises from financing and investment activities.

The strategy for controlling market risk includes:

- Stringent controls and limits.
- Strict segregation of “front”, “middle” and “back” office duties.
- Regular independent reporting of positions.
- Regular independent review of all controls and limits.

**6.3.1 Market-risk management framework**

The Market-Risk Management Framework governs the Bank’s activities related to market risk. Market risk arising from banking book activities is the primary responsibility of the Bank’s Asset and Liability Management Executive Committee and managed within a structure of approved financing and position limits.

**6.4 Operational risk**

Operational risk is defined as the risk of loss resulting from inadequate or failed internal processes, people and systems failure, or from external events. When controls fail to perform, it can lead to legal or regulatory implications, or financial or reputational loss

**6.4.1 Operation- risk management framework**

The Bank monitors its operational risks through an Operational-Risk Management Framework which defines roles and responsibilities for managing and reporting operational risk. The key components of this framework are Risk Control Self Assessments, comprehensive documented policies, procedures and internal controls.

Through the framework, line management is able to identify, assess and decide in what form and scale it can accept, control and reduce operational risk, together with the form of risk-prevention measures which are necessary. Furthermore, it embeds a culture of transparency of information, escalation of key issues, and accountability for issue resolution. The Bank’s Risk Management collates and reviews actual loss data arising from the Bank’s day-to-day operations to continuously refine its control arrangements.

The operational-risk framework is supplemented by regular reviews from the Bank internal audit function. The Bank has a Business Continuity Plan together with a fully-equipped Disaster Recovery Centre which is tested periodically.

The Bank’s business processes are closely monitored to identify, assess, control and prevent potentially illicit use of the Bank’s services for laundering money and/or financing terrorism. The Bank’s “anti-money laundering” and “combating terrorism-financing” initiatives are regularly reviewed to ensure full compliance with legal and regulatory requirements and international best practices.

**6.5 Liquidity risk**

Liquidity risk is defined as the inability to generate sufficient financial resources to meet all obligations and commitments as they fall due, or having to access funds to meet payment obligations at an excessive cost. It is the policy of the Bank to maintain adequate liquidity at all times.

The Bank applies a prudent mix of liquidity controls which provide security of access to funds without undue exposure to increased costs of funds from the liquidation of assets, or aggressive bidding for deposits. Liquidity risk is monitored and evaluated daily to ensure that, over the short term and by major currency, the profile of projected future cash inflows is adequately matched to the maturity of liabilities.



## 6. RISK MANAGEMENT (CONTINUED)

### 6.6 Reputation and fiduciary risk

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

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

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

During the year, Assets under Management at the Group decreased by **4.3%** to reach **KD 95,496 thousands** on 31 December 2015, (31 December 2014: 26.5% to reach KD 99,804 thousands).

## 7. COMPLIANCE WITH SHARI'A PRINCIPLES

Fatwa & Shari'a Supervisory Board of the Bank is responsible for monitoring the Bank's compliance with its issued fatwa and resolutions. The Shari'a Supervisory Board reviews and approves the contract and agreement forms after obtaining the necessary information to provide its opinion. Random samples of operations related to the Bank's transactions are reviewed through Shari'a supervision according to the annual Shari'a audit plan for all the departments and through the periodic reports provided by the Shari'a supervisory department about the audit processes, field visits, workflow and the validity of implementing the fatwa and resolutions issue by the Shari'a Supervisory Board. Accordingly, an annual report about the Bank's compliance with Shari'a fatwa and resolutions are issued according to those fatwa and resolutions and it is attached along with Bank's annual report and submitted to shareholders in the General Assembly. The external auditors have looked at the procedures adopted by the Shari'a Supervisory Board review all the Shari's committee minute of the meeting held during the year and regarding to this and based on CBK circular number (2/RBA/100/2003) issue the report describing the procedures that taken in place during the year to ensure that Bank compliance with Shari's rules and principles in addition, they disclosed in the report that Bank had comply with all Shari'a Supervisory Board rules and instructions.

According to the law no 46/2003 related to Zakat should be paid by listed companies, the Bank will pay **KD 354 thousands** for the year ended 31 December 2015, (31 December 2014: KD 289 thousands), and it is subject to auditing procedures by external consultant and approval by Ministry of Finance.

The violations related to compliance of Sharia's principles for the year ended 31 December 2015 is **Nil**, (31 December 2014: Nil).

The Shari's Supervisor Board's remuneration for the year ended 31 December 2015 is **KD 54 thousands**, (31 December 2014: KD 66 thousands).

## 8. INVESTMENT ACCOUNTS

Investment accounts receive a proportion of profit based on an agreed profit-sharing ratio and bear a share of loss.

Investment accounts take the form of unrestricted Mudaraba or Wakala contracts and include savings accounts and fixed term deposit accounts.

### Saving Investment Accounts

These are open-term deposits and the client is entitled to withdraw the balances of these accounts or portions thereof at any time. The profit sharing of saving investment accounts is calculated and distributed monthly and the rate of profits on the accounts balances were ranging between 0.1% and 1% based on the product and currency.

### Fixed-Term Deposit Investment Accounts

These are fixed-term deposits based on the deposit contract executed between the Bank and the depositor. These deposits have a predetermined maturity date and renewed automatically for a similar period, unless the depositor notifies the Bank in writing of his/her desire not to renew the deposit. The profit sharing of fixed-term deposit investment accounts is calculated monthly and distributed on the month ended after the maturity date and the rate of profits on the accounts balances were ranging between 1% and 1.5% based on the product and currency.

Investment accounts are invested in pools of assets and receive a proportion share of net income from these assets after allocating it's proportion share of expenses. These assets are complying with the Codes of the Islamic Sharia'a, as approved by the Bank's Sharia'a Supervisory Board. The Bank doesn't maintain investment risk reserve or profit equalization reserve.

A weighting factor of 50% is used for credit risk-weighted exposures financed from investment accounts.



## RISK MANAGEMENT

For the year ended 31 December 2015

## 9. COMPOSITION OF CAPITAL

## 9.1 Composition of Regulatory Capital

For regulatory purposes, the capital base is divided into:

- Common Equity Tier 1
- Tier 1 Capital
- Total Capital

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

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

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

The below table summarizes the composition of capital and ratios:

	2015	2014
	KD'000	KD'000
<b>Table 15</b>		
Common Equity Tier 1 Capital before regulatory adjustments	<b>308,493</b>	286,965
<b>Less:</b>		
Total regulatory adjustments to Common Equity Tier 1	<b>27,978</b>	28,731
Deductions from Capital Base arising from Investments in FIs where ownership is > 10%	<b>21,151</b>	29,184
<b>Common Equity Tier 1 Capital (CET1)</b>	<b>259,364</b>	229,050
Additional Tier 1 Capital (AT1)	<b>230</b>	731
<b>Tier 1 Capital (T1 = CET1 + AT1)</b>	<b>259,594</b>	229,781
Tier 2 Capital (T2)	<b>18,332</b>	15,148
<b>Total Capital (TC = T1 + T2)</b>	<b>277,926</b>	244,929
Total risk-weighted assets	<b>1,631,425</b>	1,356,592
<b>Capital ratios and buffers</b>		
Common Equity Tier 1 Capital (as percentage of risk-weighted assets)	<b>15.90%</b>	16.88%
Tier 1 Capital (as percentage of risk-weighted assets)	<b>15.91%</b>	16.94%
Total Regulatory Capital (as percentage of risk-weighted assets)	<b>17.04%</b>	18.05%
<b>National minima</b>		
Common Equity Tier 1 minimum ratio including Capital Conservation Buffer	<b>9.00%</b>	8.50%
Tier 1 minimum ratio	<b>10.50%</b>	10.00%
Total capital minimum ratio excluding CCY and D-SIB buffers	<b>12.50%</b>	12.00%

A detailed breakdown of the Group's regulatory capital position under the Common Disclosures template as stipulated under the Pillar 3 section of the CBK Basel III Capital Adequacy framework is presented in Table 24.

## RISK MANAGEMENT

For the year ended 31 December 2015

**10. RECONCILIATION REQUIREMENTS**

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

Table 16 provides the comparison (Step1) of the balance sheet published in the consolidated financial statement and the balance sheet under the regulatory scope of consolidation. Lines have been expanded and referenced with letters (Step 2) to display the relevant items of the regulatory capital.

31 December 2015 Table 16 - Step 1 and 2 of Reconciliation requirements	Balance sheet as in published financial statements	Under regulatory scope of consolidation	Reference
	KD'000	KD'000	
<b>Assets</b>			
Cash and cash equivalent	465,259	465,259	
Due from banks	218,076	218,076	
Islamic financing to customers	2,171,794	2,171,794	
of which general provisions(netted above) capped for Tier 2 inclusion	18,288	18,288	A
Financial assets at fair value through profit or loss	15,388	15,388	
Available for sale investments	126,307	126,307	
Investment in associates	79,713	79,713	
of which goodwill	27,410	27,410	B
of which investments in the capital of banking entities above the threshold deduction that are outside the scope of regulatory consolidation	21,151	21,151	C
Investment properties	23,397	23,397	
Other assets	14,169	14,169	
Property and equipment	18,782	18,782	
<b>Total assets</b>	<b>3,132,885</b>	<b>3,132,885</b>	
<b>Liabilities</b>			
Due to banks	382,749	382,749	
Depositors' accounts	2,398,935	2,398,935	
Other liabilities	30,402	30,402	
<b>Total liabilities</b>	<b>2,812,086</b>	<b>2,812,086</b>	
<b>Equity</b>			
Share capital	206,325	206,325	D
Share premium	62,896	62,896	E
Proposed bonus shares	10,316	10,316	F
Treasury shares	(568)	(568)	G
Statutory reserve	9,998	9,998	H
Voluntary reserve	9,570	9,570	I
Share based payment reserve	1,171	1,171	J
Fair value reserve	4,159	4,159	K
Foreign currency translation reserve	(9,262)	(9,262)	L
Retained earnings	13,320	13,320	M
Proposed cash dividends	10,307	10,307	N
<b>Equity attributable to equity holders of the Bank</b>	<b>318,232</b>	<b>318,232</b>	
Non-controlling interests	2,567	2,567	
of which limited recognition eligible as CET1 Capital			
of which limited recognition eligible as AT1 Capital	230	230	O
of which limited recognition eligible as Tier 2 Capital	44	44	P
<b>Total equity</b>	<b>320,799</b>	<b>320,799</b>	
<b>Total liabilities and equity</b>	<b>3,132,885</b>	<b>3,132,885</b>	

## RISK MANAGEMENT

For the year ended 31 December 2015

## 10. RECONCILIATION REQUIREMENTS (CONTUNUED)

31 December 2014 Table 16 - Step 1 and 2 of Reconciliation requirements	Balance sheet as in published financial statements	Under regulatory scope of consolidation	Reference
	KD'000	KD'000	
<b>Assets</b>			
Cash and cash equivalent	314,821	314,821	
Due from banks	263,593	263,593	
Islamic financing to customers	1,805,115	1,805,115	
of which general provisions(netted above) capped for Tier 2 inclusion	15,002	15,002	A
Financial assets at fair value through profit or loss	12,738	12,738	
Available for sale investments	113,852	113,852	
Investment in associates	85,728	85,728	
of which goodwill	27,968	27,968	B
of which investments in the capital of banking entities above the threshold deduction that are outside the scope of regulatory consolidation	29,184	29,184	C
Investment properties	25,637	25,637	
Other assets	10,944	10,944	
Property and equipment	15,502	15,502	
<b>Total assets</b>	<b>2,647,930</b>	<b>2,647,930</b>	
<b>Liabilities</b>			
Due to banks	226,739	226,739	
Depositors' accounts	2,082,854	2,082,854	
Other liabilities	37,235	37,235	
<b>Total liabilities</b>	<b>2,346,828</b>	<b>2,346,828</b>	
<b>Equity</b>			
Share capital	196,500	196,500	D
Share premium	62,896	62,896	E
Proposed bonus shares	9,825	9,825	F
Treasury shares	(763)	(763)	G
Statutory reserve	6,283	6,283	H
Voluntary reserve	6,015	6,015	I
Share based payment reserve	864	864	J
Fair value reserve	5,082	5,082	K
Foreign currency translation reserve	(6,468)	(6,468)	L
Retained earnings	5,978	5,978	M
Proposed cash dividends	9,815	9,815	N
<b>Equity attributable to equity holders of the Bank</b>	<b>296,027</b>	<b>296,027</b>	
Non-controlling interests	5,075	5,075	
of which limited recognition eligible as CET1 Capital			
of which limited recognition eligible as AT1 Capital	731	731	O
of which limited recognition eligible as Tier 2 Capital	146	146	P
<b>Total equity</b>	<b>301,102</b>	<b>301,102</b>	
<b>Total liabilities and equity</b>	<b>2,647,930</b>	<b>2,647,930</b>	

## RISK MANAGEMENT

For the year ended 31 December 2015

## 10. RECONCILIATION REQUIREMENTS (CONTINUED)

Table 17 provides the relevant lines under 'Table 24: Composition of Regulatory Capital' with cross references to the letters in Table 16, thereby reconciling (Step 3) the components of regulatory capital to the published balance sheet.

31 December 2015

Relevant row number in common disclosure template	Table 17: Step 3 of Reconciliation requirements	Component regulatory capital KD'000	Source based on reference letters of the balance sheet from step2 KD'000
<b>Common Equity Tier 1 capital: instruments and reserves</b>			
1	Directly issued qualifying common share capital plus related stock surplus	206,325	D
2	Retained earnings	13,320	M
3	Accumulated other comprehensive income (and other reserves)	88,848	E+H+I+J+K+L+F
4	Common share capital issued by subsidiaries and held by third parties (minority interest)	-	
5	<b>Common Equity Tier 1 Capital before regulatory adjustments</b>	<u>308,493</u>	
<b>Common Equity Tier 1 Capital : regulatory adjustments</b>			
6	Goodwill	27,410	B
7	Other intangibles other than mortgage-servicing rights (net of related tax liability)	-	
8	Investments in own shares	568	G
9	Deductions from Capital Base arising from Investments in FIs where ownership is > 10%	21,151	C
10	<b>Total regulatory adjustments to Common Equity Tier 1</b>	<u>49,129</u>	
11	<b>Common Equity Tier 1 Capital (CET1)</b>	<u>259,364</u>	
<b>Additional Tier 1 capital : instruments</b>			
12	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	230	O
13	<b>Additional Tier 1 capital before regulatory adjustments</b>	<u>230</u>	
<b>Additional Tier 1 Capital : regulatory adjustments</b>			
14	Additional Tier 1 Capital (AT1)	230	
15	<b>Tier 1 Capital (T1 = CET1 + AT1)</b>	<u>259,594</u>	
<b>Tier 2 Capital : instruments and provisions</b>			
16	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	44	P
17	General Provisions included in Tier 2 Capital	18,288	A
18	<b>Tier 2 Capital before regulatory adjustments</b>	<u>18,332</u>	
19	<b>Total capital (TC = T1 + T2)</b>	<u>277,926</u>	

## 10. RECONCILIATION REQUIREMENTS (CONTINUED)

31 December 2014

Relevant row number in common disclosure template	Table 17: Step 3 of Reconciliation requirements	Component regulatory capital KD'000	Source based on reference letters of the balance sheet from step2 KD'000
<b>Common Equity Tier 1 capital: instruments and reserves</b>			
1	Directly issued qualifying common share capital plus related stock surplus	196,500	D
2	Retained earnings	5,978	M
3	Accumulated other comprehensive income (and other reserves)	84,487	E+H+I+J+K+L+F
4	Common share capital issued by subsidiaries and held by third parties (minority interest)	-	
5	<b>Common Equity Tier 1 Capital before regulatory adjustments</b>	<u>286,965</u>	
<b>Common Equity Tier 1 Capital : regulatory adjustments</b>			
6	Goodwill	27,968	B
7	Other intangibles other than mortgage-servicing rights (net of related tax liability)	-	
8	Investments in own shares	763	G
9	Deductions from Capital Base arising from Investments in FIs where ownership is > 10%	29,184	C
10	<b>Total regulatory adjustments to Common Equity Tier 1</b>	<u>57,915</u>	
11	<b>Common Equity Tier 1 Capital (CET1)</b>	<u>229,050</u>	
<b>Additional Tier 1 capital : instruments</b>			
12	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	731	O
13	<b>Additional Tier 1 capital before regulatory adjustments</b>	<u>731</u>	
<b>Additional Tier 1 Capital : regulatory adjustments</b>			
14	Additional Tier 1 Capital (AT1)	731	
15	<b>Tier 1 Capital (T1 = CET1 + AT1)</b>	<u>229,781</u>	
<b>Tier 2 Capital : instruments and provisions</b>			
16	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	146	P
17	General Provisions included in Tier 2 Capital	15,002	A
18	<b>Tier 2 Capital before regulatory adjustments</b>	<u>15,148</u>	
19	<b>Total capital (TC = T1 + T2)</b>	<u>244,929</u>	

## RISK MANAGEMENT

For the year ended 31 December 2015

**11. LEVERAGE RATIO**

In October 2014, CBK issued the regulations on the 'Leverage ratio' introduced by BCBS as part of the regulatory reforms package. This transparent and non-risk based metric supplements the Capital ratio to act as a backstop measure to limit excessive build-up of on and off-balance sheet exposures.

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

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

The Leverage Ratio for the Group at consolidated level is:

	2015	2014
<b>Table 18</b>		
Tier 1 Capital (KD' 000s)	259,594	229,050
Total Exposures (KD' 000s)	<b>3,286,647</b>	2,773,981
<b>Leverage Ratio (%)</b>	<b>7.90%</b>	8.26%

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

	2015	2014
<b>Table 19</b>	<b>KD'000</b>	KD'000
On-balance sheet exposures	<b>3,084,326</b>	2,590,786
Off-balance sheet items	<b>202,321</b>	183,195
<b>Total Exposures</b>	<b>3,286,647</b>	2,773,981

Table 25 provides details of the Leverage Ratio in the format stipulated for public disclosure under the Pillar 3 framework

**11.1 Leverage Ratio Reconciliation**

Table 20 provides the reconciliation of the balance sheet assets from the published financial statement with total exposure amount in the calculation of leverage ratio.

Summary comparison of accounting assets vs leverage ratio exposure measure

	2015	2014
<b>Table 20</b>	<b>KD'000</b>	KD'000
<b>Item</b>		
Total consolidated assets as per published financial statements	<b>3,132,885</b>	2,647,930
Adjustment for investments in banking, financial, insurance or commercial entities that are consolidated for accounting purposes but outside the scope of regulatory consolidation	<b>(48,559)</b>	(57,144)
Adjustment for fiduciary assets recognised on the balance sheet pursuant to the operative accounting framework but excluded from the leverage ratio exposure measure	-	-
Adjustments for derivative financial instruments	-	-
Adjustment for securities financing transactions (ie repos and similar secured lending)	-	-
Adjustment for off-balance sheet items (ie conversion to credit equivalent amounts of off-balance sheet exposures)	<b>202,321</b>	183,195
Other adjustments	-	-
<b>Leverage ratio exposure</b>	<b>3,286,647</b>	2,773,981

## 12. LIQUIDITY COVERAGE RATIO DISCLOSURE

### 12.1 Introduction

In December 2014, the Central Bank of Kuwait (CBK) issued a directive (2/RB/346/2014) to Islamic banks operating in Kuwait on the adoption of the Liquidity Coverage Ratio (LCR) as part of the Central Bank's implementation of the Basel III reforms.

The main objective of the Liquidity Coverage Ratio (LCR) is to ensure the short-term resilience of the liquidity risk management of banks by ensuring that they have sufficient high quality liquid assets (HQLA) to survive a significant stress scenario lasting for a period of 30 days.

### 12.2 Definition

The LCR is defined as a ratio of Islamic Sharia'a compliant HQLA to the total net cash outflows estimated for the next 30 'calendar' days. HQLA are classified into two categories: "Level 1" and "Level 2" with a cap on "Level 2" assets to the total HQLA. "Level 2 HQLA" are calculated after applying the hair cut provided by the Central Bank of Kuwait on their market values. The net cash outflows are calculated by applying cash outflow and inflow run off factors assigned by the Central Bank of Kuwait. These factors apply to the various categories of liabilities (outflows relating to retail and wholesale deposits, contingent funding obligations and undrawn commitments) and assets (inflows from retail and corporate financing receivables) maturing within 30 days.

The LCR is calculated by dividing the amount of unencumbered HQLA by the estimated net outflows over a stressed 30-day period.

### 12.3 Regulatory Scope of Reporting and Consolidation

The LCR is reported at local level, including head office and its branches in Kuwait.

The LCR is calculated on a total currency level. For follow up purposes only the LCR is prepared on a stand-alone basis for significant currencies. Significant currencies are defined as those whose aggregate liabilities (on- and off- balance sheet) constitute more than 5% of the bank's total aggregate liabilities. Accordingly, the Bank reports the LCR for Kuwaiti Dinar (KWD) and US Dollar (USD) denominated balances in addition to the total currency level.

### 12.4 Liquidity Policy and Contingency Funding Plan

The Bank's liquidity management is guided by its Liquidity Policy which is reviewed annually and approved by the Board of Directors. The Liquidity Policy document specifies the main goals, policies and procedures for managing liquidity risk. The Liquidity Policy outlines procedures to identify, measure and monitor liquidity risk parameters in line with regulatory and internal limits, under normal and stress scenarios.

The Liquidity Policy also encompasses the bank's Contingency Funding Plan (CFP), which is approved by the Board of Directors, charts the course to be followed under stressed conditions.

### 12.5 Funding Strategy and Liquidity Management

While the operational aspect of day-to-day cash flow and liquidity management rests with Treasury, other groups such as Consumer Banking Group (CBG), Corporate Banking Group (COR), Risk Management Department (RMD), and Financial Control Group (FCG) plays a key role in managing and monitoring the longer-term funding profile of the bank under the oversight of the Asset Liability Management Committee (ALCO).

The Bank's long-term strategy has been to maintain a strong and diversified liabilities profile. The bank has embraced a robust funding profile through its wide domestic retail customer base and the diversified wholesale funding customers. The bank's major wholesale funding counterparties comprise mostly of Kuwaiti government and quasi-sovereign agencies with which the Bank has established a strong and long-term relationship.

### 12.6 Results Analysis and Main Drivers

The Bank's HQLA during the three months ending 31 December 2015, was averaging at **KD 217 Million** (post-haircut) against an average liquidity requirement of **KD 182 Million**. Hence, the LCR averaged **119%** during the last quarter of 2015

The HQLA is primarily comprised of Level 1 assets which represent cash and reserve balances with the CBK as well as debt issuances by sovereign and Islamic development banks in domestic and foreign currencies. Level 2 assets comprises of debt issuances by International Islamic Liquidity Management Corporation and other non-financial institutions in domestic and foreign currencies. Level 1 assets comprise of 78% of the total HQLA.



## RISK MANAGEMENT

For the year ended 31 December 2015

## 12. LIQUIDITY COVERAGE RATIO DISCLOSURE (CONTINUED)

## 12.7 Quantitative Information

Quantitative information on the Liquidity Coverage Ratio is provided in the table below. The values are calculated as the simple average of daily observations over the period between 1 October 2015 and 31 December 2015 for the Bank at Local level.

Table 21

SL.	Description	KD 000s	
		Value before applying flow rates (average)**	Value after applying flow rates (average)**
<b>High-Quality Liquid Assets (HQLA)</b>			
1	Total HQLA (before adjustments)		217,275
<b>Cash Outflows</b>			
2	Retail deposits and small business		
3	• Stable deposits	-	-
4	• Less stable deposits	503,659	77,752
5	Deposit, investment accounts and unsecured wholesale funding excluding the deposits of small business customers:		
6	• Operational deposits	-	-
7	• Non-operational deposits (other unsecured commitments)	755,096	549,425
8	Secured Funding		-
9	Other cash outflows, including:		
10	• Resulting from Shari'ah compliant hedging contracts	-	-
11	• Resulting from assets-backed sukuk and other structured funding instruments	-	-
12	• Binding credit and liquidity facilities	-	-
13	Other contingent funding obligations	1,172,441	58,622
14	Other contractual cash outflows obligations	42,497	42,497
15	<b>Total Cash Outflows</b>		<b>728,296</b>
<b>Cash Inflows</b>			
16	Secured lending transactions	-	-
17	Inflows from the performing exposures (as per the counterparties)	690,585	572,215
18	Other cash Inflows	-	-
19	<b>Total Cash Inflows</b>	<b>690,585</b>	<b>572,215</b>
<b>LCR</b>			
20	Total HQLA (after adjustments)		217,275
21	Net Cash Outflows		182,074
22	LCR		119.3%

### 13. REMUNERATION DISCLOSURE

#### 13.1 Qualitative Information

##### 13.1.1 Governance bodies

The Boubyan Bank Group's remuneration framework is under the supervision of the Board of Directors. As per the Bank's policies and charters, the Board is responsible to review and approve the remuneration policy and oversee the implementation of the remuneration framework.

The Board Nomination and Remuneration Committee (BNRC) comprises three non-executive Board members. Its main responsibility, in terms of remuneration mandates, is to support the board in setting the principles of the Group's remuneration policy and ensures effective implementation in accordance with the Bank's remuneration policy and Corporate Governance Code.

Boubyan Bank remuneration policy is developed and implemented at the Group level and covers Bank's subsidiaries.

The remuneration policy defines three major categories for remuneration treatment, governance and disclosures.

Senior Management: includes all employees in the positions of Assistant General Manager and above and staff whose hiring are subject to approval of regulators. The number of employees in this category as at 31 December 2015 was **33 employees**, (31 December 2014: 29 employees).

Material Risk Takers: includes all employees whose activities and decisions have a material impact on the risk profile of the Bank. The number of employees in this category as at 31 December 2015 was **23 employees**, (31 December 2014: 23 employees).

Financial and Risk Control: includes all head of divisions and head of groups in Financial Control, Risk Management, Compliance, Internal Audit and Anti-Money Laundering functions. The number of employees in this category as at 31 December 2015 was **13 employees**, (31 December 2014: 12 employees).

##### 13.1.2 Remuneration Structure and design

Boubyan Bank's remuneration policy is in line with the strategic objectives of the Group. The policy is designed mainly to attract, retain and motivate high-calibre, skilled and knowledgeable employees, thereby ensuring a sound risk management and sustained profitability.

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

The employees of the Bank are entitled to two categories of remuneration, which are as follows:

Fixed remuneration: such remuneration are defined in the employment agreements, and may include fixed salaries (i.e. basic salary, allowances and annual fixed pay as a percentage of basic salary) and other benefits (i.e. medical insurance, air-tickets, and schooling support),

Variable remuneration: such remuneration are driven mainly by performance and guided by the "Employee Incentive Plan". This is in the form of cash bonus and/or Employee Stock Options (ESOP).

The remuneration policy is reviewed by the Board Nomination and Remuneration Committee annually and any amendments should be approved by the Board of Directors.

The Risk Management, Compliance and internal audit functions are independent functions. The risk management and compliance functions are reporting to and assessed by the Board Risk Committee. The internal audit function is reporting to and assessed by the Board Audit Committee. The total remuneration for these positions are determined and approved by the Board Risk Committee and Board Audit committee as a fully independent parties.

Boubyan Bank considers its Group risk profile when determining its annual remuneration pool; the risk profile includes the key risks to which the Group is exposed such as strategic, credit, market, liquidity, and operational.

The overall variable remuneration pool is determined by taking into account of relevant risk metrics. The metrics used to determine the pool are linked with key risk indicators and they are in line with the Group's overall risk strategy. The Group applied the key risk indicators (KRIs) this year without significant change from last year's KRIs.

**13. REMUNERATION DISCLOSURE (CONTINUED)****13.1 Qualitative Information (continued)****13.1.3 An Overview on the Key Performance Indicators**

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

Remuneration is determined based on the achievement of KPIs toward the overall Group strategy; this includes financial and non-financial criteria and Key Risk Indicators (KRIs) at Bank's level.

The Bank's Performance Management Policy sets the methodology of linking an individual's annual performance with the Bank's overall performance.

The annual remuneration pool for this year was approved by the Board of Directors after review, discussion and recommendation by the Board Nomination and Remuneration Committee. The percentage of approved remuneration was determined based on the Bank-level KPIs.

The performance appraisal form for each position identifies the quantitative weights of individual KPIs; the final scoring of the appraisal is linked with a quantitative formula to determine the level of remunerations.

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

**13.1.4 Remuneration Adjustments**

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

The Group remuneration deferment policy ensures an appropriate portion of the variable remuneration of senior employees (including those deemed to have a material impact on the risk profile of the organisation) is deferred.

The deferment of variable remuneration applies to the equity shares as per the ESOP terms. This deferred variable remuneration is subject to Clawback in the event of established fraud, misleading information or exceeding the approved risk limits.

**13.1.5 Types of Remuneration Components**

The Bank has two main remuneration components (fixed and variable). The variable component is mainly linked with performance and is subject to the deferment approach as mentioned above.

The fixed component (salaries, benefits) is on cash basis, while the variable component is on cash or equity basis (ESOP).

The percentage between fixed and variable (cash and equity) is reviewed and approved by the Board on an annual basis.

In case weak performance and business recessions, the Group would try to minimise the percentage of variable remuneration, especially for the Senior Management and Material Risk-Takers.

## RISK MANAGEMENT

For the year ended 31 December 2015

## 13. REMUNERATION DISCLOSURE (CONTINUED)

## 13.2 Quantitative Information (continued)

During the year, the Board Nomination and Remuneration Committee met **5 times**, (31 December 2014: 4 times).

The total remuneration paid to the Committee members was **Nil**, (31 December 2014: Nil).

The quantitative disclosures detailed below cover only senior management and other material risk takers.

The number of employees having received a variable remuneration award during 2015 was **42 employees** and they represent **6.3%** of the total number of employees received a variable remuneration, (31 December 2014: 42 employees and they represent 6.8%).

The number of employees who received sign-on awards or guaranteed bonuses during 2015 was **Nil**, (31 December 2014: Nil).

The total amount of end-of-service benefit paid during 2015 was **KD 159 thousand**; this is related to **7 employees** (31 December 2014: KD 8 thousand related to 1 employee).

The total amount of outstanding deferred remuneration as at 31 December 2015 was **KD 1,588**, (31 December 2014: KD 1,250).

Total amount of deferred remuneration paid during 2015 was **KD 235 thousands**, (31 December 2014: KD 445 thousands).

Total salaries & remuneration granted during reported period

*Senior Management*

Table 22	2015		2014	
	Unrestricted KD'000	Deferred KD'000	Unrestricted KD'000	Deferred KD'000
<b>Fixed remuneration:</b>				
- Cash	3,049	-	3,097	-
- Others (Note 1)	-	581	-	361
<b>Variable remuneration:</b>				
- Cash	729	-	684	-
- ESOP	-	730	-	673

*Material Risk Taker\**

Table 23	2015		2014	
	Unrestricted KD'000	Deferred KD'000	Unrestricted KD'000	Deferred KD'000
<b>Fixed remuneration:</b>				
- Cash	1,959	-	2,008	-
- ESOP	-	337	-	208
<b>Variable remuneration:</b>				
- Cash	508	-	496	-
- ESOP	-	505	-	486

Note 1: This consists of deferred end-of-service benefits in line with Boubyan Bank policy

*Employees Category*

Table 24	2015		2014	
	Number of employees	Remuneration Fixed and Variable KD'000	Number of employees	Remuneration Fixed and Variable KD'000
Senior Management	33	5,089	34	4,815
Material Risk Takers*	23	3,309	23	3,193
Financial and Risk Control	13	1,062	12	880

\* Material Risk Takers are identify as Senior Management

## RISK MANAGEMENT

For the year ended 31 December 2015

## 14. OTHER DISCLOSURES

## 14.1 Regulatory Capital Composition: Common Disclosure Template

Row Number	Table 25	KD 000s	
<b>Common Equity Tier 1 Capital: instruments and reserves</b>			
1	Directly issued qualifying common share capital plus related stock surplus	279,538	259,395
2	Retained earnings	13,320	5,978
3	Accumulated other comprehensive income (and other reserves)	15,635	21,592
4	Common share capital issued by subsidiaries and held by third parties (minority interest)	-	-
5	Common Equity Tier 1 capital before regulatory adjustments	308,493	286,965
<b>Common Equity Tier 1 Capital : regulatory adjustments</b>			
6	Goodwill (net of related tax liability)	(27,410)	(27,968)
7	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	(568)	(763)
8	Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	(21,151)	(29,184)
9	<b>Total regulatory adjustments to Common Equity Tier 1</b>	<b>(49,129)</b>	<b>(57,915)</b>
10	Common Equity Tier 1 Capital (CET1)	259,364	229,050
<b>Additional Tier 1 Capital : instruments</b>			
11	Additional Tier 1 instruments (and CET1 instruments not included in row 4) issued by subsidiaries and held by third parties (amount allowed in group AT1)	230	731
12	<b>Additional Tier 1 Capital before regulatory adjustments</b>	<b>230</b>	<b>731</b>
<b>Additional Tier 1 Capital : regulatory adjustments</b>			
13	Additional Tier 1 capital (AT1)	-	-
14	<b>Tier 1 Capital (T1 = CET1 + AT1)</b>	<b>259,594</b>	<b>229,781</b>
<b>Tier 2 Capital : instruments and provisions</b>			
15	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	44	146
16	General Provisions included in Tier 2 Capital	18,288	15,002
17	<b>Tier 2 capital before regulatory adjustments</b>	<b>18,332</b>	<b>15,148</b>
<b>Tier 2 Capital: regulatory adjustments</b>			
18	National specific regulatory adjustments	-	-
19	Total regulatory adjustments to Tier 2 Capital	-	-
20	Tier 2 Capital (T2)	18,332	15,148
21	<b>Total Capital (TC = T1 + T2)</b>	<b>277,926</b>	<b>244,929</b>
22	Total risk-weighted assets	1,631,425	1,356,592
<b>Capital ratios and buffers</b>			
23	Common Equity Tier 1 (as percentage of risk-weighted assets)	15.91%	16.94%
24	Tier 1 (as percentage of risk-weighted assets)	15.90%	16.88%
25	Total capital (as percentage of risk-weighted assets)	17.04%	18.05%
<b>National minima</b>			
26	Common Equity Tier 1 minimum ratio including Capital Conservation Buffer	9.00%	8.50%
27	Tier 1 minimum ratio	10.50%	10.00%
28	Total capital minimum ratio excluding CCY and D-SIB buffers	12.50%	12.00%

## 14. OTHER DISCLOSURES (CONTINUED)

## 14.2 Leverage Ratio: Common Disclosure Template

Table 26

		2015	2014
	Item	KD 000's	KD 000's
	<b>On-balance sheet exposures</b>		
1	On-balance sheet items (excluding Sharia compliant hedging contracts, but including collaterals)	3,132,885	2,647,930
2	(Asset amounts deducted in determining Basel III Tier 1 Capital)	(48,559)	(57,144)
3	<b>Total on-balance sheet exposures (excluding Sharia compliant hedging contracts) (sum of lines 1 and 2)</b>	<b>3,084,326</b>	<b>2,590,786</b>
	<b>Exposures to Sharia compliant hedging contracts</b>		
4	Replacement cost associated with all Sharia compliant hedging contracts (i.e. net of eligible cash variation margin)	-	-
5	Add-on amounts for potential future exposures "PFE" associated with all Sharia compliant hedging contracts	-	-
6	Gross-up for the collateral of Sharia compliant hedging contracts provided where deducted from the balance sheet assets pursuant to the Bank's accounting policy.	-	-
7	(Deductions of receivables assets for cash variation margin provided in with all Sharia compliant hedging contracts )	-	-
8	(Bank's exposures to exempted Central counter parties "CCP" )	-	-
9	<b>Total exposures of Sharia compliant hedging contracts (sum of lines 4 to 8)</b>	<b>-</b>	<b>-</b>
	<b>Other off-balance sheet exposures</b>		
10	Off-balance sheet exposure (before any adjustment for credit conversion factors)	1,200,570	1,085,500
11	(Adjustments for conversion to credit equivalent amounts)	(998,249)	(902,305)
12	<b>Off-balance sheet items (sum of lines 10 and 11)</b>	<b>202,321</b>	<b>183,195</b>
	<b>Capital and total exposures</b>		
13	<b>Tier 1 Capital</b>	<b>259,594</b>	<b>229,050</b>
14	<b>Total exposures (sum of lines 3, 9,12)</b>	<b>3,286,647</b>	<b>2,773,981</b>
	<b>Leverage ratio</b>		
15	<b>Leverage ratio (Tier 1 Capital (13)/total exposures (14))</b>	<b>7.90%</b>	<b>8.26%</b>