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Licensed as a wholesale Islamic bank by the Central Bank of Bahrain



His Royal Highness Prince Khalifa bin Salman Al Khalifa

The Prime Minister of the Kingdom of Bahrain



His Majesty King Hamad bin Isa Al Khalifa

The King of the Kingdom of Bahrain



His Royal Highness Prince Salman bin Hamad Al Khalifa

The Crown Prince, Deputy Supreme Commander and First Deputy Prime Minister



# PROFILE, MISSION AND VALUES

Established in 2004 in the Kingdom of Bahrain, Bank Alkhair is a wholesale Islamic bank with an international presence in Saudi Arabia, Malaysia, Turkey, and UAE.

The Bank's primary focus is to provide clients with access to innovative alternative investment opportunities in the MENASAT region. Bank Alkhair offers a select range of investment banking-related products and services, including asset management, private equity, corporate finance, and capital markets advisory.

Bank Alkhair seeks to deliver exceptional value to its shareholders and clients by focusing on innovation, professionalism and integrity. All products and transactions are governed by two essential principles: that they comply fully with the rules of Islamic Shari'ah, and that they are benchmarked against international financial best practices.

Stringent corporate governance standards ensure that the Bank, its directors and employees adopt the highest standards of ethical conduct and adhere to the principles of fairness, transparency, accountability and responsibility in all day-to-day dealings and operations.

# INTERNATIONAL PRESENCE

TURKEY

**JORDAN** 

BAHRAIN

UAE

SAUDI ARABIA

Bank Alkhair seeks to deliver exceptional value to clients and shareholders through a focus on innovation, professionalism and integrity-the shared values that drive the Bank's endeavour to be a leading global provider of Shari'ah-compliant financial services.



# **FINANCIAL HIGHLIGHTS**

Bank Alkhair B.S.C. (c)

**5-Year Consolidated Performance Summary** 

			2015	2014
2018	2017	2016	(restated)	(restated)
(1,335)	(10,205)	(26,605)	(14,974)	(8,740)
(8,380)	(9,839)	(33,034)	(2,500)	(16,921)
470,872	482,242	489,693	582,118	566,911
5,056	6,588	8,402	9,648	42,250
1,911	8,956	16,075	66,713	9,151
73,342	70,644	61,603	64,930	85,323
287,181	292,284	291,617	360,229	337,538
47,866	71,342	87,566	123,252	106,987
212,944	167,372	151,034	208,250	197,552
75,703	88,247	103,830	131,704	142,629
183,691	189,958	198,076	221,889	229,373
-1.8%	-2.0%	-6.2%	-0.4%	-2.9%
-4.5%	-5.1%	-15.7%	-1.1%	-7.2%
97.4%	122.3%	182.6%	129.5%	119.0%
344.5%	270.5%	229.8%	251.7%	213.5%
-0.4%	1.9%	2.6%	5.2%	8.4%
	(1,335) (8,380) 470,872 5,056 1,911 73,342 287,181 47,866 212,944 75,703 183,691 -1.8% -4.5% 97.4% 344.5%	(1,335) (10,205)  (8,380) (9,839)  470,872 482,242  5,056 6,588  1,911 8,956  73,342 70,644  287,181 292,284  47,866 71,342  212,944 167,372  75,703 88,247  183,691 189,958  -1.8% -2.0%  -4.5% -5.1%  97.4% 122.3%  344.5% 270.5%	(1,335)       (10,205)       (26,605)         (8,380)       (9,839)       (33,034)         470,872       482,242       489,693         5,056       6,588       8,402         1,911       8,956       16,075         73,342       70,644       61,603         287,181       292,284       291,617         47,866       71,342       87,566         212,944       167,372       151,034         75,703       88,247       103,830         183,691       189,958       198,076         -1.8%       -2.0%       -6.2%         -4.5%       -5.1%       -15.7%         97.4%       122.3%       182.6%         344.5%       270.5%       229.8%	2018         2017         2016         (restated)           (1,335)         (10,205)         (26,605)         (14,974)           (8,380)         (9,839)         (33,034)         (2,500)           470,872         482,242         489,693         582,118           5,056         6,588         8,402         9,648           1,911         8,956         16,075         66,713           73,342         70,644         61,603         64,930           287,181         292,284         291,617         360,229           47,866         71,342         87,566         123,252           212,944         167,372         151,034         208,250           75,703         88,247         103,830         131,704           183,691         189,958         198,076         221,889           -1.8%         -2.0%         -6.2%         -0.4%           -4.5%         -5.1%         -15.7%         -1.1%           97.4%         122.3%         182.6%         129.5%           344.5%         270.5%         229.8%         251.7%

Note: Figures of previous years have been reclassified for comparative purposes.

<sup>\*</sup> Cost excludes impairment and provision for zakah

# **BOARD OF DIRECTORS**



Yousef A. Al-Shelash Chairman Non-Executive Director



**Abdullatif Abdullah Al-Shalash** Non-Executive Director



**Dr. Abdulaziz Al Orayer** Independent Director



**Dr. Ahmed Al-Dehailan** Independent Director



Khalid Shaheen Independent Director



**Abdullah Aldubaikhi** Independent Director



Abdulrazaq Al Wohaib Non-Executive Director



Majed Al Qasem
Independent Director



Meshari Abdullah Al Mulla Independent Director

# SHARI'AH SUPERVISORY BOARD



**Dr. Ali Muhyealdin Al-Quradaghi** Chairman



**Dr. Mohammad Daud Bakar** 



**Dr. Nizam Mohammad Saleh** Deputy Chairman

# **EXECUTIVE MANAGEMENT TEAM**



Maurice B. Horan **Group Chief Executive Officer** 



**Fawad Hanif** Chief Financial Officer / Coordinator – Back Office Function



Dr. Shaban Mohamad Islam Barwari

Group Head – Shari'ah Assurance



**Khalid Al-Mulhim** Chief Executive Officer Alkhair Capital Saudi Arabia



**Yeow Tiang Hui** Chief Executive Officer Alkhair International Islamic Bank Berhad

# **EXECUTIVE MANAGEMENT TEAM**



**Issam A. Issa** General Counsel



**Kubra Ali Mirza**Chief Compliance Officer, MLRO & Board Secretary



Nabeel Alnabi Noor Alnabi
Senior Regional Director - Head of Investment
Development & Distribution
Coordinator - Front Office



**Ali İlhan** General Manager Alkhair Portfoy Turkey



Muhammad Abbas Khan Head of Group Internal Audit



# **CHAIRMAN'S MESSAGE**

In the name of Allah, the Most Beneficial, the Most Merciful, Prayers and Peace be upon our Prophet Moahmmed, His Companions and Relatives.

On behalf of the Board of Directors, it is my privilege to present the annual report and consolidated financial statements of Bank Alkhair for the year ended 31 December 2018.

As you are aware, due to continued loss-making situation, allied to an unviable investment-banking model, your Board, with considerable regret, took the decision that it would be in the best interest of the business if Bank Alkhair were to cease Islamic banking activities in Bahrain and to convert the Bank into a holding company, which would then be better positioned to manage and develop our various activities. Accordingly, at an Extraordinary General Meeting of the Bank, held on 22 February 2018, the shareholders unanimously approved the cessation of banking activities in Bahrain and the conversion of Bank Alkhair into a holding company, subject to the Central Bank of Bahrain (CBB) and the Ministry of Industry, Commerce and Tourism (MOICT) approvals.

The management has been working on the process of surrender of license and conversion to a holding company. We have successfully fulfilled most of the requirements of the Central Bank of Bahrain ("CBB") for surrender of license and working towards the remaining few.

To implement our restructuring plan, we exited our investment in Alkhair Capital Turkey during the year and moving forward on liquidation of Alkhair Portföy Turkey.

Alkhair International Islamic Bank Berhad (AKIIB) also faced a challenging operating environment in 2018, marked by a slowdown in economic growth, sluggish financing assets demand, intense competition and regulatory compliance changes. Hence, it was decided to surrender the license of AKIIB also and convert it to a holding company that is in process with approval of Bank Negara Malaysia.

Our Capital Markets business in Saudi Arabia is performing robustly and has moved to significant profit with prospects for continued progress and development. Alkhair Capital Saudi Arabia delivered a robust performance and was successful in adding new clients and securing new business across its four core business lines. They significantly grew their discretionary assets under management from both existing clients as well as new clients.

In summary, we continue to face a mix of challenges and opportunities, the combined impact of which is to make it imperative that we restructure our business structures as outlined. The Board remains committed to managing our business in the best interest of all stakeholders and I am hopeful that our efforts will bear fruit over time.

In closing, on behalf of the Bank's Board of Directors I would like to extend our sincere appreciation to our loyal shareholders for their unwavering support and confidence and I would like to pay special thanks to the Government of Bahrain for their progressive vision, to the Central Bank of Bahrain for their valuable direction and guidance, to our Shari'ah Supervisory Board for their invaluable insight and, finally, to our employees globally for their individual contributions.

May Allah guide us on the proper path, and lead us to the realisation of our goals.



Yousef Abdullah Al-Shelash Chairman of the Board

28 March 2019

# **MANAGEMENT REVIEW**

# BUSINESS LINES INVESTMENT BANKING

In 2018, Bank Alkhair continued its consolidation and exit of its Private Equity investments. Bank Alkhair also announced its intention of converting to a Holding Company and the surrender of its banking licence in Bahrain. The Bank worked with the relevant regulators in Bahrain, Turkey and Malaysia to address all the processes of converting to a Holding Company.

Majority of the milestones agreed with these regulators in advance of the surrender were archived during the year:

- Malaysia Operations has completely been wound down. Bank Alkhair has agreed a programme with Bank Negara on the final protocol to surrender its licence in Malaysia during the first half of 2019.
- Turkey operations namely Alkhair Capital has been sold and Alkhair Portfoy is currently going through liquidation.
- Bank Alkhair has successfully repaid all its third party deposits/placements.





# **Al Tajamouat for Touristic Projects**

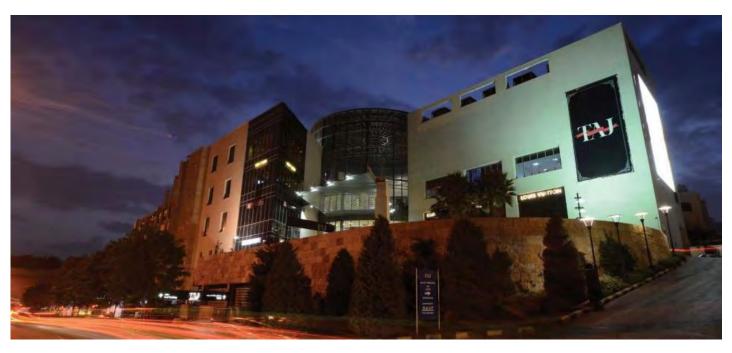
Company Sector/Industry: Tourism

**Location:** Amman, Jordan

Shareholding: 50.63%

Al Tajamouat Mall (Taj Mall), the premier upscale shopping mall and entertainment complex in Amman, Jordan is now fully operational, and has achieved an occupancy rate of 94 Per cent at premium lease rates, with active interest in the remaining space. One of the highest yielding shopping malls in the Middle East, its footfall has more than doubled since opening reaching 9.3 million visitors in 2018.











# t'azur Company

Sector/Industry: Takaful

**Location:** Bahrain, Kuwait, Qatar and Oman

Shareholding: 25.86%

t'azur is a regional Takaful company established in 2007 following two years of intensive research and development led by Bank Alkhair. t'azur offers both General and Family Takaful products and services. In 2013, t'azur was instrumental in the establishment of Takaful Oman, the first Shari'ah compliant insurance company in the Sultanate. Takaful Oman's initial public offering raised US\$60 million, and was 5.5 times oversubscribed.



# **MANAGEMENT REVIEW**

#### **SUBSIDIARIES**

#### Malaysia

Established in 2007, Alkhair International Islamic Bank Berhad is the first foreign Islamic bank in Malaysia licensed to conduct a full range of non- Malaysian Ringgit banking activities under the Malaysia International Islamic Financial Centre initiative. Operating under a full-fledged commercial banking license, the core business lines of Alkhair Malaysia are corporate banking, treasury and capital markets.

#### **Turkey**

Alkhair Capital Menkul Değerler A.Ş (Alkhair Capital Turkey) and Alkhair Portföy Yönetimi A.Ş. (Alkhair Portföy) were both established in 2007 following the acquisition by Bank Alkhair of the Turkish asset management and brokerage company Inter Yatrim Menkul Değerler A.Ş., and its subsidiary Inter Portföy Yonetimi A.Ş.

The main business lines of Alkhair Portföy are mutual fund management, wealth management, and advisory to capital markets and private equity deals.

Alkhair Portföy is managing 3 Islamic mutual funds. The funds that are being owned and managed by Alkhair Portföy are as follows: Alkhair Portföy Participation Equity Fund, Alkhair Portföy Sukuk Fund and Alkhair Portföy First Participation Fund.

Alkhair Portföy Participation Equity Fund, which is the flagship, fund of Alkhair Portföy has continued its outperformance in 2017 and posted a 21% return (13% in US\$). Cumulative return of the fund has reached 343% (78% in US\$), whereas the benchmark return stood at 244% (44% in US\$) since 2009.

#### MANAGEMENT REVIEW

#### Saudi Arabia

Alkhair Capital Saudi Arabia is a closed joint stock company established in 2009 under the laws of Saudi Arabia with commercial registration number 1010264915 issued in Riyadh. It is licensed by the Capital Market Authority under license number 08120-37, and has a registered office at P.O.Box 69410, Riyadh 11547, Kingdom of Saudi Arabia.

Alkhair Capital Saudi Arabia operates across business lines: Asset Management, Corporate Finance & Investment Banking, Brokerage, and Custody services.

The Company seeks to provide its clients with an integrated and comprehensive range of Shari'ah-compliant investment products and corporate finance services. It specializes in mergers and acquisitions, private equity, structured finance solutions as well as debt and equity arranging, with an emphasis on delivering differentiated value and tailored solutions to its clients through adopting a creative and consistent approach.

During 2018, Alkhair Capital Saudi was successful in adding new clients and securing new business across its core business lines. We grew significantly our discretionary assets under management from both existing clients as well as new clients of private nature, institutional and quasi-government. We also managed to close our second private equity fund "AlKhair KSA Healthcare Fund II" with a size of SAR 160 million, and currently planning to launch our third private equity fund "Al Mashfa Fund" during the second quarter of 2018 targeting the healthcare sector in Saudi with a target size of SAR 100 million.

In 2018, Alkhair Capital Saudi Arabia secured the CMA approval on their Shari'ah-compliant margin-lending product. They also successfully increased their institutional brokerage client base and trading value despite market conditions.

The Investment Banking and Corporate Finance department advised on two sizable corporate finance transactions during 2017: An Asset Backed Securitization Transaction for a SAMA regulated financial institution and an acquisition of an influential minority equity interest in a leading company operating in the Saudi healthcare sector.

#### **United Arab Emirates**

Alkhair Capital (Dubai) Limited, a DFSA regulated entity, upgraded its license in 2017 and added the following activities: (i) Providing custody services, (ii) Dealing in investments as an Agent, and (iii) Dealing in investments as a Principal. The Company now provides a full range of services that are in line with the DFSA regulations in order to cater for the needs and requirements of its existing and new potential clients including advising, arranging, managing, dealing and custody.

During 2018, the Company launched its trade finance fund and increased its discretionary portfolios and assets under management from its existing clients as well new clients. In addition, it built its fixed income trading desk to cater mainly for the needs of its institutional clients in additional to sophisticated high-net worth clients and family offices.

#### Tintoria International, Dubai, United Arab Emirates

Tintoria International runs Clean Swift, a leading industrial laundry and textile services provider, operating out of a new state-of-the-art facility in Dubai Investment Park. It has a capacity of 45 tonnes of hotel linen per day and utilises leading-edge laundry equipment from Germany that reduces water consumption by 75 per cent, incorporates a barrier wall concept and is in line with WHO hygiene standards. The Company has been appointed as the exclusive laundry provider to the Office of the Prime Minister of the UAE. It also extends its specialist textile care services to the areas of laboratory fabric testing, linen procurement support, training for hotel housekeeping staff, and linen leasing.

## Al-Tajamouat for Touristic Projects Co. Plc., Jordan

Al-Tajamouat for Touristic Projects Co. Plc. is listed on the Amman Stock Exchange and owns and operates the Al-Tajamouat Lifestyle Centre (Al Taj) launched in 2012. This premier upscale shopping mall and entertainment complex in Amman, Jordan is fully operational and has an occupancy rate of 94 per cent at premium lease rates. It is one of the highest-yielding shopping malls in the Middle East region and footfall has more than doubled since opening reaching 9.3 million visitors in 2018.





# **BFC Group Holdings**

**Sector/Industry:** Financial services

Location: Bahrain, Kuwait, Malaysia, India and

the UK

Shareholding: 43.36%

The BFC Group currently operates in the United Kingdom, Malaysia, India, Kuwait and Bahrain through a global network of over 125 retail branches. In addition, through its proprietary EzRemit money transfer service, BFC is present in over 40 countries with over approximately 50,000 correspondent agent locations. The Group also has an extensive global reach of approx. 192 countries through its partnership with MoneyGram, a leading international remittance company.







# كلينسويمت خدمات غسيل الملابس والمنسوجات

#### **Tintoria International**

Sector/Industry: Laundry and textile services

**Location:** Dubai, UAE

Shareholding: 52.06%

Tintoria International operates Clean Swift, a leading industrial laundry and textile services provider based in Dubai. Clean Swift has been fully operational since 2012 and the Bank has successfully positioned the company as a leader in the laundry services market in the UAE. In 2013, Clean Swift was appointed as the exclusive laundry provider to the Office of the Prime Minister of the United Arab Emirates.





# TURQUOISE COAST

## **Turquoise Coast Investment Company & Yalikavak**

Sector/Industry: Real estate - residential and hospitality

**Location:** Bodrum, Turkey

Shareholding: 4.51% of TCIC 100% of Yalikavak

The Turquoise Coast Investment Company (TCIC) was established in 2008 to provide investors with an opportunity to capitalise on the strong demand for vacation homes in Turkey. The Company is developing a 23-acre mixed hospitality and residential real estate development at Bodrum, overlooking the turquoise waters of Koyunbaba Bay. Yalikavak was established in 2014, to support the second and third phases of the development project with additional equity financing.



# **FINANCIAL REVIEW**

As approved by the shareholders, the bank is progressing towards surrendering the banking license and converting to a holding company. In this regard, the management is working to curtail its business activities and exit from various investments. During the year, the Bank continued with its efforts to exit various investments and despite all the unfavorable circumstances, succeeded to exit two of its investments. The Bank sold its stakes in Open Silicon and Alkhair Capital Turkey.

In 2018, the Group maintained the controlling stake in Al-Tajamouat for Touristic Project Company with an overall shareholding of 50.63%.

The Bank has a 43.36% stake (2017: 43.36%) in BFC Group Holdings Ltd. ("BFC"), a company incorporated in the United Arab Emirates. BFC is a holding company of a group of money-changers in different jurisdictions. BFC is engaged in buying and selling foreign currencies and travelers cheques, handling business and provision of other exchange house services in both local and foreign currencies.

The Group has a 25.86% stake (2017: 25.86%) in t'azur B.S.C. (c); an unlisted regional takaful company incorporated in the Kingdom of Bahrain. T'azur Company B.S.C (c) has a commitment to provide a Qard Hassan to the extent of the accumulated deficit in the participants' fund of US\$42.2 million at 31 December 2018 (31 December 2017: US\$41 million). The Group's share of the commitment is US\$10.9 million (31 December 2017: US\$10.6 million).

As at 31 December 2018, Bank Alkhair's total assets stood at US\$470.8 million against US\$482.2 million at the end of 2017. The decrease was mainly due to the receipts against financing receivables and decrease in cash equivalents.

As at 31 December 2018, Cash and cash equivalents were US\$8.9 million against US\$14.8 million, Investment securities stood at US\$73.3 million as compared to US\$70.6 million and other assets were US\$29.2 million compared to US\$28.5 million as at the end of previous year. The decrease in other liabilities was mainly due to repayment of an advance received for partial sale of an investment that could not go through.

### **Financial Position Analysis**

Selected financial position data (US\$ millions)	31 December 2018	31 December 2017
Cash and balances with banks	3.8	8.2
Placements with financial institutions	5.1	6.6
Total cash and cash equivalents	8.9	14.8
Financing receivable	1.9	8.9
Investment securities	73.3	70.6
Equity-accounted investees	127.4	125.0
Investment Property	222.3	224.9
Premises and equipment	7.8	9.5
Other assets	29.2	28.5
Due to financial institutions & customers	260.8	238.7
Other liabilities	26.4	53.6
Equity attributable to the shareholders of the Bank	75.7	88.2
Non-controlling interests	107.9	101.7
Total equity	183.6	189.9
Total liabilities and equity	470.8	482.2
Return on average shareholders' equity (per cent)	-4.5%	-5.1%
Return on average assets (per cent)	-1.8%	-2.0%
Liquidity ratio (per cent)	4.1%	9.9%
Leverage ratio (per cent)	344.5%	270.5%

# **FINANCIAL REVIEW**

Total Fees and Asset-based Income amounted to US\$62.3 million in 2018 compared to US\$45.7 million in 2017. Major contribution to the income was from improving operations at our subsidiaries in Saudi Arabia, Jordan and UAE.

During the year, the Bank's net finance income decreased, mainly due to negative funding charges. Net finance expense came in at US\$12.1 million in 2018 against a net expense of US\$10.3 million in 2017.

#### Fee and Asset-based Income

US\$ millions	31 December 2018	31 December 2017
Income from investment securities	6.8	(4.4)
Fees and commission income	18.4	16.4
Share of loss of equity-accounted investees	1.9	(0.7)
Sub-total	27.1	11.3
Income from non-banking operations	31.4	30.3
Finance Income	0.6	1.2
Rental Income	2.4	2.4
Other Income	0.8	0.5
TOTAL	62.3	45.7

For the year ended 31 December 2018, total operating expenses were US\$ 60.7 million as compared to US\$ 55.9 million for the previous year. The increase was again from the subsidiaries due to enhanced operations.

The operating expenses also include an amount of US\$3,183 for a penalty charged by the Central Bank of Bahrain for delayed submission of a regulatory return.

For the year ended 31 December 2018, total operating expenses were US\$ 60.7 million as compared to US\$ 55.9 million for the previous year. The increase was again from the subsidiaries due to enhanced operations.

The operating expenses also include an amount of US\$3,183 for a penalty charged by the Central Bank of Bahrain for delayed submission of a regulatory return.

**Operating Expenses** 

US\$ millions	31 December 2018	31 December 2017
Staff Cost	14.7	15.5
Finance expense	12.7	11.5
Legal and professional expenses	3.6	1.2
Premises cost	1.1	1.0
Business Development expenses	0.5	0.6
Depreciation	1.8	1.7
Expenses from non-banking operations	22.0	20.4
Other operating expenses	4.3	4.0
Non-staff cost	46.0	40.4
Total expenses	60.7	55.9
Cost: Income ratio (Per cent)	97.4%	122.3%
Period-end headcount	379	416

Note: Headcount includes full-time employees of Al-Tajamouat for Touristic Project Company and Tintoria International Limited.

#### Shari'ah Supervisory Board

Shari'ah compliance is the ultimate responsibility of the Shari'ah Supervisory Board. The Group's Shari'ah Supervisory Board is vested with the responsibility of issuing binding resolutions, guidelines and pronouncements to ensure that the Group complies with the Shari'ah rules and principles in its transactions, activities and general philosophy.

#### Senior Management Risk Oversight

The Management Risk Committee's responsibility is to ensure the Bank develops an appropriate risk framework, including policies, resourcing, information systems, culture, and incentive structures for all business activities in compliance with regulations, the Bank's strategy and risk appetite.

The Committee oversees the risk management, compliance and internal controls for all operational activities of the Bank; and reviews management policies, and approves risk processes and procedures.

#### **Risk Management Function**

The Risk Management function, headed by the Chief Risk Officer, is responsible for designing and guiding the implementation of the Bank's Risk Management Framework, including risk strategy, policies, processes and systems.

Risk Management conducts independent forward-looking risk assessments of strategic developments, business plans, products and services, as well as individual transactions including their respective credit, investment, counterparty and operational risks. It is also responsible for ensuring the Bank's processes capture all sources of transaction risk; and that appropriate limit methodologies are developed for use in the management of business risk.

#### **Treasury Activities**

Treasury is responsible for managing the Group's day-to-day funding, liquidity management, foreign exchange and profit rate exposures, subject to ALCO supervision and risk management monitoring.

#### **Investment Monitoring & Reporting**

Post-acquisition investment management is exercised mainly via board representation within each investee company and throughout the life of each investment transaction. Investment risks are identified and assessed by the departments responsible for representing the Bank and its clients. The management-level Investment and Credit Committee oversees the latest reports, obtains regular updates from investee company board members, and provides strategic guidance and advisory.

# **Risk Policy Framework**

The Bank's risk strategy defines risk appetite in line with business strategy, factoring in the following measures: capital adequacy, long-term return on equity, maximum allowable single year loss and short-term liquidity limits. As part of the Bank's risk strategy, countries are clustered into:

- Core countries: expected to generate most of the Bank's revenue
- Network countries: with future expansion targets
- · And extended countries where the Bank takes an opportunistic view, but with very limited revenue targets

The risk strategy forms a critical part of the risk policy framework for the Bank, and is reviewed and updated in line with changes in the business strategy. Additional information is available in Note 22 to the Consolidated Financial Statements on page No. 90 and 91.

#### **Risk Management Process**

The Bank has established a number of supporting risk policies covering credit, operational, large exposure, and liquidity management and outsourcing risks. The policies are subject to review and updated on a periodic basis.

#### **Basel III and Capital Management**

In 2014, the Bank established monitoring of Basel III metrics. The Bank's ICAAP efforts are led by the Risk Management function under the auspices of the Group Risk Committee.

#### **Risk Exposure**

The Group's main risk exposure categories are investment, credit, liquidity and operational risk. Information about the Group's exposure to each of these risks, its objectives, policies and processes for measuring and managing risk, and the Bank's management of capital, are explained in Notes 24 to 27 and 36 to the Consolidated Financial Statements.

## **CAPITAL MANAGEMENT AND ALLOCATION**

Bank Alkhair B.S.C. (c) ("the Bank") is a closed, unlisted company incorporated in the Kingdom of Bahrain and licensed as a Wholesale Islamic Bank by the Central Bank of Bahrain (CBB). It has subsidiaries in the Kingdom of Saudi Arabia, Malaysia, Jordan, United Arab Emirates and Turkey and associated undertakings in United Arab Emirates and Bahrain. The Bank along with its subsidiaries are together referred to as ("the Group").

Bank Alkhair is required to comply with the regulatory capital adequacy guidelines promulgated by the CBB, based on the standards established by the Basel Committee on Banking Supervision (the Basel Committee) of the Bank for International Settlements (BIS). In accordance with CBB guidelines, Bank Alkhair must maintain a minimum target capital adequacy ratio of 12.5% on a consolidated basis.

#### **Basis of Consolidation for Accounting and Regulatory Purposes**

For the purpose of preparation of consolidated financial statements, the Bank consolidates all subsidiaries which are fully owned or exercises significant control over them. These subsidiaries are consolidated from date of acquisition being the date on which the group obtains control and continues until the control ceases. Control exists when the Group has the power, directly or indirectly, to govern the financial and operating policies of an enterprise so as to obtain benefits from its activities. For regulatory purposes the Bank should consolidate all banking and other financial entities which are considered to be subsidiaries of the Bank.

The list of the legal entities that are included within the accounting scope of consolidation but excluded from the regulatory scope of consolidation are as follows:

Entity Name	Total Assets US\$ 000's	Total Liabilities US\$ 000's	Entity principle activities		
Al-Tajamouat for Touristic Projects Co Plc	201,423	56,521	The main activities are in real estate property investment & development and ownership and operation of a shopping mall in Amman.		
Tintoria International Limited	10,078	4,754	General trading and investing in UAE and foreign companies.		

# Composition of capital disclosure

# a. Statement of financial position under the regulatory scope of consolidation

The table below shows the reconciliation between the statement of financial position in the published financial statements (accounting statement of financial position) and the regulatory statement of financial position.

	31 December 2018		
	Statement of Financial Position as in published Financial Statements	Statement of Financial Position as per regulatory reporting	Reference
	US\$ 000's	US\$ 000's	
ASSETS			
Cash and balances with banks	3,777	2,307	
Placements with financial institutions	5,056	5,056	
Financing receivables	1,910	4,568	
Investment securities	73,342	130,715	
Equity-accounted investees	127,441	127,441	
Of which related to significant investments in financial entities under CET1	-	127,441	G
Investment property	222,310	38,522	
Other assets	29,215	16,024	
Equipment	7,821	566	
TOTAL ASSETS	470,872	325,199	
LIABILITIES AND EQUITY			
LIABILITIES			
Due to financial institutions	47,866	5,184	
Due to customers	212,944	212,944	
Other liabilities	26,371	10,370	
TOTAL LIABILITIES	287,181	228,498	
EQUITY			
Share capital	207,962	207,962	Α
Statutory reserve	664	664	D
Investments fair value reserve	242	242	E
Foreign currency translation reserve	(2,812)	(2,812)	F
Accumulated losses	(130,353)	(139,891)	
Retained earnings	-	(129,440)	В
Current interim cumulative net income / losses	-	(10,451)	С
Equity attributable to shareholders of the Bank	75,703	66,165	
Non-controlling interests	107,988	30,536	
TOTAL EQUITY	183,691	96,701	
TOTAL LIABILITIES AND EQUITY	470,872	325,199	

## b. Composition of regulatory capital

The table below provides a detailed breakdown of the bank's regulatory capital components including all regulatory adjustments. The table also provides reference to the comparison displayed in section a between accounting and regulatory statement of financial positions.

	31 December 2018		!
	Components of regulatory Capital US\$ 000's	Amount Subject to pre-2015 treatment US\$ 000's	Reference
Common Equity Tier 1 capital: instruments and reserves			
Directly issued qualifying common share capital (and equivalent for non-joint stock companies) plus related stock surplus	207,962		А
Retained earnings	(129,440)		В
Current interim cumulative net income / losses	(10,451)		С
Accumulated other comprehensive income (and other reserves)	(1,906)		D+E+F
Common Equity Tier 1 capital before minority interest	66,165		
Total minority interest in banking subsidiaries given recognition in CET1 capital	18,416		
Common Equity Tier 1 capital before regulatory adjustments	84,581		
Common Equity Tier 1 capital: regulatory adjustments			
Goodwill (net of related tax liability)	(32,047)	32,047	
Intangibles other than mortgage servicing rights	(90)	02,0	
Significant investments in the common stock of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10%	(2		
threshold)	(94,469)	123,622	
Amount exceeding the 15% threshold	(4,209)		
Total regulatory adjustments to Common equity Tier 1	(130,815)	155,669	G
Common Equity Tier 1 capital (CET1)	(46,234)		
Additional Tier 1 capital (AT1)	38,803		
Tier 1 capital (T1 = CET1 + AT1)	(7,430)		
Tier 2 capital			
Provisions	249		
Instruments issued by banking subsidiaries to third parties	8,426		
Tier 2 capital (T2)	8,675		

Total capital (TC = T1 + T2)	1,245
Total risk weighted assets	2,586,939
Capital ratios and buffers	
Common Equity Tier 1 (as a percentage of risk weighted assets)	-1.79%
Tier 1 (as a percentage of risk weighted assets)	-0.29%
Total capital (as a percentage of risk weighted assets)	0.05%
National minima including CCB (if different from Basel 3)	
CBB Common Equity Tier 1 minimum ratio	6.50%
CBB Tier 1 minimum ratio	8.00%
CBB total capital minimum ratio	10.00%

c. Statement of financial position under the regulatory scope of consolidation

	c. Statement of financial position under the regulatory scope of consolidation  Main features of regulatory capital instruments			
1	Issuer	Bank Alkhair B.S.C. (c )		
2	Unique identifier (e.g. CUSIP, ISIN or Bloomberg identifier for private placement)	NA		
3	Governing law(s) of the instrument	Kingdom Of Bahrain		
	Regulatory treatment			
4	Transitional CBB rules	Common Equity Tier 1		
5	Post-transitional CBB rules	Common Equity Tier 1		
6	Eligible at solo/group/group & solo	Group & solo		
7	Instrument type (types to be specified by each jurisdiction)	Equity shares		
8	Amount recognised in regulatory capital (Currency in mil, as of most recent reporting date)	USD 207 millions		
9	Par value of instrument	USD 1.00		
10	Accounting classification	Shareholder's equity		
11	Original date of issuance	2004		
12	Perpetual or dated	Perpetual		
13	Original maturity date	No Maturity		
14	Issuer call subject to prior supervisory approval	NA		
15	Optional call date, contingent call dates and redemption amount	NA		
16	Subsequent call dates, if applicable	NA		
	Coupons / dividends	NA		
17	Fixed or floating dividend/coupon	NA		
18	Coupon rate and any related index	NA		
19	Existence of a dividend stopper	NA		
20	Fully discretionary, partially discretionary or mandatory	Partially discretionary		
21	Existence of step up or other incentive to redeem	NA		
22	Noncumulative or cumulative	NA		
23	Convertible or non-convertible	NA		
24	If convertible, conversion trigger (s)	NA		
25	If convertible, fully or partially	NA		
26	If convertible, conversion rate	NA		
27	If convertible, mandatory or optional conversion	NA		
28	If convertible, specify instrument type convertible into	NA		
29	If convertible, specify issuer of instrument it converts into	NA		
30	Write-down feature	NA		
31	If write-down, write-down trigger(s)	NA		
32	If write-down, full or partial	NA		
33	If write-down, permanent or temporary	NA		
34	If temporary write-down, description of write-up mechanism	NA		
	Position in subordination hierarchy in liquidation (specify instrument type immediately senior to instrument)	NA		
36	Non-compliant transitioned features	NA		
	If yes, specify non-compliant features	NA		

#### **Capital Management**

Bank Alkhair's capital adequacy policy is to maintain a strong capital base to support the Bank's financial position. Current and future capital requirements are determined on the basis of business growth expectations for each business line; future sources and uses of funds, including seed capital requirements; and expected sell-down and placement targets, and the Bank's future dividend policy.

The following tables detail the risk-weighted exposures, regulatory capital requirements and regulatory capital ratios for the Bank Alkhair B.S.C. (c) (Group) as at 31 December 2018, 31 December 2017 and 31 December 2016. The figures for the period ending 31 December 2017 are based on the standardised approach for credit risk and market risk, and the basic indicator approach for operational risk. The Bank considers Standard & Poor's, Fitch and Moody's to be External Credit Assessment Institutions (ECAIs) for the risk weighting of balance with banks, placement with financial institutions, financing receivables and investment in Sukuk. If there are two assessments available by eligible ECAIs chosen by the Bank which map into different risk weights, the higher risk weight will be applied. If there are three assessments available by eligible ECAIs chosen by the Bank which map into different risk weights, the assessments corresponding to the two lowest risk weights will be referred to, and the higher of those two risk weights will be selected.

The Bank uses the Standardised Approach for allocating capital for credit risk and consequently uses the same approach for allocating capital for counterparty credit risk. The Bank does not deal with, finance or hold securities on behalf of Highly Leveraged Institutions (HLIs) as defined by the Basel Committee on Banking Supervision (BCBS). The Bank's methodology and approach for establishing and approving counterparty and credit limits is based on an extensive review and analysis of a counterparty's financial condition and performance, trading history, due diligence covering licensing, regulatory oversight and anti-money laundering compliance review tools which are all designed to exclude HLIs.

Bank Alkhair's treasury counterparts are fully licensed and regulated financial institutions. Before establishing limits, all counterparties undergo a thorough credit risk assessment and due diligence review before approval by the Risk Committee.

As part of its collateral management policy, the Bank only accepts collateral in line with Shari'ah requirements, and with a view to minimising risk exposure. The Bank also manages its collateral to minimise collateral concentration risk either by specific issuer, market or instrument.

The Bank's credit policy defines the approach to be used when determining provisions, depending on the number of days outstanding and the credit risk rating. Facilities where repayments of principal and/or profit charges have been outstanding for more than 90 days are classified as non-performing. All facilities graded as non-performing have been provided for. General provisions are assessed and calculated on a portfolio basis if it is determined that a portfolio of facilities is affected by common risk factors that are likely to increase the collective probability of default on those facilities. Specific provisions are calculated on a facility-by-facility basis after incorporating the value of realisable collateral net of any disposal costs.

The Group Risk Management policies and objectives disclosed in the notes to the Consolidated Financial Statements have been effective throughout the reporting period.

# **Credit Risk-Weighted Exposures**

Under the CBB standardised approach, credit risk exposures are assigned to one of fourteen standard portfolios as shown below, risk weighted accordingly.

# **Risk-weighted equivalents**

				Risk-weightings for 2018
_	31	31	31	
(US\$ millions)	December	December	December	
	2018	2017	2016	
Claims on Public sector entities	-	-	-	20%
Claims on banks	3.7	5.2	9.1	20%-100%
Claims on corporates including Takaful companies &				
category 3 investment firms	61.8	80.2	41.6	20%-800%
Past Due Facilities	-	1.2	7.0	100%-150%
Investments in securities, funds & sukuk:				
- Investments in listed equities	-	10.4	-	100%
- Investments in unlisted equities	-	0.6	13.1	150%
-Significant investment in the common shares of				
financial entities > 10%	-	22.3	26.7	250%
-Significant investment in the common shares of				
commercial entities	244.0	343.4	55.9	800%
- Other investment with excess amount over 15%	2,188.9	1,041.4	1,224.3	800%
- Investments in unrated funds	-	0.3	24.6	100%-150%
Real estate holdings	-	6.9	44.2	100%-400%
Holding of Sukuk Securitizations and Securitisations	-	2.6	5.3	20%-1,250%
Other assets and specialised financing	-	14.4	12.8	100%
Credit risk-weighted assets	2,478.4	1,528.9	1,464.8	

## **Minimum Capital Requirements for Islamic Financing Contracts**

**31 December 2018** 31 December 2017

(US\$ millions)

	Risk-weighted equivalents	Minimum capital requirements	Risk-weighted equivalents	Minimum capital requirements
Murabaha	9.5	1.2	18.2	2.3
Sukuks	36.5	4.6	86.3	10.8
Quoted Equity Securities	22.4	2.8	18.5	2.3
Unquoted Equity Securities	19.9	2.5	25.5	3.2
Quoted Funds	3.8	0.5	4.2	0.5
Unquoted Funds	57.7	7.2	43.7	5.5

## **Market Risk-Weighted Exposures**

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate due to adverse changes in profit rates, foreign exchange rates, and equity and commodity prices. Under the CBB standardised approach, market risk exposures are calculated for the five categories shown in the table below. Apart from limited foreign exchange, which is mainly transaction-driven, and long-term foreign currency exposure on private equity investments, the Bank has limited exposure to short-term market risks.

The details of the group's market risk capital charges and the equivalent market risk-weighted exposures as at 31 December 2018, 31 December 2017 and 31 December 2016 are:

(US\$ millions)	<u>31</u> <u>December</u> <u>2018</u>	3 <u>1</u> <u>December</u> 2017	3 <u>1</u> <u>December</u> 2016
Price risk	-	-	-
Equities position risk	-	-	-
Sukuk risk	-	-	-
Foreign exchange risk	2.9	3.6	4.4
Commodities risk	<del>-</del>		
Total capital requirement for market risk	2.9	3.6	4.4
Multiplier	12.5	12.5	12.5
Total Market risk-weighted exposures	35.9	45.0	55.0

The details of the Group's maximum and minimum value for each category of the market risk during the years ended 31 December 2018 and 31 December 2017 are:

31 December 2018		31 December 2017	
<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>
Capital Charge	Capital Charge	Capital Charge	Capital Charge
-	-	-	-
-	-	-	-
-	-	-	-
3.1	2.9	4.4	3.3
3.1	2.9	4.4	3.3
12.5	12.5	12.5	12.5
38.8	36.3	55.0	41.3
	Maximum Capital Charge  3.1 - 3.1 12.5	Maximum Capital Charge Capital Charge  Capital	Maximum Capital Charge         Minimum Capital Charge         Maximum Capital Charge           -         -         -           -         -         -           -         -         -           3.1         2.9         4.4           -         -         -           3.1         2.9         4.4           -         -         -           12.5         12.5         12.5

### **Operational Risk**

Operational risk is the risk of unexpected losses resulting from inadequate or failed internal controls or procedures, systems failures, fraud, business interruption, compliance breaches, human error, management failure and or inadequate staffing. The Bank has a policy in place which outlines the Bank's approach in the management of operational risk, including the appointment of departmental Risk Champions, the mapping of key processes; and establishment of Key Risk Indicators (KRI's) used for monitoring operational risks through Risk and Control Self Assessments (RCSAs).

To support a robust internal control environment, the Risk Management function is actively involved in oversight of key control processes including exposure and limit monitoring. In addition, it also independently reviews payment authorisation and control arrangements, Nostro account reconciliations, new product proposals, new counterparty limit proposals, new commodity broker proposals, and key changes in internal processes.

For selected material operational risks where the Bank's capacity to fully mitigate risk is limited, Takaful insurance contracts are used to transfer such risks to third parties. Key risks where Takaful insurance contracts are used include professional indemnity liability, property risks and third party liability.

### **Operational Risk-Weighted Exposures**

For the purposes of calculating regulatory capital for operational risk under CBB capital adequacy regulation, the Bank uses the Basic Indicator Approach where gross income (weighted by an alpha of 15%) is used as a proxy for operational risk capital. The details of Bank Alkhair's operational risk capital charge, and the equivalent operational risk-weighted exposures as at the end of 31 December 2018 is shown below:

(US\$ millions)	31 <u>December</u> 2018	31 <u>December</u> 2017	31 December 2016
Gross income	54.9	33.3	28.1
Average gross income for three years  Alpha	38.7 15%	32.7 15%	32.2 15%
Capital charge for operational risk	5.8	4.9	4.8
Multiplier	12.5	12.5	12.5
Total operational risk-weighted exposures	72.6	61.3	60.4

### Non-Shari'ah income

The bank charged late fees on some repayments from an investment, these fees have been pooled in an account to be used for charity purposes, and the bank charged these fees on 24 transactions incurred between 2009 till 2012. As at 31 December 2018, the outstanding balance of non-Shari'ah income is US\$484,429 which the Shari'ah Supervisory Board advised the Bank to donate to registered charities, and submit the list of beneficiaries to the Board.

### **Risk-Weighted Exposures**

Risk-weighted exposures increased by US\$ 951.7 million (58%) in 2018, from US\$ 1,635.2 million as at 31 December 2017 to US\$ 2,478.4 million as at 31 December 2018, as detailed below:

(US\$ millions)	31 December	31 December	31 December
	<u>2018</u>	<u>2017</u>	<u>2016</u>
Credit risk-weighted exposures	2,478.4	1,528.9	1,464.8
Market risk-weighted exposures	72.6	61.3	55
Operational risk-weighted exposures	35.9	45.0	53.6
Total risk-weighted exposures	2,586.9	1,635.2	1,573.4

### **Equity price risk**

Equity price risk is the risk that the fair value of equities decreases as the result of adverse changes in the levels of equity prices and the value of individual stocks. Equity price risk arises from the Group's investment portfolio. The Group conducts significant investment activity in private equity, mainly in unquoted entities. The Group manages this risk through diversification of its investments in terms of geographical distribution and industry concentration by arranging representation on the Board of Directors within the investee company, wherever possible. Investments are managed within maximum concentration risk limits, approved by the Board of Directors of the Bank.

#### **Currency risk**

Currency risk is the risk that the value of a financial instrument will fluctuate due to adverse changes in foreign exchange rates, for further details, please refer to the financial statements notes.

#### **Group Structure**

The Group's financial statements are prepared on a full consolidation basis, with all subsidiaries being consolidated in accordance with the Financial Accounting Standards issued by the Accounting and Auditing Organisation for Islamic Financial Institutions (AAOIFI). For capital adequacy purposes, all subsidiaries are included within the Group structure. However, the CBB's capital adequacy methodology accommodates both full consolidation, risk weighting as well as regulatory adjustment (deductions).

The principal subsidiaries and associates, as well as the treatment for capital adequacy purposes, are as follows:

	Domicile	Ownership	Regulatory treatment
Subsidiaries		•	
Alkhair International Islamic Bank Malaysia Berhad	Malaysia	100%	Full Consolidation
Alkhair Portföy Yönetimi A.Ş.	Turkey	99.6%	Full Consolidation
Alkhair Capital Saudi Arabia	Kingdom of Saudi Arabia	53.3%	Full Consolidation
Al-Tajamouat for Touristic Projects Co Plc	Jordan	50.6%	Risk Weighting
Tintoria international Limited	United Arab Emirates	52.1%	Risk Weighting
Associates			
BFC Group Holdings Ltd.	United Arab Emirates	43.36%	Regulatory Adjustment & Risk weighting
t'azur Company B.S.C. (c)	Kingdom of Bahrain	25.86%	Regulatory Adjustment & Risk weighting
Alkhair Capital Dubai	United Arab Emirates	33.34%	Regulatory Adjustment & Risk weighting

# **Capital Adequacy Ratio**

Capital Ratios - Consolidated & Subsidiaries above 5% of Group Regulatory Capital.

	31 December 2018		31 December 2017		31 December 2016	
(Percent)						
		Tier 1		Tier 1		Tier 1
	<b>Total Capital</b>	Capital	<b>Total Capital</b>	Capital	<b>Total Capital</b>	Capital
	Ratio	Ratio	Ratio	Ratio	Ratio	Ratio
Bank Alkhair Group	0.1	-0.3	1.8	1.1	2.3	2.3
Alkhair International Islamic Bank Berhad	1.1	1.1	18.6	18.6	29.5	30.5
Alkhair Capital Saudi Arabia	11.0	11.0	10.8	10.8	54.2	54.2
Alkhair Capital Menkul Degerler A.S.	3.6	3.6	19.9	19.9	40	40

Based on the planned asset sales program and operating cash flow projections, the Group expects to improve its risk weighted assets profile and capital adequacy ratio. The Bank's Board of Directors and senior management are actively looking for other long-term options to enhance the capital position of the Bank to meet the amended capital requirements set by the CBB.

The minimum consolidated capital required by Bank Alkhair to maintain compliance at 12.5% is shown in the table below.

(US\$ millions)	3 <u>1</u> <u>December</u> 2018	3 <u>1</u> <u>December</u> 2017	31 <u>December</u> 2016
Credit risk	309.8	191.1	183.1
Market risk	4.5	5.6	6.8
Operational risk	9.1	7.7	6.7
Total capital requirements	204.4	204.4	196.6

The minimum capital requirements for equity investments of the Group, broken down by appropriate equity groupings, consistent with the methodology, as well as the aggregate amounts and type of equity investments subject to any supervisory transition or grandfathering provisions regarding regulatory capital requirements is shown in the table below:

	<u>31</u>	<u>31</u>	<u>31</u>
	<u>December</u>	<u>December</u>	<u>December</u>
(US\$ millions)	<u>2018</u>	<u>2017</u>	<u>2016</u>
Investments in listed equities	-	1.3	-
Investments in unlisted equities	-	0.1	1.6
Significant investment in the common shares of financial			
entities > 10%	-	2.8	3.3
Significant investment in the common shares of commercial			
entities	28.0	42.9	7.0
Other investment with excess amount over 15%	273.6	130.2	153.0
Investments in unlisted real estate companies	-	-	2.3
Investments in unrated funds	<u>-</u>	<u>-</u>	3.1
Total capital requirements	301.6	177.3	170.3

#### RISK MANAGEMENT

### **Credit Risk**

### Gross and average credit risk

The table below shows the average gross credit risk exposure of the Bank as at 31 December 2018, classified as per the disclosure in the consolidated financial statements:

Balance sheet items	Funded exposure	Unfunded exposure	Total gross credit exposure	Average gross credit exposure*
(US\$ thousands)				
Balances with banks	3,777	-	3,777	6,269
Placements with financial institutions	5,056	-	5,056	14,046
Financing Receivables	1,911	-	1,911	4,369
Investment securities - Sukuk	3,645	-	3,645	8,693
Other assets	10,868	-	10,868	10,887
	25,257	-	25,257	44,264
Commitment to invest	-	9,500	9,500	9,924
Guarantees		-	-	4,049
Total credit risk exposure	25,257	9,500	34,757	58,236

<sup>\*</sup> Average gross credit exposures have been calculated based on the average of balances outstanding on the period ended 31 December 2018.

Residual maturity breakdown of the whole credit portfolio disclosed in the notes to the consolidated financial statements for the year ended 31 December 2018. Total of US\$ 33.0 million due to financial institutions which residual maturity from 1-10 years.

# Intra-group transactions

All transactions with related parties have been made on arm's length basis. The following table summarises the Group's intra-group transactions as follows:

	31 December 2018	31 December 2017
Assets		
Cash and balances with banks	6,933	6,967
Due from financial institutions	-	5,003
Due from non-banks	2,592	2,657
Investment in Subsidiary	78,124	84,235
Other Assets	210	204
Total	87,859	99,066

#### **CREDIT RISK MITIGATION**

Credit risk mitigation is defined as the utilization of a number of techniques, such as collaterals and guarantees to mitigate the credit risks that the Group is exposed to. The Group's first priority when establishing Islamic financing is to determine the borrower's capacity to repay and not to rely principally on security or collateral.

The credit exposure information presented above represents gross exposures prior to the application of any credit risk mitigation techniques, the Bank's credit risk mainly arises from its investment transactions.

As of 31 December 2018, the Bank eligible credit risk mitigation consist of collateral in form of cash and deposits in Malaysia of US\$ 2.6milion against US\$ 6.9 million financing receivables which maintained by the subsidiary of the Bank.

### Risk concentration of the maximum exposure to credit risk

### Risk Exposure Concentration

Risk concentration arises when a number of counterparties are engaged in similar business activities, or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry or geographical location.

In order to avoid excessive concentrations of risk, the Group's policies and procedures include guidelines to focus on maintaining a diversified portfolio. In line with regulatory requirements, the bank has a group level Large Exposure Policy which details the Bank's approach in managing concentration risk to sectors, asset classes, single obligors and countries including defining specific limits.

Concentration of risks is managed by counterparty, by geographical region and by industry sector. The maximum credit exposure to any client, or counterparty, or group of closely related counterparties as of 31 December 2017 was US\$ 2.9 million, relating to "investment in sukuks" (2017: US\$ 6.5 million).

### **Counterparty Credit Risk**

A counterparty is defined as an obligor (individual, company, other legal entity), a guarantor of an obligor, or person receiving funds from the Group. It also includes the issuer of a security in case of a security held by the Group, or a party with whom a contract is made by the Group for financial transactions. The measure of exposure reflects the maximum loss that the Group may suffer in case the counterparty fails to fulfil its commitments. Group exposure is defined as the total exposure to all counterparties closely related or connected to each other. Large exposure is any exposure whether direct, indirect or funded by restricted investment accounts to a counterparty or a group of closely related counterparties which is greater than or equal to 10% of the Group's Capital Base. The Group has adopted Standardized Approach to allocate capital for counterparty credit risk.

Connected counterparties includes companies or persons connected with the bank, including, in particular, subsidiaries and associated companies (whether such association is due to control or shareholding or otherwise), Directors and their associates (whether such association is due to control or family links or otherwise), members of the Shari'a Supervisory Board, management and other staff, and shareholders holding 10% or more of the voting power of the bank.

As a strategy, exposure to connected counterparties may be undertaken only when negotiated and agreed on an arm's length basis. The Bank shall not assume any exposure to its external auditors or members of Shari'a Supervisory Board. The disclosure relating to related party transactions has been made in the consolidated financial statements. All related Party transactions have been executed at arm's length basis.

Exposures in excess of the 15% limit for the year ended 31 December 2018 are as follows:

Counterparty # 1	117,764	9455.28%	Investment and Receivable
Counterparty # 2	51,473	4132.80%	Investment and Receivable
Counterparty # 3	38,521	3092.88%	Investment
Counterparty # 4	29,034	2331.16%	Investment and Receivable
Counterparty # 5	18,062	1450.21%	Investment and Receivable
Counterparty # 6	15,603	1252.78%	Investment and Receivable
Counterparty # 7	9,782	785.40%	Investment and Receivable
Counterparty # 8	7,087	568.94%	Investment and Receivable
Counterparty # 9	7,047	565.81%	Investment
Counterparty # 10	5,212	418.48%	Investment and Receivable
Counterparty # 10			

# Credit quality per class of financial assets

Past due Islamic financing contracts as at 31 December 2018 amounted to US\$ 0.39 million and the breakdown by industry and geographic region is shown below:

Industry Classification	Amount as at 31 December 2018 (in US\$ millions)	Amount as at 31 December 2017 (in US\$ millions)	Geographical classification
Industrial	8.71	9.23	Asia
Real Estate and Construction	1.99	1.99	Europe
Collective provision	(0.25)	(0.08)	Middle East & Asia
Specific provision	(10.06)	(9.07)	Middle East & Asia
Total	0.39	2.07	

Past due and fully impaired Islamic financing contracts as at 31 December 2018 amounted to US\$ 9.70 million, which was due from companies in industrial sector located in the Southeast Asian region.

### **Specific provisions**

(US\$ thousands)	

New Provision made Write off Recoveries / Write backs Balance at the end of the year

At the beginning of the year

	Specific Provision against					
Financing	Other Assets	Equity-	Total			
Receivable		accounted				
		investees				
9,069	2,268	4,500	15,864			
1,629	_	1,000	2,629			
-	_	-	-			
_	_	-	_			
10,698	2,268	5,500	18,493			

### **Collective provisions**

Collective Provision against Tota (US\$ thousands) Financing Other Assets Equity-accounted Receivable investees At the beginning of the year 82 82 New Provision made 167 167 Write off Recoveries / Write backs 249 Balance at the end of the year 249

Ageing analysis of past due but not impaired by class of financial assets:

	2018			
	Less than 120 days	Less than 365 days	More than 365 days	Total
Impaired Islamic Financing Receivable	-	-	10,698	10,698

	2017				
	Less than 120 days	Less than 365 days	More than 365 days	Total	
Impaired Islamic Financing Receivable	1,523	-	9,696	11,219	

### Past due and non-performing facilities

Past due represents repayments that are not received on the contractual repayment dates. The Group defines non-performing facilities as the facilities that are overdue for period of 90 days or more. These exposures are placed on a non-accrual status with income being recognised to the extent that it is actually received/distributed.

### LIQUIDITY RISK MANAGEMENT

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with its financial liabilities that are settled by delivering cash or another financial assets.

The key features of the Group's liquidity methodology are:

- The Group Asset and Liability Committee ("ALCO") is responsible for liquidity monitoring, cash flow planning and general asset liability management.
- In accordance with the Basel recommendations on liquidity management, the Group measures liquidity according to two criteria: "normal business", reflecting day-to-day expectations regarding the funding of the Group; and "crisis scenario", reflecting simulated extreme business circumstances in which the Group's survival may be threatened.

The Group's liquidity policy is to hold sufficient liquid assets to cover its committed statement of financial position requirements, plus its budgeted expenses for the liquidity horizon and its forecast investment commitments over the liquidity horizon.

The following are the indicators of the Group's exposure to liquidity risk.

	<u>31</u>	<u>31</u>
	<u>December</u>	<u>December</u>
	<u>2018</u>	<u>2017</u>
Short term assets (in US\$ millions)	57,659	70,196
Short term liabilities (in US\$ millions)	23,188	55,828
Liquidity ratios (in %)		
Liquid assets : Total assets	8.2%	9.7%
Liquid assets: Total deposits	14.8%	19.6%
Liquid assets: Total liabilities	13.5%	16.0%
Short term assets: Short term liabilities	248.7%	125.7%

### PREPAYMENT RISK

Prepayment risk is the risk that the Group will incur a financial loss because its customers and counterparties prepay or request repayment earlier than expected. The Group is not exposed to any significant prepayment risk.

### **Restricted Investment Accounts**

Bank Alkhair offers Restricted Investment Accounts (RIAs) to both financial and non-financial institutions. All RIA offering documents are prepared and issued with input from the business lines and Shari'ah Assurance, Financial Control, Legal and Risk Management departments, to ensure that all investors have sufficient information to consider all risk factors allowing them to make an informed decision. The Bank has clear guidelines and procedures for the development, management and risk mitigation of its RIAs. The Bank has established a robust operational and functional infrastructure to ensure that effective internal control systems are in place, and that RIA holders' interests are protected at all times. The Bank is fully aware of its fiduciary duties and responsibilities in managing RIAs.

### **Total Income from RIA**

	31	31	31	31	31	31
	December	December	December	December	December	December
(US\$ thousands)	2018	2017	2016	2015	2014	2013
Gross Income	-	-	-	-	-	15
Wakil Fee	-	-	-	-	-	(3)

### **Displaced Commercial Risk**

The Bank does not have Profit Sharing Investment Accounts (PSIAs) and is not exposed to displaced commercial risk.

### **Penalties**

During the year 2018, the Bank didn't have any penalties due to the Central Bank of Bahrain.

#### **External Auditors:**

Based on best corporate governance practice the auditors were changed after a certain period.

### **Capital Restrictions and income mobility**

Distributing profits by subsidiary to the parent is subject to compliance with applicable local laws and regulations. Such distribution should go through the legal and regulatory channels applicable in relevant jurisdiction. Mobilisation of capital, reserves and equivalent funds out of the subsidiary to the parent is subject to the local rules and regulations. The approval is obtained from CBB by the parent for increasing investment in subsidiaries.

### Segregation of duties

The Board is responsible for the adequacy and effectiveness of system of internal controls of the bank which is supported by segregation of duties, enhanced system of internal controls across all aspects of the business as well as strong support functions covering legal, regulatory, governance, reputation, finance, information technology, human resources and strategy.

Risk Management governance originates at Board level, and cascades through to the CEO and businesses, via policies and delegated authorities which ensures Board-level oversight and a clear segregation of duties between those who originate and those who approve risk exposures.

#### **Bank's Financial Performance**

For the year ended 31 December 2018, the Bank incurred operating expenses at US\$ 60 million compared to US\$ 55 million for the previous year. However, in spite of major cost controlling efforts, the bottom line remained negative with a Net Loss of US\$8 million. Total Fees and Asset-based Income amounted to US\$18.3 million in 2018 compared to US\$16.4 million in 2017. The Gain from investment securities amounting to US\$6.8 million compared to loss of US\$4.5 million in 2017 was improved mainly due to Gain on sale of investment securities. Net finance expense increased in 2018 and reached US\$12.1 million compared to US\$10.3 million in 2017.

### Quantitative indicators of financial performance and position.

	2018	2017	2016	2015	2014
Return on average shareholders' equity (per cent)	-4.5%	-5.1%	-15.7%	-1.1%	-7.4%
Return on average assets (per cent)	-1.8%	-2.0%	-6.2%	-0.4%	-2.9%
Total operating cost to Income ratio	97.4%	122.3%	188.1%	129.5%	160.6%

### **Overview**

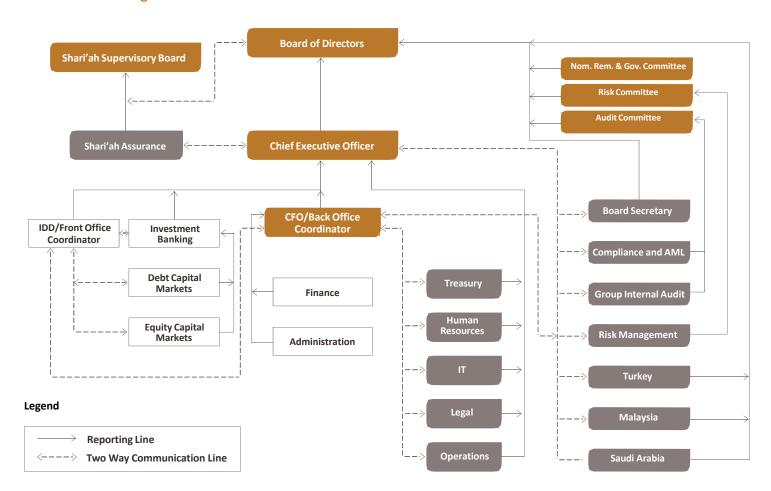
As a Bahrain-based bank, Bank Alkhair is subject to the corporate governance standards of the Central Bank of Bahrain (CBB) and the Bahrain Commercial Companies Law. The Bank aspires to the highest standards of ethical conduct based on sound corporate governance. In accordance with its commitment to both meeting legal and regulatory requirements and adhering to international best practices, Bank Alkhair has put in place a comprehensive Corporate Governance framework to maximise operational efficiency and protect all stakeholders' rights. Bank Alkhair regards the guiding principles of its Corporate Governance framework to be fairness, transparency, accountability and responsibility.

### **Developments in 2018**

During 2018, Bank Alkhair ensured compliance with the Bank's robust Corporate Governance framework. Developments during the year included:

- Reviewed CG Policies.
- Reviewed the Board independence and Board compositions, skills and mix
- Reviewed the Investee Companies Governance.
- Conducted a thorough Performance Evaluation of the Board, its members and its sub-committees, and highlighted areas to be strengthened in order to enhance the Board of Directors.

### **Governance and Organisation Structure**



# Ownership by nationality

Nationality	No. of Shares	No. of Shareholders	Percentage (%)
Saudi Arabian	150,864,544	46	72.54%
Kuwaiti	38,099,800	35	18.32%
Bahraini	5,762,532	30	2.77 %
Cayman Islands	4,576,703	1	2.2 %
Qatari	3,456,006	3	1.66%
Others	5,202,329	56	2.5%
Total	207,961,914	171	100%

# Ownership by percentage of equity

Class of Equity	No. of Shares	No. of Shareholders	Percentage (%)
Less than 1%	32,082,281	151	15.43%
1% to less than 5%	120,519,831	15	57.95%
5% to less than 10%	55,359,802	5	26.62%
Total	207,961,914	171	100%

# Ownership of directors and senior management

Name	Position	Percentage (%) as of 31 December 2018
Yousef Abdullah Al-Shelash	Chairman	5.55%
Abdullatif Abdullah Al-Shalash	Director	5.18%
Ahmed Saleh Al-Dehailan	Director	4.99%
Majed Al Qassem	Director	4.81%
Nabeel Noor Al Nabi	Development & Distribution /Coordinator – Front Office	0.03%

# Ownership above 5%

Name	Percentage (%) as of 31 December 2018
Yousef Abdullah Al-Shelash	5.55%
Sultan Abdulrahman Abalkheel	5.55%
Abdullatif Abdullah Al-Shalash	5.18%
Hethloul Saleh Al-Hethloul	5.18%
Fahad Abdulaziz Al-Sekait	5.18%
MADD Real Estate Investment & Development Company WLL	8.13%

No shares were traded by the Bank's directors during the year.

### **Board of Directors**

Bank Alkhair's Board of Directors is responsible for supervising the management of the Bank's business and its affairs, and protecting and strengthening the Bank's assets in the interest of all shareholders; while overseeing the corporate governance function to ensure the highest standards of transparency and accountability. The Board's responsibilities include:

- Ensuring financial statements are prepared accurately and approving them:
- Regularly reviewing the Bank's processes, risk levels and control framework to ensure the Bank's adherence to the Central Bank of Bahrain's regulations; and promoting and achieving sustainable performance and long-term growth in shareholders' value;
- Approving and overseeing the implementation of the Bank's strategies, objectives and plans;
- · Ensuring that the interests of all stakeholders are considered;
- Overseeing the accuracy and compliance of the Bank's corporate governance guidelines with the Central Bank of Bahrain's HC Module, as well as the Code of Corporate Governance; and
- Providing strategic leadership, and setting values and standards for the Bank.

The Board comprises members from diverse backgrounds who combine a broad spectrum of experience and expertise with a reputation for integrity and professionalism. The current Board comprises nine members, six of whom are independent non-executive directors, in accordance with the requirements of Bahrain's Code of Corporate Governance. As part of the Bank's Corporate Governance framework, the Bank introduced formal

Board procedures, including the induction and training of new members, and continuous development and training of existing members. The Board, the Board's Committees, and each individual director must undergo a formal performance review and evaluation as required by the Code.

The election and termination of directors are governed by the Bahrain Commercial Companies Law and the Bank's Articles of Association, which require the election of directors by written ballot. The Board term for members is three years. Board members must meet and attend at least 75% of all Board meetings within a calendar year. Biographies of current directors are listed at the end of this Review.

### Material transactions that need Board approval

All transactions of the Bank are subject to the limits and guidelines prescribed by the Bank's Discretionary Authority Limits (DAL), and for any type of transactions not covered by the DAL requires approval from the Board of Directors. All credit and investment proposals are subject to Risk Management function and management committees' review. Proposals exceeding certain pre-defined exposure levels require approval of the Board. Similarly, related party transactions require approval of the Board and notification to shareholders in the next shareholders' meeting in line with Article 189 of Bahrain Commercial Companies Law (BCCL). The Corporate Governance charter of the Board specifically restricts the conflicted board member/s from voting on the transactions where any board member has any interest attached to such transaction. All transaction where any board member has any interest are identified and disclosed as required by the applicable rules and regulations.

### **Board Composition**

No. of members	9 non-executive members of which - six are independent directors
Committee Membership	Please refer to the Board of Directors' biographies at the end of this Review
Minimum no. of meetings per year	4
Quorum	7

There have been no changes in the Board structure during the year.

### **Board of Directors Meeting Attendance 2018**

Members	22nd February	10th May	1st November	1st November
Yousef Al-Shelash	✓	✓	✓	✓
Abdullatif Al-Shalash	✓	✓	✓	✓
Dr. Ahmed Al-Dehailan	✓	✓	✓	✓
Dr. Abdulaziz Al Orayer	✓	✓	✓	✓
Khalid Shaheen	✓	✓	✓	✓
Majed Al Qasem	X	✓	✓	✓
Abdullah Al Dubaikhi	✓	✓	✓	✓
Abdulrazaq Al Wohaib	✓	✓	✓	✓
Meshari Al Mulla	✓	✓	✓	✓

### **Board Committees**

Bank Alkhair's Board of Directors is assisted by four Board Committees: the Audit Committee, the Nomination, Remuneration & Governance Committee and the Risk Committee and the Risk Committee.

### **Audit Committee**

The Audit Committee is responsible for assisting the Board in its oversight of statutory affairs relating to accounting and financial reporting; internal control systems; internal and external audits; and compliance with Shari'ah and regulatory laws and regulations.

No. of members	Three non-executive members, two of whom are independent directors including the Chairman of the Committee			
Members of the Committee	<ul><li>Dr. Ahmed Al Dehailan (Chairman)</li><li>Abdullah Al Dubaikhi</li></ul>	Independent Independent		
	Abdullar Al Dubaikii     Abdulrazzaq Al Wohaib	Non-Executive (From May 12th 2016)		
Minimum no. of meetings per year	4			
Quorum	2			
The Audit Committee's primary responsibilities include:	<ul> <li>Ensuring the integrity of the Bank's financial statements, financial reporting process and internal control systems;</li> <li>Approving the appointment of the internal auditor and reviewing the activities of the internal audit function;</li> <li>Oversee appointment of external auditors and annual independent audit of the Bank's financial statements;</li> <li>Recommending to the Board the engagement of external auditors for non-audit services and evaluating the external auditors' independence and performance; and</li> <li>Overseeing the Bank's compliance with legal and regulatory requirements, including the Bank's disclosure controls and procedures and compliance with the Bank's Code of Conduct.</li> </ul>			

### Meeting Attendance - Audit Committee, 2018

_Members	15th March	10 <sup>th</sup> May	31st May	4th August	8 <sup>th</sup> November
Dr. Ahmed Al-Dehailan	✓	✓	✓	✓	✓
Abdulrazzaq Al Wohaib	✓	✓	✓	✓	✓
Abdullah Al Dubaikhi	✓	✓	✓	<b>√</b>	✓

### Nomination, Remuneration & Governance Committee

The Nomination, Remuneration & Governance Committee (NR&GC) is responsible for assisting the Board in establishing an impartial nomination, selection and remuneration process for directors, the CEO and executive management. The Committee also assists the Board in discharging its oversight responsibilities in relation to corporate governance, and compliance with legal and regulatory requirements and Shari'ah rules and principles.

No. of members	Three Non-Executive Directors, two of whom are independent, including the Chairman of the Committee and one member of the Shari'ah Supervisory Board				
Members of the Committee	<ul> <li>Majed Al Qasem (Chairman)</li> <li>Yousef Al-Shelash</li> <li>Abdullah Aldubaikhi</li> <li>Dr. Nizam Yaqouby</li> </ul>	Independent Non-Executive Non-Executive Independent Independent Independent Shari'ah Scholar (required to attend one meeting per year to address Shari'ah governance issues)			
Minimum no. of meetings per year	2				
Quorum	2				
The NR&GC's primary responsibilities include:	<ul> <li>Overseeing the Board of Directors' and individual directors' performance;</li> <li>Ensuring the Bank's effectiveness and compliance with corporate governance policies and practices;</li> <li>Succession planning for the Board and senior management; and</li> <li>Assisting the Board in establishing staff remuneration policies and fees for non-executive directors and the Shari'ah Supervisory Board.</li> </ul>				

### NR&GC Meeting Attendance - November 2018

Members	10 <sup>th</sup> May	1 <sup>st</sup> November
Yousef Al-Shelash	✓	✓
Abdulla Aldubaikhi	✓	✓
Majed Al Qasem	✓	<b>√</b>
Dr. Nizam Yaqouby	Х	Х

### **Board Risk Committee**

The Board Risk Committee is responsible for overseeing the risk management framework of the Bank, and ensuring including risk governance, risk principles and risk capacity. The Committee regularly reviews major risk exposures and overall risk limits, ensuring that the Bank's management takes adequate steps to monitor and mitigate the Bank's risk exposures.

No. of members	Three Non-Executive Directors, two of whom are Independent including the Chairman of the Committee					
Members of the Committee	Abdullatif Al-Shalash     Abdullatif Al-Crover	Non-Executive				
	<ul><li>Abdulaziz Al Orayer</li><li>Khaled Shaheen</li></ul>	Independent Independent				
Minimum no. of meetings per year	4					
Quorum	2					
The Risk Committee's primary responsibilities include:	<ul> <li>Overseeing the Group's risk policies, processes and infrastructure (including operational risk) related matters; and</li> <li>Supervising the credit approval and investment review process.</li> </ul>					

# Risk Committee Meeting Attendance -2018

B.C. and b.C. a	104h Ma
Members	10th May
Abdulaziz Al Orayer (Chairman)	✓
Abdullatif Al-Shalash	X
Khalid Shaheen	✓

# **Shari'ah Supervisory Board**

Shari'ah compliance is the cornerstone of Bank Alkhair's operations. A three-scholar Shari'ah Supervisory Board has been established to provide Islamic advice and guidance to ensure that all Bank Alkhair activities comply with Shari'ah. The members of the Shari'ah Supervisory Board are prominent Islamic scholars who are well versed in international financial markets, and have a proven track-record in the implementation of Shari'ah rules and principles in Islamic banks, as well as in product development and Islamic finance structuring techniques.

The Board is pro-actively involved in all product development and investment decisions relating to transactions; and all underlying contractual documentation is only finalised after obtaining the approval of the Shari'ah Assurance division under the direct oversight of the Shari'ah Supervisory Board. The Shari'ah Board sets out the Islamic opinions (Fatwas), which are required for approval of the structures of each financial transaction, service or investment product. Biographies of the Shari'ah Board members are listed at the end of this review.

### **Corporate Governance Policies and Procedures**

# Compensation of the Board of Directors, Shari'ah Supervisory Board and Executive Management

Compensation of the Board of Directors is recommended to the Board of Directors by the Nomination, Remuneration & Governance Committee, and the Board of Directors then make the recommendation to the shareholders at the annual general meeting.

The total remuneration of the Board of Directors is in accordance with the CBB and ministry of industry, commerce, and tourism regulations.

The Shari'ah Supervisory Board remuneration does not include sitting fees.

Executive Management members are entitled to fixed remuneration as per their contractual agreements, and any other performance-related incentives/bonuses must be approved by the Board. Details of the aggregate compensation (including benefits) for the Board of Directors and Executive Management for the year ended 31 December 2018 can be found in Note 24 to the Financial Statements.

### **Sound Remuneration Practices**

The CBB issued regulations regarding Sound Remuneration Practices, and the Bank ensures full compliance with all CBB guidelines and ministry of Industry, Commerce, and Tourism laws with regards to compensation.

### **Continuous Development of the Board and Board Committees**

In line with the Bank's Board Induction and Training Policy, Board Members continuously attend seminars and workshops regionally and internationally to fulfil their duties in areas of Governance and Risk Management.

### **Board Performance Evaluation**

Bank Alkhair has a policy in place to govern the annual review mechanism of the Board, the Board's Committees, and each individual director, against specific criteria. Bank Alkhair's Board of Directors has established a mechanism for the annual periodic review of the Board and each of its Committee's performance. The review evaluates the Board as a whole, and each of its Committees in the light of its strategic objectives, and accordingly, each Director, including the Chairman, is subject to self- evaluation.

The Board and Board Committee evaluation is facilitated by the Board Secretary, who reports the results to the Nomination, Remuneration and Governance Committee (NR&GC). The NR&GC may elect to hire an external consultant to evaluate the effectiveness of the Board and Board Committees, however, the NR&GC found no requirement to exercise this option during 2018. The NR&GC presents the results of the evaluation to the Board, and subsequently reports to the Shareholders during the next AGM.

Board Evaluations for the Board of Directors, its members, and its Committees were conducted for the year ending 2018, and the results have been reported to the NR&GC, and subsequently to the Board of Directors, and reported to the shareholders in the AGM.

#### **Code of Conduct**

The Board of Directors has adopted a written code of ethical business conduct, which includes the following;

- Honesty and observance;
- Avoidance of conflicts between personal interests and the interests of the Bank;
- Respecting confidentiality of information obtained during the course of business;
- Maintenance of the Bank's reputation, and avoidance of activities that might reflect adversely on the Bank;
- Integrity in dealing with the Bank's assets;
- Setting high personal standards and adhering to the Code of Conduct; and
- Keeping abreast of current good practices.

The code of conduct is circulated on regular basis to all the staff and Board members and adherence with it is being monitored by Internal Audit and Compliance teams and any issues are highlighted immediately.

#### **Conflict of Interest**

Bank Alkhair has a formal Conflict of Interest policy that applies to all directors and employees and which includes a signed undertaking requiring directors to disclose their personal interests annually. The Conflict of Interest policy requires Board members to inform the entire Board of potential conflicts of interest between the Bank's activities and their personal interests, and abstain from voting on matters relating to them in accordance with the relevant provisions of the BCCL or any other Law.

### **Related Party Transactions**

The Bank has an approval process in place for related party transactions. The approval process is reflected in the Bank's Group Code of Conduct and Corporate Governance Policy. In this regard, the Bank has complied with Article 32(3) of the Bank's Articles of Association and Article 189 of the Bahrain Commercial Companies Law (CCL). Details of related party transactions are disclosed in Note 24 of the Financial Statements.

### **Discretionary Authority Limits**

The Bank has a detailed Discretionary Authority Limit policy, which prescribes in detail the approval process for all transactions and processes within the Bank, as well as details the authority of the Board, Board Committees, Shari'ah Board, Management Committees and top Management.

#### **Investor Complaints**

In order to strengthen and formalise the Investor complaints mechanism, Bank Alkhair has developed a policy for managing complaints received from investors, along with a formal escalation structure to ensure complaints are dealt with effectively and efficiently. For logging any complaints, the Investor Complaints Guidelines and escalation information is available on the Bank's website.

#### Whistle-blowing Policy

Bank Alkhair endeavors to operate in a climate of transparency and, in order to strengthen and encourage transparency, has a formal group wide whistleblowing policy in place to facilitate the escalation of employees' concerns and suspicions of criminal or unethical conduct.

#### **Shareholder Communications**

Bank Alkhair is dedicated to maintaining an open line of communication with its stakeholders, and ensures transparent and accurate information is disclosed in a professional and timely manner. Communication with shareholders is disseminated through several channels, including the corporate website, the annual report, the annual general meeting, and timely announcements in the local media.

### **Corporate Social Responsibility**

Bank Alkhair is committed to improving the well-being and quality of life of citizens of the Kingdom of Bahrain. During 2018, the Bank supported a number of charitable organisations In addition, Bank Alkhair provided financial support to needy individuals, and other deserving causes in the community.

As a prominent Shari'ah-compliant financial institution, Bank Alkhair supports the development of the Islamic banking industry by participating in major industry conferences and events.

### **Compliance with Regulatory Guidelines**

The Central Bank of Bahrain's (CBB's) High Level Controls Module (HC Module), which focuses on strengthening the corporate governance function of banks, contains rules that must be complied with; and guidance, which may be complied with; or in cases of non-compliance, must be disclosed in the annual report and explained to the CBB. For the year 2018, Bank Alkhair is fully compliant with the requirements of the CBB's HC Module, except for the following:

HC-1.4.6 recommends that the Chairman of the Board is an independent director. However, as the majority of the Board members are independent, the independence of the decision-making process is not compromised. Furthermore, of the current three Board Committees, the Chairmen of all Committees are independent. The Bank also has a conflict of interest policy as well as a directors' independence policy in place, which require Board members to declare their personal interests on an annual basis.

#### **External Audit Fees and Services**

The details of the audit fees charged and non-audit services provided by the Bank's external auditors will be made available to the shareholders as and when requested. Such details will be made available to the Bank's shareholders as per their specific request, provided that these disclosures do not negatively impact the Bank's interest.

### REMUNERATION RELATED DISCLOSURES

The Bank's total compensation policy, which includes the variable remuneration policy, sets out its practice on remuneration for directors and senior management and the key factors that were taken into account in establishing the policy.

The key features of the proposed remuneration framework are summarised below.

#### Remuneration strategy

It is the Bank's basic compensation philosophy to provide a competitive level of total compensation to attract and retain qualified and competent employees. The Bank's variable remuneration policy will be driven primarily by a performance-based culture that aligns employee interests with those of the shareholders of the Bank. These elements support the achievement of our objectives through balancing reward for both short- term results and long-term sustainable performance. Our strategy is designed to share our success, and to align employees' incentives with our risk framework and risk outcomes.

The quality and long-term commitment of all of our employees is fundamental to our success. We therefore aim to attract, retain and motivate the very best people who are committed to maintaining a career with the Bank, and who will perform their role in the long-term interests of shareholders. The Bank's reward package comprises the following key elements:

- 1. fixed pay;
- 2. benefits;
- 3. annual performance bonus; and
- 4. the long term performance incentive plan

A robust and effective governance framework ensures that the Bank operates within clear parameters of its compensation strategy and policy. All compensation matters, and overall compliance with regulatory requirements, are overseen by the Nomination Remuneration and Governance Committee of the Board (NR&GC). The Bank's remuneration policy is reviewed regularly. It was last reviewed in September 2017 and no material changes have been made to date.

The Bank's remuneration policy in particular, considers the role of each employee and has set guidelines depending on whether an employee is a Material Risk Taker and / or an Approved Person in business line, control or support functions. An Approved Person is an employee whose appointment would require prior regulatory approval because of the significance of the role within the Bank and an employee is considered

a Material Risk Taker if they head significant business lines and any individuals within their control who have a material impact on the Bank's risk profile. As per the Bank's remuneration policy, the related risks are reviewed regularly and may be amended when required to reflect the impact of changes in remuneration. During 2018, there were no changes to related risk and therefore no changes to remuneration.

In order to ensure alignment between what the Banks pays its people and its business strategy, individual performance is assessed against annual and long-term financial and non-financial objectives summarised in line with our performance management system. This assessment also takes into account adherence to the Bank's values, risk and compliance measures above all, and acting with integrity. Altogether, performance is therefore judged not only on what is achieved over the short- and long- term but also importantly on how it is achieved, as the NR&GC believes the latter contributes to the long- term sustainability of the business.

#### NR&GC role and focus

The NR&GC has oversight of all reward policies for the Bank's employees. The NR&GC is the supervisory and governing body for compensation policy, practices and plans. It is responsible for determining, reviewing and proposing variable remuneration policy for approval by the Board. It is responsible for setting the principles and governance framework for all compensation decisions. The NR&GC ensures that all persons must be remunerated fairly and responsibly. The remuneration policy is reviewed on a periodic basis to reflect changes in market practices and the business plan and risk profile of the Bank. The responsibilities of the NR&GC with regard to the variable compensation policy of the Bank, and as stated in its mandate, include, but are not limited to, the following:

- Approve, monitor and review the remuneration system to ensure the system operates as intended.
- Approve the remuneration policy and amounts for each Approved Person and Material Risk-Taker, as well as the total variable remuneration to be distributed, taking into account total remuneration including salaries, fees, expenses, bonuses and other employee benefits.
- Ensure remuneration is adjusted for all types of risks and that the remuneration system takes into consideration employees that earn the same short-run profit but take different amounts of risk on behalf of the Rank
- Ensure that for Material Risk Takers, variable remuneration forms a substantial part of their total remuneration.
- Review the stress testing and back testing results before approving the total variable remuneration to be distributed including salaries, fees, expenses, bonuses and other employee benefits.
- Carefully evaluate practices by which remuneration is paid for potential future revenues whose timing and likelihood remain uncertain. The NR&GC will question pay-outs for income that cannot be realised or whose likelihood of realisation remains uncertain at the time of payment.
- Ensure that for approved persons in risk management, internal audit, operations, financial controls and compliance functions, the mix of fixed and variable remuneration is weighted in favor of fixed remuneration

- Recommend Board member remuneration based on their attendance and performance and in compliance with Article 188 of the Bahrain Commercial Companies Law.
- Ensure appropriate compliance mechanisms are in place to ensure that employees commit themselves to not using personal hedging strategies or remuneration-and liability-related insurance to undermine the risk alignment effects embedded in their remuneration arrangements.

As outlined in the Corporate Governance section of the Annual Report, the Board is satisfied that all non-executive directors are independent including the NR&GC members.

The NR&GC Members did not receive any remuneration during the year 2018

#### Scope of application of the remuneration policy

The principles of this remuneration policy apply to all group entities in Bahrain.

#### **Board remuneration**

The remuneration of the Board of Directors shall be in accordance with the Bahrain Commercial Companies Law and the Central Bank of Bahrain's regulations.

The Board Remuneration is subject to approval of the shareholders in the Annual General Meeting. Remuneration of non-executive directors does not include performance-related elements such as grants of shares, share options or other deferred stock-related incentive schemes, bonuses or pension benefits.

#### Variable remuneration for staff

The variable remuneration is performance related and consists primarily of the annual performance bonus award. As a part of the staff's variable remuneration, the annual bonus reward is based on delivery of operational and financial targets set each year, the individual performance of the employees in achieving those targets, and their contribution to delivering the Bank's strategic objectives.

The Bank has adopted a Board-approved framework to develop a transparent link between variable remuneration and performance. The framework is designed on the basis that the combination of meeting both satisfactory financial performance and achievement of other non-financial factors, would, all other things being equal, deliver a target bonus pool for the employees, prior to consideration of any allocation to business lines and employees individually. In the framework adopted in determining the variable remuneration pool, the NR&GC aims to balance the distribution of the Bank's profits between shareholders and employees.

The key performance metrics at the Bank level include a combination of short-term and long-term measures and include profitability, solvency, liquidity and growth indicators. The performance management process ensures that all goals are appropriately cascaded down to respective business units and employees.

In determining the quantum of variable remuneration, the Bank has implemented a hybrid model by defining a Top Down (profit based) bonus pool funding for control and support staff and bottom-up (maximum earning opportunity based) pools for Risk Takers. The total bonus pool is capped at a percentage of profit before being assessed for risk. This approach is a starting position and the NR&GC may choose to implement a discretionary award for a given year based on affordability for the Bank and its assessment of the Bank's current and future resource requirements. The bonus pool is then adjusted to take account of risk via the use of risk-adjusted measures (including forward-looking considerations).

The NR&GC carefully evaluates practices by which remuneration is paid for potential future revenues whose timing and likelihood remain uncertain. NR&GC demonstrates that its decisions are consistent with an assessment of the Bank's financial condition and future prospects.

The Bank uses a formalised and transparent process to adjust the bonus pool for quality of earnings. It is the Bank's objective to pay out bonuses out of realised and sustainable profits. If the quality of earnings is not strong, the profit base could be adjusted based on the discretion of the NR&GC.

For the overall Bank to have any funding for distribution of the bonus pool, thresholds of financial targets have to be achieved. The performance measures ensure that the total variable remuneration is generally considerably contracted where subdued or negative financial performance of the Bank occurs. Furthermore, the target bonus pool as determined above is subject to risk adjustments in line with the risk adjustment and linkage framework.

### Remuneration of control functions

The remuneration level of staff in the control and support functions allows the Bank to employ qualified and experienced personnel in these functions. The Bank ensures that the mix of fixed and variable remuneration for control and support function personnel should be weighted in favor of fixed remuneration. The variable remuneration of control functions is based on function-specific objectives and is not to be determined by the individual financial performance of the business area they monitor.

The Bank's performance management system plays a major role in deciding the performance of the support and control units on the basis of the objectives set for them. Such objectives are more focused on non-financial targets that include risk, control, compliance and ethical considerations as well as the market and regulatory environment apart from value adding tasks that are specific to each unit.

### Variable compensation for business units

The variable compensation for the business units is primarily decided by the key performance objectives set through the performance management system of the Bank. Such objectives contain financial and non-financial targets, including risk control, compliance and ethical considerations as well as market and regulatory environment. The consideration of risk assessment in the performance evaluation of individuals ensures that any two employees who generate the same short-run profit but take different amounts of risk on behalf of the bank are treated differently by the remuneration system.

#### Risk assessment framework

The purpose of the risk linkages is to align variable remuneration to the risk profile of the Bank. In its endeavor to do so, the Bank considers both quantitative measures and qualitative measures in the risk assessment process. Both quantitative measures and human judgement play a role in determining risk adjustments. The risk assessment process encompasses the need to ensure that the remuneration policy designed reduces employees' incentives to take excessive and undue risk is symmetrical with risk outcomes and has an appropriate mix of remuneration that is consistent with risk alignment.

The Bank's NR&GC considers whether the variable remuneration policy is in line with the Bank's risk profile and ensures that through the Bank's ex-ante and ex-post risk assessment framework and processes, remuneration practices, where potential future revenues whose timing and likelihood remain uncertain, are carefully evaluated.

Risk adjustments take into account all types of risk, including intangible and other risks such as reputation risk, liquidity risk and the cost of capital. The Bank undertakes risk assessment to review financial and operational performance against the business strategy and risk performance prior to distribution of the annual bonus. The Bank ensures that total variable remuneration does not limit its ability to strengthen its capital base.

The bonus pool takes into account the performance of the Bank, which is considered within the context of the Bank's risk management framework. This ensures that the variable pay pool is shaped by risk considerations and Bank-wide notable events. The size of the variable remuneration pool and its allocation within the Bank takes into account the full range of current and potential risks, including:

- The cost and quantity of capital required to support the risks taken;
- The cost and quantity of the liquidity risk assumed in the conduct of business; and
- Consistency with the timing and likelihood of potential future revenues incorporated into current earnings.

The NR&GC keeps itself abreast of the Bank's performance against the risk management framework. The NR&GC will use this information when considering remuneration to ensure that the return, risk and remuneration are aligned.

### Risk adjustments

The Bank has an ex-post risk assessment framework which is a qualitative assessment to back-test actual performance against risk assumptions.

In years where the Bank suffers material losses in the financial performance, the risk adjustment framework would work as follows:

- There would be considerable contraction of the Bank's total variable remuneration
- At the individual level, poor performance by the Bank would mean individual KPIs are not met and hence employee performance ratings would be lower.
- Reduction in value of deferred shares or awards.
- Possible changes in vesting periods and additional deferral applied to unvested rewards.
- Lastly, if the qualitative and quantitative impact of a loss incident is considered significant, a malus or claw-back of previous bonus awards may be considered.

The NR&GC, with Board's approval, can rationalise and make the following discretionary decisions:

- Increase / reduce the ex-post adjustment.
- Consider additional deferrals or increase in the quantum of share awards.
- Recovery through malus and claw-back arrangements.

### Malus and Claw-back framework

The Bank's malus and claw-back provisions allow the Bank's Board of Directors to determine that, if appropriate, unvested elements under the deferred bonus plan can be forfeited / adjusted or the delivered variable compensation could be recovered in certain situations. The intention is to allow the Bank to respond appropriately if the performance factors on which reward decisions were based turn out not to reflect the corresponding performance in the longer term. All deferred compensation

awards contain provisions that enable the Bank to reduce or cancel the awards of employees whose individual behavior has had a materially detrimental impact on the Bank during the concerned performance year.

Any decision to take back an individual's award can only be taken by the Bank's Board of Directors.

The Bank's malus and claw-back provisions allow the Bank's Board to determine that, if appropriate, vested / unvested elements under the deferred bonus plan can be adjusted / cancelled in certain situations. These events include the following:

- Reasonable evidence of willful misbehavior, material error, negligence or incompetence of the employee causing the Bank / the employee's business unit to suffer material loss in its financial performance, material misstatement of the Bank's financial statements, material risk management failure or reputational loss or risk due to such employee's actions, negligence, misbehavior or incompetence during the concerned performance year.
- The employee deliberately misleads the market and / or shareholders in relation to the financial performance of the Bank during the concerned performance year.

Claw-back can be used if the malus adjustment on the unvested portion is insufficient given the nature and magnitude of the issue.

#### **Components of Variable remuneration**

Variable remuneration has the following main components:

All deferred awards are subject to malus provisions. All share awards are released to the benefit of the employee after a six-month retention period from the date of vesting. The number of equity share awards is linked to the Bank's share price as per the rules of the Bank's Share Incentive Scheme. Any dividend on these shares is released to the employee along with the shares (i.e. after the retention period).

Element of variable remuneration	CEO, his deputies and other 5 most highly paid business line employees	Other covered staff	Deferral period	Retention	Malus	Claw-back
Upfront cash	40%	50%	Immediate	_	_	Yes
Upfront share awards	-	10%	Immediate	6 months	Yes	Yes
Deferred cash	10%	-	Over 3 years	-	Yes	Yes
Deferred share awards	10%-50%	-	Over 3 years	6 months	Yes	Yes
			Performance			
Future performance awards	0%-40%	40%	linked	6 months	Yes	Yes

The NR&GC, based on its assessment of role profiles and risk taken by an employee, could increase the coverage of employees that would be subject to deferral arrangements.

# **Deferred compensation**

All employees above a certain grade shall be subject to deferral of variable remuneration as follows:

### **Details of remuneration paid**

# (a) Board of Directors/ Shari'ah Board

(In US\$)

	2018	2017
Sitting Fees	291,000	402,000
Remuneration	Nil	Nil
Others	Nil	Nil

(b) Employee remuneration

					2018						
	Number		Fixed	Sign on	Guaranteed		Variab	le remune	ration		
BD 000's	of staff	rem	uneration	bonuses	bonuses	ı	Upfront		Deferre	ł	Total
			Other								
		Salaries & wages	Benefits/ Allowances	(Cash/ shares)	(Cash/ shares)	Cash	Shares	Cash	Shares	Others	
Approved persons											
- Business											
lines	2	111	119								230
- Control &											
support	10	690	360								1,050
Other material risk takers											
Other staff	18	220	181								401
Other											
Subsidiaries	77	2,539	1,311								3,850
Total	107	3,560	1,971								5,531

NB: Cost and number of staff includes staff who left during the year.

					2017						
	Number		Fixed	Sign on	Guaranteed		Varial	le remune	ration		
BD 000's	of staff	rem	uneration	bonuses	bonuses	ı	Upfront		Deferre	ed	Total
			Other								
		Salaries & wages	Benefits/ Allowances	(Cash/ shares)	(Cash/ shares)	Cash	Shares	Cash	Shares	Others	
Approved persons											
- Business											
lines	2	353	122								475
- Control &											
support	9	353	189								542
Other material risk											
takers	3	310	271								581
Other staff	18	365	105								470
Other											
Subsidiaries	99	2,185	1,596								3,781
Total	131	3,566	2,283								5,849

### (c) Deferred awards

	2018					
	Cash	Sha	ares	Others	Total	
	(BHD)	Number	(BHD)	(BHD)	(BHD)	
Opening balance	Nil	Nil	Nil	Nil	Nil	
Awarded during the period	Nil	Nil	Nil	Nil	Nil	
Paid out / released during the period	Nil	Nil	Nil	Nil	Nil	
Service, performance and risk adjustments	Nil	Nil	Nil	Nil	Nil	
Changes in value of unvested opening awards	Nil	Nil	Nil	Nil	Nil	
Closing balance	Nil	Nil	Nil	Nil	Nil	

### (c) Deferred awards

			2017		
	Cash	Sha	ares	Others	Total
	(BHD)	Number	(BHD)	(BHD)	(BHD)
Opening balance	Nil	Nil	Nil	Nil	Nil
Awarded during the period	Nil	Nil	Nil	Nil	Nil
Paid out / released during the period	Nil	Nil	Nil	Nil	Nil
Service, performance and risk adjustments	Nil	Nil	Nil	Nil	Nil
Changes in value of unvested opening awards	Nil	Nil	Nil	Nil	Nil
Closing balance	Nil	Nil	Nil	Nil	Nil

#### (d) Severance pay

Severance payments were made to 8 Bank Alkhair staff totaling BD137,479 in the year 2018. This is end of service compensation employees receive when they leave bank employment plus additional termination benefit based on length of service. The highest amount paid to one person was BD51,596.

Upfront cash	The portion of the variable compensation that is awarded and paid out in cash on conclusion of the performance evaluation process for each year.
Deferred Cash	The portion of variable compensation that is awarded and paid in cash on a pro-rata basis over a period of 3 years.
Deferred share awards	The portion of variable compensation that is awarded and paid in the form of phantom shares on a pro-rata basis over a period of 3 years.
Future performance awards	The portion of variable compensation, which is awarded to select employees. The awards are contingent on the delivery of future performance targets for the Bank as well as service conditions on the part of employees. These could comprise individually or a combination of the following:
	<ul> <li>Phantom Shares, where the employees are compensated in the form of share-linked instruments (phantom shares) as a percentage of fixed salary on achievement of some future performance conditions.</li> </ul>
	<ul> <li>Profit share, where the employees are compensated based on a specified percentage of targeted profit for a transaction.</li> </ul>
	<ul> <li>Carried Interest, where the employees are compensated a specified percentage of fair value gain on investments once it achieves a specified hurdle rate on realisation.</li> </ul>
	• Co-investment, wherein a portion of variable remuneration is awarded in the form of an investment made by the Bank which is cashable by the employee on Bank's exit from the investment.
	<ul> <li>Sales commission, where the employee is compensated on the basis of a specified percentage of a sales value of an investment on successful exit.</li> </ul>

### **Control Functions**

#### Compliance

Bank Alkhair is committed to meeting the highest levels of ethical standards in all areas of its operations. The Board of Directors was keen to establish a strong and independent Compliance department to assist the Senior Management of the Bank in effectively managing its compliance risk. The Compliance department reports functionally to the Board of Directors, and is responsible for overseeing the Bank's compliance programme. It is responsible solely for compliance-related issues, and functions independently from other business activities, including those where the department's independence and objectivity may be compromised. The Compliance department is responsible for the management of compliance risk at the Group level for the Bank and its subsidiaries, and for ensuring that the Group's policies, procedures and operations are in line with all applicable rules and regulations. It also assists Senior Management in educating staff and increasing awareness regarding compliance issues across the Group.

#### Anti-Money Laundering (AML)

Bank Alkhair's Anti-Money Laundering function administers the authorisation process by which the Bank's targets are approved as legitimate clients, and thereafter continues to monitor clients to ensure effective compliance with the rules and regulations as stipulated in the Central Bank of Bahrain's Financial Crime Module and international best practices. This has been achieved through the appointment of a designated Money Laundering Reporting Officer and Deputy Money Laundering Reporting Officer; and the development of detailed AML policies and procedures, and comprehensive KYC documentation, to rigorously screen potential investors' identities and source of funds. The Bank has registered and implemented all FATCA required regulations Group-wide.

### Shari'ah Assurance

Bank Alkhair's Shari'ah Assurance division works closely with the Shari'ah Supervisory Board in the development and pre-screening of every business proposition, including those of the Bank's subsidiaries and associates. The division also plays a key role in ensuring that the Fatwas of the Shari'ah Supervisory Board are consistently applied, and prepares quarterly Shari'ah audit reports for review by the Bank's Shari'ah Board and Management team.

The Shari'ah Assurance division actively monitors all transactions, and forms an integral part of the investment process from the outset. It is also a member of the Investment and Post-Investment Management Committee and the Risk Committee. The division validates all business propositions against both the Shari'ah Board's resolutions and Accounting and Auditing Organisation for Islamic Financial Institutions (AAOIFI) standards.

All transactions and dealings during the year ended 31 December 2018 were in compliance with the rules and principles of Islamic Shari'ah, except for some investments in the Taj Mall project, Open Silicon, which were not submitted to the Shari'ah Board for approval prior to their execution, and appear later to be having explicitly non-Shari'ah Compliance issues which have not been corrected, notwithstanding various Shari'ah Board resolutions issued requesting resolution of the same.

Zakah is calculated according to the guidelines approved by Shari'ah Supervisory Board and according to AAOIFI Shari'ah standard no. 35, and Accounting standard no. 9. Excluding Alkhair Capital SA from the Zakat pool, as per Saudi Arabia Authority rules and regulations Alkhair Capital is to pay Zakat separately. Number of shares of the Bank (in thousands). Zakah per share (In US cents).

As at 2018, Bank Alkhair accumulated US\$482,895 of non-Shari'ah income, which the Shari'ah Supervisory Board advised the Bank to donate to registered charities, and submit the list of beneficiaries to the Board.

### **Group Internal Audit**

Group Internal Audit (GIA) is a centralized function in the Bank reporting directly to Bank Alkhair's Board Audit Committee. G I A conducts independent reviews of the businesses, support processes and other control functions in accordance with the function also conducts strategic audit reviews of the Bank's subsidiaries in Turkey and Malaysia and provides assurance to the local boards on the effectiveness of control, risk management and governance processes. Its scope, authorities and roles have been defined and approved by the Audit Committee in a formal Internal Audit Charter.

GIA engages with management and participates in key governance forums to provide perspectives, insights and challenge so as to influence the building of a sustainable control and governance environment.

Group Internal Audit reports key audit findings and status of prioritised management action plans, through a structured process, to the Board Audit Committee and management on a quarterly basis.

### Management

The Board of Directors has delegated authority for the day-to-day management of the Bank's business to the Group Chief Executive Officer, who is supported by a well-qualified and experienced Executive Management team, and three Management Committees. Biographies of the Executive Managers are listed at the end of this Review.

### **Management Committees**

The Board of Directors has established various management-level committees for each entity to ensure appropriate control and oversight of all material risks to the Bank.

### Asset and Liability Committee (ALCO)

ALCO is responsible for managing the Bank's Asset, Liability, Liquidity and Capital structure, in compliance with local Regulations and the Bank's Asset and Liability Management ("ALM") Policy, which covers Capital Adequacy, Funding, Liquidity, Profit rate and Market risk within the Bank's risk appetite. The Committee is composed of Heads of key business units including Treasury and Finance, together with control function representation. It oversees all Treasury and Capital Market trading book activities, monitors macroeconomic outlook and market sentiment and regularly reviews business line investment plans to ensure sufficient funding is in place. ALCO ensures the development of a funding strategy to include an appropriate mix of maturities in conjunction with the Bank's Treasury and Capital Markets functions.

#### Investment and Credit Committee (ICC)

The ICC oversees proprietary and client pre- and post-investment management including recommendation and approval of new investments, due diligence, divestures, strategic investee board level decisions, along with review and monitoring throughout the investment cycle. It is also responsible for the end-to-end credit cycle oversight, including review and approval recommendation of new credits, renewals, settlements, provisioning, and restructuring. It ensures all medium- to long-term exposures are managed within the Bank's strategy and risk appetite.

### **Management Risk Committee (MRC)**

The Management Risk Committee's responsibility is to ensure the Bank develops an appropriate risk framework, including policies, resourcing, information systems, and culture and incentive structures for all business activities in compliance with regulations, the Bank's strategy and risk appetite. The Committee oversees the risk management, compliance and internal controls for all operational activities of the Bank; and reviews and approves risk management policies, processes and procedures.

### **Professional Biographies**

#### **Board of Directors**

#### Yousef A. Al-Shelash

Chairman of the Board of Directors and Founding Shareholder Chairman of the Board Executive Committee Non-Executive Director since April 2004

A Saudi national, Mr. Yousef A. Al-Shelash is the Chairman of Dar Al Arkan Real Estate Development Company (Dar Al Arkan) Saudi Arabia. He is also the Chairman of the Strategic Acquisition Fund, Bahrain. Previously, Mr. Al-Shelash served as a member of the Investigation and Attorney General Bureau in Saudi Arabia, as well as a legal advisor to various legal consultancy firms in Saudi Arabia. He obtained an MSc in Law and Legal Proceedings from the Institute of Public Administration Al-Riyadh, and a BSc in Shari'ah from Mohamed Bin Saud Islamic University, Saudi Arabia.

He has received formal training in financial management and evaluation of investment projects, and has also earned diplomas in both Banking and Combating Financial Crimes. Mr. Al-Shelash is one of the pioneers of the real estate development industry in the Kingdom of Saudi Arabia, beginning over two decades ago in the early 1990s. He also initiated the real estate mortgage industry in Saudi Arabia in 1998.

Mr. Al-Shelash holds a directorship in the following companies; Dar Al Arkan Real Estate Development (Saudi Arabia), Saudi Home Loans (Saudi Arabia), Alkhair Capital (Saudi Arabia), Madaraat Development Company & Technology. (Saudi Arabia), Afwaf Investment (Saudi Arabia), Thimar

Alarabiya (Saudi Arabia), and Eamar Al Byadir Dev. (Saudi Arabia).

Professional experience: over 20 years

### **Abdullatif Abdullah Al-Shalash**

Non-Executive Director since April 2004

Mr. Al Abdullatif Al-Shalash is a Saudi national and has considerable experience in financial and information management systems. He occupies the position of Managing Director at Dar Al Arkan. He is also a Board member of t'azur and the Strategic Acquisition Fund, Bahrain. Mr. Al-Shalash holds a Bachelor's degree in Organisation Leadership and Supervision from Purdue University, USA; and an MBA from Findlay University, USA.

Professional experience: over 20 years

### Dr. Abdulaziz Al Orayer

Chairman of the Nomination, Remuneration & Governance Committee Independent director since February 2011

A Saudi national, Dr. Abdulaziz Al Orayer brings to the Board extensive experience gained over 39 years of working in high-level positions in Saudi Arabia's public and private sectors. He has been a member of the Saudi Arabian Majlis Al-Shura since 1997. Dr. Al Orayer is the Chairman of t'azur's Board of Directors, a position he has held since the Company's inception. He has overseen the evolution of t'azur into one of the leading players in the GCC family and general Takaful industry. He is also a Board member of Alkhair International Bank Berhad, Malaysia. Previously, he was the Deputy Minister for the Saudi Ministry of Finance and National Economy. Dr. Al Orayer holds a Doctorate in Economics and Business Administration from the University of Wales, UK; a Master's degree in Economics and Banking from Southern Illinois University, USA; and a Bachelor of Arts from the University of California, Berkeley, USA.

Professional experience: over 40 years

#### Dr. Ahmed Al-Dehailan

Chairman of the Audit Committee and founding shareholder Independent director since February 2011

Dr. Ahmed Al-Dehailan served as the Chief Financial Officer and Advisor to the General Manager at Dar Al Arkan. He was also a lecturer at Al Emam Mohamed University in Riyadh. Dr. Al-Dehailan holds board memberships in several other companies including the Saudi Home Loan Company (Director); the Strategic Acquisition Fund Company (Member of the Investment Committee); Bahrain Financing Company (Director), BFC Group Holding Limited and BFC Group Holdings W.L.L. (Director); t'azur, Bahrain (Director); and t'azur, Kuwait (Chairman). Dr. Al-Dehailan holds a Doctoral Degree in Accounting and Finance from Cardiff University, UK.

Professional experience: over 20 years

### **Khalid Shaheen**

Independent director since April 2012

Mr. Khalid Shaheen is currently a Board member and the Chairman of the Audit Committee of National Finance House, and a Board member of BFC Group Holdings in Bahrain. Throughout his career, Mr. Shaheen held various high-level positions in prominent financial institutions in Bahrain, including Bahraini Saudi Bank, Bahrain Development Bank, Shamil Bank and Gulf International Bank. He also held a series of Board and Committee memberships in various organisations in Bahrain's public and private sectors. Mr. Shaheen holds a Bachelor's degree in Business from the University of St. Thomas, Houston, Texas, USA; and he is a Fellow of the Institute of Directors, UK.

Professional experience: over 30 years

### Abdullah Aldubaikhi

Independent director since June 2013

Mr. Abdullah Aldubaikhi is the CEO of Saudi Agricultural and Livestock Investment Company (SALIC). Prior to joining SALIC he was President of Afwaf Investment, and President of AwalNet, one of the largest Internet providers in Saudi Arabia. Mr. Aldubaikhi co-founded DowLong Technologies in 1993 after working as a project manager at the Saudi Industrial Development Fund. He started his career as a communication engineer at Saudi Telecom in 1987. He is a member of the Joint Business Councils between Saudi Arabia and the nations of France, Poland, Switzerland and Qatar. Mr Abdullah Aldubaikhi holds an Executive MBA from Oxford University, UK: and a BSc degree in Electrical Engineering from King Fahad University of Petroleum and Minerals, Saudi Arabia.

Professional experience: over 20 years

### Meshari Abdullah Al Mulla

Independent Director since May 2016

Mr. Meshari Abdullah Al Mulla, a Kuwaiti national, is the CEO of Asia Holding Company effective from February, 2016. Previously, he was Head of the Finance Department at Al-Safat Investment Company K.S.C.C., a position he held from January 2014 to January 2016. Prior to joining Al- Safat Investment Company, Mr. Meshari was Finance and Administration Manager at Kuwait Pipe Industries & Oil Services Co. (K.S.C) from 2002 to 2013, handling the finance and administration of one of the leading pipe manufacturers and steel fabrication companies in the world. In addition to his other responsibilities, Mr. Meshari also sits on the boards of Warba Investment Company (KSCC), Al Safat Holding Company, Al Safat Real Estate Company and Al Safat Consultancy.

Mr. Meshari holds an MBA in Banking & Finance from Bangor University, North Wales, United Kingdom and a Bachelor of Arts degree in Accounting from the Modern Academy in Maadi, Egypt.

Professional experience: over 15 years

### **Abdulrazag Al Wohaib**

Non-Executive Director since June 2013

Mr. Abdulrazaq Al Wohaib serves as Chief Executive Officer and Managing Director of t'azur Takaful Insurance Company. He brings a wealth of experience and knowledge of the insurance industry gained through his many years in the sector. He has held senior positions with many high profile insurance providers in Kuwait, including Takaful Insurance Kuwait, Wethaq Insurance, and Gulf Insurance. Mr. Abdulrazaq Al Wohaib is a Board Member of Kuwait Insurance Federation, and a Member of the Executive Technical Committee of GCC Insurance Federation. He holds a BSc in Business Administration from Azusa Pacific University, California, USA; and is a Member of the Chartered Insurance Institute, London, UK.

Professional experience: over 20 years

### **Majed Al Qasem**

Independent Director since June 2013

A Saudi national, Mr. Majed Al Qasem is a Founding Shareholder and Non-executive Independent Director of Dar Al Arkan Real Estate Development Company. He is also a Board Member of Al Buraq Real Estate Company and Namaa Al-Sarah Company; and has spent almost 10 years as a Member of the Investigation & Attorney General Bureau in Saudi Arabia. Mr. Al Qasem holds a Bachelor's Degree in Islamic Studies from Imam Mohammed bin Saud Islamic University, Saudi Arabia.

Professional experience: over 15 years

### Shari'ah Supervisory Board

# Dr. Ali Muhyealdin Al-Quradaghi

#### Chairman

Dr. Ali Muhyealdin Al-Quradaghi is a Professor and Chairman of the Department of Jurisprudence and its Principles in the Faculty of Shari'ah Law and Islamic Studies at the University of Qatar. He is a member of the Islamic Fiqh Academy, which evolved from the Organisation of Islamic Conference in Jeddah, Saudi Arabia; and also sits on the Shari'ah Supervisory Board for a number of Islamic banks. Dr. Al-Quradaghi holds a PhD in Shari'ah from Al-Azhar University.

### **Dr. Mohammad Daud Bakar**

Dr. Mohammad Daud Bakar is currently president and CEO of the International Institute of Islamic Finance Inc., and Amanie Business Solutions Sdn. Bhd. Kuala Lumpur, Malaysia. He is also the Chairman of the Shari'ah Advisory Councils of both the Securities Commission and Bank Negara (Central Bank), Malaysia. Dr. Bakar holds a PhD in Shari'ah from St. Andrews University, UK; and is a Member of the Shari'ah Supervisory Board for a number of Islamic banks.

# **Dr. Nizam Mohammad Saleh Yaqouby**

#### **Deputy Chairman**

Dr. Nizam Mohammad Saleh Yaqouby is a well-known Shari'ah Scholar recognised internationally. He sits on the Shari'ah Supervisory Board of many Islamic financial institutions including AAOIFI Shari'ah Board.

Dr. Nizam was awarded his PhD degree from Lahaye University in Holland.

### **Executive Management**

#### Maurice B. Horan

**Group Chief Executive Officer** 

Mr. Maurice Horan is the Group Chief Executive Officer of Bank Alkhair He brings with him over 30 years of experience in commercial and investment banking experience, having served as General Manager and Chief Executive Officer at a number of leading institutions in Ireland and the Gulf region. He also has extensive experience in corporate and premium loans restructurings, and provides business development, corporate finance and strategy advice to clients in a range of industry sectors.

Maurice serves as a non-executive director on the boards of a number of companies based in Ireland, the United Kingdom, the United States, Saudi Arabia and the Kingdom of Bahrain.

Maurice holds an MBA from UCD Michael Smurfit Graduate Business School in Dublin, a B.A. (Mod) in Economics and Finance from Trinity College Dublin, and a Degree in Science from University College Cork.

#### **Fawad Hanif**

Group Chief Financial Officer / Coordinator Back Office Functions

Mr. Fawad Hanif has a wealth of experience and has proved his expertise in a variety of assignments including financial control, fund management and post-investment management. He is affiliated with Bank Alkhair since July 2008 and worked in various positions, the last as Head of Financial Accounting before his appointment as Group CFO.

Fawad is a faculty member of the Institute of Chartered Accountants of Pakistan (FCA) and a Certified Islamic Professional Accountant (CIPA) from the Accounting and Auditing Organization for Islamic Financial Institutions, Bahrain (AAOIFI).

### Ali İlhan

#### General Manager, Alkhair Portfoy Turkey

Mr. Ali İlhan has over 23 years of experience in asset management, having worked for leading asset management companies in Turkey. He was previously the Head of Equity Fund Management in Eczacibasi-UBP Asset Management, a joint venture of Eczacibasi Holding and Union Bancaire Privee of Switzerland, where he managed equity mutual funds and pension funds. Prior to this, he was the Chief Investment Officer in ABN AMRO Asset Management in Turkey, where he had full responsibility for all investment procedures both in equity and fixed income.

Mr. İlhan has an MBA from the University of Scranton, USA; and a BSc in Civil Engineering from the Middle East Technical University, Turkey.

### Dr. Shaban Mohamad Islam Barwari

Group Head - Shari'ah Assurance

Dr. Shaban Mohamad Islam Barwari joined Bank Alkhair as Group Head – Shari'ah Assurance in early 2016, bringing to the Bank a wealth of knowledge and experience in the field of Shari'ah finance. Dr. Shaban began his career as Head of the Internal Shari'ah Compliance Unit at Capital Management House, Bahrain before proceeding in 2008 to serve as Head of Shari'ah Compliance at t'azur Regional Takaful Company Bahrain. In 2013, Dr. Shaban began serving on the Shari'ah Supervisory Board of Takaful Oman Company, a position that he retains to date.

Dr. Shaban holds both a PhD and Master's degree in Islamic Transactions from Islamic Revealed Knowledge and Heritage Faculty from the International Islamic University, Malaysia and a Bachelor's degree in Islamic Studies – Dohuk University, Kurdistan Region of Iraq.

#### **Khalid Al-Mulhim**

Managing Director and CEO, AlKhair Capital Saudi Arabia

Mr. Khalid Al-Mulhim has over 19 years of experience in the financial services sector and has held senior positions in leading financial institutions in the Kingdom of Saudi Arabia, including SAMBA.

Mr. Al-Mulhim holds a Bachelor's degree in Business Administration from the Central State University, California, USA.

### **Yeow Tiang Hui**

Chief Executive Officer, Alkhair International Islamic Bank

Mr. Yeow Tiang Hui is the Chief Executive Officer of Alkhair International Islamic Bank. He brings with him over 28 years of experience in banking and investment, having first worked with small and medium enterprise clients at United Overseas Bank and Citibank N.A., Singapore. He then moved on to manage multinational accounts in Deutsche Bank AG, which was followed by managing large local corporate clients in Citibank/Citicorp Malaysia, where he was also Vice President in their venture capital outfit and the Head of Commercial Banking.

Yeow graduated in Economics from the National University of Singapore where he studied International Finance, Banking & Monetary Economics. He obtained further training in banking and finance from the Institute of Banking & Finance in Singapore, Deutsche Bank Asia Pacific, and Citibank Asia Pacific Banking Institute, where he studied Credit & Financial Analysis, Applied Financial Services, International Trade Finance, Corporate Finance and Financial Derivative Products

#### Kubra Ali Mirza

Chief Compliance Officer, MLRO & Board Secretary

Ms. Kubra Mirza has 19 years of experience in investment banking, financial regulations, corporate governance, compliance, financial crimes and anti-money laundering. Prior to joining Bank Alkhair, she was the Head of Compliance, MLRO and Board Secretary; Secretary of the Corporate Governance Committee; and Secretary of the Finance & Investment Committee at Venture Capital Bank, Bahrain. Prior to that, she worked for Tatweer Consulting Company, and the Central Bank of Bahrain. She was also a member of several local and international regulatory working groups and task forces.

Ms Ali Mirza holds an Executive MBA and a Bachelor's degree in Accounting from the University of Bahrain. Mrs. Ali is an Independent Director at Family Bank, Kingdom of Bahrain.

#### Issam A Issa

### **General Counsel**

Mr. Issa is the General Counsel of Bank Alkhair. Issam has extensive experience in the banking industry as a corporate lawyer and general counsel having advised and represented leading regional financial institutions and corporations on a broad range of issues including commercial litigation, complex corporate transactions, banking matters and capital markets offerings. In addition, Issam serves as a board member on a number of the Bank's portfolio companies.

Issam holds a Master of Laws (LLM) in Banking and Finance Law from Queen Mary University of London, an L.L.M in International Commercial Law from the University of Kent and a Bachelor of Laws from the University of Jordan. Issam is also a member of the Jordanian Bar Association and a member of the Chartered Institute of Arbitrators, United Kingdom (MClarb).

#### Nabeel Noor Al Nabi

Senior Regional Director – Head of Investment Development & Distribution

Mr. Nabeel Noor Al Nabi joined Bank Alkhair in 2006 and has over 20 years of experience in regional distribution. Prior to joining Bank Alkhair Nabeel worked with leading institutions including Ahli Commercial Bank, Daiwa Securities SMBC and Bank Muscat International.

Nabeel is responsible for driving Bank Alkhair business development, marketing and placement across all geographies. He also leads marketing initiatives for capital raising with strategic key clients and selected prospects across all asset classes and has been instrumental in fund raising from major quasi-government institutions and pension funds, among other institutions in the region. He is a voting-member of the Investment Committee and Coordinator of Front Office Functions. Nabeel also represents the Bank's interest on the board of several investee companies.

Nabeel holds a B.S.C. is Finance from San Jose State University in California, USA and has recently completed an Executive Leadership Program from Ivey Business School at Western University. He is also a certified FINRA Series 7 Investment Representative.

### **Muhammad Abbas Khan**

Head of Group Internal Audit

Mr. Abbas Khan has over 20 years of experience in internal audit, forensic investigations, and operational risk management. Prior to joining Bank Alkhair in 2010, he worked at various offices in Ernst & Young, where he was instrumental in developing and enhancing corporate governance practices, enterprise risk management, and internal audit capabilities for various investment banks and financial institutions in the region.

Mr. Khan is a f a c u l t y member of the Institute of the Chartered Accountants of Pakistan (FCA) and holds Internal Audit Certification (CIA) from the Institute of Internal Auditors, USA. He also serves a as a Vice President of the Institute of Internal Auditors — Bahrain Chapter

# CONSOLIDATED FINANCIAL STATEMENTS

for the year ended 31 December 2018

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# SHARI'AH SUPERVISORY BOARD REPORT

To the Shareholders of Bank Alkhair BSC (c)

### Asslamo A'laikom WA Rahmatu Allah WA Barakatuh

In compliance with the terms of our letter of appointment, we are required to report as follows:

The Shari'ah Board, through the Shari'ah department, and under its direct supervision, reviewed the principles and the contracts relating to the transactions conducted by Bank Alkhair B.S.C. (c) ("the Bank") and its subsidiaries (together "the Group") during the year ended 31 December 2018. The review was conducted in order to form an opinion as to whether the Group has complied with rules and principles of Islamic Shari'ah and also with the specific fatwa's, rulings and guidelines issued by us.

Based on the Articles of Association of the Bank, the Group's management is responsible for ensuring that the Group conducts its business in accordance with the rules and principles of Shari'ah while the Shari'ah Board's responsibility is to form an independent opinion, based on our review of the operations of the Group, and to report this to you.

We conducted our review through the Shari'ah department and under our supervision which included examining, on a test basis, each type of transaction and the relevant documentation and procedures adopted by the Group. We performed our review so as to obtain all the information and explanations that we considered necessary in order to provide us with sufficient evidence to give assurance that the Group has not violated any rules and principles of Shari'ah.

# In our opinion:

- a) The contracts, transactions and dealings entered into by the Group during the year ended 31 December 2018 are in compliance with the rules and principles of Shari'ah.
- b) The Shari'ah Board emphasis that non-Shari'ah compliance issues related to the investment in Taj Mall project, which were not submitted to the Shari'ah Board for approval before its execution, and appear later to be having explicitly non-Shari'ah Compliance issues and not being corrected yet although a various Shari'ah Board resolution issued requesting solving the same.
- c) The Shari'ah Board resolved that all earnings that have been realized from sources or by means prohibited by rules and principles of Shari'ah shall be disposed off and given to charity under the supervision of the Shari'ah Supervisory Board. The Shari'ah Supervisory Board noticed the accumulation of US\$ 482,895 non-Shari'ah Compliance income only US\$ 28,058 being donated, the management is request to distribute the same in annual basis under Shari'ah Board supervision.
- d) The allocation of profit and charging of losses relating to investment accounts conform to the basis that had been approved by us in accordance with Shari'ah rules and principles.
- e) The calculation of Zakah is in compliance with the rules and principles of Islamic Shari'ah based on AAOIFI Shari'ah standard no. (35) and Accounting standard no. (9).

Sh. Dr. Nizam M. Yacoubi

We supplicate to Allah the Almighty to grant us success and a straight path. Wa Asslamo A'laikom Wa Rahmatu Allah Wa Barakatuh.

Dr. Ali M. Al Qaradaghi

Dr. Mohamed Daud Bakar

# INDEPENDENT AUDITORS' REPORT

To the Shareholders of Bank Alkhair BSC (c)

# Report on the Consolidated Financial Statements

We have audited the accompanying consolidated statement of financial position of Bank Alkhair B.S.C. (c) (the "Bank") and its subsidiaries (together the "Group"), as of 31 December 2018, and the related consolidated statements of income, changes in owners' equity and cash flows for the year then ended. These consolidated financial statements and the Group's undertaking to operate in accordance with Islamic Shari'a Rules and Principles are the responsibility of the Board of Directors. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with Auditing Standards for Islamic Financial Institutions issued by the Accounting and Auditing Organisation for Islamic Financial Institutions ("AAOIFI"). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall consolidated financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

# Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of 31 December 2018, the results of its operations, its cash flows and changes in owners' equity for the year then ended in accordance with the Financial Accounting Standards issued by AAOIFI.

### Emphasis of Matter

Without qualifying our opinion, we draw attention to note 2 to the consolidated financial statements which discusses certain matters relating to the Group's liquidity position, accumulated losses and regulatory capital adequacy requirements, implications of these matters for the basis of preparation of the consolidated financial statements and management's action plans to deal with these matters. Our opinion is not modified in respect of this matter.

### Report on Other Regulatory Requirements

As required by the Bahrain Commercial Companies Law and the Central Bank of Bahrain ("CBB") Rule Book (Volume 2), we report that:

- a) the Bank has maintained proper accounting records and the consolidated financial statements are in agreement therewith;
- b) the financial information contained in the Report of the Board of Directors is consistent with the consolidated financial statements;

# INDEPENDENT AUDITORS REPORT

To the Shareholders of Bank Alkhair BSC (c) – Continued

- c) Except as disclosed in note 36 the Bank's capital adequacy ratio as of 31 December 2018 was below the minimum requirement and note 2 which discusses certain matters relating to the Group's liquidity position, we are not aware of any violations of the Bahrain Commercial Companies Law, the Central Bank of Bahrain and Financial Institutions Law, the CBB Rule Book (Volume 2 and applicable provisions of Volume 6) and CBB directives, or the terms of the Bank's memorandum and articles of association during the year ended 31 December 2018 that might have had a material adverse effect on the business of the Bank or on its financial position. Satisfactory explanations and information have been provided to us by management in response to all our requests; and
- d) Except for the matters discussed in the Shari'a Supervisory Board report dated 17 February 2019 we are not aware of any other breaches of the Shari'a rules and principles as determined by the Shari'a Supervisory Board of the Bank.

Partner's registration no: 45

Ernst + Young

28 March 2019

Manama, Kingdom of Bahrain

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2018

Cash and balances with banks   5   3,777   8,172		Note	31 December 2018 US\$ '000	31 December 2017 US\$ '000
Cash and balances with banks   5   3,777   8,172	ACCETO			
Placements with financial institutions   5,056   6,588     Financing receivables   6   1,911   8,956     Investments   7   73,342   70,644     Investment in associates   8   127,440   125,035     Investment in real estate   9   222,310   224,873     Cother assets   10   29,215   28,483     Equipment   7,821   9,491     TOTAL ASSETS   470,872   482,242     Liabilities		_	3 777	g 172
Financing receivables   6   1,911   8,956   Investments   7   73,342   70,644   Investment in associates   8   127,440   125,035   Investment in real estate   9   222,310   224,873   Other assets   10   29,215   28,483   Equipment   7,821   9,491    TOTAL ASSETS   470,872   482,242      LIABILITIES AND OWNERS' EQUITY		5		
Investment   7		0		
Investment in associates   8   127,440   125,035   Investment in real estate   9   222,310   224,873   224,873   224,873   224,873   224,873   224,873   224,873   224,873   234,833   247   2482,242   247,872   2482,242   2472,872   2482,242   2472,872   2472,872   2482,242   2472,872   2472,872   2482,242   2472,872   2472,872   2472,872   2472,872   2472,872   2472,872				
Investment in real estate   9   222,310   224,873   Other assets   10   29,215   28,483   Equipment   7,821   9,491				
Other assets Equipment         10         29,215 (9,48) (9,49)           TOTAL ASSETS         470,872         482,242           LIABILITIES AND OWNERS' EQUITY         Liabilities         1         47,866 (71,342)           Due to financial institutions         11         47,866 (71,342)         71,342 (71,372)           Due to customers         12         212,944 (167,372)         167,372 (71,372)           Other liabilities         287,181 (292,284)         292,284           Owners' equity         3         26,371 (20,372)         292,284           Owners' equity         14         207,962 (20,37)         207,962 (20,37)           Statutory reserve         664 (64) (66) (66) (66) (66) (66) (66) (				
TOTAL ASSETS   470,872   482,242				
Liabilities   Liabilities		10		
LIABILITIES AND OWNERS' EQUITY           Liabilities         11         47,866         71,342           Due to financial institutions         11         47,866         71,342           Due to customers         12         212,944         167,372           Other liabilities         13         26,371         53,570           Total liabilities         287,181         292,284           Owners' equity         14         207,962         207,962           Statutory reserve         664         664         664           Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem	Equipment		7,021	3,431
Liabilities         Ue to financial institutions         11         47,866         71,342           Due to customers         12         212,944         167,372           Other liabilities         13         26,371         53,570           Total liabilities         287,181         292,284           Owners' equity         14         207,962         207,962           Statutory reserve         664	TOTAL ASSETS		470,872	482,242
Due to financial institutions	LIABILITIES AND OWNERS' EQUITY			
Due to financial institutions	Liabilities			
Due to customers		11	47.866	71.342
Other liabilities         13         26,371         53,570           Total liabilities         287,181         292,284           Owners' equity         Share capital         14         207,962         207,962           Statutory reserve         664         664         664           Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem				
Total liabilities         287,181         292,284           Owners' equity         207,962         207,962           Share capital         14         207,962         207,962           Statutory reserve         664         664         664           Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem		·-	=	
Owners' equity         14         207,962         207,962           Statutory reserve         664         664           Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem	Other habilities	10		
Share capital         14         207,962         207,962           Statutory reserve         664         664           Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem	Total liabilities		287,181	292,284
Share capital         14         207,962         207,962           Statutory reserve         664         664           Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem	Owners' equity			
Statutory reserve         664         664           Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem		14	207.962	207 962
Fair value reserve         242         487           Foreign currency translation reserve         (2,812)         (5,179)           Accumulated losses         (130,353)         (115,687)           Equity attributable to shareholders of the Bank         75,703         88,247           Non-controlling interests         107,988         101,711           Total owners' equity         183,691         189,958           TOTAL LIABILITIES AND OWNERS' EQUITY         470,872         482,242           Yousef Abdullah Al-Shelash         Majid Al Qasem	· · · · · · · · · · · · · · · · · · ·	14	•	
Foreign currency translation reserve Accumulated losses (130,353) (115,687)  Equity attributable to shareholders of the Bank 75,703 88,247  Non-controlling interests 107,988 101,711  Total owners' equity 183,691 189,958  TOTAL LIABILITIES AND OWNERS' EQUITY 470,872 482,242  Yousef Abdullah Al-Shelash Majid Al Qasem	•			
Accumulated losses (130,353) (115,687)  Equity attributable to shareholders of the Bank 75,703 88,247  Non-controlling interests 107,988 101,711  Total owners' equity 183,691 189,958  TOTAL LIABILITIES AND OWNERS' EQUITY 470,872 482,242  Yousef Abdullah Al-Shelash Majid Al Qasem				
Equity attributable to shareholders of the Bank  75,703  88,247  Non-controlling interests  107,988  101,711  Total owners' equity  183,691  189,958  TOTAL LIABILITIES AND OWNERS' EQUITY  470,872  482,242  Yousef Abdullah Al-Shelash  Majid Al Qasem				
Non-controlling interests  107,988 101,711  Total owners' equity  183,691 189,958  TOTAL LIABILITIES AND OWNERS' EQUITY  470,872 482,242  Yousef Abdullah Al-Shelash  Majid Al Qasem	, 1000		(100,000)	(1.10,001.)
Total owners' equity  183,691  189,958  TOTAL LIABILITIES AND OWNERS' EQUITY  470,872  482,242  Yousef Abdullah Al-Shelash  Majid Al Qasem	Equity attributable to shareholders of the Bank		75,703	88,247
TOTAL LIABILITIES AND OWNERS' EQUITY  470,872  482,242  Yousef Abdullah Al-Shelash  Majid Al Qasem	Non-controlling interests		107,988	101,711
Yousef Abdullah Al-Shelash Majid Al Qasem	Total owners' equity		183,691	189,958
•	TOTAL LIABILITIES AND OWNERS' EQUITY		470,872	482,242
•		4	9	
	Yousef Abdullah Al-Shelash	Majid	I Al Qasem	
	Chairman			

The attached notes 1 to 37 form part of these consolidated financial statements

# CONSOLIDATED STATEMENT OF INCOME

For the year ended 31 December 2018

	<b>3</b> <i>Not</i> e	1 December 2018 US\$ '000	31 December 2017 US\$ '000
Income from non-banking operations	15	31,447	30,259
Finance income		601	1,176
Fees and commission income	16	18,368	16,438
Rental income		2,422	2,422
Foreign exchange (loss) / gain- net		(360)	264
Share of profit / (loss) from associates - net	8	1,904	(741)
Income / (loss) from investments - net	17	6,808	(4,474)
Other income		1,086	361
Total income	_	62,276	45,705
		24.064	20.204
Expenses of non-banking operations	15	21,961	20,394
Finance expense		12,753	11,501
Staff cost	18	14,672 9,536	15,476 6,778
General and administrative expenses	10	9,530 1,762	1,677
Depreciation		1,702	1,077
Total expenses		60,684	55,826
Profit / (loss) for the year before impairment		1 502	(10 121)
Income / (loss) from assets held for sale and		1,592	(10,121)
discontinued operations	19	263	(85)
Net Loss on disposal of subsidiary	19	(3,190)	
(Charge) / reversal of impairment	10	(0,100)	_
	20	(7,045)	367
Loss for the year		(8,380)	(9,839)
Attributable to:	_		
Shareholders of the Bank		(14,666)	(17,016)
Non-controlling interests		6,286	7,177
	<u> </u>	(8,380)	(9,839)
Yousef Abdullah Al-Shelash	Majid	Al Qasem	
Chairman	Vice	Chairman	

The attached notes 1 to 37 form part of these consolidated financial statements

# Bank Alkhair B.S.C. (c)

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2018

		Attrib	outable to sha	reholders of th	he Bank			
				Foreign				
	Share capital US\$ '000	Statutory reserve US\$ '000	Fair value reserve US\$ '000	currency translation reserve US\$ '000	Accumulated losses US\$ '000	Total US\$ '000	Non- controlling interests US\$ '000	Total equity US\$ '000
As at 1 January 2018	207,962	664	487	(5,179)	(115,687)	88,247	101,711	189,958
(Loss) / profit for the year	-			-	(14,666)	(14,666)	6,286	(8,380)
Foreign currency translation differences	-			(20)	_	(20)	_	(20)
Share of changes in reserves of associates	-	-	(245)	(783)	_	(1,028)	_	(1,028)
Adjustment for non-controlling interests (note 19)	-			3,170	-	3,170	(9)	3,161
As at 31 December 2018	207,962	664	242	(2,812)	(130,353))	75,703	107,988	183,691
As at 1 January 2017	207,962	664	151	(6,469)	(98,478)	103,830 94,24	4 6	198,076
(Loss) / profit for the year			-	- (17,	01 6)	(17,016)	7,177 (9	,839)
Foreign currency translation differences			-	(38)	-	(38)	- (38)	
Share of changes in reserves of associates			336	1,328	-	1,664 -		1,664
Adjustment for non-controlling interests			-	- (193	3)	(193) 288		95
As at 31 December 2017	207,962	664 48	37	(5,179)	(115,687)	88,247 101,	7 11	189,958

# Bank Alkhair B.S.C. (c)

# CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2018

	31 December	31 December
No	2018 ote US\$ '000	2017 US\$ '000
Loss for the year	(8,380)	(9,839)
Adjustments for: Gain on sale of investments	(5,346)	(940)
Fair value changes in investments	(1,399)	5,678
Share of (profit) / loss from associates - net	(1,904)	741
Depreciation	1,762	1,690
Sukuk amortisation	53	102
Charge / (reversal) of impairment	7,045	(367)
Loss on disposal of subsidiary	3,181	-
	(4,988)	(2,935)
Changes in:	E 054	0.404
Financing receivables Other assets	5,251 (1,138)	8,484 400
Due to financial institutions	(18,065)	(8,249)
Due to customers	45,571	16,336
Other liabilities	(27,199)	553
	(568)	14,589
INVESTING ACTIVITIES		
Sale /(purchase) of equipment - net	313	(1,801)
Proceeds from sale of investments	52,987	30,274
Purchase of investments	(48,992)	(44,052)
Additions in investment property	(1,687)	-
Net cash on disposal of subsidiary	(20)	-
Investment in associate	(2,452)	-
Net cash from / (used in) investing activities	149	(15,579)
FINANCING ACTIVITY		
Repayment of financing liabilities	(5,488)	(8,093)
Net cash used in financing activity	(5,488)	(8,093)
MOVEMENT IN CASH AND CASH EQUIVALENTS DURING THE YEAR	(5,907)	(9,083)
Effect of exchange rate changes on cash and cash equivalents	(20)	(38)
Cash and cash equivalents at the beginning of the year	14,760	23,881
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	8,833	14,760
Cash and cash equivalents comprise:	_	_
Cash and balances with banks	3,777	8,172
Placements with financial institutions (with original maturity of less than 3 months)	5,056	6,588
	8,833	14,760

As at 31 December 2018

# 1 CORPORATE INFORMATION AND ACTIVITIES

## a) Incorporation

Bank Alkhair B.S.C. (c) ("the Bank") was incorporated in the Kingdom of Bahrain and registered with the Ministry of Ind ustry, Commerce and Tourism under Commercial Registration No. 53462 on 2 9 April 2004 and operates under a wholesale Islamic banking license granted by the Central Bank of Bahrain (CBB). The Bank's registered office is at the 26th floor, West Tower Bahrain Financial Harbour, Building No. 1459, Road No. 4626, Manama Sea Front 346, Kingdom of Bahrain.

Shareholders of the Bank at an Extra Ordinary General Meeting held on 22 February 2018 have approved a restructuring which will, inter alia, involve; the surrender of the banking license and the conversion of the Bank into a holding company. The appropriate application has been submitted with the CBB and is in process. The Group through its regulated subsidiaries will continue to undertake Islamic Capital Market activities in Saudi Arabia and Dubai.

#### b) Activities

The Bank and its subsidiaries (together referred to as "the Group") aim to provide a full range of investment banking pro ducts and s ervices that ar e c ompliant with Shari'ah pr inciples. The pri ncipal pro ducts and services offered by the Group are:

- a) financial advisory services:
- b) private equity, equity structuring, private placements and initial public offerings;
- c) facility structuring, restructuring and placement including project finance, securitisation and Sukuk;
- d) structuring and marketing of both open and closed end mutual funds as well as client portfolio management and brokerage services that aim to meet investor driven return and asset criteria;
- e) advisory and investment services for takaful (Islamic insurance) and retakaful (Islamic reinsurance) providers; and
- f) mergers and acquisitions, including deal sourcing, structuring, valuations and advisory.

#### 2 BASIS OF PREPARATION

#### Statement of compliance

The consol idated fin ancial s tatements h ave b een prepared in accordance with F inancial Acc ounting Standards ('FAS') issued by the Accounting and Au diting Organisation for Islam ic F inancial Institutions (AAOIFI). In line with the requirement of AAOIFI and the CBB Rule Book, for matters that are not covered by FAS, the Group uses guidance from the relevant International Financial Reporting Standards ('IFRS').

#### Basis of measurement

The consolidated financial statements have been prepared under the historical cost convention except for certain investments and investment in real estate which are carried at fair value. The consolidated financial statements are presented in United States Dol lars (US\$), being the functional currency of the Group's operations. All financial information presented in US\$ has been rounded to the nearest thousands, except when otherwise indicated.

#### Going concern

As at 31 December 2018, the current contractual liabilities of the Gr oup exceeded its I iquid assets. As a result, the ability of the Group to meet its obligations when due, depends on its ability to roll over short term liabilities and timely disposal of assets. Further, the Bank's capital adequacy ratio and equity as of 31 December 2018 was below the minimum regulatory capital requirements. These factors indicate the existence of material uncertainties, which may cast doubt about the Group's ability to continue as a going concern. To address these, the management has taken a number of initiatives including discussions with creditors who have shown willingness in the past to roll over short term placements, putting together a robust assets sales plan and particularly the ongoing support from major shareholders who have also in the past provided support when it was needed. The management is also working on the conversion of the Bank into a holding company as a pproved by the shareholders. The Board of Directors has reviewed these initiatives and is satisfied with the appropriateness of the going concern assumption for preparation of the consolidated financial statements.

As at 31 December 2018

#### 2 BASIS OF PREPARATION (continued)

#### Basis of measurement (continued)

Going concern (continued)

Moreover, the accumulated deficit of the Group exceeded 50% of its paid-up capital as at the reporting date. The Bahrain Commercial Companies Law requires that, where the accumulated losses of the Group exceed its share capital by more than 50%, the shareholders should resolve to continue with the operations of the Group. The fact was conveyed to the share holders during the last an nual general meeting of the Bank held on 10 May 2018.

#### Basis of consolidation

The consolidated financial statements comprise the financial statements of the Bank and its subsidiaries as at and for the year ended 31 December each year. The financial statements of the subsidiaries are prepared for the same reporting year as the Bank, using consistent accounting policies.

All intra-group balances, transactions, income and expenses and profits and losses are eliminated in full on consolidation.

Subsidiaries a re full y cons olidated from the date; control is transferred to the Bank and continue to be consolidated until the date that control ceases. Control is achieved where the Bank has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Non-controlling interest in subsidiaries' net assets is reported as a sileparate item in the Group's owners' equity. In the consolidated statement of income, non-controlling interest is included in net profit, and shown separately from that of the shareholders.

Non-controlling inter ests con sist of the am ount of those inter ests at the date of the original bus iness combination and the non-controlling interests' share of changes in owners' equity since the date of combination. Losses applicable to the non-controlling interest in excess of the non-controlling interest in subsidiaries' equity are allocated against the interest of the Group except to the extent that the non-controlling interest has a binding obligation and is able to make an additional investment to cover the losses.

Transactions with non-controlling interests are handled in the same way as transactions with external parties. Sale of participations to non-controlling interests result in a gain or loss that is recognised in the consolidated statement of income. Changes in the ownership interest in subsidiaries that do not result in a loss of control are accounted for as equity transaction.

As at 31 December 2018

# **BASIS OF PREPARATION (continued)**

The following are the principal subsidiaries of the Bank, which are consolidated in these consolidated financial statements:

Subsidiary	Ownership 2018	Ownership 2017	Year of Incorporation/ Acquisition	Country of Incorporation	Principal activity
Alkhair International Islamic Bank Malaysia Berhad	100%	100%	2004	Malaysia	It w as established in 2004 to source investment opport unities in the Far East and monitor the performance of the acquired companies on behalf of the Bank and investors and to establish distrib ution channels for the Group. In 2007, Alkhai r International I slamic Bank Malaysia Ber had was gr anted an investment b anking license by Bank Negara Mala ysia to carry out investment banking activity in curren cies other than the Malaysian Ringgit.
Alkhair Capital Menkul Degerler A.S.	0.0%	95.8%	2007	Turkey	To provide investment consultancy and asset management. The company was sold during the year.
Alkhair Portfoy Yonetimi A.S.	99.6%	99.6%	2007	Turkey	To provide investment consultancy and asset management.
Al-Tajamouat for Touristic Projects Co Plc	50.6%	50.6%	2013	Jordan	It was incorpora ted in Januar y 2004 and its activities are real estate property investment, development, ownership and operation of as hopping mall in Amman.
Tintoria International Limited	52.10%	52.10%	2014	UAE	General trading and investing in UAE and foreign companies.
Alkhair Capital Saudi Arabia	53.30%	53.30%	2009 Kingdom	of Saudi Arabia	Its activities are Asset Management, Corporat e Finance & Investment banking and Brokerage

The Bank has other special purpose entities (SPE's) holding companies and subsidiaries which are set up to supplement the activities of the Bank and its principal subsidiaries.

As at 31 December 2018

#### **BASIS OF PREPARATION (continued)**

#### **Business combination**

Business combinations are accounted for u sing the acquisition method as at the acquisition date i.e. when control is transferred to the Group. The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested an nually for impairment. Any gain on a barga in purchase is recognised in the consolidated statement of income immediately. Transaction costs are expensed as incurred, except if they are related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in consolidated statement of income. Any contingent consideration payable is measured at fair value at the acquisition date. If the contingent consideration is classified as equity, then it is not reme asured and settlement is accounted for within equity. Other wise, subsequent changes in the fair value of the contingent consideration are recognised in consolidated statement of income.

If share-based payment awards (replacement awards) are required to be exchanged for awards held by the acquiree's employees (acquiree's awards) and relate to past services, then all or a portion of the amount of the acquirer's replacement awards is included in measuring the consideration transferred in the business combination. This determination is based on the market-based value of the replacement awards compared with the market based value of the acquiree's awards and the extent to which the replacement awards relate to pre-combination service.

#### 3 SIGNIFICANT ACCOUNTING POLICIES

#### a) Cash and cash equivalents

Cash and cash equivalents as referred to in the consolidated statement of cash flows comprise cash in hand, balances with banks and placements with financial institutions with an original maturity of three months or less.

#### b) Placements with financial institutions

These comprise inter-bank placements mainly made using Shari'ah compliant contracts. Placements are usually for short-term and are stated at their amortised cost.

#### c) Financing receivables

Financing receivables comprise Shari'ah compliant financing contracts with fixed or determinable payments. These include financing provided through Murabaha contracts. Financing assets are recognised on the date they are originated and are carried at their amortised cost.

#### d) Investments

Investments comprise equity-type instruments at fair value through statement of income and debt-type instruments at amortised cost.

#### Equity-type instruments at fair value through statement of income

These include equity-type investments held for trading purposes and those investments that are designated under this cat egory on initial recognition. Subsequent to ac quisition, investments designated at fair value through consolidated statement of income are re-me asured at fair value with unrealised gains or losses recognised in consolidated statement of income.

#### Debt-type instruments at amortised cost

Debt-type instruments which are managed on a contractual yield basis and are not held for trading and has not be en designated at fair value through statement of i ncome are classified as debt-type instruments at amortised cost. Such i nvestments are carried at amortised cost, I ess provision for impairment in value. Amortised cost is calculated by taking into account any premium or discount on acquisition. Any gain or loss on such investment is recognised in the consol idated statement of income, when the investment is derecognised or impaired.

As at 31 December 2018

# 3 SIGNIFICANT ACCOUNTING POLICIES (continued)

#### e) Investment in associates

Associates are those entities in which the Group has significant influence but no control or joint control over the fina ncial a nd o perating policies. Si gnificant i nfluence is pres umed to e xist when the Grou p holds between 20% and 50% of the voting power of another entity.

On initial recognition of an associate the Group makes an accounting policy choice as to whether the associate shall be equity accounted or designated as at fair value through income statement. The Group makes use of the exemption in FAS 24 - Investment in Associates for venture capital organisation and designates certain of its investment in associates, as 'equity-type instruments at fair value through statement of income'. These investments are managed, evaluated and reported internally on a fair value basis.

If the equit y a counting method is chosen for an associate, these are initially recognised at cost and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investees after the date of acquisition. Distributions received from an investee reduce the carrying amount of the investment. Adjustments to the carrying amount may also be necessary for changes in the investor's proportionate interest in the investees arising from changes in the investee's equity.

When the Gro up's share of losses exceeds its interest in an associate, the Grou p's carrying amount is reduced to nil and recognition of furth er losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associates.

Any excess of the cost of acquisition over the Group's share of the net fa ir value of the identifiable assets, liabilities and contingent liabilities of an associate at the date of acquisition is recognised as goodwill, and included within the carr ying amount of the investment. When the excess is negative, a bargain purchase gain is recognised immediately in the consolidated statement of income.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in equity is reclassified to the consolidated statement of income where appropriate.

#### f) Investment in real estate

Properties held for rental or for capital a ppreciation purposes or both, are classified as investment in real estate. Investments in real estate are initially recorded at cost, being the fair value of the consideration given and acquisition charges associated with the property. Subsequent to initial recognition, Investments in real estate are re-measured at fair value and changes in fair value (only gains) are recognised as property fair value reserve in the consolidated statement of changes in owners' equity.

Losses arising from changes in the fair values of invest ment in real estate are firstly adjusted against the property fair value reserve to the extent of the available balance and then the remaining losses are recognised in the consolidated statement of income. If there are unrealised losses that have been recognised in the consolidated statement of income in the previous financial periods, the current period unrealised gain shall be recognised in the consolidated statement of income to the extent of crediting back such previous losses in the consolidated statement of income. When the property is disposed of, the cumulative gain previously transferred to the property fair value reserve, is transferred to the consolidated statement of income.

#### q) Equipment

Equipment includes computers, office equipment, fixtures and fittings. E quipment is recorded at cost less accumulated depreciation. Depreciation is computed using the straig ht-line method to write-off the cost of the assets over their estimated useful lives ranging from 1 to 8 years. The assets residual values and useful lives are reviewed and adjusted if appropriate at each reporting date.

As at 31 December 2018

### 3 SIGNIFICANT ACCOUNTING POLICIES (continued)

#### h) Due to financial institutions

These comprise funds from fi nancial institutions received on Shari'ah compliant contracts. Due to fin ancial institutions are stated at their amortised cost.

#### i) Due to customers

These comprise funds payable to corporate customers received using Shari'ah compliant contracts. Due to customers are stated at their amortised cost.

#### j) Revenue recognition

Revenue is recognised when it is probable that future economic benefits will flow to the Group and the amount of the revenue can be reliably measured. Revenue earned by the Group and gain / loss on assets are recognised on the following basis:

#### Dividend income

Dividend income is recognised when the Group's right to receive the payment is established.

#### Gain / (loss) on sale of investments (realised gain / (loss)

Gain / (loss) on sale of inv estments (realised gain / (loss)) is recognised on trade date at the time of derecognition of the investment securities. The gain or loss is the difference between the carrying value on the trade date and the consideration received or receivable.

#### Fair value gain / (loss) on investments (unrealised gain or loss)

Fair value gain / (loss) on investments (unrealised gain or loss) is recognised on each measurement date in accordance with the accounting policy for equity-type instruments carried at fair value through income statement (refer note 3 d).

#### Sukuk Income

Sukuk Income comprises the coupon profit on Sukuk and realised gain or loss on the sale of Sukuk. The coupon profit is recognised through the effective profit rate in accordance with the accounting policy for debt-type instrument carried at amortised costs. Real ised gain or loss on sale of Sukuk is recognised on trade date at the time of de-recognition of the Sukuk. The gain or loss is the difference between the carrying value on the trade date and the fair value of consideration received or receivable.

## Fees and Commission income

Fees a nd C ommission income represents advisory fee s, arrangement fees, man agement fees and brokerage fees. Fees and Commission income is recognised at the fair value of c onsideration received or receivable and when the s ervice is provided and income is earned. This is usually when the Group has performed all significant acts in relation to a transaction and it is highly probable that the economic benefits from the transaction will flow to the Group. Significant acts in relation to a transaction are determined based on the terms for each transaction.

#### Finance income and expense

Finance income and expense is recognised using effective profit rate.

#### Income from non-banking operations

This consists of income from Al-Tajamouat for Touristic Projects Company PLC (lease income) and Tintoria International Limited (income from contracts for laundry operations).

#### Lease income

Lease income is recognised on straight-line basis *over* the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, *over* the term of the lease.

#### Revenue from a contract to provide services

Revenue from a contract to provid e services is recogn ised by reference to the stage of completion of the contract, when the outcome of the transaction and related revenue and cost can be measured reliably, and that economic benefit flows to the Group.

As at 31 December 2018

#### 3 SIGNIFICANT ACCOUNTING POLICIES (continued)

#### k) Employees' end of service benefits

Bahraini employees are covered by the Social Insurance Organisation scheme which comprises a defined contribution scheme to which the Gro up contributes a monthly sum based on a fixed percentage of the salary. The contribution is recognised as an expense in the consolidated statement of income.

The Group provides end of service benefits to its non-B ahraini employees. Entitlement to these benefits is usually based upon the employees' length of service and the completion of a minimum service per iod. The expected costs of these benefits which comprise a defined benefit scheme are accrued over the period of employment based on the notional amount payable if all employees had left at the statement of financial position date.

#### I) Earnings prohibited by Shari'ah

The Bank is committed to avoid recognising any income generated from non-Islamic sources. Accordingly all non-Islamic income is credited to a charity account and these funds are used for charitable purposes.

#### m) Zakah

The Bank is not obliged to pay Zakah on behalf of its shareholders. However, the Bank is required to calculate and notify individual shareholders of their pro-rata share of the Zakah payable amount.

## n) Provision for taxation

There is no tax on corporate income in the Kingdom of Bahrain. Taxation on foreign operations is provided in accordance with the fiscal regulations of the respective countries in which the subsidiaries operate.

## o) Impairment of financial assets

An assessment is made at each consolidated statement of financial position date to determine whether there is objective evidence that a specific financial asset may be impaired. If such evidence exists, any impairment loss is recognised in the consolidated statement of income. Specific provisions are created to reduce all impaired financial contracts to their realisable cash equivalent value. Financial assets are written off only in circumstances where effectively all possible means of recovery have been exhausted.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment value was recognised, the pre viously recognised impairment loss on debt-type instruments is reversed. Any subsequent reversal of an impairment loss is recognised in the consolidated statement of income.

#### p) Foreign currency transactions

Items included in the consolidated financial statements of the Group are measured using the currency of the primary ec onomic envir onment in which the entity operates ('the functional currency'). The consolidated financial state ments are presented in US \$ (United States Dollar) which is functional and presentation currency of the Bank.

Foreign curre ncy trans actions are transl ated using the exchange rate sprevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the set tlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in for eign currencies are recognised in the consolidated statement of income. Translation differences on non-monetary items carried at their fair value, such as certain equity securities measured at fair value through equity, are included in investments fair value reserve.

# Other group companies

As at the reporting date, the assets and liabilities of subsidiaries, associates and joint venture are translated into the Ba nk's functional currency at the rate of exchange prevailing at the reporting date, and their statements of income are translated at the average exchange rates for the year. Exchange differences arising on translation are taken directly to a separate reserve in owners' equity. On disposal of a foreign entity, the deferred cumulative amount recognised in equity relating to that particular foreign operation is recognised in the consolidated statement of income.

As at 31 December 2018

# 3 SIGNIFICANT ACCOUNTING POLICIES (continued)

#### q) Offsetting of financial instruments

Financial instruments comprise of financial assets and financial liabilities. Financial assets include cash and balances with banks, placements with financial institutions, financing receivables, investment securities and other assets. Financial liabilities include due to financial institutions, due to customers, other liabilities and financial guarantees.

#### r) Statutory reserve

The Bahrain Commercial C ompanies Law 2001 r equires that 10 per cent of the annual n et profit b e appropriated to a statutor y reserve which is normally distributable only on dissolution. Appropriations may cease when the reserve reaches 50 percent of the paid up share capital.

#### s) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision for restructuring is recognised when the Group has approved a detailed and formal restructuring plan, and the restructuring either has commenced or has been a nnounced publicly. Future operating loss es are not provided for.

#### t) Contingent liabilities and contingent assets

Contingent liabilities are not recognised in the consolidated financial statements, but are disclosed unless the possibility of an outflow of resources embodying economic benefits is probable. Contingent assets are not recognised in the consolidated financial statements, but are disclosed when an inflow of economic benefits is probable.

## u) Financial guarantees

Financial guarantees are contracts that r equire the Group to make specified payments to re imburse the holder for a loss it inclurs because a specified debtor fails to make payment when due in accordance with the terms of a debt i nstrument. Loan c ommitments are firm commitments to provi decredit under prespecified terms and commitments. Financial guarantee liabilities are recognised initially at the ir fair value, and the initial fair value is amortised over the life of the financial guarantee. The financial guarantee liability is subsequently carried at the higher of this amortised a mount and the present value of any expected payment when a payment under the guarantee has become probable.

#### v) Onerous contracts

A provision for onerous contracts is recognised when the expected benefits to be derived by the Group from the contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract.

#### w) Leases

Payments under operating lease are recognised in the consolidated statement of income on a straight line basis over the term of the lease. Lease incentives are recognised as an integral part of the total I ease expense, over the term of the lease.

# x) Shari'ah Supervisory Board

The Group's business activities are subject to the supervision of a Shari'ah supervisory board consisting of three members appointed by the general assembly of shareholders.

# y) Trade date accounting

All "regular way" purchases and sales of financial assets are recognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset.

#### z) Judgements and estimates

In the process of applying the Group's accounting policies, management has used its judgements and made estimates in d etermining the amounts recognised in the consolidated financial statements. The most significant use of judgements and estimates are as follows:

As at 31 December 2018

# 3 SIGNIFICANT ACCOUNTING POLICIES (continued)

#### z) Judgements and estimates (continued)

#### Classification of investments

Management deci des on a cquisition of an investment whether it should be classified as equity-type instrument at fair value through statement of income, equity-type instrument at fair value through statement of income or debt-type instrument at amortised cost.

#### Special purpose entities

The Group spo nsors the form ation of special purpose entities ("SPE") pri marily for the purpose of allowing clients to hold investments. The Group provides corporate administration, in vestment management and advisory services to these SPEs, which involve the Group making decisions on behalf of such entities. The Group administers and man ages these entities on behalf of its clients, who are by and large third parties and are the economic beneficiaries of the underlying investments. The Group does not consolidate SPEs that it does not have the power to control. In determining whether the Group has the power to control an SPE, judgments are made about the objectives of the SPE's activities, its exposure to the risks and rewards, as well as about the Group intention and ability to make operational decisions for the SPE and whether the Group derives benefits from such decisions.

#### Fair valuation of investments

The determination of fair values of unquoted investments requires management to make estimates and assumptions that may affect the reported amount of assets at the date of consolidated financial statements. Investments in funds or similar investment entities are carried at the latest net asset valuation provided by the fund administrator.

Nonetheless, the actual amount that is realised in a future transaction may differ from the current estimate of fair value and may still be outside management estimates, given the inherent uncertainty surrounding valuation of unquoted investments.

# Impairment of financing receivables

Each counterparty exposure is evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, ma nagement makes judgements about a counterparty's financial situation and the net realisable value of any underlying assets/ collaterals. Each impaired asset is assessed on its merits, and the workout strategy and estimate of cash flows considered recoverable are independently evaluated by the Risk Management Department. All individually significant financing receivables are tested for specific impairment. Those found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified.

Financing rec eivables that are n ot i ndividually si gnificant are c ollectively assessed for impairment by grouping together assets with similar risk characteristics.

In assessing collective impairment, the Group uses historical trends of the probability of default, the timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or lesser than suggested by historical trends.

An impairment loss in resp ect of a fi nancing receivables measured at a mortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective profit rate. Losses are recognised in profit or loss and reflected in an allowance account against financing receivable.

Profit on the impaire dasset does not con tinue to be re cognised. When an event occurring after the impairment was recognised causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through consolidated statement of income.

#### Going concern

The Group's management has made an a ssessment of its ability to continue as a going concern and is satisfied that the Group has the resources to continue in business for the foreseeable future. Furthermore, the management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the consolidated financial statements continue to be prepared on the going concern basis.

As at 31 December 2018

# 4 PROSPECTIVE CHANGES IN ACCOUNTING POLICIES

## New standard issued but not yet effective

Standards issued but not yet effective up to the date of issuance of the Group's consolidated financial statements are listed below. This listing is of the relevant standards and interpretations issued, which the Group reasonably expects to be applicable at a future date. The Group intends to adopt those standards (where applicable) when they become effective:

#### FAS 30 - Impairment, credit losses and onerous commitments

FAS 30 was issued in November 2017. The requirements relating to impairment and credit losses of FAS 30 represent a significant change from FAS 11 "Provisions and Reserves". The standard is effective from the fin ancial periods beginning on or after 1 J anuary 20 20, where early adoption is permitted. Ho wever based on CB B circular ED BS/KH/C/57/2017 date d 29 November 20 17, the CBB requ ired b anks t o implement FAS 30 with effect from 1 January 2018. However, the Group has sought an extension from CBB until 31 December 2019 in its letter d ated 21 January 2019. The Group is in the process of assessing the impact of adoption of FAS 30 on its consolidated financial statements.

- FAS 28 Murabaha and other deferred payment sales (effective from 1 January 2019)
- FAS 31 Investment Agency (Al Wakala Bi-Al Istithmar) (effective from 1 January 2020)
- FAS 35 Risk reserves (effective from 1 January 2021)

#### 5 CASH AND BALANCES WITH BANKS

31 De	ecember 2018	31 December 2017
	US\$ '000	US\$ '000
Cash in hand	5	31
Balances with banks	3,772	8,141
	3,777	8,172
6 FINANCING RECEIVABLES		
31 De	ecember	31 December
	2018	2017
•	US\$ '000	US\$ '000
Gross murabaha receivables	12,901	18,216
Less: Deferred profits	(42)	(107)
Net murabaha receivables	12,859	18,109
Less: Specific impairment allowances	(10,699)	(9,070)
Less: Collective impairment allowances	(249)	(83)
	1,911	8,956

Financing receivables comprise due from customers under murabaha financing contracts. The average profit on these balances was 16.63% per annum (2017: 9.38% per annum).

# Bank Alkhair B.S.C. (c) NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2018

#### 7 **INVESTMENTS**

	31 December 2018 US\$ '000	31 December 2017 US\$ '000
Equity-type instruments:	•	•
At fair value through statement of income		
Equity securities		
- Quoted	22,448	18,477
- Unquoted	4,975	9,573
Total equity securities	27,423	28,050
Mutual funds		
- Quoted	3,785	4,158
- Unquoted	38,489	29,121
Total mutual funds	42,274	33,279
Total fair value through statement of income	69,697	61,329
Debt-type instruments:		
At amortised cost		
Sukuks	3,645	9,315
	73,342	70,644

The fair value of sukuks at 31 December 2018 is US\$ 3,606 thousands (2017: US\$ 9,023 thousands).

As at 31 December 2018

# 7 INVESTMENTS (continued)

Movement in equity type investments carried at fair value through income statement is as follows:

	At 1 January 2018 US\$ '000	Additions during the year US\$ '000	Disposal during the year US\$ '000	Gain/(loss) Fair value changes/ exchange difference US\$ '000	At 31 December 2018 US\$ '000
Quoted equity securities	18,477	22,354	(19,881)	1,498	22,448
Unquoted equity securities	9,573	530	(8,370)	3,242	4,975
Quoted mutual funds	4,158	1,616	(1,646)	(343)	3,785
Unquoted mutual funds	29,121	8,014	(761)	2,115	38,489
	61,329	32,514	(30,658)	6,512	69,697
=				Gain/(loss) Fair value	
	At	Additions	Disposal	changes/	At
	1 January	during	during	exchange	31 December
	2017	the year	the year	difference	2017
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Quoted equity securities	-	18,138	-	339 1	18,477
Unquoted equity securities	15,840	- (448	3)	(5,819)	9,573
Quoted mutual funds	14,105	8,099	(18,467)	421 4	l,158
Unquoted mutual funds	28,822			299	29,121
	58,767	26,237	(18,915)	(4,760)	61,329
8 INVESTMENT IN ASSOCIATES					
				31 December	31 December
				2018	2017
				US\$ '000	US\$ '000
BFC Group Holdings Ltd. (note 8.1)				117,366	116,296
T'azur Company B.S.C. (c) (note 8.2)				7,484	8,739
Alkhair Capital Dubai (note 8.3)				2,590	0,700
				2,590	
				127,440	125,035

#### Note 8.1

The Group has 43.36% stake (2017: 43.36%) in BFC Group Holdings Ltd. ("BFC"), a company incorporated in the United Arab Emir ates. BF C is a holding company of a group of mone y changers in different jurisdictions. BFC is engaged in buying and selling of foreign currencies and traveler cheques, handling of remittance business and provision of other exchange house services in both local and foreign currencies.

#### **Note 8.2**

The Group has 25.8 6% (2017: 25.8 6%) stake in T'azur B.S.C. (c) an unlisted regional takaful company incorporated in the Kingd om of B ahrain. T'azur Company B.S.C (c) has a commitment to provide a qard hassan to the extent of the accumulated deficit in the participants' fund of US\$ 42.17 million at 31 December 2018 (31 December 2017: US\$ 41 million). The Group's share of the commitment is US\$ 10.91 million (31 December 2017: US\$ 10.6 million).

## Note 8.3

Alkhair Capital Dubai ("ACD") was an indirect subsidiary of the B ank through its 53.3% holding in Alkhair Capital Sau di Arabia ("ACSA") that o wned 100 % of A CD. Durin g the year, a ne w sh areholder injected capital in ACD that diluted ACSA's holding to 33.34%. Hence, from the date of loss of control on ACD, it is now accounted for as investment in associate.

As at 31 December 2017

# 8 INVESTMENT IN ASSOCIATES (continued)

The movement in associates is as follows:

2018	2017
US\$ '000	US\$ '000
At 1 January 125,035	124,994
Share of reserves of associates (951)	1,782
Net share of profit/(loss) from associates 1,904	(741)
Addition during the year 2,452	-
Impairment charge (1,000)	(1,000)
At 31 December 127,440	125,035

Summarised fi nancial information of assoc iates that have be en equity accounted not adjusted for the percentage ownership held by the Group (based on most recent audited financial statements / most recent management accounts):

	2018 US\$ '000	2017 US\$ '000
Assets	487,559	451,248
Liabilities	231,369	162,117
Revenue	85,243	73,801
Profit for the year	5,676	2,599

# 9 INVESTMENT IN REAL ESTATE

Land and building - Jordan	At 1 January 2018 US\$ '000 186,352	Amount capitalised US\$ '000 1,686	Fair value changes US\$ '000 (4,249)	At 31 December 2018 US\$ '000 183,789
- Kingdom of Saudi Arabia	38,521	<u> </u>	<u>-</u>	38,521
	224,873	1,686	(4,249)	222,310
				At
	At 1 January	Amount	Fair value	31 December
	2017	capitalised	changes	2017
Land and building	US\$ '000	US\$ '000	US\$ '000	US\$ '000
- Jordan	185,927	425	-	186,352
- Kingdom of Saudi Arabia	38,521	<u> </u>	-	38,521
	224,448	425	_	224,873

As at 31 December 2018

#### 10 OTHER ASSETS

	2018	2017
	US\$ '000	US\$ '000
Rental income receivable	9,620	10,529
Accounts receivable	8,327	7,467
Prepayments and advances	2,781	6,571
Fees and expenses recoverable	2,541	2,320
Intangible assets	11	14
Receivable from employees	3	6
Others	8,201	3,845
	31,484	30,752
Less: Provision for impairment	(2,269)	(2,269)
	29,215	28,483
11 DUE TO FINANCIAL INSTITUTIONS		
	2018	2017
	US\$ '000	US\$ '000
Placements from financial institutions	5,184	23,172
Bank financing	42,682	48,170
	47,866	71,342

The average p rofit rate on pl acements from financi al institutions was 4.5 % per a nnum (2017: 4.5% p er annum).

Bank fin ancing represents a syndicated I oan through the Housing Bank for Trade and Finance in J ordan secured by mortgage over the Group's investment property. The profit rate of the syndicated loan equals the prime lending rate of the Jord anian Dinar less an annual margin of 1.97%. The bank financing is repayable in annual installment of US\$ 5.48 million with the final payments of US\$1.37 million in 2024.

## 12 DUE TO CUSTOMERS

This includes deposits from corporate cust omers on Wakala basis with maturities ranging from 3 to 6 months (2017: 1 month to 6 months) and carries an average profit rate of 6.9% per annum (2017: 5.2% per annum).

#### 13 OTHER LIABILITIES

	2018	2017
	US\$ '000	US\$ '000
Advance received for partial sale of a subsidiary*	-	20,143
Advance rental income	8,807	10,217
Trade and other payables	11,530	11,530
Deal-related payables	-	4,725
Accruals and other provisions	2,201	3,394
Staff-related payables	3,372	3,056
Restructuring provision	419	419
Provision for legal and professional expenses	42	86
	26,371	53,570

<sup>\*</sup> The amount was received as advance for sale of 33% stake of a subsidiary in Kingdom of Saudi Arabia. The deal could not go through and the amount was repaid during the year.

# Bank Alkhair B.S.C. (c) NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2018

# 14 SHARE CAPITAL

	2018 US\$ '000	2017 US\$ '000
Authorised: 750,000,000 (2017: 750,000,000) ordinary shares of US\$1 each	750,000	750,000
Issued and fully paid up: 186,170,234 (2017: 186,170,234) ordinary shares of US\$1 each, issued against cash 20,371,807 (2017: 20,371,807) ordinary shares of US\$1 each, issued in kind 1,419,873 (2017:1,419,873) ordinary shares of US\$1 each, granted to employees	186,170 20,372 1,420 207,962	186,170 20,372 1,420 207,962
15 INCOME FROM NON-BANKING OPERATIONS - NET		201,002
TO INCOME THOM NOW BANKING OF EXAMENCE INC.	2018 US\$ '000	2016 US\$ '000
Revenue from Al-Tajamouat for Touristic Projects Co Plc Revenue from Tintoria International	21,509 9,938	22,089 8,170
Total Income	31,447	30,259
Expenses of Al-Tajamouat for Touristic Projects Co Plc Expenses of Tintoria International	(13,175) (8,786)	(12,291) (8,103)
Total Expenses	(21,961)	(20,394)
Income from non-banking operations - net	9,486	9,865
16 FEES AND COMMISSION INCOME		
	2018 US\$ '000	2017 US\$ '000
Management fees Arrangement fees Brokerage fees	15,707 2,258 403	11,851 3,132 1,455
	18,368	16,438
17 INCOME / (LOSS) FROM INVESTMENTS - NET		
Income / (loss) from equity type investment:	2018 US\$ '000	2017 US\$ '000
Fair value gain / (loss) on equity type investments - net Gain on sale of equity type investments - net	1,399 5,366	(5,678) 919
Income / (loss) from debt type investment: Profit from sukuk	62	264
Realised (loss) / gain on sale of sukuk	(19)	21
	6,808	(4,474)

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# 18 GENERAL AND ADMINISTRATIVE EXPENSES

2018	2017
US\$ '000	US\$ '000
3,592	1,256
1,142	994
545	588
4,257	3,940
9,536	6,778
	US\$ '000 3,592 1,142 545 4,257

# 19 DISCONTINUED OPERATIONS

During 20 18, the Group s old its tota I stake of 95.8% i n one of its su bsidiary, Alkha ir Capit al T urkey. Accordingly, the Group has derecognized the operations of the subsidiary on loss of control. Total profit of US\$ 263 thousand from o perations of the subsidiary till the date of loss of control has been presented as "Discontinued Operations" in the consolidated statement of income. The disposal has the following impact on the consolidated financial information:

on the consolidated illiancial information:	US\$ '000
Gross consideration Less: Net assets derecognised	150 (170)
Loss on sale Adjustment for reclassification of foreign exchange reserves	(20) (3,170)
Loss recognised for the period	(3,190)
The effect of disposal for the purpose of cash flow statement is given below: Gross consideration Less: Cash derecognised	150 (170) (20)

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#### 20 (CHARGE) / REVERSAL OF IMPAIRMENT

	2018 US\$ '000	2017 US\$ '000
Impairment on financing receivables Impairment on investment property	(1,796) (4,249)	1,367
Impairment loss on investment in an associate	(1,000)	(1,000)
	(7,045)	367
21 COMMITMENTS AND CONTINGENCIES		
	2018	2017
	US\$ '000	US\$ '000
Commitment to invest	9,500	10,030
Guarantees	-	5,103
Lease commitments		81
	9,572	15,214

#### Litigations and claims

The Group has filed a number of legal cases against the former Chief Executive Officer before the Civil and Criminal Courts of the Kingdom of Bahrain and the UK. The Bahraini Courts have ruled in favor of the Group in a numb er of the civil and criminal cases. The case in the UK was filed by the Group to reme dy the damages resulting from defamation and unlawful conspiracy which is now ended.

A number of employment claims have been filed against the Group by former employees. The Group's external legal counsel has confirmed that the Group has strong grounds to successfully defend itself against these claims. No disclosure regarding contingent liabilities arising from the employment claims has been made as the directors of the Group believe that such disclosures may be prejudicial to the Group's legal position.

The Group's share of commitments arising from its associates is disclosed in note 8.

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#### 22 FAIR VALUE

The fair value represents the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date. Underlying the definition of fair value is the presumption that the Group is a going concern without any intention or requirement to curtail materially the scale of its operation or to undertake a transaction on adverse terms. Generally accepted methods of determining fair value include reference to quoted prices and the use of valuation techniques such as discounted cash flow analysis.

#### Valuation techniques

Fair value is the amount for which an asset could be exchanged, or alliability settled, between knowledgeable, willing parties in an arm's length transaction on the measurement date.

#### Investments

The Group measures the fair value of quoted investments using the market bid-prices in an active market for that instrument. A market is regarded as a ctive if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

If a market for a fina ncial instrument is not active or the instrument is not quoted, the Group establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties (if available), discounted cash flow analyses and other valuation models with accepted economic methodologies for pricing financial instruments.

#### Financing receivables

The fair values of financi ng receivables are principally estimated at their carrying amount less impairment provisions as these are for short term (i.e. less than 12 months). Hence, the present value of expected future cash flows is not expected to be different from their carrying values.

#### Other financial instruments

Placements with financial institutions, due to financial institutions and due to custom ers are for s hort term tenure hence their carrying value is not different from the fair value. Fair value of other financial assets and liabilities are not significantly different from their carrying values due to their short term nature.

#### Fair value hierarchy

The table below analyses the financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets and liabilities.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table shows an analysis of financial instruments recorded at fair value by level of the fair value hierarchy:

31 December 2018	Level 1	Level 2	Level 3	Total
	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Investments carried at fair value through statement of income	26,233	38,489	4,975	69,697
31 December 2017	Level 1	Level 2	Level 3	Total
	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Investments carried at fair value through statement of income	22,635	34,207	4,487	61,329

As at 31 December 2018

#### 22 FAIR VALUE (continued)

# Fair value hierarchy (continued)

Movements in level 3 financial instruments

The following table shows the reconciliation of the opening and closing amount of Level 3 financial assets which are recorded at fair value.

	At 1 January 2018 US\$ '000	Additions / Deletions US\$ '000	Fair value Ioss US\$ '000	At 31 December 2018 US\$ '000
Investments carried at fair value				
through statement of income	4,487	488	<u>-</u>	4,975
	At			At
	1 January	Additions /	Fair value	31 December
	2017	Deletions	loss	2017
	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Investments carried at fair value				
through statement of income				
	4,490		(3)	4,487

# Transfers between level 1, level 2 and level 3

There were no transfers between the levels during the year ended 31 December 2018 and 2017.

The following table shows the impact on fair value of level 3 financial instruments using reasonably possible alternative assumptions.

For investments the Bank adjusted the carrying values ±5% where appropriate, which is considered by the Bank to be within a range of reasonably possible alternatives.

			reasonably possible alternative assumptions
31 December 2018	Rate	Carrying amount US\$ '000	on carrying amount US\$ '000
Investments carried at fair value through statement of income	5%	4,975	249
31 December 2017 Investments carried at fair value through statement of income	5%	4,487	224

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#### 23 ASSETS UNDER MANAGEMENT

	2018 US\$ '000	2017 US\$ '000
Proprietary Clients	38,123 110,562	38,652 126,869
	148,685	165,521

Proprietary assets are included in the consolidated statement of financial position under "investments". Client assets, which represent client investments, are managed in a fiduciary capacity without recourse to the Group and are not included in the consolidated statement of financial position.

In addition to above, the Bank's subsidiary in Saudi Arabia holds Clients' money in omnibus accounts at local banks to carry out its de aling, managing and custodial activities. As at 31 December 2018, the clients' cash accounts held by the Group amounted to USD 2,454 million (2017: USD 2,174 million). Such balances are not included in the Group's consolidated financial statements as these are held in fiduciary capacity..

#### 24 RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. Related parties include significant shareholders and entiti es over which the B ank and shareholders exercise significant influence, directors, members of Shari'ah Supervisory Board, executive management and external auditors of the Group.

#### Compensation of key management personnel

Key ma nagement perso nnel of the Group comprise of the Board of Directors and key members of management having a uthority and responsibility for planning, directing and controlling the activities of the Group. The key management personnel compensation during the year is as follows:

	2018 US\$ '000	2017 US\$ '000
Short term employee benefits Post-employment benefits	7,666 712	8,927 595
	8,378	9,522

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# 24 RELATED PARTY TRANSACTIONS (continued)

Significant related party transactions and balances included in this consolidated financial statements are as follows:

		31 Decembe	er 2018			31 Decem	ber 2017	
		Significant shareholders/		Assets under management		Significant shareholders/		Assets under management
		entities in which		external auditors		entities in which		external auditors
	Associates	directors have	Key	and other entities	Associates	directors have	Key	and other
	US\$ '000	interest US\$ '000	management US\$ '000	US\$ '000	US\$ '000	interest US\$ '000	management US\$ '000	entities US\$ '000
Assets								
Financing receivables	-	-	-	-	-	-	-	986
Investments	33,150	-	-	10,296	34,207	6,805	-	8,603
Investment in associates	127,440	-	-	-	125,035	-	-	-
Other assets	1,286	236	-	1,551	815	163	-	480
Liabilities								
Due to financial institutions	5,184	-	-	-	9,133	-	-	-
Due to customers	833	209,547	-	-	918	158,655	-	-
Other liabilities	21	422	2,458	42	75	882	2,062	140
		31 December	r 2018			31 Decemb	er 2017	
		Significant shareholders/ entities in which		Assets under management external auditors		Significant shareholders/ entities in which		Assets under management external auditors
		directors have	Key	and other		directors have	Key	and other
	Associates	interest	managemen	entities	Associates	interest	managamant	entities
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	management US\$ '000	US\$ '000
Income /(loss) from investments - net	5,350	43	-	(110)	(5,964)	253	-	221
Fees and commission income	1,107	-	-	14,599	1,998	-	-	9,853
Net finance cost Share of profit / (loss) from associates	(223)	(12,242)	-	-	(336)	(10,465)	-	(2)
<ul><li>net</li><li>Directors' and Shari'ah board</li></ul>	1,904	-	-	-	(741)	-	-	-
remuneration and expenses	-	(291)	-	-	-	(402)	-	(27)

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#### 25 RISK MANAGEMENT

Risk is a n in herent p art of the Grou p's bu siness activities. The Group's risk mana gement and gov ernance framework is intended to provide progressive controls and continuous management of the major risks involved in the Group's activities. Risks are managed by a process of identification, measurement and monitoring, and are subject to risk limits and other controls. The process of risk management is critical to the Group's operations and each business unit within the Group is accountable for the risk exposures relating to their responsibilities. The Group's main risk exposure categories are Credit risk, Market risk, Liquidity risk and Operational.

- Risk identification: The Group's exposure to risk through its busin ess activities, including investment in Private E quity, Brokera ge, and C apital M arkets, is id entified through the Group's risk management infrastructure, which includes prior review of all new activities by Risk management.
- Risk meas urement: The Group me asures risk using ris k management position methodologies which
  reflect the Group's investment risks, foreign exchange and profit rate exposure risks. The Bank relies on
  both quantitative and qualitative approaches in quantifying risks.
- Risk monitoring: The Group's risk management policies and procedures incorporate respective limits and the Group's activities. The Bank conducts periodic reporting for ongoing monitoring of its position at both Management and Board level.
- Risk rep orting: The Group undertakes re porting of all core risks rel evant to its b usinesses on a consolidated basis. In li ne with the Bo ard-approved risk framework. The Bank has risk gover nance arrangements to overse e risk management and transaction approval and key governance committees include; the Group Asset and Liability Committee ("ALCO") which oversees liquidity, cash flow planning and general asset lia bility management, the Group Ri sk Exec utive Committee ("REXCO") which oversees risk management across the group including review and approval of risk limits, credit facilities and key risk processes and the Investment and Post Investment Management Committee ("IPIMC") which is responsible for review and approval of new investments, funding requirements, divestments and general investment processes.

#### **Group Risk Framework and Governance**

The Board of Directors is ultimately acc ountable for the risk management of the Group. The Board has advocated a wholly integrated risk management process within the Group, in which all business activities are aligned to the risk framework. The Group Risk Framework establishes Group risk management standards, risk processes, structures, and defines the Bank's risk philosophy.

#### **Board of Directors**

The Board of Directors is responsible for defining the Group's risk appetite within which it manages its risk exposures and reviews the Group's compliance with delegated risk authorities.

#### **Audit Committee**

The Audit Co mmittee is appointed by the Board of Directors and consists of four non-executive Board members. The Audit Committee assists the Board in carrying out its responsibilities with respect to assessing the quality and integrity of financial reporting and oversight of the Internal Audit function.

#### Shari'ah Supervisory Board

The Group's Shari'ah Supervisory Board is vested with the responsibility of ensuring that the Group complies with the Shari'ah rules and principles in its transactions, activities and general philosophy.

#### **Group Risk Executive Committee**

Group Risk Executive Committee REXCO has the overall responsibility for ensuring that the Group develops appropriate risk policies and strategies for the relevant business activities, and makes preparations for forthcoming regulatory arrangements in line with Basel Committee recommendations. It oversees the risk management activities of the Group, reviews and approves risk management principles, frameworks, policies, limits, processes and procedures. It is responsible for assessing fundamental risk issues within the general development strategy of the Group.

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# 25 RISK MANAGEMENT (continued)

#### **Internal Audit and Independent Review**

All key operational, financial and risk man agement proces ses are au dited by Internal Audit according to risk based auditing standards. Internal Audit examines the adequacy of the relevant policies and procedures and the Group's compliance with internal policies and regulatory guidelines. Internal Audit discusses the result of all assessments with management and reports its find ings and recommendations to the Audit Committee. The Internal Audit recommendations are tracked for resolution via the Committee.

#### **Group Asset and Liability Committee (ALCO)**

The Group Asset and Li ability Comm ittee establ ishes the funding, liq uidity and market risk policies for the Group. It is composed of the CEO, CFO, Treasury and control areas. ALCO's objectives are to manage the assets and I iabilities of the Group, determine the statement of financial position mix and appropriate risk and return profile. It oversees all treasury and capital markets activities and all areas affected by liquidity and market risk. Cash flow management is a major focus of ALCO and ALCO regularly reviews the business line investment plans to ensure that sufficient funding is in place. ALCO ensures that the appropriate mix of short and long term funding strategies are developed in conjunction with the Group's treasury and capital markets functions.

#### **Risk Management**

The Risk Managem ent function is responsible for designing and implementing the Group's risk frame work, including policies, process es and systems. The Chief Risk Officer reports functionally to the Board Risk Committee and administratively to the Chief Executive Officer. Risk Management conducts risk assessments of individual trainsactions (including their respective credit, investment, counter party and operational risks), products and services. Risk Management is responsible for ensuring that the Group's processes capture all sources of transaction risk and that appropriate limit methodologies are developed for use in the management of business risk. In addition to the above the Risk Function also supports investment processes throughout the investment cycle by monitor the investment risk.

## **Treasury Activities**

Treasury is responsible for managing the Group's day to day funding, liquidity management, foreign exchange and profit rate exposures, under the review of Risk Management and the supervision of ALCO.

#### **Investment Monitoring and Reporting**

Proprietary investment risks are identified and assessed via extensive due diligence activities conducted by the respective d epartments. T his is s upported by Risk Ma nagement which u ndertakes an in dependent risk assessment of every investment transaction. Post-acquisition investment management is rigorously exercised, mainly via board representation within the investee company, during the life of the investment transaction.

The Group has exposure to the following risks from its use of financial instruments:

- Credit Risk
- Liquidity Risk
- Market Risk
- Operational Risk

The information about the Group's exposure to each of the above risks, its objectives, policies and processes for measuring and managing risk, and the Bank's management of capital is explained in notes below.

As at 31 December 2018

#### 26 CREDIT RISK

# **Credit Risk Policy Framework**

The Bank has a Group Cre dit Risk Polic y frame work establ ishing Group cre dit risk appetite, cr edit risk origination, underwriting and administration standards. The credit policy articulates key credit markets, minimum criteria for the granting of cre dit, minimum requirements on collateral and defines roles and responsibilities for credit risk management. The policy provides a guideline to business units when originating credit business.

#### **Credit Risk Management**

Credit risk is the risk that the Group will incur a loss of principal or profit earned because its customers, clients or counterparties fail to discharge their contractual obligations and arises principally from the Group's balances with banks, placements with financial institutions, financing receivables, investments and other receivables. Institutional Banking proposes limits for its interbank placement activities and other client groups for review and approval by REXCO. Further, Risk Man agement in dependently a nalyses the applications and rates for the respective counterparties. Based on this an independent recommendation is for warded to the REXCO for approval. REXCO periodically reviews these limits for appropriateness in prevailing market conditions.

The table below shows the maximum exposure to credit risk for the components of the consolidated statement of financial position. There is no significant use of master netting and collateral agreements.

	Maximum	Maximum
	exposure	exposure
	US\$ '000	US\$ '000
On balance sheet:		
Balances with banks	3,772	8,141
Placements with financial institutions	5,056	6,588
Financing receivables	1,911	8,956
Investments	3,645	9,315
Other assets	26,528	25,669
Off balance sheet:		
Guarantees	-	5,103
<u>-</u>		
<u>-</u>	40,912	63,772

#### **Risk Exposure Concentration**

Risk co ncentration arises when a number of counterparties are engaged in similar business activities, or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual ob ligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry or geographical location.

In order to avoid excessive concentrations of risk, the Group's policies and procedures include guidelines to focus on maintaining a diversified portfolio. In line with regulatory requirements, the B ank has a group level Large Exposure Policy which details the Bank's a pproach in managing concentration risk to sectors, asset classes, single obligors and countries including defining specific limits.

Concentration of risks is managed by counterparty, by geographical region and by industry sector. The maximum credit exposure to any client, or counterparty, or group of closely related counterparties as of 31 December 2018 was US\$ 3.4 million relating to "placement with financial institutions" (2017: US\$ 6.8 million related to "investment in Sukuks").

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# 26 CREDIT RISK (continued)

# **Geographical Exposure Distribution**

The analysis by geographical region of the Group's financial assets having credit risk exposure is as follows:

			31 Decemb	er 2018		
		Other	North			Grand
	Bahrain	Middle East	America	Asia	Europe	Total
Type of Assets/Region	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Balances with banks	467	1,692	_	1,351	262	3,772
Placement with financial institutions	-	-	-	5,006	50	5,056
Financing receivables	-	-	-	1,911	-	1,911
Investments	-	2,889	-	756	-	3,645
Other assets	5,258	20,301	-	269	700	26,528
Grand Total	5,725	24,882	<u>-</u>	9,293	1,012	40,912
			31 Decemb	er 2017		
		Other	North			Grand
	Bahrain	Middle East	America	Asia	Europe	Total
Type of Assets/Region	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Balances with banks	796	4,600	-	2,745	-	8,141
Placement with financial institutions	5,009	-	-	850	729	6,588
Financing receivables	-	-	-	7,970	986	8,956
Investments -		6,805	-	2,510	-	9,315
Other assets	2,506	18,476	-	390	4,297	25,669
Off Balance sheet - guarantees	-	-	5,000	-	103	5,103
Grand Total	8,311	29,881	5,000	14,465 6,1	15	63,772

As at 31 December 2018

# 26 CREDIT RISK (continued)

# **Industry Sector Exposure**

The distribution of assets and off-statement of financial position items by industry sector is as follows:

			31	December 2018			
			Real Estate				
Type of Assets	Banking		and Const-				
/Industry	and Finance	Industrial	ruction	Technology	Funds	Trade	Total
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Funded:							
Balances with banks Placement with	3,772 -		-	-	-	-	3,772
financial institutions	5,056 -		-	-	-	-	5,056
Financing receivables	,		-	1,911			1,911
Investments	756 -		2,889	-	-	-	3,645
Other Assets	7,251 57		16,212	-	1,096	1,912	26,528
	16,835	57	19,101	1,911	1,096	1,912	40,912
		<del></del>	31	December 2017			
			Real Estate				
Type of Assets	Banking		and Const-				
/Industry	and Finance	Industrial	ruction	Technology	Funds	Trade	Total
•	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Funded:							
Balances with banks	8,141 -		-	-	-	-	8,141
Placement with							
financial institutions	6,588 -		-	-	-	-	6,588
Financing receivables	- 2,8	313	986	3,155	-	2,002	8,956
Investments	2,510 -		6,805	-	-	-	9,315
Other Assets	11,019 54		12,414	-	731	1,451	25,669
Unfunded:							
Guarantees	103	-	-	5,000	-	-	5,103
	28,361 ,	2,867	20,205	8,155	731 :		63,772
							-

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# 26 CREDIT RISK (continued)

#### **Industry Sector Exposure (continued)**

#### Collateral and other credit enhancements

The Group utilizes collateral and other credit enhancements mostly on its credit facilities, in Line with Shari'ah requirements. Before taking any form of collateral the Bank pre-assesses impediments that may restrict accessibility to collateral should the need arise as well as accept ability from a Shari'ah perspective. In this respect the Bank will formally agree with the customer at the time of signing the offer letter on the usage, redemption and utilization of collateral when the customer/counterparty defaults. In the past year, the Bank has obtained collateral including shareholders' personal guarantees, cash, real estate, unlisted equity shares and debentures. The Bank's credit policy discourages taking collateral value where there is positive correlation between collateral value and obligor's ability to pay.

#### Credit quality per class of financial assets

The Group did not apply a standard credit rating to it s in vestment b usiness, as the Group assessed credit quality according to the p olicies of the respective business areas. Man agement considers the credit quality of the Group's financial assets to be of standard quality as of 31 December 2018. Following is an analysis of credit quality by class of financial assets:

			2018		
	Neither past	Past due			
	due nor	but not	Individually	Impairment/	
	impaired	impaired	impaired	provision	Total
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Balances with banks	3,772	-	-	-	3,772
Placements with financial institutions	5,056	-	-	-	5,056
Financing receivables	2,160	-	10,699	(10,948)	1,911
Investments	3,645	-	-	-	3,645
Other assets	26,528	-	2,269	(2,269)	26,528
Total	41,161		12,968	(13,217)	40,912

#### Credit quality per class of financial assets (continued)

Exposures that are past due but not impai red are eit her past due for less than 9 0 days and the financ ial condition of the customer is sound, or has adequate unimpaired collateral coverage. Provisioning is driven by the performance of the customer against laid down terms and conditions of the facility, internal credit grading and classifications ystem calculated on net exposure after ded ucting the discounted value of recoverable collateral and any disposal costs.

			2017		
	Neither past	Past due			
	due nor	but not	Individually	Impairment/	
	impaired	impaired	impaired	provision	Total
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Balances with banks	8,141	-	-	-	8,141
Placements with financial institutions	6,588	-	-	-	6,588
Financing receivables	6,890	-	11,219	(9,153)	8,956
Investments	9,315	-	-	-	9,315
Other assets	25,669	-	2,269	(2,269)	25,669
Guarantees	5,103	-	-	-	5,103
Total	61,706	-	13,488	(11,422)	63,772

As at 31 December 2018

#### **27 LIQUIDITY RISK MANAGEMENT**

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with its financial liabilities that are settled by delivering cash or another financial assets.

The key features of the Group's liquidity methodology are:

The Group Asset and Li ability Committee ("ALCO") is res ponsible for liq uidity monitoring, cash flow planning and general asset liability management.

In accor dance with the Bas el r ecommendations o n l iquidity ma nagement, the Grou p me asures l iquidity according to t wo cr iteria: "n ormal b usiness", reflecti ng d ay-to-day e xpectations re garding the fu nding of the Group; and "crisis scenario", reflecting simulated extreme business circumstances in which the Group's survival may be threatened.

The Group's liqui dity policy is to hold sufficient liquid assets to cover its committed statement of financial position requirements, plus its budg eted expenses for the liquidity horizon and its forecast investment commitments over the liquidity horizon.

#### **Analysis of financial liabilities**

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted repayment obligations.

	Gros	ss un-discount	ed cash flows		Carrying value
	Less than	3 to 12	Over		raido
	3 months	months	1 year	Total	
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
At 31 December 2018					
Due to financial Institutions	10,529	7,756	38,176	56,461	47,866
Due to customers	350	219,228	-	219,578	212,944
Other liabilities	13,775	9,226	3,370	26,371	26,371
Total financial liabilities	24,654	236,210	41,546	302,410	287,181
					Carrying
	Gr	oss un-discount	ed cash flows		value
	Less than	3 to 12	Over		
	3 months	months	1 year	Total	
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
At 31 December 2017					
Due to financial Institutions	12,502	17,543	48,585	78,630	71,342
Due to customers	25,173	145,609	_	17,,782	167,372
Other liabilities	15,047	35,504	3,019	53,570	53,570
Total financial liabilities	52,722	198,656	51,604	302,982	292,284

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# 27. LIQUIDITY RISK MANAGEMENT (continued)

# Analysis of financial liabilities (continued)

The table below shows the contractual expiry by maturity of the Group's commitments.

	On demand US\$ '000	3 to 12 months US\$ '000	Over 1 year US\$ '000
At 31 December 2018 Investment-related Commitments Lease Commitments	9,500 -	- 72	-
Total	9,500	72	-
	On demand US\$ '000	3 to 12 months US\$ '000	Over 1 year US\$ '000
At 31 December 2017 Investment-related Commitments 10,03 Lease Commitments Guarantees 5,103	0 -	- 81 -	-
Total	15,133 8	1	

As at 31 December 2018

#### 28 MARKET RISK MANAGEMENT

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate due to adverse changes in market variables such as profit rates, foreign exchange rates, equity prices and commodities. The Group classifies exposures to market r isk into either trading or non-trading portfolios. The Group does not currently engage in significant trading activity. No n-trading positions are managed and monitored using sensitivity analysis.

Market Risk: Non-trading

#### Profit rate risk

Profit rate risk arises from the possi bility that changes in profit rates will affect future cash flo ws or the fair values of the financial instruments. The Group currently has limited exposure to profit rate risk. The Group's assets and liabilities that are exposed to profit rate risk include: placements with financial institutions, financing receivables, investments in sukuks and due to financial and non-financial institutions.

		2018			2017	
		Change in			Change in	
		profit	Effect on		profit	Effect on
		rate bps	net profit		rate bps	net profit
	Balance	(+/-)	(+/-)	Balance	(+/-)	(+/-)
Assets						
Placements with financial institutions	5,056	200	101	6,588	200 13	
Financing receivables	1,911	200	38	8,956	200 18	
Investments	3,645	200	73	9,315	200 19	
Liabilities						
Due to financial institutions	(47,866)	200	(957)	(71,342)	200 (14	3)
Due to customers	(212,944)	200	(4,259)	(167,372)	200 (33	5)
Total		_	(5,004)			(428)

#### Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to adverse changes in foreign exchange rates.

The table below indicates the currencies to which the Group has significant exposure. The analysis shows the impact of a 20% movement in the currency rate against the United States Dollar, with all other variables held constant on the consolidated statement of income and equity. The effect of decreases in the currency rates is expected to be equal and opposite to the effect of the increases shown.

		2017			2017	
	Exposure	Effect on	Effect on	Exposure	Effect on	Effect on
	(USD)	net profit	equity	(USD)	net profit	equity
Currency	equivalent)	(+/-)	(+/-)	equivalent)	(+/-)	(+/-)
Kuwaiti Dinar	(9)	(2)	-	(4,166)	(833)	-
Sterling Pounds	-	-	-	3,691 738		-
Turkish Lira	5,067	995	18	1,097 95		124
Furo	-	_	-	14.3		_

As at 31 December 2018

#### 28 MARKET RISK MANAGEMENT (continued)

# Equity price risk

Equity price risk is the risk t hat the fair v alue of equities decreases as the result of a dverse changes in the levels of equity prices and the value of individual stocks. Equity price risk arises from the Group's investment portfolio. The Group conducts significant investment activity in private equity, mainly in unquoted entities. The Group manages this risk through diversification of its investments in terms of g eographical distribution and industry concentration by arranging representation on the Board of Directors within the investee company, wherever possible. Investments are managed within maximum concentration risk limits, approved by the Board of Directors of the Bank.

# Prepayment risk

Prepayment risk is the risk that the Group will incur a financial loss because its customers and counterparties prepay or request repayment earlier than expected. The Group is not exposed to a ny significant prepayment risk.

#### 29 OPERATIONAL RISK

Operational ris k is the risk of un expected loss es resulting from in adequate or fail ed i nternal controls or procedures, systems failures, fraud, business interruption, compliance b reaches, human error, man agement failure or inadequate staffing. When controls fail to perform, operational risks can cause damage to reputation, have legal or regulatory implications or lead to financial loss.

While operational risks c annot be enti rely eliminated, they are managed and mitigated by ensuring that appropriate inf rastructure, co ntrols, s ystems, pr ocedures and trained and competent people are in place throughout the Group.

As at 31 December 2018

# 30 MATURITY ANALYSIS OF ASSETS AND LIABILITIES

The table below shows an analysis of assets and liabilities analysed according to when they are expected to be recovered or settled.

2018							
Up to 1	1 to 3	3 to 6	6 to 12	Total up to	Over	No specific	
month	months	months	months	1 year	1 year	maturity	Total
US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
3,777	-	-	-	3,777	-	-	3,777
5,056	-	-	-	5,056	-	-	5,056
1,911	-	-	-	1,911	-	-	1,911
22,448	3,771	42,134	4,989	73,342	-	-	73,342
-	-	-	-	-	-	127,440	127,440
-	-	-	-	-	-	222,310	222,310
1,104	19,592	8,519	-	29,215	-	-	29,215
-	-	-	-	-	-	7,821	7,821
34,296	23,363	50,653	4,989	113,301	-	357,571	470,872
9,064	-	1,940	3,880	14,884	32,982	-	47,866
350	-	212,594	-	212,944	-	-	212,944
344	13,430	9,226	-	23,000	3,371	-	26,371
9,758	13,430	223,760	3,880	250,828	36,353	-	287,181
	72	-	_	72	-	9,500	9,572
24,538	9,861	(173,107)	1,109	(137,599)	(36,353)	348,071	174,119
24,538	34,399	(138,708)	(137,599)	(137,599)	(173,952)	174,119	
	9,064 350 34,296	month wonths US\$ '000  3,777 - 5,056 - 1,911 - 22,448 3,771 1,104 19,592 34,296 23,363  9,064 - 350 - 344 13,430  9,758 13,430  - 72 24,538 9,861	month   months   months   US\$ '000   US\$ '	Up to 1         1 to 3         3 to 6         6 to 12           month         months         months           US\$ '000         US\$ '000         US\$ '000           3,777         -         -         -           5,056         -         -         -           1,911         -         -         -           22,448         3,771         42,134         4,989           -         -         -         -           1,104         19,592         8,519         -           -         -         -         -           34,296         23,363         50,653         4,989           9,064         -         1,940         3,880           350         -         212,594         -           344         13,430         9,226         -           9,758         13,430         223,760         3,880           -         72         -         -           24,538         9,861         (173,107)         1,109	Up to 1         1 to 3         3 to 6         6 to 12         Total up to months months         1 year           US\$ '000         US\$ '000         US\$ '000         US\$ '000         US\$ '000         US\$ '000           3,777         -         -         -         3,777           5,056         -         -         -         5,056           1,911         -         -         -         1,911           22,448         3,771         42,134         4,989         73,342           -         -         -         -         -           1,104         19,592         8,519         -         29,215           -         -         -         -         -           34,296         23,363         50,653         4,989         113,301           9,064         -         1,940         3,880         14,884           350         -         212,594         -         212,944           344         13,430         9,226         -         23,000           9,758         13,430         223,760         3,880         250,828           -         72         -         -         72           24,538	Up to 1         1 to 3         3 to 6         6 to 12         Total up to months months         Over month months           US\$ '000         US\$ '000	Up to 1 month months         1 to 3 months months         3 to 6 months months         6 to 12 Total up to months         Over 1 year maturity         No specific maturity           US\$ '000         US

# Bank Alkhair B.S.C. (c)

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2018

# 30 MATURITY ANALYSIS OF ASSETS AND LIABILITIES (continued)

		, in a car		2017	7			
	Up to 1	1 to 3	3 to 6	6 to 1	2Total up to	Over	No specific	
	month	months	months	months	1 year	1 year	maturity	Total
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
ASSETS								
Cash and balances with banks	8,172	-	-	-	8,172	-	-	8,172
Placements with financial institutions 6,588		-	-	-	6,588	-	-	6,588
Financing receivables	5,515	3,441	-	-	8,956	-	-	8,956
Investments 18,79	7	3,006	34,250	14,591	70,644			70,644
Investment in associates	-	-	-	_	_	-	125,035	125,035
Investment in real estate	-	-	-	-	-	-	224,873	224,873
Other assets	756	23,921	3,806	-	28,483	-	-	28,483
Equipment			-	-			9,491	9,491
Total assets	39,828	30,368	38,056	14,591	122,843	- 359,	3 99	482,242
LIABILITIES								
Due to financial institutions	6,620	9,027	6,115	8,838	30,600	40,742	- 71,34	2
Due to customers	22,442	2,692	142,238	-	167,372		,.	167,372
Other liabilities	352	14,695	35,504	- 50,5		3,019	-	53,570
Total liabilities	29,414	26,414	183,857	8,838	248,523	43,761	- 292,2	2 84
Commitments -		81	-	-	81	-	15,133	15,214
Net liquidity gap	10,414	3,873	(145,801)	5,753	(125,761)	(43,761)	344,266	174,744
Net cumulative gap	10,414	14,287	(131,514)	(125,761)	(125,761)	(169,522)	174,744	

As at 31 December 2018

#### 31 SEGMENT INFORMATION

Operating segments are reported in accordance with internal reporting provided to Executive Management (the chief operating decision-maker), which is responsible for allocating resources to the re-portable segments and assesses its p erformance. All operating segments used by the Group meet the definition of a re-portable segment under FAS 22.

During 2016, the Group has changed its r eportable segments as a result of the recent restructuring of its business and in-line with the current internal reporting to the Chief Operating decision-maker for segment measurement and monitoring. Currently, the Group is organised into business units based on their nature of operations and services and has three reportable operating segments which are as follows:

# Investment Banking & Alkhair Capital Menkul Degerler A.S

The Group's Investment b anking business is en gaged in transaction origination a nd structuring, inve stment, placem ent to third-p arty investors, r estructuring a nd man aging p ortfolio comp anies. T his segment focuses on stable companies, historically revenue-generating with positive p rofitability, requiring gr owth capital or partial exits. The segment focuses on specific sectors and geographies, whilst avoiding start-ups, vent ure capital, and greenfield in vestments. The segment targets businesses in the oil & gas ser vices; ind ustrial services; building mat erials; I ogistics; and agri-business; specifically in the MENA region including Turkey.

The busin ess manages AI-Tajamouat for Touristic Projects Co. "T aj" which own and operate a shopping mall in Amman. At 31 December 2018, the total assets of Taj are US\$ 201 million and the total equity is US\$ 145 million. In 2017, Taj reported a net profit of US\$ 3.8 million.

Alkhair Capital Menkul Degerler A.S orig inates Shari'a compliant PE transactions, especially proprietary deals from direct contacts with a wide range of local sources. The Turkey office also provides a post-investment management services (post management until successful exit, advisory for an IPO or trade sale) to co-investors. The company was sold during the year.

The business manages the Bank's Global Private Equity Fund. It also sources and manages investments on behalf of the Bank's Strategic Acquisition Fund.

# Alkhair International Islamic Bank Malaysia Berhad

Alkhair International Islamic Bank Malaysia Berhad was established in 2004 to source investment opportunities in the Far East and mon itor the performance of the acquired companies on behalf of the Bank and investors and to establish distribution channels for the Group.

#### Alkhair Capital Saudi Arabia

Alkhair C apital Sau di Ar abia was incorporated in M arch 20 09 and registered with Capita I Mark ets Authorit y. I ts princip al act ivities ar e Asset Manag ement, Corpor ate F inance & Investment ba nking and Brokerage.

Information re garding the results of each reportable segment is included be low. Inter-segment pricing is determined on an arm's length basis. Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment.

# Bank Alkhair B.S.C. (c) NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2017

#### 31 **SEGMENT INFORMATION (continued)**

		For the yea	ar ended 31 Decei	mber 2017	
	Investment				
	Banking &	Alkhair			
	Alkhair	International			
	Capital	Islamic Bank	Alkhair		
	Menkul	Malaysia	Capital	Inter-	
	Degerler A.S	Berhad	Saudi Arabia	company	Total
	US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Net finance (expense) / income	(12,610)	458	-	-	(12,152)
Income from investments - net	5,277	61	1,470	-	6,808
Fees and commission income	1,226	4	17,138	-	18,368
Share of profit from associates - net	1,904	-	-	-	1,904
Income from non-banking operations	31,447	-	-	-	31,447
Rental income	_	_	2,422	_	2,422
Foreign exchange loss - net	(343)	(17)	_,	_	(360)
Other income	462	26	598	_	1,086
Inter-segment income	(70)	70	-	-	-
Total income	27,293	602	21,628	-	49,523
Total appreting overses	(33,091)	(2,198)	(12,642)	_	(47,931)
Total operating expenses	(6,235)	(810)	(12,042)	-	(47,931)
Charge of Impairment allowance		(610)	-	-	
Loss of disposal of subsidiary Income/(loss) from assets held for sale and	(3,190)	-	-		(3,190)
discontinued operations	263	-	-	-	263
(Loss)/profit for the year	(14,960)	(2,406)	8,986	-	(8,380)
Investment in associates	124,850	-	2,590	-	127,440
Segment assets	375,018	19,141	83,839	(7,126)	470,872
Segment liabilities	288,340	880	5,087	(7,126)	287,181
<del>-</del>					

As at 31 December 2018

# 31 SEGMENT INFORMATION (continued)

Investment Banking &	Alkhair			
•				
Alkhair	International			
Capital	Islamic Bank	Alkhair		
Menkul	Malaysia	Capital	Inter-	
Degerler A.S	Berhad	Saudi Arabia	company	Total
US\$ '000	US\$ '000	US\$ '000	US\$ '000	US\$ '000
Net finance (expense) / income (11,096)	771	-	-	(10,325)
(loss) / Income from investments (5,379)	32	873	-	(4,474)
Fees and commission income 2,170	15	14,253	-	16,438
Share of loss from associates - net (741)	-	-	-	(741)
Income from non-banking operations 30,259	-	-	-	30,259
Rental income -	_	2,422	-	2,422
Foreign exchange gain/(loss) - net 246	27	(9)	-	264
Other income 413	_	(52)	-	361
Inter-segment income (235)	235	-	-	-
Total income15,637	1,080	17,487	-	34,206
Total operating expenses (30,747)	(2,117)	(11,461)	-	(44,325)
Income/(loss) from assets held for sale and discontinued operations (85)	-	-	-	(85)
(Charge) / reversal of impairment (1,000)	1,367	<u> </u>	<u>-</u>	367
(Loss) / profit for the year (16,195)	330	6,026	-	(9,839)
Investment in associates 125,035		<u> </u>	<u>-</u>	125,035
Segment assets 383,412	31,574	79,372	(12,116)	482,242
Segment liabilities 283,747	10,909	9,744	(12,116))	292,284

# Geographic segment information:

The Group operates in four geographic markets: Bahrain, Other Middle East, Asia Pacific and Europe. The following tables show the distribution of the Group's total income and non-current assets by geographical segments:

	Bahrain US\$ '000	Other Middle East US\$ '000	Asia Pacific US\$ '000	Europe US\$ '000	Total US\$ '000
Total (loss) / income	(4,376)	53,212	602	85 4	,
Net (loss) / profit for the year	(18,758)	13,214	(2,405)	(431)	(8,380)
Non-current assets *	50	230,033	48	- 2	30 ,131
Total income	Bahrain US\$ '000 (14,709)	Other Middle East US\$ '000 47,749	Asia Pacific US\$ '000 1,079	Europe US\$ '000 8	Total US\$ '000 34,206
Net (loss) / profit for the year	(24,221)	14,855	329	(802)	(9,839)
Non-current assets *	90	234,117	125	32	234,364

<sup>\*</sup> includes equipment and investment in real estate.

As at 31 December 2018

#### 32 SHARI'AH SUPERVISORY BOARD

The Bank's Shari' ah Su pervisory B oard consists of thre e Islamic scho lars who review that the Bank is compliant with general Shari'ah principles and specific fatwas, rulings and guidelines issued. Their review includes examination of evidence relating to the documentation and procedures adopted by the Bank to ensure that its activities are conducted in accordance with Islamic Shari'ah principles.

#### 33 EARNINGS AND EXPENSES PROHIBITED BY SHARI'AH

The Group did not receive any significant income or incur significant expenses that were prohibited by the Shari'ah.

#### 34 SOCIAL RESPONSIBILITIES

The Group discharges its social responsibilities through donations to good faith charity funds.

#### 35 ZAKAH

The Bank is not obliged to pay Zakah. Payment of Zakah is the r esponsibility of the shareholders of the Bank. Zakah payable by shareholders on their holdings in the Bank is calculated on the basis of a method prescribed by the Bank's Shari'ah Supervisory Board. Zakah payable by the shareholders in respect of the year ended 31 December 2018 was US\$ 0.00815 per share (2017: US\$ 0.00506 per share).

#### 36 CAPITAL MANAGEMENT

The Group is regulated by the Central Bank of Bahrain (CBS) which sets and monitors capital requirements for the Gro up as a whole. CBS required the Group to maintain a prescribed ratio of total capital (net of prudential deductions) to total risk-weighted assets (determined according to specified requirements to reflect the varying levels of risk attached to assets and off-balance sheet exposures).

The primary objectives of the Group's capital management policies are to ensure that the Group complies with externally imposed capital requirements and that the Group maintaining capital ratios in order to support its business and to maximise shareholders' value. The Group does not have any significant restrictions on its ability to access or use its as sets and settle its liabilities other than any restrictions that may result from the supervisory frameworks within which the banking subsidiaries operate.

The Bank's capital adequacy ratio, is calculated in accordance with the capital adequacy rules set by the regulator. The Group's regulatory capital is analysed into two tiers:

Tier 1 capital

Tier 1 capital includes CET1 and AT1.

CET1 comprise of ordinary share capital that me et the classification as common shares for regulatory purposes, disclosed reserves including share premium, general reserves, legal/statutory reserve, common shares issued by consolidated banking subsidiaries of the Bank and held by third parties, retained earnings after regulatory a djustments relating to gloodwill and items that are included in equity which are treated differently for capital adequacy purposes.

AT1 comprise of instruments that meet the criteria for inc lusion in AT1, instruments issued by consolidated banking su bsidiaries of the Bank he ld by third partiles which meet the criteria of AT1, and regulatory adjustments applied in calculation of AT1.

# Tier 2 capital

It includes instruments issued by the Bank that meet the criteria for inclusion in Tier 2 capital, stock surplus resulting from i ssue of Tier 2 capital, instruments issued by consolidated banking subsidiaries of the Bank held by third parties that meet the criteria for inclusion in Tier 2, general provisions held against unidentified losses on financing and qualify for inclusion within regulatory adjustments applied in the calculation of Tier 2 capital.

As at 31 December 2018

#### 36 CAPITAL MANAGEMENT (continued)

The regulatory adjustments are subject to limits prescribed by the CBB requirements. These deductions would be effective in a ph ased manner through transitional arrangements from 20 15 to 2018. The regulations prescribe higher risk weights for certain exposures that exceed materiality thresholds. These regulatory adjustments required for certain items such as goodwill on mortgage service right, deferred tax assets, cash flow hedge reserve, gain on sale of related securitization transactions, defined benefit pension fund assets and liabilities, investment in own shares and reciprocal cross holdings in the capital of Banking and financial entities, investment in the capital of banking and financial entities that are outside the scope of regulatory consolidation and where the Bank does not own more than 10% of issued common shares capital of the entity and significant investments in the capital of banking and financial entities that are outside the scope of regulatory consolidation.

The Bank's regulatory capital position at 31 December is as follows:

	Unaudited 2018 US\$ '000	Unaudited 2017 US\$ '000
Total risk-weighted exposures	2,583,634	1,528,935
CET1 capital Tier 1 capital	(58,136) (19,306)	(7,952) 16,577
Total Capital	(77,442) 8,625	
% of Total Risk Weighted Exposures (CAR) CET1 capital adequacy ratio	-2.25%	0.49%
Tier1 capital adequacy ratio	-0.75%	1.01%
Total capital adequacy ratio	-0.41%	1.83%

The capital adequacy ratio as at 31 December 2018 was below the minimum regulatory capital requirement of 12.5%.

Shareholders of the Bank at an Ex tra Ordinary General Meeting held on 22 F ebruary 2018 have approved a restructuring which will, inter alia, involve; the surrender of the banking license and the conversion of the Bank into a holding company. The appropriate application has been submitted with the CBB and is in process.

#### 37 COMPARATIVES

Certain prior year amounts have been regrouped to agree with current year presentations. Such regrouping does not affect the previously reported loss or total equity.

# **GROUP DIRECTORY**

# Bank Alkhair BSC (c)

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