BIBD

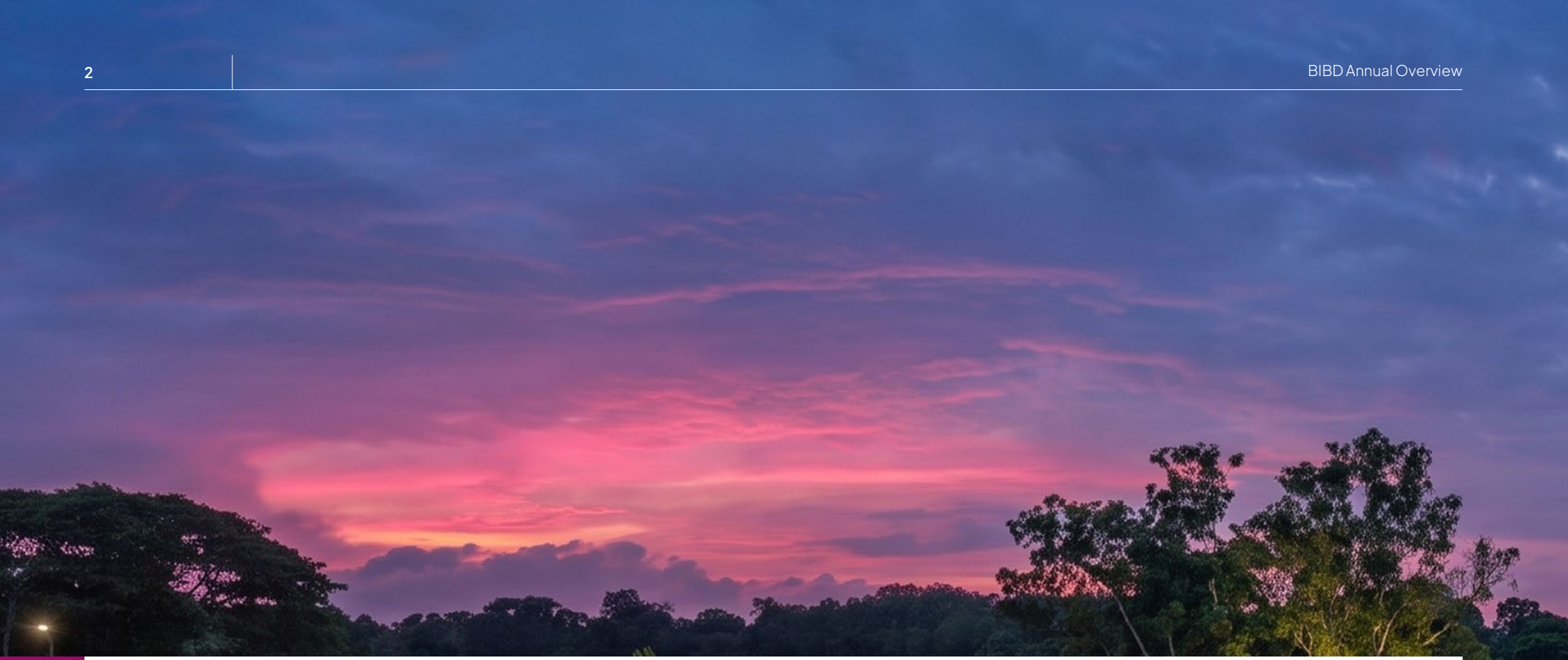
bibd.com.bn

2025

ANNUAL OVERVIEW



Creating Value through Service Excellence



About the Report

This report presents Bank Islam Brunei Darussalam's (BIBD) activities and achievements for the period 1 January to 31 December 2025. It provides a comprehensive account of our performance over the year, our strategic priorities, key initiatives, and the direction we are charting for the future.

In line with our sustainability commitments, this year's report is being published in digital format — a step that reflects our continued efforts to reduce our environmental footprint and operate more responsibly.

We invite our stakeholders to engage with this report: to reflect on the milestones we've reached, understand the strategies guiding our work, and follow our continued progress toward the goals we've set.

Thank you for being part of our journey in 2025.




BIBDonnects



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About Us

BIBD, Brunei's largest bank and Islamic financial institution, was established in 2005 through the merger of the Islamic Bank of Brunei and the Islamic Development Bank of Brunei. As an internationally recognised financial institution, we adhere to global best practices, guided by our experienced management team.

Driven by our commitment to **service excellence**, BIBD continuously enhances its products, services, and technology to better meet the evolving needs of our customers. More than just a bank, BIBD is a bank for the people of Brunei, built by the people of Brunei, delivering intelligent, secure, and practical financial solutions grounded in the inclusive principles of Islamic banking.

By understanding the values, culture, and aspirations of Brunei Darussalam, we strive to create meaningful value for our customers and communities. Through continuous innovation and a customer-centric approach, BIBD remains dedicated to supporting the growth and ambitions of the nation.

"SERVICE WITH EXCELLENCE, CREATING MEANINGFUL VALUE"

A trusted bank creating value through service excellence, delivering dependable solutions and meaningful experiences that support our customers, communities, and long-term progress.



Vision

Serving Brunei through Islamic Solutions as its leading financial institution

To be the benchmark Institution and Point of Reference through responsible Fusion of Islamic Values, Real Economy and Finance



Mission

To be the best Islamic Bank in Asia-Pacific



Values

- Integrity
- Customer Focus
- Unity of Purpose
- Excellence

Chapter 1

Who We Are

Defining Our Identity, Leadership and Purpose

1.1 Corporate Profile

1.2 Chairman's Statement

1.3 Managing Director's Foreword

1.4 Board of Directors' Profile

1.5 Shariah Advisory Body Profiles

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BIBD
بڠك إسلام بروني دارالسلام
Bank Islam Brunei Darussalam

1.1 Corporate Profile

We are Bruneian at Heart

BIBD, Brunei's flagship Islamic financial institution and largest bank, has been a cornerstone of the nation's financial landscape since its inception in 1981 as the Island Development Bank. Transformed into the Islamic Bank of Brunei in 1993 under the visionary leadership of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, BIBD has grown through strategic milestones, culminating in its establishment in 2005 following a merger with the Islamic Development Bank of Brunei.

With over three decades of experience, BIBD stands as a trusted partner to more than 345,000 customers, including retail, corporate, and international segments. Our extensive network spans 18 branches across Brunei's four districts and the nation's largest ATM network. Complemented by a workforce of over 1,000 dedicated professionals and assets exceeding B$11billion, we continue to lead the financial sector with an unwavering commitment to accessibility, security, and innovation.

At the heart of our operations lies a dedication to progress and sustainability. Guided by Maqasid Shariah principles, our BIBD Sustainability Framework reflects our role as a catalyst for positive change, integrating Environmental Protection, Responsible Entrepreneurship, and Inclusive Social Impact. This commitment aligns with the United Nations Sustainable Development Goals, reinforcing our vision for a better, greener, and more inclusive future.

BIBD has embraced digital transformation as a cornerstone of its strategy, ensuring our services remain modern, efficient, and responsive to evolving customer needs. From innovative digital banking solutions to empowering the nation's aspiration of becoming a Smart Nation, we remain steadfast in delivering forward-thinking financial solutions that honour our heritage while driving Brunei towards a sustainable future.

Beyond banking, we actively contribute to Brunei Vision 2035 by fostering youth development, supporting local entrepreneurs, and championing social impact initiatives. With deep roots in the community, BIBD continues to serve as a bank for the people of Brunei, built on a legacy of trust, integrity, and excellence.

>345,000

customers

including retail, corporate,
and international segments



Rooted in Doing the Greater Good

At the heart of BIBD's mission is our unwavering commitment to the principles of Maqasid Shariah, which guide us in creating meaningful, positive impact for the communities we serve. This ethos is deeply embedded in our identity as Brunei's leading Islamic financial institution.

In 2021, we embarked on a transformative journey by introducing the BIBD Sustainability Framework, reflecting our commitment to integrating sustainability into every facet of our operations. Built upon the foundations of Maqasid Shariah, this framework aligns with the United Nations Sustainable Development Goals (UNSDGs), strengthening our resolve to safeguard the well-being of people, society, and the environment.

Our Sustainability Framework is driven by three core pillars:

- **Environmental Protection:** Ensuring our business practices contribute to a greener andmore sustainable planet.
- **Responsible Entrepreneurship:** Empowering businesses and entrepreneurs to thrive responsibly and sustainably.
- **Inclusive Social Impact:** Supporting initiatives that promote inclusivity, equity, and opportunities for all.

Through these pillars, BIBD continues to act as a catalyst for progress, partnering with the Bruneian community to achieve a shared vision of a prosperous and sustainable future. From youth development and education scholarships for underprivileged children to entrepreneurship programmes and support for local micro-enterprises, we actively contribute to building a stronger,more resilient society.

Aligned with Brunei Vision 2035, we remain committed to advancing our nation's aspirations, ensuring that every step we take as an organisation is rooted in the greater good.



Corporate Governance

BIBD is committed to sound corporate governance and is fully guided by the principles and regulations set forth by the Brunei Darussalam Central Bank (BDCB), Shariah Financial Supervisory Board (SFSB) and the Companies Act Chapter 39. The Bank has strong internal controls and risk management in line with internationally benchmarked standards, especially in financial, Shariah and risk practice.



Active Subsidiaries and Associates

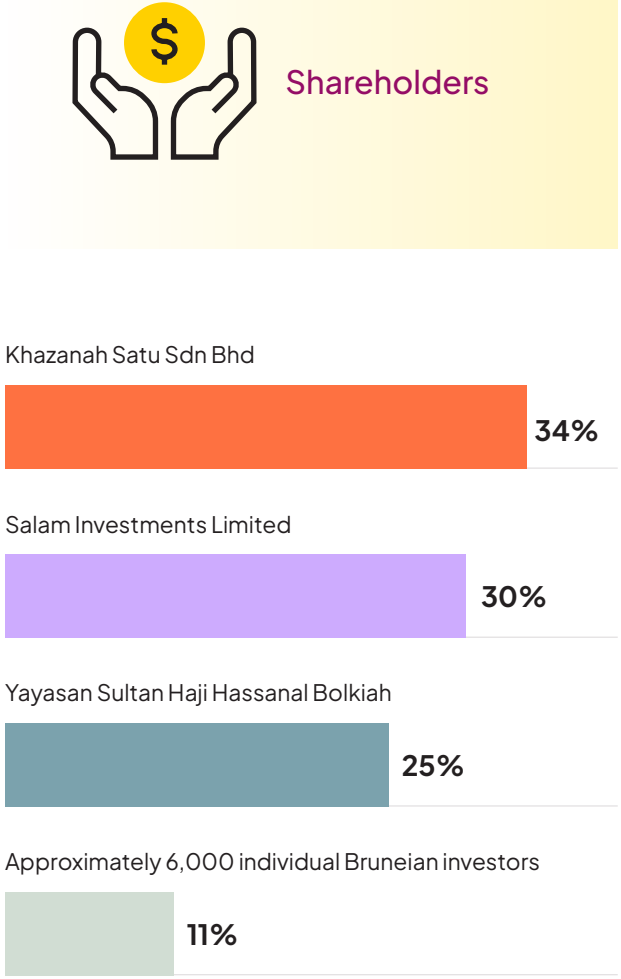
BIBD At-Tamwil Berhad
A wholly-owned subsidiary, mainly handling the provision of Islamic hire-purchase facilities.

BIBD Securities Sdn Bhd
A wholly-owned subsidiary, offering Islamic wealth management products and brokerage services for local BIBD shares and foreign securities listed on the Kuala Lumpur and Singapore stock market.

BIBD (Middle East) Limited
A wholly-owned subsidiary of BIBD and is a Dubai Financial Services Authority (DFSA) regulated entity providing Islamic financial services which include arranging deals in investments; advising of financial products; arranging credit and advising on credit.

Syarikat Takaful Brunei Darussalam Sdn Bhd (Associate)
Provides General and Family Takaful services through its subsidiaries: Takaful Brunei Am Sdn Bhd and Takaful Brunei Keluarga Sdn Bhd.

Shareholders





"As Brunei Darussalam's flagship Islamic financial institution, BIBD plays a pivotal role in the nation's financial system. This responsibility extends beyond delivering consistent financial results. It encompasses supporting national development priorities, advancing financial inclusion, strengthening economic resilience, and contributing to a stable, innovative, and well-functioning financial ecosystem."

Yang Berhormat Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman
Minister of Home Affairs
Chairman of the Board of Directors, BIBD

1.2 Chairman's Statement

Alhamdulillah. It is my pleasure to present the Bank Islam Brunei Darussalam (BIBD) Annual Overview for the financial year ended 31 December 2025.

The year reaffirmed the importance of stability, trust, and sound judgement amid an increasingly complex and rapidly evolving financial landscape. Against a backdrop of global economic uncertainty, technological disruption, and shifting customer expectations, financial institutions are expected to do more than deliver financial performance. They must remain resilient, forward-looking, and capable of creating lasting value for customers, communities, and the wider economy.

Within this environment, BIBD remained focused on strengthening the Bank's foundations while supporting Brunei Darussalam's long-term development. This required a disciplined approach balancing sustainable financial performance with continued investment in technology, people, governance, and organisational capability to ensure the Bank remains resilient, relevant, and well-positioned for the future.

As Brunei Darussalam's flagship Islamic financial institution, BIBD plays a pivotal role in the nation's financial system. This responsibility extends beyond delivering consistent financial results. It encompasses supporting national development priorities, advancing financial inclusion, strengthening economic resilience, and contributing to a stable, innovative, and well-functioning financial ecosystem.

Financial Performance

For the financial year 2025, the BIBD Group recorded a net profit of B$121.6 million. While reflecting a year of continued investment, this performance demonstrates the Bank's disciplined approach to strengthening its long-term capabilities. Significant investments were made in technology infrastructure, operational systems, cybersecurity, digital transformation, and organisational capacity recognising that sustainable growth is built through prudent execution and continuous improvement.

The Bank's financial fundamentals remained robust throughout the year. Total assets increased to B$11.39 billion, while customer deposits grew to B$8.62 billion, reflecting the continued confidence placed in BIBD by individuals, businesses, and institutions across the country. These results demonstrate the resilience of our business model and reinforce the trust that customers and stakeholders continue to place in BIBD.

Building for Structural Change in Banking

The banking industry continues to undergo profound structural transformation, driven by digitalisation, changing customer expectations, cybersecurity considerations, and greater integration across financial ecosystems.

Recognising these changes, BIBD continues to invest strategically in building the capabilities required for the future. A key milestone in this journey is Olive, our next-generation banking platform. More than simply a new digital banking solution, Olive represents the next phase of BIBD's transformation. It strengthens integration across the Group, enhances operational resilience, improves service delivery, and enables a more seamless, secure, and personalised banking experience for our customers.

Importantly, this transformation also supports Brunei Darussalam's broader digital ambitions. Olive aligns closely with initiatives under Brunei Darussalam Central Bank's Financial Sector Blueprint, particularly in developing an integrated and interoperable digital financial ecosystem.

This reflects a broader evolution in financial services from standalone banking platforms towards integrated digital ecosystems. BIBD's continued investment in this transformation is therefore not only about enhancing customer experience but also about strengthening the nation's financial infrastructure and supporting a more connected, inclusive, and digitally enabled economy.

Facilitating Economic Growth and Investment

BIBD remains an important enabler of economic activity across key sectors of Brunei Darussalam's economy. Through its Corporate and Institutional Banking

capabilities, the Bank supports local enterprises while participating in financing arrangements that facilitate strategic investments, infrastructure development, and business expansion. These efforts include supporting priority sectors such as energy and other strategic industries, demonstrating BIBD's commitment to delivering innovative Islamic financial solutions that contribute to economic diversification, investment growth, and long-term national prosperity.

By partnering with businesses and institutions, BIBD continues to facilitate investment opportunities that generate economic value, strengthen enterprise development, and contribute meaningfully to Brunei Darussalam's economic resilience.

Strengthening Customer and Community Engagement

BIBD remains committed to strengthening its relationship with customers and communities through initiatives that promote accessibility, participation, and meaningful engagement. Platforms such as the BIBD Mega Karnival continue to create opportunities for local businesses and entrepreneurs to showcase their products and services while encouraging greater financial literacy, digital adoption, and economic participation. Beyond providing banking services, these initiatives enable the Bank to engage directly with the communities it serves, reinforcing BIBD's position as a trusted financial partner that contributes positively to everyday life.

This commitment is further demonstrated through the continued expansion of BIBD Connects innovative community hubs designed to improve access to financial services while supporting entrepreneurship and local enterprise development across all districts. By bringing financial services closer to communities and creating opportunities for economic participation, BIBD Connects reflects our commitment to inclusive growth and balanced national development.

Delivering Meaningful Community Impact

Beyond economic participation, BIBD's community investment strategy remains focused on creating sustainable and measurable impact. Flagship initiatives such as BIBD ALAF and BIBD SEED continue to address long-term needs in education and entrepreneurship by investing in human capital, developing future leaders, and empowering individuals to achieve greater financial independence. In 2025, the Bank introduced Projek Teduh, a targeted initiative addressing one of the most fundamental determinants of well-being: safe and secure housing.

By improving living conditions for families in need, Projek Teduh provides more than physical shelter. It creates a stable environment that enables families to pursue better educational opportunities, improved livelihoods, and stronger long-term outcomes. Collectively, these initiatives reflect BIBD's holistic approach to community development one where success is measured not only by the number of beneficiaries reached, but by the lasting resilience, opportunity, and upward mobility they help create.

Advancing Sustainability with Purpose

Sustainability remains an integral component of BIBD's long-term strategy, guided by the principles of Maqasid Shariah and aligned with Brunei Vision 2035, national priorities, and internationally recognised sustainability frameworks. During the year, BIBD was recognised as a United Nations Global Compact (UNGC) 2-Star Lister under both the ESG Breakthrough Innovation and ESG Trailblazer categories.

This recognition reflects the Bank's ongoing commitment to embedding responsible governance, environmental stewardship, and positive social impact across every aspect of its operations. Beyond its own organisation, BIBD continues to play a leading role in advancing Brunei Darussalam's sustainability agenda through collaboration, knowledge-sharing, and thought leadership. By convening stakeholders from both the public and private sectors, the Bank supports dialogue on integrating sustainability into business strategy and operational practices, contributing towards practical and locally relevant solutions that strengthen national resilience and create shared prosperity. These efforts reinforce BIBD's role not only as a financial institution, but as a catalyst for sustainable and responsible economic development.

Awards and Recognition

The Bank's achievements during the year were recognised through numerous awards across sustainability, brand excellence, Islamic wealth management, and customer service. These recognitions reflect the confidence placed in BIBD by customers, industry peers, and international organisations, while reaffirming our commitment to innovation, operational excellence, and responsible Islamic banking. While we take pride in these achievements, they also serve as motivation to continue raising our standards and delivering greater value to those we serve.

Looking Ahead

As we look to the future, BIBD remains firmly committed to strengthening its foundations while embracing new opportunities for growth and innovation. The environment ahead will continue to evolve, presenting both opportunities and challenges that will require agility, resilience, and disciplined execution. Guided by Islamic values and anchored in prudent governance, the Bank will continue investing in technology, people, and sustainable growth while adapting to the changing needs of customers and the broader economy. Above all, BIBD remains committed to supporting Brunei Darussalam's continued progress by strengthening financial inclusion, enabling economic development, fostering innovation, and contributing to a resilient and sustainable financial ecosystem. Through these efforts, we aspire not only to remain Brunei Darussalam's leading Islamic financial institution, but also to serve as a trusted partner in building a stronger, more prosperous, and more sustainable future for generations to come.

Acknowledgement

In closing, I wish to express my deepest gratitude to His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah Ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan dan Yang Di-Pertuan of Brunei Darussalam, for His Majesty's continued wisdom, guidance, and visionary leadership, which continue to provide the foundation for the nation's peace, stability, and prosperity.

I also extend my sincere appreciation to the Board of Directors, the Shariah Advisory Body, and the Management Team for their stewardship, commitment, and unwavering dedication in guiding the Bank through another year of progress and transformation. To every member of the BIBD Group, thank you for your professionalism, passion, and commitment. Your collective efforts remain the foundation of the Bank's success.

Finally, to our customers, shareholders, business partners, regulators, and stakeholders, I express my heartfelt gratitude for your continued trust and confidence. Your support inspires us to continually improve, innovate with purpose, and uphold the highest standards of Islamic banking as we work together towards a stronger and more prosperous Brunei Darussalam.

Thank you.

Yang Berhormat
Dato Seri Setia Awang Haji Ahmaddin
bin Haji Abdul Rahman
Minister of Home Affairs,
Chairman of the Board of Directors
Bank Islam Brunei Darussalam



"We remain committed to upholding strong governance, disciplined risk management, and operational resilience, ensuring that the Bank is well-positioned to navigate future challenges, while continuing to deliver sustainable value to its stakeholders."

Awang Junaidi bin Haji Masri
Managing Director and Chief Executive Officer
BIBD

1.3 Managing Director's Foreword

Alhamdulillah, 2025 was a year of disciplined execution and strategic delivery for BIBD, underscored by our continued commitment to strengthening our capabilities while delivering value to our customers, communities, and stakeholders.

Operating within a dynamic environment, we remained focused on maintaining stability while progressing key strategic priorities. This required consistent effort across the organisation, with a clear emphasis on reinforcing our operational foundations, accelerating our digital agenda, and ensuring that our services remain relevant, accessible, and impactful.

Delivering Performance with Discipline

For the financial year 2025, the Group recorded a net profit of B$121.6 million. While this reflects a moderation compared to the previous year, it is consistent with the Bank's continued investment in infrastructure, systems, and organisational capability to support long-term growth.

At the same time, BIBD maintained a strong balance sheet, with total assets increasing to B$11.39 billion and customer deposits rising to B$8.62 billion. This growth reflects sustained customer confidence and the Bank's continued ability to attract and retain deposits in a competitive environment.

The Group's capital position remained robust, with a total capital adequacy ratio of 18.2%, providing the capacity to support future financing activities while maintaining prudent risk management.

Asset quality also improved during the year, with impaired financing ratios declining to 1.0%. This reflects the continued strengthening of credit discipline, portfolio monitoring, and risk management practices across the Bank.

These outcomes demonstrate that while the Bank continues to invest for the future, it remains anchored by strong fundamentals and disciplined execution.

Delivering Shareholder Value

The Bank remains committed to delivering sustainable value to its shareholders. For the financial year 2025, the Board has proposed a dividend of B$0.14 per ordinary share, reflecting a balanced approach between rewarding shareholders and retaining capital to support future growth.

This is supported by the Bank's continued strong capital position and disciplined financial management. While profitability moderated during the year in line with ongoing investments, returns remained stable, with a return on equity of 8.4%.

The Bank's dividend approach continues to reflect its focus on long-term sustainability, ensuring that distributions are supported by underlying performance while maintaining the capacity to invest in strategic priorities.

Advancing Digital Capabilities

In 2025, BIBD made steady progress in its digital transformation journey, with a key focus on the development of Olive, the Group's next-generation banking platform.

Our efforts during the year were centered on strengthening core system capabilities, enhancing integration across the Group, and preparing the Bank for a phased rollout in the coming years. This work is foundational in delivering a more seamless and responsive banking experience, while driving operational efficiency and scalability.

Alongside these developments, the Bank continued to enhance its existing digital platforms to improve usability, reliability, and security, ensuring that customers continue to benefit from accessible and trusted digital services.

As digital adoption increases, maintaining trust remains paramount. During the year, BIBD further strengthened its cybersecurity frameworks and expanded initiatives to raise awareness on scams and online safety. These measures are designed to ensure that customers are not

only digitally empowered, but also better protected in an increasingly complex environment.

Enhancing Customer Value and Product Offering

During the year, BIBD continued to broaden and enhance the range of products and services, reinforcing our commitment to improving customer experience and accessibility.

A key milestone was the introduction of *BIBD Flex*, a new savings account designed for youth aged 15 to 17, complemented by a BIBD Debit Card. The product is designed to nurture early financial independence by equipping young people with hands-on experience in managing their finances responsibly.

Through *BIBD Flex*, users are able to develop essential financial skills such as budgeting, tracking expenses, and planning savings goals, while gaining familiarity with digital banking services in a safe and structured environment. This initiative aligns with the Bank's broader digital strategy, ensuring that younger customers are introduced to financial services within a secure and well-governed digital ecosystem.

The launch of *BIBD FLEX* reflects the Bank's ongoing commitment to financial literacy and youth empowerment, ensuring that the next generation is equipped with the knowledge and tools to develop sound financial habits as they transition into adulthood.

Facilitating Corporate and Investment Activity

During the year, BIBD continued to strengthen its role in supporting corporate activity and facilitating investment into key sectors of the economy.

A key milestone was the successful arrangement of a USD 100 million Syndicated Commodity Murabaha Facility for Simpor Hibiscus Sdn Bhd, a wholly owned subsidiary of Hibiscus Petroleum. BIBD was mandated as the Lead Arranger for this transaction, reflecting the Bank's capability in structuring and executing large-scale, Shariah-compliant financing solutions.

This transaction underscores BIBD's ability to support strategic developments within the energy sector, while contributing to broader economic activity and investment flows into the country.

Enhancing Customer and Community Engagement

BIBD continued to strengthen its engagement with customers and the wider community through initiatives designed to enhance accessibility and deliver meaningful value.

The second edition of the *BIBD Mega Karnival* served as a flagship platform, bringing together customers, local businesses, and the broader community. The event featured more than 300 booths and over 200 vendors, attracting more than 225,000 visitors, positioning it as one of the largest community events of the year.

Beyond its scale, the Karnival created opportunities for local entrepreneurs to showcase their offerings, stimulated economic activity across a wide range of sectors, and provided a platform to promote greater financial awareness and digital adoption. It also enabled the Bank to engage more directly with the public, reinforcing its presence beyond traditional banking channels.

This commitment to accessibility was further strengthened through the continued expansion of *BIBD Connects*, highlighted by the opening of its third and largest community hub in Temburong. The initiative enhances access to financial services while supporting local enterprise development, particularly in districts where such access remained limited.

Through these efforts, BIBD continues to create meaningful touchpoints that drive economic participation and strengthen community engagement, underscoring its role as a trusted partner in national development.

Driving Impact Through Education and Community Development

BIBD's community programmes remain focused on delivering sustained and meaningful impact, particularly in the areas of education, entrepreneurship, and social support.

Through BIBD ALAF *(Advocating Life-Long Learning for an Aspiring Future)*, the Bank continues to play a central role in supporting educational development among underprivileged students. To date, 388 students have

been registered under the programme, with 84 students currently pursuing higher education at institutions locally and abroad. The 2025 intake marked the 12th cohort of the programme, reflecting the initiatives continued growth and long-term commitment to building future generations through education.

In parallel, BIBD's SEED *(Special Entrepreneurial Empowerment and Development)* Program welcomed its 7th cohort, registering 19 new participants. The program continues to equip aspiring entrepreneurs with the skills, resources, and support needed to build sustainable livelihoods. By fostering entrepreneurship, SEED Program contributes to broader economic participation and strengthens resilience at the community level.

In 2025, BIBD launched Projek Teduh, a targeted initiative dedicated to improving living conditions for vulnerable families through the repair and rebuilding of homes. The first project commenced on 23 October, marking the beginning of several planned efforts. This milestone highlights the effectiveness of coordinated cross-agency collaboration in delivering swift and meaningful results.

Projek Teduh is more than just bricks and mortar, it is about giving underprivileged families a safe space to dream, grow, and thrive. Each home represents hope, dignity, and a fresh start for those who need it most. With every door open, stronger communities and brighter futures are built.

Through close collaboration between the government, strategic partners and community, Projek Teduh demonstrates that collective effort can build hope, dignity, and a stronger nation. The initiative reflects BIBD's unwavering commitment to delivering sustainable solutions, strengthening socio-economic resilience, and advancing national priorities through cross-sector innovation and partnership. Together, we affirm that compassion and unity have the power to create lasting change.

Strengthening Operational Excellence and Governance

BIBD continued to enhance its operational resilience and governance framework during the year. The Bank successfully maintained key international certifications, including *ISO 22301* for Business Continuity Management, *ISO 9001:2015* for Quality Management Systems, and *ISO/IEC 27001* for Information Security Management Systems. These achievements underscore ongoing efforts to strengthen operational processes, ensure service excellence, and safeguard information security.

The Bank conducted its *Annual General Meeting* successfully, reflecting coordinated efforts across the organisation and reinforcing a culture of accountability and professionalism.

As part of long-term succession planning, organisational restructuring initiatives were implemented to strengthen leadership continuity and establish clearer career pathways. This was complemented by enhancements to the *Employee Handbook*, placing greater emphasis on employee well-being, development, and long-term career growth.

During the year, 35 employees attained professional certifications, reflecting BIBD's continued commitment to building a capable and future-ready workforce and embedding excellence across all levels of the organisation.

Advancing Sustainability and Industry Collaboration

BIBD continued to strengthen its role in advancing sustainability during the year, both within the organisation and across the wider business community.

As part of this effort, the Bank hosted its inaugural BIBD CEO Forum in collaboration with the United Nations Global Compact (UNGC) Network Malaysia and Brunei. The forum brought together policymakers, business leaders, and key stakeholders to explore how sustainability can be more effectively integrated into business strategies and operations.

The platform enabled discussions on global best practices while facilitating the exchange of ideas on approaches tailored to the specific needs and challenges of Brunei's industries. Through this initiative, BIBD aims to support greater alignment across stakeholders and contribute to the development of practical strategies that advance national sustainability goals.

These efforts complement the Bank's ongoing commitment as the first Brunei commercial entity to join the UN Global Compact, reinforcing its commitment in supporting a more sustainable, resilient and inclusive economy.

Recognition and Industry Validation

In 2025, BIBD received several recognitions at both regional and international levels, reflecting the Bank's continued performance and unwavering commitment across key areas.

Among these were *Best Bank in Brunei and Best Bank for Corporate Social Responsibility* by Euromoney, as well as *Best Bank in Brunei* and *Best Islamic Financial Institution in Brunei* by Global Finance. These recognitions highlight the Bank's strength as a leading financial institution and its ability to deliver value across both commercial and social dimensions.

In addition, BIBD was named *Most Sustainable Financial Institution of the Year in Brunei 2025* at the Global Good Governance Awards, *Brand of the Year* at the BrandLaureate Awards, and *Best Bank for Islamic Wealth Management Solutions* at the Cambridge Islamic Funds Awards (CIFA).

The Bank was also recognised at the Asian Management Excellence Awards for its *Health and Wellness Initiative of the Year*, reflecting its ongoing commitment to employee well-being and organisational excellence.

While these recognitions reflect the Bank's achievements, they also underscore the collective efforts of its people and the continued trust placed in BIBD by its stakeholders.

Looking Ahead

As we move into 2026, our focus remains on advancing the initiatives already set in motion.

This includes progressing the development of *Olive*, strengthening digital capabilities, enhancing customer experience, and expanding initiatives that support economic participation and community development.

At the same time, we remain committed to upholding strong governance, disciplined risk management, and operational resilience, ensuring that the Bank is well-positioned to navigate future challenges, while continuing to deliver sustainable value to its stakeholders.

Acknowledgement

I would like to express my deepest gratitude to His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, for His Majesty's unwavering guidance and leadership.

I also extend my sincere thanks the Board of Directors and the Shariah Advisory Body for their continued steadfast support and invaluable direction.

To all BIBD employees, your dedication, professionalism, and commitment have been the driving force behind these achievements, and I am truly grateful for your contributions.

Finally, to our customers, partners, and stakeholders, I extend my heartfelt appreciation for your continued trust and confidence in BIBD. Your support remains the cornerstone of our success and inspires us to strive for excellence in all that we do.

Thank You.

Awang Junaidi bin Haji Masri
Managing Director and Chief Executive Officer,
Bank Islam Brunei Darussalam

Board of Directors' Profile

1.4

Members of the Board of Directors



Yang Berhormat Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman

Chairman and Independent Non-Executive Director

Date of Appointment: 6 June 2024
Shares held as BIBD Nominee in the Bank: 2 shares

Board Committees served on:
- Chairman of the Executive Committee
- Chairman of the Human Resources Remuneration and Nomination Committee

Qualifications:
- Bachelor of Arts (Hons) in Management Studies, Universiti Brunei Darussalam

Further details of Board Member Directorships and other disclosures are outlined in the Corporate Governance Report.



Dato Seri Setia Dr Awang Haji Mazanan bin Haji Yusuf

Independent Non-Executive Director

Date of Appointment: 12 December 2024
Shares held as BIBD Nominee in the Bank: 2 shares
Shares held as BIBD Nominee in BIBD Securities Sdn Bhd: 1 share
Board Committees served on:
- Chairman of the Risk and Compliance Committee
- Member of the Audit and Finance Committee

Qualifications:
- Kursus Fatwa, Darul Ifta', Kaherah Mesir
- Falsafah Pengajian Islam Syariah (Ph.D), Universiti Kebangsaan Malaysia, Malaysia

Further details of Board Member Directorships and other disclosures are outlined in the Corporate Governance Report.



Madam Poh Kui Choon

Independent Non-Executive Director

Date of Appointment: 26 October 2024

Board Committees served on:
- Chairperson of the Audit and Finance Committee

Qualifications:
- Bachelor's Degree (Hons) in Accountancy Studies, University of Exeter, United Kingdom

Further details of Board Member Directorships and other disclosures are outlined in the Corporate Governance Report.



Awang Shamsul Bahri bin Haji Khamis

Independent Non-Executive Director

Date of Appointment: 12 December 2024
Shares held as BIBD Nominee in BIBD At-Tamwil Berhad: 1 share

Board Committees served on:

- Member of the Risk and Compliance Committee

Qualifications:

- B. Eng (Hons) in Electrical and Electronic Engineering, University of Hertfordshire
- Prince 2 Practitioner, Axelos, United Kingdom
- COBIT (NIST Cyber Security Framework), ISACA (Information Systems Audit and Control Association, United States of America)
- ITIL (IT Service Management), Axelso, United Kingdom

Further details of Board Member Directorships and other disclosures are outlined in the Corporate Governance Report.



Dayang Hajah Suriana binti Haji Radin

Independent Non-Executive Director

Date of Appointment: 12 December 2024

Board Committees served on:

- Member of the Audit and Finance Committee
- Member of the Executive Committee

Qualifications:

- Bachelor of Laws, Staffordshire University, United Kingdom
- Bar Vocational Course, Northumbria University, United Kingdom
- LLM in Criminal Justice, Queen Mary's University, United Kingdom

Further details of Board Member Directorships and other disclosures are outlined in the Corporate Governance Report.



Awang Junaidi bin Haji Masri

Non-Independent Executive Director / Managing Director & Chief Executive Officer

Date of Appointment: 1 February 2010 as Independent Director, and as Executive Director effective July 2022
Shares held as BIBD Nominee in the Bank: 2 shares
Shares held as BIBD Nominee in BIBD At-Tamwil Berhad: 1 share
Shares held as BIBD Nominee in BIBD Securities Sdn Bhd: 1 share

Board Committees served on:

- Member of the Risk and Compliance Committee
- Member of the Human Resources Remuneration and Nomination Committee
- Member of the Executive Committee

Qualifications:

- Bachelor's Degree in Computer and Management Sciences, Keele University, United Kingdom

Further details of Board Member Directorships and other disclosures are outlined in the Corporate Governance Report.

Shariah Advisory Body Profile

1.5

BIBD Shariah Advisory Body



Dayang Hajah Noraini binti Haji Buntar
Chairperson

Date of Appointment:
- 27 October 2024 – 26 October 2026

Qualifications:
- Master's Degree in Islamic Revealed Knowledge and Heritage (Fiqh and Usul Al-Fiqh), International Islamic University Malaysia (IIUM);
- Bachelor's Degree in Syariah Islamiah, Al-Azhar University, Egypt;
- Certificate Holder of Fiqh Muamalat Professional Programme, Brunei Institute of Leadership & Islamic Finance (BILIF), Brunei Darussalam

Relevant Experience:
Dayang Hajah Noraini is a Senior Istinbat Officer in the Ifta Department, State Mufti Office and was appointed as a member of the BIBD SAB since 2018. She also presented in various conferences and spoke in many forums both local and overseas preaching Islamic religion. She has vast experience in conducting Shariah Research at the State Mufti's office and was directly involved in issuing the fatwa for the country.



Dr Haji Mohd Aidil Yusrie bin Haji Shari
Deputy Chairperson

Date of Appointment:
- 27 October 2024 – 26 October 2026

Qualifications:
- PhD in Syariah, Sultan Sharif Ali Islamic University (UNISSA);
- Master's Degree in Syariah, Sultan Sharif Ali Islamic University (UNISSA);
- Bachelor's Degree in Shariah, Universiti Brunei Darussalam (UBD);
- Investment Foundations Certificate, Chartered Financial Analyst (CFA) Institute.

Relevant Experience:
Dr Haji Mohd Aidil Yusrie is the Head of the Sukuk Financing Office, Treasury Department, Ministry of Finance and Economy, Brunei Darussalam. He is a Chairman of BIBD Securities Sdn Bhd Shariah Advisory Body. He is also a member of the Board of Directors of Bursa Brunei Darussalam. He has over 15 years of experience in the field of Islamic finance which includes industry and regulatory. Previously, he was an Assistant Professor (Islamic Finance) at UNISSA and Islamic Finance Specialist at Islamic Development Bank Group (IsDB), Jeddah. He also was the Manager of Capital Market Supervision at the Regulatory Department, Brunei Darussalam Central Bank (BDCB) and at the same time attached to the Islamic Capital Market Business Group of Securities Commission Malaysia (SC). Prior to joining BDCB, he was the Deputy Manager of Shariah Department, BIBD.



Dr Amnisuhailah binti Abarahan
Member

Date of Appointment: 27 October 2023 – 26 October 2026

Qualifications:
- PhD in Islamic Finance, International Centre for Education in Islamic Finance (INCEIF)
- Master of Islamic Revealed Knowledge and Heritage, Fiqh & Usul Fiqh (Islamic Jurisprudence) specialising in Islamic Banking (Fiqh Muamalat); International Islamic University Malaysia (IIUM)
- Bachelor of Islamic Revealed Knowledge and Heritage, Fiqh & Usul Fiqh(Islamic Jurisprudence) (Hons) minoring in Comparative Religious; International Islamic University Malaysia (IIUM)

Relevant Experience:
Dr Amnisuhailah is Deputy Dean, Faculty of Islamic Economics and Finance, UNISSA. She is an Associate Member of the Association of Shariah Advisors in Islamic Finance (ASAS), Malaysia and of the Chartered Institute of Islamic Finance Professionals (CIFP), Malaysia. She is also a member of BIBD Securities Sdn Bhd and Syarikat Takaful Brunei Darussalam Shariah Advisory Body.



Haji Muhammad Ahmad Roza bin Haji Mohd Daud
Member

Date of Appointment: 28 November 2023 – 26 October 2026

Qualifications:
- Masters Degree in Fiqh wa Ushuluh, Jordan University, Jordan
- Bachelor's Degree in Syariah Islamiyyah, Al-Azhar University, Egypt

Relevant Experience:
Haji Muhammad Ahmad Roza is a Senior Istinbat Officer at the State Mufti's Office. He was appointed as a member of the BIBD SAB in November 2023. He has vast experience in conducting Shariah research at the State Mufti's Office. This research includes current Islamic finance issues such as Islamic Investment, Forex Trading, Insurance, Riba, and others. He also presented and attended local and overseas conferences and forums preaching the Islamic religion. He has published many articles and research papers and was directly involved in issuing the fatwa for the country.



Pengiran Dr Md Hasnol Alwee bin Pengiran Haji Md Salleh
Member

Date of Appointment: 6 November 2024 – 26 October 2026

Qualifications:
- PhD in Islamic Finance from Durham University, United Kingdom.
- Master of Science Finance (MSc Finance), Lancaster University, the United Kingdom
- Bachelor's Degree in Business Administration, University Brunei Darussalam

Relevant Experience:
Pg Dr Md Hasnol Alwee has been a lecturer at School of Business and Economics, Universiti Brunei Darussalam (UBD) since 2009. He had taught modules related to Islamic banking and finance, such as Introduction to Islamic Banking and Finance, Islamic Business Ethics, Investment in Islamic Finance, and Islamic Microfinance. His expertise and interest are in a research area related to Islamic financial literacy, Financial Literacy, Awqaf, and Social Finance. He has published many journal articles, chapters in books, and research papers in various academic journals and publications.

BIBD Securities Shariah Advisory Body



Dr Haji Mohd Aidil Yusrie bin Haji Shari
Chairperson

Date of Appointment: 27 October 2023 – 26 October 2026

Qualifications:
- PhD in Syariah, Sultan Sharif Ali Islamic University (UNISSA);
- Master's Degree in Syariah, Sultan Sharif Ali Islamic University (UNISSA);
- Bachelor's Degree in Shariah, Universiti Brunei Darussalam (UBD);
- Investment Foundations Certificate, Chartered Financial Analyst (CFA) Institute.

Relevant Experience:
Dr Haji Mohd Aidil Yusrie is the Head of the Sukuk Financing Office, Treasury Department, Ministry of Finance and Economy, Brunei Darussalam. He is a Deputy Chairperson of BIBD Shariah Advisory Body. He is also a member of the Board of Directors of Bursa Brunei Darussalam. He has over 15 years of experience in the field of Islamic finance which includes industry and regulatory. Previously, he was an Assistant Professor (Islamic Finance) at UNISSA and Islamic Finance Specialist at Islamic Development Bank Group (IsDB), Jeddah. He also was the Manager of Capital Market Supervision at the Regulatory Department, Brunei Darussalam Central Bank (BDCB) and at the same time attached to the Islamic Capital Market Business Group of Securities Commission Malaysia (SC). Prior to joining BDCB, he was the Deputy Manager of Shariah Department, BIBD.



Dr Amnisuhailah binti Abarahan
Member

Date of Appointment: 27 October 2023 – 26 October 2026

Qualifications:
- PhD in Islamic Finance, International Centre for Education in Islamic Finance (INCEIF)
- Master of Islamic Revealed Knowledge and Heritage, Fiqh & Usul Fiqh (Islamic Jurisprudence) specialising in Islamic Banking (Fiqh Muamalat); International Islamic University Malaysia (IIUM)
- Bachelor of Islamic Revealed Knowledge and Heritage, Fiqh & Usul Fiqh(Islamic Jurisprudence) (Hons) minoring in Comparative Religious; International Islamic University Malaysia (IIUM)

Relevant Experience:
Dr Amnisuhailah is Deputy Dean, Faculty of Islamic Economics and Finance, UNISSA. She is an Associate Member of the Association of Shariah Advisors in Islamic Finance (ASAS), Malaysia and of the Chartered Institute of Islamic Finance Professionals (CIFP), Malaysia. She is also a member of BIBD and Syarikat Takaful Brunei Darussalam Shariah Advisory Body.



Pengiran Hajah Saerah binti Pengiran Haji Petra
Member

Date of Appointment: 27 October 2023 – 26 October 2026

Qualifications:
- Master's Degree in Islamic Banking and Finance, University of Brunei Darussalam (UBD).
- Bachelor's Degree Major in Economics and Minor in Islamic Banking and Finance, UBD.
- Higher National Diploma in Accounting and Business, Institute Technology Brunei (ITB).
- Professional Certificate in Microfinance, The Microfinance, Kent.

Relevant Experience:
Pg Hjh Saerah is a Lecturer at the UBD School of Business and Economics. She was awarded the ASEAN Peoples Awards (APA) and Teaching Excellence Awards (Business). Her specialization is in Islamic Microfinance, Entrepreneurship and SMEs, Cost-Accounting and Control, and Business Ethics. She has published many journals and articles, books and research papers in various academic journals and publications.

BIBD At-Tamwil Shariah Advisory Body



Associate Professor Dr Abdul Nasir bin Haji Abdul Rani
Chairperson

Date of Appointment: 27 October 2023 – 26 October 2026

Qualifications:
- PhD in Economics and Muamalat Administration, Islamic Science University of Malaysia;
- Master's Degree in Economics and Islamic Banking, Yarmouk University, Hashemite Kingdom of Jordan;
- Bachelor's Degree in Islamic Studies (Shariah), Universiti Brunei Darussalam.

Relevant Experience:
Associate Professor Dr Abdul Nasir is the Ra'es of Religious Teachers University College (KUPU SB). He has been a part of the Islamic finance industry in many areas namely Shariah advisory, academician, lecturer and trainer. He has published many books, research papers and articles in various academic journals and publications. He also presented in various conferences both local and overseas as well as conducted a number of Islamic finance training sessions locally.



Pengiran Dr Md Hasnol Alwee bin Pengiran Haji Md Salleh
Member

Date of Appointment: 27 October 2023 – 26 October 2026

Qualifications:
- PhD in Islamic Finance from Durham University, United Kingdom.
- Master of Science Finance (MSc Finance), Lancaster University, the United Kingdom
- Bachelor's Degree in Business Administration, University Brunei Darussalam

Relevant Experience:
Pg Dr Md Hasnol Alwee has been a lecturer at School of Business and Economics, Universiti Brunei Darussalam (UBD) since 2009. He had taught modules related to Islamic banking and finance, such as Introduction to Islamic Banking and Finance, Islamic Business Ethics, Investment in Islamic Finance, and Islamic Microfinance. His expertise and interest are in a research area related to Islamic financial literacy, Financial Literacy, Awqaf, and Social Finance. He has published many journal articles, chapters in books, and research papers in various academic journals and publications.



Haji Md Syahiran bin Haji Md Sofian
Member

Date of Appointment: 27 October 2023 – 26 October 2026

Qualifications:
- Master's Degree in Syariah, Sultan Sharif Ali Islamic University (UNISSA);
- Bachelor's Degree in Shariah, Al-Azhar University, Egypt.

Relevant Experience:
Haji Md Syahiran is Director of the Centre of Fundamental Knowledge at the Religious Teachers University College of Seri Begawan (KUPUSB). He has a strong Shariah background with relevant banking and finance knowledge. His experience in teaching began in 2007 and to date has conducted many Shariah and Finance courses, namely Principles of Fiqh (Usul Fiqh), Islamic Legal Maxims (Qawa'id Fiqhiyyah), Fiqh Muamalat & Current Issues and Fatwas of jurisprudential rulings (Fatwa al-Ahkam al-Fiqhiyyah).

Management Profile

1.6

Management



Awang Junaidi bin Haji Masri

Managing Director and Chief Executive Officer

Junaidi is currently the Managing Director and Chief Executive Officer of BIBD, a position he has held since July 2022. He has been a member on the Board of Directors of BIBD since 2010 and was also the Chairman of the Human Resources, Remuneration and Nomination Committee. With over 30 years of working experience, he has held various positions in Brunei Investment Agency (BIA) and the Ministry of Finance and Economy (MOFE). In BIA, he managed investments globally as Director of Venture Capital and Strategic Investments and in 2014 he was appointed as the Acting Managing Director of BIA until his confirmation as Managing Director in 2017. Subsequently, in August 2018, Junaidi was appointed as the Managing Director of MOFE's Strategic Development Capital Fund and responsible in managing the Foreign Direct Investment portfolio. During this period, he was appointed as a member on the Board of Directors of the Government-Linked Companies under MOFE. Junaidi holds a bachelor's degree in computer and management science from University of Keele, United Kingdom.



Irwan bin Haji Lamit

Deputy Managing Director

Irwan joined BIBD in 2019 to lead the Retail Banking Group and brings over 17 years of experience in the finance industry. Since 2011, he has served as Managing Director and a member of the Board of Directors at BIBD At-Tamwil Berhad. Under his leadership, BIBD At-Tamwil became one of the most profitable finance companies in Brunei, achieving continuous and uninterrupted profit growth from 2006 to 2017. Irwan is a qualified Chartered Accountant and a fellow member of the Association of Chartered Certified Accountants (ACCA). Prior to joining the BIBD group, he had a brief stint with Brunei Shell Marketing Company Sdn Bhd. He holds a BSc (Hons) in Applied Accounting from Oxford Brookes University, UK, and completed an EMBA at the University of Oxford, United Kingdom.



Haji Mohammad Yusri bin Haji Wahsalfelah

Acting Assistant Managing Director 1 (Operations & Support) & Acting Chief Operating Officer

Haji Mohammad Yusri began his career as an economist at the Department of Economic Planning and Development, Prime Minister's Office, where he contributed to policy formulation and economic planning in areas such as Privatisation, Public Private Partnerships (PPP), Competition Policy, Fair Trade Practices, and Consumer Protection. He joined BIBD in 2012 as a Senior Relationship Manager, managing the Bank's relationships with the Ministry of Finance, Government-Linked Companies (GLCs), and other key stakeholders in government and corporate sectors. Currently, he serves as Acting Assistant Managing Director 1 and Chief Operating Officer. He previously headed the Government Relations and Special Projects Division, serving as the Bank's primary liaison with government entities. Haji Mohammad Yusri holds an MSc in Economics from the University of Leicester, United Kingdom, and a Double Majors Degree in Economics and Financial Planning from Curtin University of Technology, Western Australia.



Hazimah Izzati binti Pehin Orang Kaya Johan Pahlawan Dato Seri Setia Awang Haji Adanan

Acting Assistant Managing Director 2

Hazimah joined in 2010. She is currently serving as Acting Assistant Managing Director II, overseeing Governance functions, Finance, Risk, and Compliance. With over a decade of experience, she has held key roles including Money Market Dealer, Assistant Manager/ Desk Supervisor, Chief Dealer, Head of Foreign Exchange and Money Markets, Deputy Head and Head of Treasury Global Markets. Before taking on her roles in Treasury and Global Markets, she joined the Bank as a Graduate Management Trainee, during which she completed rotations in the Finance Division, Investment Banking Division, and Consumer Banking Division. She holds a Bachelor of Arts in Economic and Social Studies (Finance) from the University of Manchester and is a CFA charter holder.



Junaidi bin Bahrum

Acting Assistant Managing Director 3 & Acting Head of Retail Banking Group

Junaidi joined BIBD in 2023. He is currently serving as Acting Assistant Managing Director III and Head of the Retail Banking Group, leading nationwide retail strategy and customer engagement. Since joining BIBD, he has progressed through senior roles, as Head of Retail Banking Group and Deputy Head of Retail Banking (Sales & Perdana). Before joining BIBD, he held leadership positions in Brunei's telecom sector, which include Chief Sales Officer at Progresif, Vice President Commercial & Customer Service Management at Unified National Network (UNN), as well as General Manager of Sales at TelBru. His earlier career at Standard Chartered Bank spanned a decade, covering Priority Banking, International Banking, and relationship management across senior roles. He holds the Capital Markets and Financial Advisory Services (CMFAS) qualification from Singapore, Capital Market Licensed Representative accredited by CIBFM, and is a Certified Insurance Planner with Great Eastern Singapore and Standard Chartered Bank Singapore.



Zulhasranza bin Haji Emran

Acting Head of Government Relations & Special Projects

Zulhazransa is a banking professional with over two decades of leadership experience with BIBD, specializing in government relations, corporate banking, and strategic project execution. He currently serves as Acting Head of Government Relations and Special Projects, where he leads high level stakeholder engagement and oversees initiatives critical to national and institutional priorities. Before assuming this role in 2025, he held a series of leadership positions, including Senior GLC Financing Relationship Manager and Corporate Relationship Manager. From 2003 onward, he advanced through key roles across BIBD Corporate Banking, Corporate Financing, Investment Banking, and Managing Director's Office. His banking career began as an Officer Trainee at BIBD in 2002, followed by early experience as a Financial Officer in the Treasury Department at the Ministry of Finance.



Haji Minorhadi bin Haji Mirhassan

Head of Facilities Management

Haji Minorhadi brings over 30 years of experience in banking and finance, beginning his career with the HSBC Group in 1989 before joining the Islamic Development Bank of Brunei (IDBB) in 2005, which later merged to form BIBD. He currently serves as Head of Facilities Management Division. Throughout his career, Haji Minorhadi has held leadership roles across Operations, Corporate, Retail, and Institutional Banking, as well as Marketing & Public Affairs. He spearheaded the establishment of HSBC Amanah Finance in Brunei and held directorships at HSBC Finance Sdn Bhd and BIBD Securities Sdn Bhd. His international experience spans Kuala Lumpur, Dubai, and Hong Kong. Haji Minorhadi graduated with a BTEC Higher National Diploma in Business and Finance from Institut Teknologi Brunei (now Universiti Teknologi Brunei), earning best student honours and the HSBC Excellence in Business award. He holds an executive MBA from Singapore Management University.



Jennifer Foo Lee Kuen

Acting Chief Financial Officer

Jennifer is an experienced finance leader with expertise in financial management, strategy, and governance across nearly two decades with BIBD. She has been currently serving as the Acting Chief Financial Officer since June 2025, leading the bank's financial strategy, performance management, and enterprise-wide fiscal governance. She previously served as Deputy Chief Financial Officer from 2024 to 2026 and as Financial Controller from 2022 to 2024, overseeing financial reporting, budgeting, regulatory submissions, and internal controls. Before this, she led the bank's strategic planning as Head of Strategy and earlier progressed through key leadership roles within the Finance & Strategy Group, including Assistant General Manager and Senior Manager of Financial Accounts. Jennifer worked at PricewaterhouseCoopers (Brunei and Singapore) in roles from Audit Associate to Senior Audit Associate between 2004 and 2007. She later worked in advisory, internal audit, and accounting roles across several organizations before joining BIBD in 2009.



Susanna Maria Goh Ghim Hong

Head of Compliance

Susanna brings over 13 years of banking experience, with more than seven years specialising in legal and compliance. Previously, she served as Head of Compliance for HSBC Brunei and acted as Director for HSBC Finance (Brunei) Berhad. Since joining BIBD as Head of Compliance in July 2018, Susanna has led the Compliance Division, managing regulatory engagement and overseeing all aspects of financial crime compliance. She holds an LL.B (Hons) from the University of Nottingham and is a qualified Barrister-at-Law.



Edmundo Horacio Uribe Bobadilla

Chief Risk Officer

Edmundo has forty years of international banking experience, which include twenty-four years in Risk Management and six in Corporate and Investment Banking. He has worked for twenty-two years in Bank of America, Chase Manhattan Bank and Citibank. He has served in the Middle East in Islamic banking for Bank Aljazira in Saudi Arabia, Al Khaliji France in Qatar and Emirates Islamic in Dubai where he was invited to upgrade the risk functions and to implement international best practices, including various risk related trainings across different areas. In his previous job as Head of Credit and Risk at Emirates Islamic, he fully revamped the risk structure, including processes, related systems and people. Edmundo holds a Bachelor degree in Business Administration from Universidad Iberoamericana and a Masters in Finance from University of Exeter.



Lim Wei Tee

Acting Head of Corporate Banking

Lim Wei Tee has over 27 years of experience in the banking and financial services industry. He currently serves as the Acting Head of the Corporate Banking Group (CBG). During his tenure at BIBD, Andy has held key roles, including Deputy Head Deputy Head of CBG (Corporate Relationship Management) and Head of Corporate Relationship Management in Corporate Banking Group. Before joining BIBD, Andy worked at The Hongkong and Shanghai Banking Corporation Ltd (HSBC) from 2010 to 2016, where he served as a Senior Relationship Manager, Commercial Banking (Middle Market Enterprise). Prior to that, he was a director at SG Financial Consulting Service Pte Ltd from June 2006 to February 2010 and has held the role of Assistant Vice President at United Overseas Bank Limited (UOB) from February 2003 to May 2006. He began his professional journey as an Audit Assistant at Price Waterhouse from August 1995 to February 1996 and then continued his professional career at Baiduri Bank Group advancing from Trainee and attachments in the Treasury & Correspondent Department and Retail Banking Division to Branch Manager and Accounts Relationship Manager. Andy holds a bachelor's degree in Economic and Social Studies from Manchester University, United Kingdom.



Ida Nurhafiza binti Haji Matnoor

Acting Head of Treasury and Global Markets

Ida Nurhafiza is a finance and investment professional with deep experience in treasury, global markets, and alternative investments. She currently serves as Acting Head of Treasury and Global Markets, after leading the bank's alternative investments portfolio for eight years. Before joining BIBD, she spent eight years with the Ministry of Finance in investment oversight and portfolio management. She holds an MSc in Accounting and Finance from Manchester Business School, University of Manchester.



Yusof Fadli bin Haji Sidek

Chief Information Officer

Yusof is a senior technology leader with deep expertise in IT governance, cybersecurity, and enterprise digital strategy. He currently serves as Chief Information Officer (CIO) since 2025, where he oversees technology operations, infrastructure modernization, and information security risk management. Before to being the CIO, he spent four years as Deputy Chief Information Officer, BIBD. Earlier in his career, he was responsible for the bank's cybersecurity as Head of Information Security Management, following a period as Deputy Manager of the Information Security Unit, where he contributed to enhancing security frameworks and regulatory compliance. In 2020, he broadened his leadership experience as Vice President of IT at Royal Brunei Airlines, guiding enterprise IT operations and cybersecurity for the national carrier.



Hajah Hanifah binti Haji Jenan

Head of Shariah Division

Hajah Hanifah is BIBD's Head of Shariah, bringing over 10 years of banking experience across branch banking, recovery, and legal advisory before assuming her current role. She also has expertise in Takaful, gained during her secondment to Takaful BIBD, where she managed legal and claims matters. Hajah Hanifah holds a Bachelor's Degree (Hons) in Shariah from the University of Malaya, Malaysia, and a Diploma in Law and Administration of Islamic Judiciary from the International Islamic University of Malaysia (IIUM). She is also a Certified Islamic Financial Planner from AlHijrah Consultancy and a certificate holder of the Fiqh Muamalat Professional Programme (FMPP) from CIBFM Brunei.



Pengiran Suhardy bin Pengiran Haji Nordin

Chief Human Resources Officer

Pengiran Haji Suhardy bin Pengiran Haji Nordin currently serves as the Chief Human Resource Officer at BIBD, where he has accumulated 35 years of service. His career at the bank includes roles such as Government Relations & Protocol Advisor, Head of Branches, and Area Manager among others, indicating a broad exposure to various facets of banking operations and management. He holds a Master of Science in Management and Human Resource Management from The Nottingham Trent University, obtained in 2006. His professional journey within the bank demonstrates a consistent upward trajectory, transitioning from entry-level positions to senior management roles, reflecting his expertise in human resources, branch management, and corporate banking.



Ivy Wee Sheau Ng

Head of Internal Audit

Ivy Wee Sheau Yng is the Acting Head of the Internal Audit Division at BIBD, with 15 years of service at the bank. She holds a Bachelor of Business in Accounting and is a Certified Practicing Accountant, both from Edith Cowan University, Australia. During her tenure at BIBD, Ivy has held key roles, including Deputy Head of Internal Audit Division, Head of Operations and Customer Services in the COO Division, and Senior General Manager for both the Operations and Customer Service and Operations and Information Technology Divisions. Before joining BIBD, Ivy worked at PricewaterhouseCoopers Brunei from 1995 to 2008, where she served as an Audit Manager and later as an Advisory & Assurance Manager.



Hajah Sa'adatun Amanda binti Pehin Haji Abas

Head of Legal and Corporate Affairs

Hajah Sa'adatun Amanda binti Pehin Haji Abas currently serves as the Head of Legal and Corporate Affairs at BIBD, bringing with her 23 years of experience in the banking and finance industry. Since joining the Bank, she has provided comprehensive legal advisory services to BIBD and its group of companies, playing a key role in ensuring that the Bank's legal interests are effectively safeguarded and aligned with applicable laws & regulations. In her current role, Hajah Sa'adatun Amanda leads the Legal and Corporate Affairs Division, which provides legal, corporate governance, and secretarial support across the BIBD Group. Under her leadership, the Division continues to strengthen the Group's legal and governance frameworks, contributing to the Bank's overall integrity and operational resilience. She holds LLB Law Study, United Kingdom.



Kenneth Lim King Lian

Head of Private Banking Division

Kenneth Lim currently serves as the Head of Private Banking Division at BIBD, where he has accumulated 44 years of service. His early banking career started with the Island Development Bank Limited since 1981, then to Islamic Bank of Brunei (IBB) in 1989, which subsequently merged with Islamic Development Bank of Brunei (IDBB) to become Bank Islam Brunei Darussalam (BIBD). Throughout his career, he has held leadership roles in the Private Banking Division, Managing Director's Office, Perdana World Banking, Branches Division and Operations indicating a broad exposure to various facets of banking operations and management.



Jason Wong Yun Hui

Managing Director, BIBD Securities

Jason has been with BIBD since 2012, bringing over 13 years of experience in Shariah-compliant asset and investment management. Before his role at BIBD Securities, Jason led BIBD's proprietary investment team, managing over B$1 billion in global market investments, including Sukuk (Islamic bonds), Islamic credit linked notes (I-CLNs), and other medium-term investments. He has also contributed to BIBD's Singapore representative office, the Debt Capital Markets (DCM) team, and gained international experience with Citi in London. Jason holds a Master's degree (MSc) in Finance and a Master's degree (MEng) in Chemical Engineering, both from Imperial College London. He is also a CFA charter holder.



Haji Mohd Said bin Haji Zania

Managing Director, BIBD At-Tamwil Berhad

Haji Mohd Said bin Haji Zania has demonstrated strong leadership throughout his career, advancing from entry-level positions to become Managing Director of BIBD At-Tamwil Berhad, a subsidiary company under Bank Islam Brunei Darussalam Berhad. With 24 years of service at Bank Islam Brunei Darussalam Berhad, he has held various managerial roles, including Head of Operation and Acting Managing Director, showcasing his ability to guide teams and manage the operations. His extensive experience in banking and his steady rise through the ranks reflect his commitment to excellence and effective leadership. Haji Mohd Said holds an HND in Business. He has also completed executive education studies at NUS Business School, Singapore.

Chapter 2

Integrity At Our Core

Steering our business with principle, accountability and care

2.1 Corporate Governance

2.2 Shariah Advisory Bodies




Risk Management
Shariah Division
Legal Division

2.1 Corporate Governance Report

Introduction

Building on our commitment to robust corporate governance to fortify transparency, integrity, and accountability across the BIBD Group.

In 2025, the BIBD Board of Directors ("**Board**") continued to focus on enhancing and strengthening corporate governance in BIBD and its subsidiaries ("**BIBD Group**"). This includes implementing key governance initiatives aimed at enhancing transparency, reinforcing oversight and promoting sound decision making across the BIBD Group. The key governance initiatives include:

- Introduction of the Takaful Management Framework, which provides guidance on the management of Takaful Plans/Policies undertaken by the BIBD Group. The Framework aims to ensure proper oversight and governance, ethical conduct and prevention of non-compliance risk of all the Takaful Plans/Policies that the BIBD Group have taken up.
- Introduction of the Data Protection Policy, which sets out the principles and procedures governing the collection, use, disclosure and protection of personal data in accordance with Brunei Darussalam's Personal Data Protection Order (PDPO) 2025.

The implementation of these initiatives demonstrated the Board's ongoing commitment to enhancing governance standards across the BIBD Group.

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2.1.1

RISK MANAGEMENT REPORT BY THE CHIEF RISK OFFICER

BIBD has placed a significant emphasis on the role of risk management in ensuring a sustained and responsible long-term growth of the Group. In order to support BIBD's aspirations, a robust risk management function and respective processes, coupled with a strong awareness program have been placed to allow an independent assessment, monitoring and controls of all financial and non-financial risks across the BIBD Group.

The comprehensive management of all risks faced by BIBD is part of our wider efforts to uphold the highest standards of risk governance and compliance throughout the Group. BIBD undertakes a variety of businesses, and is required to be able to govern, monitor and report all risks with a clear enterprise and holistic approach.

BIBD has in place various Risk policies and processes intended to cover different risks across all businesses that are reviewed annually.

Risk Management Strategy

The BIBD Risk Management Strategy is reviewed and approved by the BIBD Board of Directors on an annual basis. The Risk Management Strategy provides a holistic approach in monitoring different risks, triggers and thresholds within BIBD Group.

Risk Appetite Statements

Within the Risk Management Strategy, holistic Risk Appetite Statements ("**RAS**") are established as primary risk parameters, and are aligned to the Group's overall risk management objectives':

(a) To consistently exceed minimum regulatory capital requirements
(b) To ensure sufficient levels of liquidity and funding
(c) To manage the level of risk in the portfolio to an acceptable level,
(d) To maintain external debt ratings.

Enterprise Risk Management Framework

The BIBD Group has embraced an enterprise-risk approach, covering 19 (nineteen) core risks, within its risk management structure. This is supported by the Enterprise Risk Management Framework ("**ERMF**") which provides a standardised approach to manage all risks within the Group. The key tools used within the ERMF are to establish, within each BIBD division, the proper governance, monitoring and controls to be tracked on a monthly and quarterly basis.

Risk Governance Structure

A strong governance structure is in place to ensure that the ERMF can be implemented effectively. While the Board is ultimately responsible for BIBD's risk management activities, it has delegated its responsibilities on the oversight of BIBD risk management to its Board Committees; the Audit and Finance Sub-Committee ("**AFC**"), the Risk and Compliance Committee ("**RCC**"), and the Executive Committee ("**ExCom**"). These Board Committees are updated on risk-related matters on a quarterly and monthly basis or as and when required. The Shariah Advisory Body ("**SAB**") has also been delegated by the Board to provide oversight over Shariah matters, including Shariah Risk. The SAB meets at least quarterly and will be updated accordingly.

At Management level, the Group Risk is managed by the established committees of the Credit Risk Committee ("**CRC**"), the Asset & Liabilities Committee ("**ALCO**"), Capital Committee ("**CC**") and Enterprise Risk Management Committee ("**ERMC**"). These management committees meet on a weekly, monthly, bi-monthly and quarterly basis respectively. Specific matters such as the Internal Capital Adequacy Assessment Process ("**ICAAP**"), Capital Optimisation and the Recovery Plan are reviewed within the CC.

Group Risk Management Model

The Group Risk Management model has implemented the "Three Lines of Defense" approach as per the Brunei Darussalam Central Bank ("**BDCB**") to contain any potential risk. This is achieved by maintaining an ongoing monitoring process, and the proper implementation of respective controls.

The responsibilities are shared as follows:
1st Line of Defense (Risk Owner), the Business/Support units.
2nd Line of Defense (Monitoring and Oversight Functions), Risk Management and Compliance.
3rd Line of Defense (Risk Assurance), Internal Audit.
While risks are managed at the point of risk-taking activity, there is a clear accountability of the risk ownership across BIBD as demonstrated in the following chart.

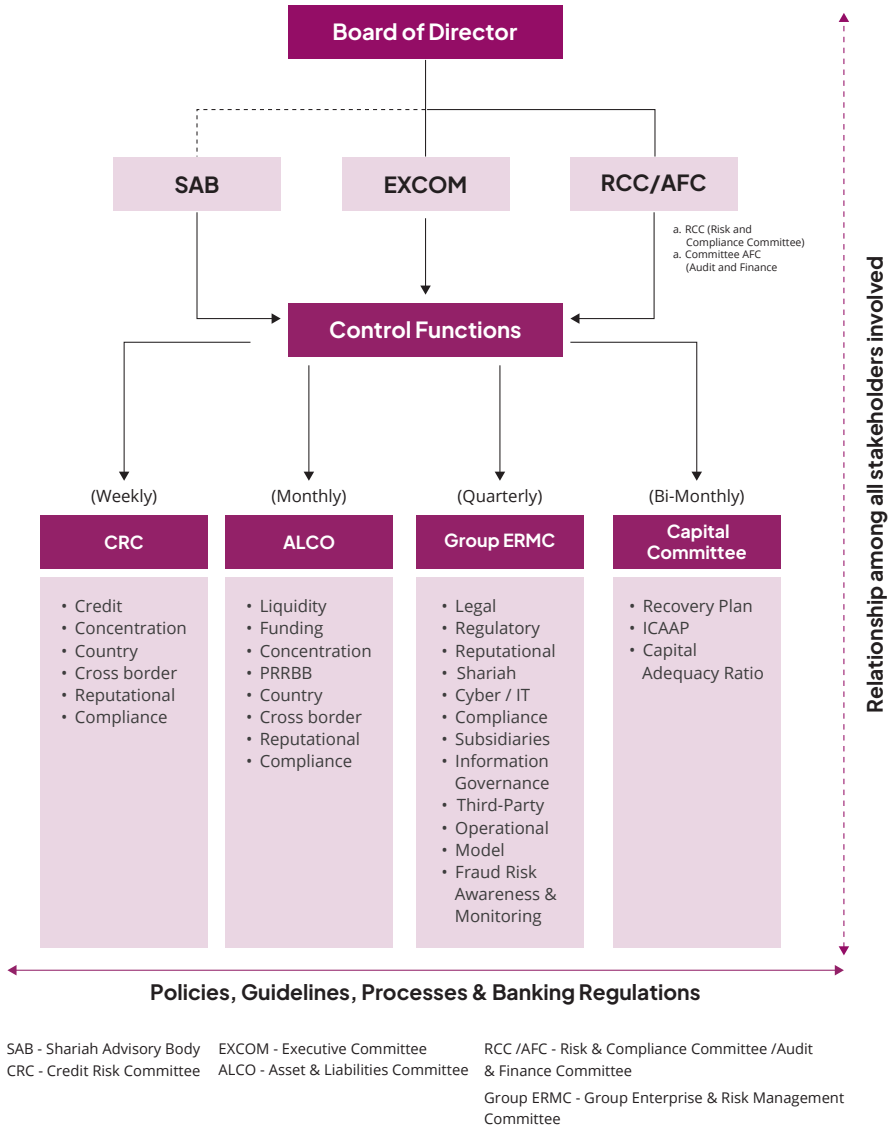
Risk Governance Structure ("**RGS**")
Within the RGS, BIBD has several committees at Board and Senior Management level:

- Board
  (a) **ExCom** – Monthly
  (b) **AFC** – Quarterly
  (c) **RCC** – Quarterly
  (d) **SAB** - Monthly

- Senior Management
  (a) **CRC** – Weekly
  (b) **ALCO** – Monthly
  (c) **ERMC** - Quarterly
  (d) **CC** – Bi-monthly

RISK TAXONOMY

1. Credit Risk
2. Market Risk
3. Operational Risk (People,System, Process, External)
4. Profit Rate Risk in the Banking Book (PRRBB)
5. Liquidity Risk
6. Funding Risk
7. Concentration Risk
8. Country Risk
9. Cross Border (Nationalization, Expropriation, Convertibility, Transferability)
10. Reputational Risk
11. Legal Risk
12. Regulatory Risk
13. Shariah Risk
14. Compliance Risk
15. Cyber Risk
16. IT Risk
17. Information Governance
18. Third-Party Risk
19. Model Risk
20. People Risk
21. Capital Risk



SAB - Shariah Advisory Body
CRC - Credit Risk Committee
EXCOM - Executive Committee
ALCO - Asset & Liabilities Committee
RCC /AFC - Risk & Compliance Committee /Audit & Finance Committee
Group ERMC - Group Enterprise & Risk Management Committee

The main risks within the Group are controlled and monitored under the Risk Management Division, as a 2nd Line of defense covering:

- **Credit Risk**
- **Market Risk**
- **Operational Risk**
- **Profit Rate Risk Banking Book ("PRRBB")**
- **Liquidity Risk**
- **Funding Risk**
- **Concentration Risk**
- **Country Risk**
- **Cross Border Risk**
- **Reputational Risk**
- **Legal Risk**
- **Regulatory Risk**
- **Shariah Risk**
- **Compliance Risk**
- **Cyber Risk**
- **IT Risk**
- **Information Governance**
- **Third Party Risk**
- **Model Risk**
- **People Risk**
- **Capital Risk**

We take the approach of analysing all financing and investment proposals, as well as, evaluating the Group's operational processes and risk events, in close cooperation with respective business units, to ensure that the Group's exposure to all risks is understood, discussed and managed in a proactive way, in order for all stakeholders' interests to be protected.

Financial risks are analysed by performing different stress tests using different economic scenarios within the ICAAP, Recovery Plan and other Stress tests that may be as required by the BDCB, coupled with other specific exercises presented within ALCO.

BIBD adopts proactive approach in monitoring the Group's risks which are exposed to, by having a robust Enterprise Risk Management Framework, including with a solid Operational Risk Governance that utilises several tools to constantly monitor the risks resulting from People, Systems, Processes and External factors, including third parties. The Operational Risk responsibility lies within all BIBD's employees, which is strongly driven by the ongoing Risk Awareness and Risk Culture trainings.

The allocation of risk related responsibilities among all units, within BIBD, are organised in such a way to be in line with the Three Lines of Defense ("**LOD**") principle, where each line of defense is independent from each other:

- The 1st LOD is provided by the business units and supporting functions, other than 2nd and 3rd LODs. responsible for identifying, and managing the inherent risks in the products, activities, processes, and systems for which are accountable.
- The 2nd LOD is provided by the independent risk management and compliance functions. The risk management function is primarily responsible for overseeing the bank's risk-taking activities, couple with the undertaking of the risk assessments, with independent reporting from the 1st LOD. The compliance function monitors the compliance with respect to laws, corporate governance rules and internal policies.
- The 3rd LOD is provided by the independent internal audit function, responsible for providing assurance on the effectiveness of the bank's 1st and 2nd LODs.

There are several key initiatives from the BDCB that have been adopted or in the process of being adopted by BIBD to align the Brunei Banking Sector to international standards. These initiatives includes the following:

1. Risk management guideline and governance
2. Credit risk management guideline
3. Minimum regulatory capital requirements
4. IFRS9 model implementation
5. Classification of impaired credit facilities and financial assets for provisioning purpose
6. Market Risk Management Guidelines
7. IT and Cyber Risk Guidelines
8. Corporate governance for Islamic banks
9. Prudential treatment of problem assets and allowance for credit losses
10. Shariah Governance Framework
11. Operational Risk Management
12. Liquidity Risk Management
13. Capital Adequacy Framework
14. Outsourcing Guidelines
15. Internal Capital Adequacy Assessment Process ("**ICAAP**")
16. Recovery Plan
17. Basel 3 Liquidity Framework

Standard & Poor's Credit Rating

Demonstrating the strength of BIBD's prudent risk management framework, the Bank was reaffirmed with an A- (Stable) rating in 2025 by Standard & Poor's (S&P Global), one of the three major global credit rating agencies.

Risk Taxonomy Management

The emphasis of a strong risk management culture is the foundation of the Group's control mechanisms and respective awareness. This involves an on-going Risk process of identification, measurement, controls, mitigants, monitoring & trackings called "Risk Taxonomy" that drives the performance of the Group's strategic objectives, as follows:

1. **Credit and Concentration Risks**

   A robust credit risk framework is the one that embraces prudent financing guidelines to minimize credit defaults and losses, whilst maintaining a credit portfolio that is within the Group's Risk Management parameters. The Bank has in place a strong governance, processes and systems to have a proper set of controls and a monitoring scheme to overview across all risks within BIBD's risk management.

   The concentration factor per industry, limit, obligor, and product is an important aspect within the Group's portfolio and is continuously tracked. In the Non-Retail spectrum, the Group's industry portfolio concentration remained stable with the highest concentrations in the commercial real estate and oil and gas industries, which has been a historic trend, due to the importance of the oil and gas revenues for Brunei. Within the Retail Portfolio, there is no concentration due to the regulatory guidelines in place (Capital Adequacy Framework dated 13 February 2019), whereby, each retail obligor cannot represent more than 0.2% of the total retail portfolio.

Non-Retail Portfolio

In the non-retail space, the Bank implemented an internal risk rating system from S&P Global, to help the Board and Senior Management to differentiate the risk levels, via a probability of default approach, across all financings and investments to facilitate the decision-making process.

There is an assessment process whereby a fundamental analysis is applied – the review of qualitative and quantitative information – and financings above one year have additional analysis requirements, where specific cash flow analysis within respective projections and assumptions take place. Also, collateral types and coverage are reviewed. However, credit decisions are always based on the cash flow generation, as the primary source of repayment, coupled with an appropriate facility structure, where all facilities have specific limits per risk type (Funded, Unfunded and Pre-settlement risk).

There is a general monitoring scope, throughout two specific processes:

(a) Watchlist accounts
This approach covers all accounts above 1 Day Past Due ("**DPD**") as well as movements within the DPD buckets (1-30, 31-60, 61-90 and above 90 days).

(b) Close monitoring accounts
This approach covers only current accounts with minor issues that may deteriorate if not properly followed on a monthly basis.

For accounts above 30 DPD but below 90 DPDs, Exposure at Default ("**EAD**") must be transferred to Stage 2 (IFRS9) and when reaching 90 DPDs, must be defined as impaired and EAD transferred to Stage 3 along with their corresponding Expected Credit Losses ("**ECL**") or impairments.

Within the Corporate Banking Group, the Special Assets Department ("**SAD**") is responsible to continuously follow up and assesses trends for all accounts with DPDs above 30 days, to bring possible solutions. Risk Management closely works with the SAD, to properly manage all related efforts as well as the right level of impairment.

Retail Portfolio

In the retail space, the Bank portfolio risk assessment approach is done throughout all the individual product types, per obligor, using internal scorecards (Behavioural and Application), and in some cases, fundamental credit analysis, for the final evaluation and respective approval. All facilities have specific limits per risk type (Funded, Unfunded and Pre-settlement risk).

There is a constant follow up on market trends/behaviors and portfolio analytics per obligor and product type, such as months on books under a performing status and DPDs bucket movement analysis, among others

Within the retail portfolio, there are secured financings, whereby the collaterals fully covered the financing amounts with the addition of salary assignments, in majority of cases. For unsecured financings, there is no collateral assigned. However, most obligors have the salary assignment in place.

Collections and Recovery

Collections and Recovery Department under the Chief Operating Officer is responsible to track all DPDs and trends, to assess the proper strategy for each product type. The Collection and Recovery activity is constant across all products and DPDs buckets, including the write-off accounts. The Risk Management Division works closely with this department to understand behavioral patterns that can be used to further enhance the existing policies.

Expected Credit Loss

BIBD had established its IFRS9 process which has enabled us to calculate the Expected Credit Losses or credit impairments, as follows, ECL = PD(MEV)LGDEAD:

PD: Probability of Default
MEV: Macroeconomic variable or overlay
LGD: Loss Given Default
EAD: Exposure at Default

This process provides forward looking expected credit losses for either a 12-month Probability of Default ("**PD**") or Lifetime PD, based on a statistical historic data with respect to BIBD portfolio's PDs, MEVs, LGDs, and EAD.

2. Operational and Shariah Risks

Operational Risk events stemming from People, Systems, Processes and External Factors, including Third Party risks, that may lead to losses for the Group. These factors are constantly monitored and reported throughout eight key operational risk tools: 1.Risk Appetite Statement "RAS", 2.Key Risk Indicator "KRI", 3.Risk Event Report "RER", 4.Risk Control Self Assessment "RCSA", 5.New Products and Service Policy "NPSP", 6.Post Implementation Review "PIR", 7.Issue Management & Action Tracker "IMAT" and 8.Operational Risk Acceptance "ORA".

As a continuous proactive measure to better capture all operational risk-related events, the Group has placed a strong emphasis on providing regular training to all employees. The Group has assigned employees across all Divisions to act as the Risk Coordinators ("**RC**") reporting to the respective Chief Risk Coordinator (Division Head), in charge to capture any operational risk issues, including Non-Shariah Risks.

The Risk Management Division implemented key operating tools and processes to provide a holistic operational risk view across the Group. Any Risk Event Report is carefully analysed using a Root Cause methodology together with the respective causal factors to identify the proper solution within a reasonable timeline. All key tools used for operational risk issues are monthly and quarterly tracked.

The Sharia Non-Compliance is constantly monitored using the Operational Risk Tools, coupled with the Post Shariah Review Unit, part of the Risk Management Division.

3. Market, Profit Rate Risk in the Banking Book (PRRBB), Funding, Liquidity, Country and Cross Border Risks

As part of the regular monitoring and reporting of BIBD's market risk exposures, there are several reports tracked to ensure these exposures are within the approved risk appetite parameters. The Risk Management team continuously keeps abreast of the market developments in different geographies, which may impact BIBD cross border portfolio and specific risk parameters. BIBD maintains high quality liquid assets and well diversified sources of funding that act as a liquidity buffer.

Other aspects of the market risk are the interest/profit rate movements, respective "Stress Test Scenarios" affecting the banking book performance, and the consequent impact on the earnings and capital including a PV feature exercise. This analysis is presented within the ALCO by the Risk Management Division on a monthly basis.

Other aspects of the market risk are the interest/ profit rate movements, respective "Stress Test Scenarios" affecting the banking book performance, and the consequent impact on the earnings and capital including a PV feature exercise. This analysis is presented within the ALCO by the Risk Management Division on a monthly basis.

BIBD utilizes several assessment methodologies with the help of various analytical techniques, to manage relevant risks and support specific business requirements:

(a) Counterparty Limits Process using qualitative and quantitative techniques,

(b) Country Limits using fundamental economic, political, and social analysis,

(c) Cross Border Risk analysis covering the Nationalization, Expropriation, Convertibility and Transferability risks ("**NECT**").

BIBD also consults the Country Sovereign International risk ratings, from S&P Global, Moody's and Fitch to ensure further alignment with international practices, to analysed risks aspects for countries and counterparties.

4. Legal, Regulatory, Compliance and Reputational Risks

BIBD Group has placed the utmost priority on the compliance and regulatory surveillance with respect to the international and local governance guidelines. Meanwhile, BIBD's legal division is in charge to properly cover all related legal matters. BIBD is well-aware of the proper and proactive implementation of all regulatory principles, to mitigate, transfer or avoid all risks related to the legal, regulatory, compliance, and reputational issues to the adverse impact for BIBD.

5. Cyber and IT Risks

Regular reviews, upgrades and testing of all "IT Information Assets" (hardware, software, middleware and applications), as well as BIBD's cyber infrastructure, are performed to avoid any internal and external disruptions that may affect the Group's general capabilities to operate. This approach allows further strengthening of BIBD's overall IT and Cyber risk management capabilities, by implementing best international practices. As part of this scope, the IT and Cyber risk framework is assessed and reviewed periodically as BIBD continues in developing a predictive risk management culture.

6. Information Governance and Outsourcing Risks

BIBD Board and Senior Management has placed significant emphasis on ensuring that risks related to data quality, data security, record management and client data privacy, among others, are mitigated and avoided.

The BIBD Group has implemented a third party monitoring process to ensure that critical services and data received by external sources are reliable and providers have a sound and proven track record.

7. Model Risk

This refers to losses resulting from using inappropriate models, data, model's review, and maintenance service updates. BIBD Group is building its model inventory tracking list in order to have a comprehensive record of all available models in order to allow proper management, maintenance and tracking .

8. People Risk

BIBD Board and Senior Management has placed significant emphasis on ensuring that risks related to people risk are properly tackle with long term solutions. The following issues are covered within this risk, such as: Non availability of skilled resources, lack of updated technical knowledge, unclear career path, inadequate succession planning, deficiencies in hiring for technical roles, and susceptibility to talent poaching by competitors.

9. Capital Risk

Insufficient capital, and weak capital build-up process vis growth of the risk weights assets, which may impact the bank's ability to absorb losses while complying with the respective regulatory capital governance.

Global Risks for 2026

- Geopolitical Issues
- Environmental issues
- Technology & Cyber issues (including AI)
- Economic Issues
- Social Issues

2026 Brunei Outlook

- The Centre for Strategic and Policy Studies (CSPS) projects that GDP growth will moderate to between 1.5% and 2.0% in 2025, reflecting a return to steady, more sustainable growth following 2024's strong outturn.
- Complementing domestic projections, the ASEAN+3 Macroeconomic Research Office (AMRO) forecasts that the economy will stabilize at around 2.6% growth over 2025–26. This outlook is driven by leveling oil and gas output after last year's rebound, coupled with ongoing improvements in tourism, agri food, and non oil trade.
- Meanwhile, the International Monetary Fund (IMF) projects real GDP growth of 2.4% in 2026, reinforcing the view that Brunei's economic momentum will remain positive, underpinned by prudent macroeconomic management and strong external buffers.

Brunei's near term outlook is stable, with moderate GDP growth and low inflation across 2025–2026. Economic performance remains highly correlated with oil & gas, though diversification progress continues in tourism, agro food, and downstream manufacturing sector. External and fiscal cushions remain strong, supporting resilience despite narrowing surpluses. Key focus areas for policymakers and businesses include diversification, energy market monitoring, and managing structural constraints in non oil sectors.

International (Source IMF)

- The worldwide economy for 2026 will have an expected growth of 3.3% and for 2027 a 3.2%.
- The worldwide expected inflation for 2026 will be 3.3% and 3.2% for 2027.
- Common constraints still present across all economic blocks, such as:
  - Worldwide Inflation slowing down.
  - Interest rates with a downward trend.
  - Volatility will continue in the stocks, bonds, and exchange rate markets.
  - Geopolitical issues with possible increasing tensions.
  - Energy prices may present volatile patterns, with an expected avg Brent price of US$58.0 for 2026, and US$53.0 for 2027. Global oil inventories continue increasing for 2026 (US Energy Information Administration)

2.1.2 – DISCLOSURE OF OTHER OPERATIONAL AND FINANCIAL RELATED MATTERS

Statutory/Regulatory Provision	Disclosure Requirement	Disclosure Response
Reg 18(3)(d) Securities Market Regulation, 2015	Disclosure of the details of any matter or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly affect: *(i)* the reporting entity's operations in future financial years; *(ii)* the results of those operations in future financial years; or the reporting entity's state of affairs in future financial years.	• There are no significant subsequent events, between the financial year ended 31 December 2024 and the date of the financial report of 24 March 2025, that affects: *(i)* the reporting entity's operations in future financial years; *(ii)* the results of those operations in future financial years; or *(iii)* the reporting entity's state of affairs in future financial years. • Consequently, no such disclosures are made in the audited financial statement for the year ended 31 December 2024.
Reg 18(3)(e) Securities Market Regulation, 2015	Disclosure of the likely developments in the reporting entity's operations in future financial years and the expected results of those operations.	• The Bank is principally engaged in the provision of Islamic banking business in accordance with Shariah principles as allowed under the Islamic Banking Act (Chapter 168). • The subsidiaries (together with the Bank is referred to as the BIBD Group) are principally engaged in the provision of Islamic hire-purchase, stockbroking, asset, and fund management, leasing and management services. • There were no significant changes in these activities during the financial year ended 31 December 2024. • The BIBD Group expects to continue its similar principal activities with the results of the operating reflecting these activities in the foreseeable future financial years. • The operational results of these activities are subject to the following risk namely, credit risk, market risk, liquidity risk and operational risk from financial instruments and put in place financial risk management processes and controls to manage these risk as set out in note 36 of the Audited Financial Statements for the year ended 31 December 2024.

2.1.3 CORPORATE GOVERNANCE PRINCIPLES

PRINCIPLE 1

Every Bank should be headed by an effective Board to lead and control the Bank. The Board has ultimate responsibility for the Bank's business strategy and financial soundness and is collectively responsible for the long-term success of the Bank, including approving and overseeing management's implementation of the Bank's strategic objectives, governance framework and corporate culture. The Board works with Senior Management to achieve these objectives and Senior Management remains accountable to the Board.

The BIBD Board of Directors' ("**Board**") primary role is to assume stewardship in setting the direction, management, control, strategies, values, and financial objectives of the BIBD Group for its long-term and sustainable growth and its continued ability to deliver value to its shareholders. The BIBD Board Charter guides the BIBD Board in its stewardship role by outlining its duties, responsibilities, and roles in line with all Applicable Laws.

To ensure that the Board's obligation to its shareholders and other stakeholders (employees, customers, regulators, etc.) remains paramount, the following aspirations and values are propagated throughout the BIBD Group:

BIBD Vision

Serving Brunei through Islamic Solution as its leading financial institution through responsible fusion of Islamic Values, Real Economy, and Finance.

BIBD Mission

The Best Islamic Bank in Asia Pacific. As such, BIBD is driven by the **ABCDEF** strategy: -

A-Aligned
B-Bank of Choice
C-Customer Trust
D-Digital
E-Employees
F-Focus and Finish

I-CUE Values

Integrity
Customer Focus
Unity of Purpose
Excellence

The duties and responsibilities of the Board are clearly established in accordance with the law and guidelines issued by the regulator as set out in the Board Charter and Terms of Reference ("**TOR**") of the Board.

The roles, duties and responsibilities of the Board including that of the Chairperson, Independent Directors and Managing Director & Chief Executive Officer ("**MD & CEO**") are set out in detail in the Board Charter.

In addition to the matters which the Bank's Articles of Association may have specifically reserved for its directors, the following are matters reserved for the Board's decision as set out in the Board Charter:

(a) Board structure and organisation

(i) appointment, extension of contract and removal of directors (including directors on the Boards of subsidiaries), MD & CEO, Deputy Managing Director, Company Secretary, and other key responsible persons;

(ii) establishment of the Board Committees, appointment, removal or replacement of their members, and the approval of amendments to the respective Board Committee's TORs;

(iii) appointment and reappointment of Shariah Committee members, subject to the approval of the Syariah Financial Supervisory Board;

(iv) oversee the performance and succession plans of the MD & CEO.

(b) Financials

(i) review and approval the audited financial statements, financial reporting, and quarterly financial results of the BIBD Group;

(ii) approval of the dividend policy and determine the amount, nature, and timing of interim dividends as well as final dividends or other distribution to be recommended for shareholders' approval;

(iii) approval of the annual budget;

(iv) approval of capital management plan and policies;

(v) adoption of the relevant accounting policies in line with the Brunei Financial Reporting Standards;

(vi) approval of all significant financial expenditures exceeding the authorisation limits granted to the Board Committees;

(c) BIBD Group operations

(i) approval of strategic, business plan and other initiatives which would have a material impact to the BIBD Group;

(ii) approval of the risk appetite, business strategy plans, information technology and other initiatives which would, singularly or cumulatively, have a material impact on the BIBD Group's risk profile, financial soundness, reputation, or key operational controls;

(iii) ensure the implementation of appropriate governance framework and effective internal control procedures for audit, risk, and compliance to monitor and manage material risks affecting the BIBD Group, and to undertake periodic review of their appropriateness and adequacy in light of any material changes to the size, nature, and complexity of the BIBD Group's operations;

(iv) approval of any substantial change in the policies established from time to time by the BIBD Board for balance sheet management including capital adequacy, liquidity, maturity structure of assets and liabilities, asset concentration both geographically and by sector;

(v) oversee and approve the recovery and resolution and business continuity plans for the BIBD Group for the preservation and continuity of critical operations and services if the BIBD group comes under stress;

(vi) review and approve the compensation and benefits policy, service contracts and remuneration packages for the BIBD Group MD & CEO, Deputy Managing Director, Senior Management, and any other persons as the Board may determine as well as the succession plan for these positions;

(vii) approve or to delegate authority to approve credit and market risks limits, acquisition, disposal, investment, capital expenditure or realisation or creation of a new transactional exercise including related party transactions, material acquisitions and disposals of assets not in the ordinary course of business to the extent they are consistent with Applicable Laws of BIBD or the other entities within the BIBD Group;

(viii) approve or (where appropriate) delegate authority to the Board Committees to appr BIBD or BIBD Group Policies;

(ix) review and approve strategies and frameworks on the promotion of sustainability throughout the BIBD Group through the assimilation of appropriate environmental, social and governance ("**ESG**") considerations;

(x) recommend necessary changes to the BIBD Memorandum and Articles of Association for the approval of the shareholders and regulator;

(xi) approval on any purchase of BIBD's own shares (if required); (xii) approval relating to the issuance of debt instruments;

(xii) granting power of attorney to any person to act at attorney of BIBD;

(xiii) approval for BIBD to provide any corporate guarantee and indemnity.

Additionally, to ensure that its responsibilities and oversight over the BIBD Groups business and operations can be effectively undertaken, the Board has delegated

its authority to the following key Board Committees which operate in accordance with their roles and responsibilities as defined in their respective TOR:

Audit and Finance Committee ("AFC")

The objective of the AFC is to assist the Board in overseeing financial reporting issues and process, oversee internal audit function, appointment matters on external audit, financial planning, and internal controls to ensure transparency, accountability, and integrity in financial statements of the BIBD Group.

The AFC comprises entirely of independent or non-executive directors.

The AFC's responsibilities are, amongst others:

(i) proposing recommendations to the Board on the appointment, re-appointment, remuneration and dismissal of the external auditors and the scope of external audits and other services, to be put to the members for approval at the Bank's Annual General Meeting;

(ii) providing the opportunity for the internal auditors and external auditors to meet and discuss findings;

(iii) reviewing with the external auditors the end of year financial statements;

(iv) framing policy on internal audit and financial reporting;

(v) overseeing the financial reporting process;

(vi) providing oversight of and interacting with the BIBD's internal auditors and external auditors;

(vii) reviewing and approving the Internal Audit Charter;

(viii) reviewing and approving the audit scope and frequency;

(ix) receiving key audit reports and ensuring that Senior Management is taking necessary corrective actions in a timely manner to address control weaknesses, non-compliance with policies, laws and regulations, and other problems identified by auditors and other control functions;

(x) overseeing the establishment of accounting policies and practices by BIBD;

(xi) reviewing the third-party opinions on the design and effectiveness of the overall risk governance framework and internal control system; and

(xii) such other responsibilities as the Board may determine.

Risk and Compliance Committee ("RCC")

The objective of the RCC is to assist the Board in overseeing the risk management framework of the BIBD Group, ensuring that key risks are identified, assessed, and mitigated effectively while maintaining compliance with legal, regulatory, and corporate governance requirements.

The RCC comprises entirely of independent or non-executive directors.

The RCC's responsibilities are, amongst others:

(i) advising the Board on BIBD's overall risk appetite, tolerance and strategy, taking account of the current and prospective macroeconomic and financial environment drawing on financial stability assessments published by authoritative sources that may be relevant for BIBD's risk policies.

(ii) oversee the implementation of the RAS by Senior Management, monitor the risk culture within BIBD, and interact with the Chief Risk Officer ("**CRO**").

(iii) oversee strategies related to capital and liquidity management, credit risk, market risk, operational risk, and reputational risk, ensuring alignment with the stated risk appetite.

(iv) receive regular reporting and communication from the CRO and other relevant functions regarding BIBD's current risk profile, risk culture, utilisation against the established risk appetite, limit breaches and mitigation plans.

(v) ensure effective communication and coordination between the AFC and the RCC to cover all risks, including emerging risks, and adjust the risk governance framework as needed.

(vi) consider and recommend actions in respect of all risk issues escalated by the CRO.

(vii) oversee and challenge risk assessment processes to inform Board decision-making, ensuring the use of both qualitative and quantitative metrics.

(viii) In relation to risk assessment the RCC shall:

(a) keep under review BIBD's overall risk assessment processes that inform the Board's decision making, ensuring both qualitative and quantitative metrics are used;

(b) review regularly and approve the parameters used in these measures and the methodology adopted; and

(c) set a standard for the accurate and timely monitoring of large exposures and certain risk types of critical importance.

(ix) review BIBD's capability to identify and manage new risk types.

(x) oversee and challenge the design and execution of stress and scenario testing.

(xi) oversee and challenge the day to day risk management and oversight arrangements of management and ensure BIBD's adherence to the approved risk framework and policies.

(xii) review reports on any material breaches of risk limits and the adequacy of proposed action.

(xiii) provide advice and oversight to embed and maintain a supportive risk culture throughout BIBD.

(xiv) produce a report of its activities and BIBD's risk management and strategy to be included in BIBD's annual report.

(xv) review reports from management on the effectiveness of the risk systems that management have established.

(xvi) before a decision is taken to proceed by the Board, oversee, challenge and advise the Board on strategic or material transactions including acquisitions or disposals, focusing in particular on risk aspects and implications for the risk appetite and tolerance of BIBD, and taking independent external advice where appropriate and available.

(xvii) review BIBD Group's procedures for detecting fraud on an annual basis.

(xviii) review BIBD Group's procedures for the prevention of bribery on an annual basis

(xix) review the adequacy and effectiveness of BIBD Group's anti money laundering systems and controls on an annual basis.

(xx) consider and approve the remit of the risk oversight and risk management functions and ensure they are properly positioned, have adequate staff and resources and appropriate access to information to enable them to perform their functions independently and effectively and in accordance with the relevant professional standards.

(xxi) regularly review key policies and controls with Senior Management and with the heads of the risk management, compliance and internal audit functions to identify and address significant risks and issues as well as determine areas that need improvement.

(xxii) review and monitor management's responsiveness to the findings and recommendations of the CRO.

(xxiii) ensure the CRO is given the right of direct access to the Chairperson of the RC.

(xxiv) consider whether incentives provided by the remuneration system take into consideration risk, capital, liquidity and the likelihood and timing of earnings. In this regard, the RC will liaise with the HR Committee on matters of risk and remuneration in consideration of the over-arching principles and parameters of remuneration policy aligned to BIBD's business and risk strategies and risk appetite in accordance with the principles set out in the *Financial Stability Forum Principles for Sound Compensation Practices* dated 2 April, 2009 and the *Financial Stability Board Principles for Sound Compensation Practices* – Implementation Standards dated 25 September, 2009 (as amended or superseded from time to time) where practical.

(xxv) should comment on the adequacy and effectiveness of the internal controls, including financial, operational, compliance and information technology controls, and risk management systems, in BIBD 's Annual Report.

(xxvii) recommend to the Board approval limits for credit sanctioning.

(xxviii) review adequacy and reliability of risk models used within BIBD.

(xxix) review and challenge (if necessary) the minutes of the Enterprise Risk Management Committee and the Asset and Liability Committee.

Executive Committee ("ExCom")

The ExCom consists of a majority of independent directors and its key responsibilities as per its TOR are, amongst others:

(i) to have oversight of significant management decisions relating to the operations and business activities of the BIBD Group;

(ii) to review of major strategic matters including the Financial Performance, Annual Operating Plan and Budget, prior to Board approval;

(iii) to review and approve of domestic financing proposals with a net exposure equal to or greater than B$20,000,000 based on recommendations from the CRC; and

(iv) to review and approval of Treasury related exposures, new country/financial institution limit applications and offshore exposure proposals with a gross exposure greater than US$20,000,000 based on recommendations from the CRC.

Human Resources, Remuneration and Nomination Committee ("HRNC")

The HRNC must consist of majority independent directors, and entrusted with, amongst others, the following responsibilities:

(i) to provide its recommendations to the Board on all appointments to the Board and Senior Management;

(ii) establish a formal and transparent process for the identification, assessment, appointment and re-appointment of directors to the Board and ensure that the appropriate succession plan for the Board is in place;

(iii) assist the Board to formulate, implement and review the remuneration policies and procedures ("**RPP**") for the Board, Senior Management and all personnel of BIBD. The RPP must be aligned with the BIBD's ethical values, goal and culture and promotes recruitment, motivation, loyalty, and retention;

(iv) ensure that the remuneration of directors is sufficient and proportionate to attract and retain directors of calibre;

(v) to undertake a pre-employment review and employment clearance exercise of all prospective hires of BIBD.

The Board continues to give its unwavering commitment to maintain BIBD's exceptional standards of corporate governance and ensures values and behaviours are consistent across the business. The Board manages the affairs of the Group not by merely following prescribed rules and regulations, but by promoting open and transparent discussions. Additionally, the Board continues to ensure best practices and strong governance process, which are integral to BIBD's strategy and decision-making processes. Thus, these values are maintained for the benefit of BIBD's shareholders and other stakeholders.

For the first-time Directors, BIBD requires the appointed Directors to attend BIBD's Board induction programme to familiarise themselves with the Group's operations and to build a strong foundation of knowledge about the Group. Similarly, the Board also ensures that individual directors attend ongoing and regular training on relevant issues including amongst others training on any relevant new laws, regulations and changing commercial risk, financial and any other relevant trainings.

The list of trainings/conferences/seminars attended by the current Board members for the year 2025 is set out below:

YM Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman				
No.	**Name of Course/Training etc.**	**Date**	**Facilitator**	**Medium**
1	Islamic Finance Programme by Incief University / Isra International Consulting Sdn Bhd - Islamic Finance for Board of Directors	30 October 2025	ISRA International Consulting Sdn Bhd	**Programme**

YM Dato Seri Setia Dr. Awang Haji Mazanan bin Haji Yusof				
No.	**Name of Course/Training etc.**	**Date**	**Facilitator**	**Medium**
1	Islamic Finance Programme by Incief University / Isra International Consulting Sdn Bhd - Islamic Finance for Board of Directors	30 October 2025	ISRA International Consulting Sdn Bhd	**Programme**

YM Poh Kui Choon				
No.	**Name of Course/Training etc.**	**Date**	**Facilitator**	**Medium**
1	Islamic Finance Programme by Incief University / Isra International Consulting Sdn Bhd - Islamic Finance for Board of Directors	30 October 2025	ISRA International Consulting Sdn Bhd	**Programme**

YM Hajah Suriana binti Haji Radin				
No.	**Name of Course/Training etc.**	**Date**	**Facilitator**	**Medium**
1	Islamic Finance Programme by Incief University / Isra International Consulting Sdn Bhd - Islamic Finance for Board of Directors	30 October 2025	ISRA International Consulting Sdn Bhd	**Programme**

YM Shamsul Bahri bin Haji Kamis				
No.	**Name of Course/Training etc.**	**Date**	**Facilitator**	**Medium**
1	Islamic Finance Programme by Incief University / Isra International Consulting Sdn Bhd - Islamic Finance for Board of Directors	30 October 2025	ISRA International Consulting Sdn Bhd	**Programme**

The Board's alignment with Senior Management

The Board also ensures that the BIBD Group's vision, mission, values, aspirations and objectives are aligned with the business activities carried out by the senior management.

The roles and responsibilities of the senior management are as follows:

- To undertake the ownership, governance and execution of the day-to-day operations and strategic projects;
- To provide collective, aligned and coordinated leadership towards the BIBD Group's ABCDE strategy;
- To consider and execute appropriate decisions on critical matters affecting the BIBD Group.

PRINCIPLE 2

There should be an effective Board composition, with a strong independent element where no individual or small group of individuals should be allowed to dominate the Board's decision making.

As of 31 December 2025, there are 6 members on the BIBD Board comprising of 5 independent directors and 1 executive director who between them bring to the BIBD Group a broad range of experience, knowledge and management skills in the banking, finance and governance sectors.

Board Composition

Director	Designation
YB Dato Seri Setia Haji Ahmaddin bin Haji Abdul Rahman	Independent Director (Chairman)
YM Poh Kui Choon	Independent Director
YM Dato Seri Setia Dr. Awang Mazanan bin Haji Yusof	Independent Director
YM Hajah Suriana binti Haji Radin	Independent Director
YM Shamsul Bahri bin Haji Kamis	Independent Director
YM Junaidi bin Hj Masri	Executive Director (Managing Director & Chief Executive Officer)

The Board acknowledges the importance of a clear division of responsibility between the Chairperson and the Group CEO. The roles of Chairperson and Group CEO are therefore exercised by separate individuals to ensure optimal balance, resulting in increased accountability and enhanced decision-making.

The Board is chaired by YB Dato Seri Setia Haji Ahmaddin bin Haji Abdul Rahman ("**YB Dato Ahmaddin**") an Independent Director, who plays a key role in ensuring the Board operates effectively and fully discharges its legal and regulatory responsibilities.

BIBD also ensures that an Independent Director is independent of Management and free from any business or other relationship which could interfere with his ability to act in the best interests of BIBD. Thus, the Independent Director is able to:-

- provide and enhance the necessary independence.
- ensure checks and balances on the Board.
- mitigate any possible conflict of interest between policy making process and day-to-day business activities.

As the Chairperson, YB Dato Ahmaddin also leads the Board in the oversight of the Management and in inculcating the right culture, values and behaviours, both at the top and throughout the entire organisation. The Board delegates responsibility for the overall business and day-to-day management of the BIBD Group to the Group CEO. The Group CEO is responsible for leading Management and for making and implementing operational decisions. In addition, the Group CEO will also be able to track and measure the performance of core programmes against the agreed strategies and roadmap and provide regular feedback and ensure timely course corrections.

In addition to the above, some members of the Board are also appointed as Chairperson or members of the board of BIBD's wholly owned subsidiaries ("**Subsidiary Boards**"). This practice provides a bridge between the Board and Subsidiary Boards, from which the overall goals and objectives of the Group Business Plan and Strategy could be conveyed to the Subsidiary Boards, for better alignment and execution of the Group Business Plan and Strategy.

PRINCIPLE 3

There should be a clear division of responsibilities between the leadership of the Board and those executives responsible for managing the Bank's business. Decision making power should not be concentrated in the hands of one individual.

As explained in **Principle 2**, the positions of BIBD Chairman of the Board and Managing Director & Chief Executive Officer are held by different individuals as shown in the table under the Principle 2 with clear division of roles and responsibilities in line with best practices. This distinction allows for a better understanding and distribution of jurisdictional responsibilities and accountabilities. The clear hierarchical structure with its focused approach facilitates efficiency and expedites decision-making.

PRINCIPLE 4

There should be a formal and transparent process for the identification, assessment, appointment and reappointment of directors to the Board. The Board, not Senior Management, nominates candidates and promotes appropriate succession planning of directors.

The Human Resources, Remuneration and Nomination Committee ("**HRNC**") is responsible to make recommendations to the Board on all appointments to the Board and Senior Management including to ensure that the relevant selection processes are complied with.

The appointment of a director shall also follow the selection, assessment and recommendation process established by the HRNC and set out in its Terms of Reference as follows:

(i) HRNC will assess of the need to hire a new director or to fill in a vacancy for the board as an independent or non-executive director.

(ii) HRNC will then develop the candidate profile such as the industry they major in, gender and proof of qualification. Selection will be based on the candidacy from the Board, major shareholder and the Committee's own search.

(iii) HRNC will shortlist the candidates based on the assessment criteria

(iv) HRNC will conduct an interview before the final assessment prior to submission of recommendation to the Board

Finally, if approved by the Board, the following actions are carried out:

(v) Issue appointment letter;

(vi) Secure the signing by the new director of the Letter of Undertaking to maintain Confidentiality.

(vii) Submit application for BDCB's approval.

(viii) In the case when the appointment requires Shareholder's approval, the necessary members resolution will be prepared to be tabled to the Shareholders.

For new appointments, the candidate must fulfill the following criteria to the satisfaction of HRNC before it can recommend the candidate to the Board:

(a) Not disqualified under any Applicable Laws to assume directorship position, including Rules 4 and 5 of the Companies (Corporate Governance) (Public Companies) Rules, 2016.

(b) Possess the knowledge, skills and experience to promote talent and diversity in the Board.

(c) Understands local/regional economy & market. (d) Possesses integrity and of good repute.

(d) Ability to commit time.

(e) Character – able to work collectively without affecting independent voice i.e. avoid group thinking.

(f) Not conflicted to join the Board – assess other directorships.

(g) If applicable, fulfill the independence criteria under Principle 2.11 of the BDCB Corporate Governance Guidelines for Islamic Banks.

Effective from 19 March 2020, BIBD has ceased to have any alternate directorship appointment on its Board.

The key information regarding directors, such as academic and professional qualifications, shareholding in the bank and its related corporations, Board committees served on and date of appointment as a director can be found in the directors' profile section of this Annual Report.

In respect of Principle 4.7 of BDCB's Corporate Governance Guidelines for Islamic Banks relating to Board members' other directorships, the list of Directorships held by the members of the Board of BIBD as of 31 December 2025, and to the best of our knowledge are stated below:

- **YB Dato Seri Setia Haji Ahmaddin bin Haji Abdul Rahman**
  1. Bank Islam Brunei Darussalam Berhad (BIBD)
  2. Takaful Brunei Darussalam (TBD; TBA & TBK)
  3. Olive Digital Sdn Bhd

- **YM Madam Poh Kui Choon**
  1. Bank Islam Brunei Darussalam Berhad (BIBD)
  2. Brunei Engineering, Logistics and Training Solutions Sdn Bhd
  3. Muara Maritime Services Sdn Bhd

- **YM Dato Seri Setia Dr. Awang Haji Mazanan bin Haji Yusof**
  1. Bank Islam Brunei Darussalam Berhad (BIBD)
  2. BIBD Securities Sdn Bhd
  3. BIBD (Middle East) Limited

- **YM Hajah Suriana binti Haji Radin**
  1. Bank Islam Brunei Darussalam Berhad (BIBD)
  2. Olive Digital Sdn Bhd

- **YM Shamsul Bahri bin Haji Kamis**
  1. Bank Islam Brunei Darussalam Berhad (BIBD)
  2. BIBD At-Tamwil Berhad
  3. Olive Digital Sdn Bhd
  4. Insurans Islam Taib
  5. ITPSS Sdn Bhd

- **YM Junaidi bin Haji Masri**
  1. Bank Islam Brunei Darussalam Berhad (BIBD)
  2. BIBD At-Tamwil Berhad
  3. BIBD Securities Sdn Bhd
  4. Better Sdn Bhd
  5. BIBD (Middle East) Limited
  6. Olive Digital Sdn Bhd
  7. Brunei Energy Services & Trading Sdn Bhd
  8. Brunei Energy Holdings Sdn Bhd
  9. Brunei Energy Production Sdn Bhd
  10. Brunei Energy Exploration Sdn Bhd
  11. Syarikat Takaful Brunei Darussalam
  12. Darussalam Enterprise
  13. Fajr Capital Limited
  14. Brunei Energy Investment Overseas Cooperatief
  15. Brunei Energy Montny Holdings Limited
  16. Brunei Methanol Tanker

PRINCIPLE 5

The Board should define appropriate governance structures and practices for its own work and put in place the means for such practices to be followed and periodically reviewed for ongoing effectiveness. There should be a formal annual assessment of the effectiveness of the Board as a whole and its Board Committees and the contribution by each director to the effectiveness of the Board.

BIBD Board of Directors' ("**Board**") primary role is to determine BIBD's strategy and objectives and policies to deliver sustainable value to its shareholders. The Board provides the Management with the guidance and leadership necessary for the Group. As explained in Principle 1, the Board and Management Committees assist the Board in providing effective oversight over the Bank's operations. The Board would review the structure periodically and advise on the current structure if deemed necessary. Further, the BIBD Board is guided by its Board Charter which outlines the Board's duties, responsibilities, and roles in line with all Applicable Laws.

The effectiveness of the Board and Board Committees is further strengthened by the majority composition of the Independent Directors on the BIBD Board as well as the chairmanship of the Board Committees which all held by Independent Directors as set out below:

- **ExCom** – YB Dato Seri Setia Haji Ahmaddin bin Haji Abdul Rahman
- **HRNC** – YB Dato Seri Setia Haji Ahmaddin bin Haji Abdul Rahman
- **AFC** – YM Madam Poh Kui Choon
- **RCC** – YM Dato Seri Setia Dr. Awang Haji Mazanan bin Haji Yusof

On 25 January 2024, the Board approved the appointment of Hajah Amanda br PD Haji Abas the current Head of Legal and Corporate Affairs Division as Company Secretary and Sharifah Liyana Nadzira bt Malai Hj Hashim as Assistant Company Secretary for the Bank. Both of them also hold the role as Company Secretaries of the subsidiary companies.

The following are some of the key responsibilities of the Company Secretaries:

- administer all Board and Board Committee meetings including the scheduling, taking of minutes, preparation of Board meeting materials and information supplied to the Board.
- ensure information supplied to the Board such as meeting minutes are accurate, timely and adequate for the Board to carry out its function.
- ensure proper record keepings off all deliberations and decisions of the Board and Board Committees
- accord the Board with regular updates and advice on changes to statuary and regulatory requirements including those related to governance matters.
- facilitate a two-way communication between Senior Management and the Board to ensure Board's decision are communicated in a timely basis.

Minutes of Board and Board Committee meetings are recorded and documented appropriately by the Company Secretaries and.are made available to BDCB upon request.

PRINCIPLE 6

In a group structure, the Board of the parent Bank has the overall responsibility for the group and for ensuring the establishment and operation of a clear governance framework appropriate to the structure, business and risks of the group and its entities. The Board and Senior Management should know and understand the Bank group's organizational structure and the risks that it poses.

The wholly owned subsidiaries of the Bank are as follows:

- BIBD Securities Sdn Bhd
- BIBD At-Tamwil Berhad
- BIBD (Middle East) Limited
- BIBD Management & Services Sdn Bhd
- Olive Digital Sdn Bhd

To ensure that that the BIBD Group adheres to consistent governance framework to manage its business and operational risks, BIBD as the parent company has established a group structure which includes the Bank having Board representation across the subsidiaries to cascade down the Bank's corporate governance values, principles, approach for its subsidiaries to adopt to the extent they do not conflict with the interests of the subsidiaries and their own legal or regulatory requirements.

All major decision which may impact the interest of the Bank, or the Group will be assessed by the Board and the Bank as the shareholder may make decisions for the benefit of the subsidiaries and in line with the BIBD Group Corporate Governance Framework.

The Board recognises the responsibilities of the directors of the BIBD subsidiaries to exercise judgement and to make decisions in accordance with the best interest of the subsidiaries even where those interest may conflict with the best interests of the Bank. This is further displayed as the subsidiary board and senior management structure have clearly defined roles and responsibilities.

The Bank's Internal Audit, Risk, Compliance, Finance, Legal and Shariah divisions also have an oversight of the subsidiaries in these areas whereby consultation between these Bank's divisions and the subsidiaries are held from time to time to address any arising matters in those areas. To that end, the BIBD Senior Management is responsible for developing policies, procedures and processes which benefits the BIBD Group. They are responsible for establishing group corporate strategy and direction ("**Group strategy**").

Once the Group Strategy is approved by the Board of the Bank and its subsidiaries the management of the respective subsidiaries shall be directed to implement the same and report on the progress of such implementation to their respective boards. Additionally, the operations of the subsidiaries are reviewed periodically by the Bank's Internal Audit and Risk divisions.

The Control Functions Reporting and Alignment Guidelines ("**CFRA Guidelines**") for the BIBD Group is to enhance the group alignment and to fulfil the Board's obligation under Principle 6 Corporate Governance for Islamic Bank ("CGIB") as the parent bank, with specific emphasis on strengthening internal group reporting processes.

The CFRA Guidelines are aimed at formalising:

- The group governance responsibilities of the control functions of BIBD as the parent bank.
- The reporting and consultation obligations of the BIBD subsidiaries to the control functions.
- Centralising the list of policies, framework, guidelines, terms of reference and other governance related documents of BIBD's control functions which are to be adopted by the respective subsidiaries.

The CFRA Guidelines form part of the BIBD Group Corporate Governance Framework as required under Principle 6 CBIG.

PRINCIPLE 7

The Board should meet regularly and be duly furnished with complete and timely information.

The Board meets on a regular basis, with a minimum of 4 scheduled meetings in a financial year or more frequently as circumstances dictate. The dates of these scheduled meetings are determined well in advance to enable the Directors to plan ahead.

In 2025, the Board members attended all the quarterly Board and Board Committee meetings as detailed below:

Name	Role	Board and Board Committees											
		BOD		EXCOM		RCC		AFC		HRNC		AGM	
		H	A	H	A	H	A	H	A	H	A	H	A
YB Dato Seri Setia Haji Ahmaddin bin Haji Abdul Rahman	Chairman	6	6	4	4	N/A	N/A	N/A	N/A	N/A	N/A	1	1
YM Dato Seri Setia Dr. Awang Haji Mazanan bin Haji Yusof	Independent Director	6	5	N/A	N/A	6	6	4	3	N/A	N/A	1	1
YM Poh Kui Choon	Independent Director	6	6	N/A	N/A	N/A	N/A	4	4	N/A	N/A	1	1
YM Hajah Suriana binti Haji Radin	Independent Director	6	6	4	4	N/A	N/A	4	4	N/A	N/A	1	0
YM Shamsul Bahri bin Haji Kamis	Independent Director	6	5	N/A	N/A	6	5	N/A	N/A	N/A	N/A	1	1
YM Awang Junaidi bin Haji Masri	MD & CEO	6	6	4	4	6	6	N/A	N/A	N/A	N/A	1	1

Key/ Abbreviations:

H = Held
A = Attended
N/A = Not applicable as the director is not a member of the Committee
BOD = Board of Directors Meeting
HRNC = Human Resources, Remuneration and Nomination Committee
EXCOM = Executive Committee
AFC = Audit and Finance Committee
RCC = Risk and Compliance Committee
AGM = Annual General Meeting

For the Board meetings, the Corporate Secretarial team ensures that the agenda of the meeting and the presentation deck must be issued at least seven (7) days prior to each Board meeting to allow sufficient time for all directors to consider the relevant information. The agenda of meeting includes amongst others matters specifically reserved for the Board's decision. The discussions and conclusions of the Board meetings are reflected in the minutes of meeting, in a clear, accurate, consistent, complete and timely manner. The minutes amongst others record the decisions of the Board, including key deliberations for each decision made. The draft minutes will then be tabled at the following meeting for approval and signing.

In line with proper governance on records, the minutes are entered into the Minutes Register kept by the Corporate Secretarial team which may be accessed by the Board at any time. To ensure accuracy and consistency in form and contents, reproduction of any part of the minutes can only be made by way of request to the Company Secretaries who will certify the said minutes.

PRINCIPLE 8

There should be a formal and transparent procedure for fixing the remuneration packages of Board members, Chief Executive Officers and Senior Management and the remuneration policies and practices should be in line with the Bank's ethical values, objectives and culture.

The remuneration policies for Senior Management and all other employees of the Bank are under the supervision and oversight of the Human Resources, Remuneration and Nomination Committee ("**HRNC**") whereby the implementation of these policies is carried out by Human Resources Division ("HRD"). The functions of the HRNC in terms of remuneration policy are amongst others-

- ensure that the remuneration policy supports the Bank's objectives, culture and strategy;
- emuneration and employment conditions of the industry;
- the Bank's relative performance for the relevant financial year;
- the performance -related elements of remuneration should form a significant proportion of the total remuneration package of executive directors. However, salary scales should be within the scope of the general business policy and not be solely based on short-term performance to avoid incentives for excessive risk-taking;
- to cover all aspects of remuneration including director's fees, salaries, allowances, bonuses, options and benefits-in-kind and termination benefits; and
- other key responsibilities are set out in HRNC TOR.

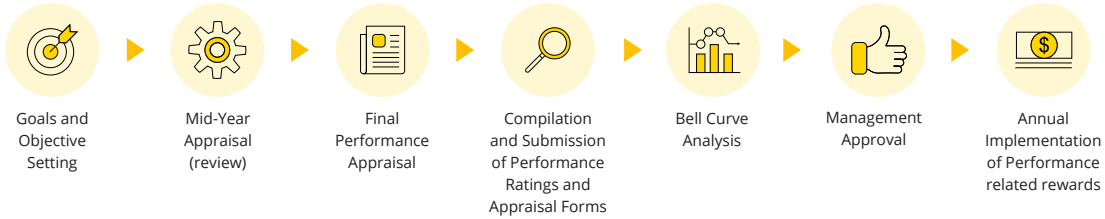
The philosophy for the Bank's remuneration is to be competitive in the market with the aim to attract the right talents for the organization. In terms of the local practices and statutory requirements, we ensure that we are aligned, meet the minimum requirement or better than what has been prescribed by both. The business objective is one of the main influences in driving our compensation policy.

The Bank's values are based on the history and culture, which are derived from the internal culture, the external environment, and the market that we are operating in.

The Bank's remuneration policy is primarily in compliance with international best practices and there is on-going exercise to enhance alignment of its remuneration policy including Board/Committee mandates, treatment of Material Risk Takers and its Performance Management System with these international best practices. To this end, the Bank will participate in the yearly compensation and benefits benchmarking survey against the practices of our competitors. From this benchmarking exercise, the Bank will be able to assess where the organization is against its competitors through its benchmark positioning.

This exercise also provides competitive reference on the compensation market rates which can help the organization to formulate the overall compensation strategies, make decisions on current compensation policies, assist us to provide the right remuneration package for new jobs and diagnose compensation problems.

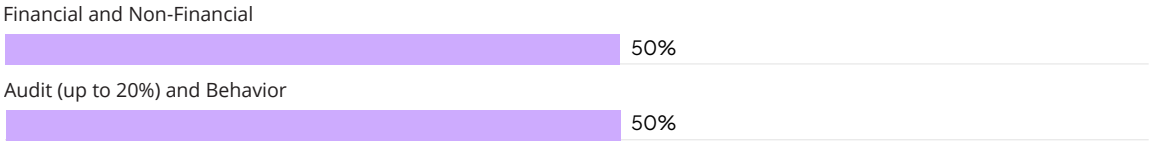
In terms of compensation assessment process, the senior management and all employees, their compensation is based on the current market practices, and they are assessed yearly for their performance weighted against financial, non- financial as well as behavioral considerations. These considerations are assessed based on performance targets which are generally set at the outset of the financial year. This is further illustrated by the following diagram:



Assessment Criteria:

Financial and Non-Financial	Audit	Behavior	Learning and Development
Your objectives should provide you with clear direction, priorities and expectations for your performance as well as clarify how your priorities are aligned to your business and BIBD Strategy. Objective settings can be broken down into Financial and Non-Financial. Your objectives should provide the basis for managing and assessing your performance throughout the year.	The Audit Section must be completed by and applies to all Heads of Division, relevant Department Heads and staff who hold the responsibility and tasks in ensuring Audit Section items are acted upon. Staff who do not hold a responsibility for actioning audit section items are exempted from completing this section.	This is MANDATORY for the purpose of assessing the behavior and values of the staff.	Staff and line manager to jointly complete this section to identify development areas to focus on and to help staff achieve their performance and/or career aspirations.

Performance Weighting Distribution



HRD will compile the completed performance appraisal from all divisions and business unit of the Bank and will undertake a moderation exercise to ensure a balanced overall appraisal which will then be tabled at the HRNC and Board meeting for approval.

Following the new appointments on the Board and membership of the Board Committees, the HRNC comprise of only two (2) members i.e. YB Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman as the Chairperson and YM Junaidi bin Haji Masri. As an interim arrangement until additional Director(s) are appointed to meet the minimum composition of the HRNC as per its TOR of at least three (3) members, the Board had approved the delegation of all HRNC matters to be deliberated by the ExCom and/or approved by the Board, as appropriate.

PRINCIPLE 9

The Board should present a balanced and understandable assessment of the Bank's performance, risk position and prospects.

Overall, the Board has clear understanding, skills and experience to assess BIBD's performance, risk position and prospects. The Board has also established a strong internal control governance and risk management framework to facilitate its oversight responsibilities across the BIBD Group.

To ensure alignment in the execution of the Bank's strategy, risk appetite and policies approved by the Board, and to facilitate effective oversight and implementation across all levels of the organisation, the Board has established a two-tier committee structure within BIBD, namely:

1.) Board Level Committees (as detailed in Principle 1):

a) **Board**
b) **AFC**
c) **RCC**
d) **ExCom**
e) **HRNC**

2.) Management Level Committees

Types of Management Level Committees	Description
Enterprise Risk Management Committee ("**ERMC**")	Primary purpose is to perform a centralized risk oversight, policy-setting, information gathering, and communication to the Board of Directors, regarding important risks and risk management activities related, monitoring open Audit and Risk Issues. In addition, the Committee will assist the Board in fulfilling its oversight responsibilities related to the company's risk assessment and management processes. ERMC also addresses Capital Adequacy (ICAAP) and Recovery Plan issues. ERMC meetings are held quarterly.
Credit Risk Committee ("**CRC**")	The Credit and Risk Committee has a duty to approve credit based on recommendations from the respective recommending authorities. Approvals are made after consideration of various risk perspectives. Risk approvals must be made within the boundaries of BIBD's risk appetite as guided by ExCom and the Board. CRC meetings are held weekly.

Asset Liability Committee ("**ALCO**")	The Committee is responsible for reviewing BIBD Group's liquidity, funding and gapping policies and positions, profitability and efficiency including the assessment and management the Balance Sheet and Capital Management. ALCO meetings are held monthly.
Capital Committee ("**CC**")	The Committee is responsible to develop and implement the Group Recovery Plan and ICAAP.

These Management Level Committees comprise of members of the Senior Management which provide operational oversight and decision-making support, and escalate key matters to the relevant Board Committees and, where necessary, to the Board.

To further support a balanced and informed assessment by the Board, Senior Management provides regular reports on financial and risk matters. The Chief Financial Officer presents updates to the ExCom and, on a quarterly basis, to the AFC and the Board. These reporting and committee structures ensure the Board receives timely and relevant information in line with corporate governance expectations.

PRINCIPLE 10

The Board is responsible for the governance of risk. The Board should ensure that Senior Management maintains a sound system of risk management and internal controls to safeguard shareholders' interests and the Bank's assets and should determine the nature and extent of the significant risks which the Board is willing to take in achieving its strategic objectives.

The Group has in place a Risk Management Strategy Document which is a holistic set of Risk Appetite Statements (RAS) to ensure that BIBD remains within acceptable Risk thresholds.

BIBD also has in place the Enterprise Risk Management Framework ("**ERMF**") which functions as a standardized approach to manage its risks. A strong governance structure is equally important to ensure that the ERMF can be implemented effectively.

The Group Risk Management model is based on "***Three Lines of Defense***" approach, to contain any risk, by keeping an ongoing monitoring process and a proper implementation of respective controls.

The Board is ultimately responsible for BIBD's risk management activities, and it is supported by AFRC and ExCom which convene a minimum of 4 quarterly meetings, as well as the SAB which holds meetings as and when needed.

At Management level, management of the 19 risks for the BIBD Group is undertaken the by the following committees whose functions and frequency of meetings have been detailed in **Principle 9** above:

- **ERMC**
- **ALCO**
- **CRC**
- **CC**

In fulfilling its responsibilities, the Board has reviewed and is satisfied with the adequacy and effectiveness of the Bank's internal control and risk management systems, covering financial, operational, compliance, and IT controls. The Board has also received assurance from the CEO and CFO that:

(a) the Bank's financial records have been properly maintained and the financial statements give a true and fair view of the Bank's operations and financial position; and

(b) the Bank's risk management and internal control systems are effective and operating as intended.

PRINCIPLE 11

Banks should have an effective independent risk management function, under the direction of a chief risk officer (CRO), with sufficient stature, independence, resources and access to the board.

BIBD has a Group CRO with over 37 years of work experience in the Banking sector, across six different countries (Mexico, United States of America, Saudi Arabia, Qatar, United Arab Emirates and Brunei). His experience accounts for 23 years in global leading banks, such as Bank of America, Chase Manhattan Bank and Citibank. In addition, 17 yrs in regional banks in the Middle East and Southeast Asia.

As part of BIBD's Risk Management Governance coverage, the BIBD Group has the following key documents such as:

- The Risk Management Strategy Document, which is a holistic set of Key Risk Indicators ("**KRIs**") to ensure BIBD is within acceptable Risk thresholds, across each unit within the BIBD Group. Also, the BIBD Group has a set of specific Risk Appetite Statements ("**RAS**"). Both the RAS and KRIs are reviewed on a monthly basis as part of the Operational Risk Management process.
- The Enterprise Risk Management Framework ("**ERMF**") Document, which provides a standardized approach to managing all risk governance matters, including the risk taxonomy (21 in total), which is reviewed on a quarterly basis by the Enterprise Risk Management Committee ("**ERMC**"), among others senior management and board committees.

For 2026, the BIBD Group continues its Risk Awareness Program, which consists of a monthly risk training to all employees under the BIBD Group, to create the proper "Risk Awareness" among all members of the BIBD community.

The ERMF is subject to ongoing monitoring and oversight by several committees across the BIBD Group, on a daily, weekly, monthly and quarterly basis. Any breach must be recognized by the respective approving level, and any issues are to be discussed by the respective committees.

The Risk team consists of up to 30 people, however may increase if such needs are justified. External and internal trainings, as well as on the job mentoring are in place to ensure continuous upgrades of required skill sets, amongst the personnel.

PRINCIPLE 12

Risks should be identified, monitored and controlled on an ongoing bank-wide and individual entity basis. The sophistication of the Bank's risk management and internal control infrastructure should keep pace with changes to the Bank's risk profile, to the external risk landscape and in industry practice.

The BIBD Group has in place the Risk Management Strategy Document, which is a holistic set of RAS to ensure BIBD is within respective acceptable Risk thresholds. As explained in Principle 11, BIBD has in place the ERMF, which effective implementation can only be realized through a strong governance structure. The Board, throughout its respective Committees, such as the RCC, is ultimately responsible for BIBD's ERMC outcome. The RCC will review the ERMF governance on a quarterly basis.

As part of its Risk management governance structure, BIBD has various policies/guidelines across the Group. Risk related policies/guidelines apply across the BIBD Group to cover areas such as Credit, Market Risk, Middle Office, Operational Risk, IT & Cyber and Capital Management, among others, and are closely monitored and approved by the respective committees at senior management and board levels, coupled with related regulators.

- Credit related limits are analyzed per risk type, such as funded, unfunded and Pre settlement. Analysis contemplates a qualitative and quantitative approach, coupled with external factors that may affect.
- Liquidity Risk monitoring is daily.

- Capital Management monitoring is monthly, whereby the Capital Adequacy Ratio is calculated and stressed assuming full credit pipeline available at the time.
- Key Risk Indicators, covering several risks, are monitored monthly.

Additionally, BIBD has adopted several stress exercises such as ICAAP and Recovery Plan, which are duly submitted to BDCB as required. Different modelling techniques, offered by Standard & Poor's (S&P), Moody's, Bloomberg, and others, are adopted by BIBD to carry out a more focus risk assessment.

PRINCIPLE 13

The Board should establish an Audit Committee with written terms of reference which clearly set out its authority and duties. The Chairman must be an Independent Director and must not be the Chairman of the Board or of any other committee.

The AFC is made up of entirely independent or non-executive directors and at least two (2) persons with extensive professional experience. This Committee oversees financial reporting issues and process, oversee internal audit function, appointment matters on external audit, financial planning, and internal controls to ensure transparency, accountability, and integrity in financial statements of the BIBD Group.

The requirements stated in **Principle 13.3** have been incorporated into the TOR of the AFC.

AFC meetings are held no fewer than 4 times a year and are held prior to Board meetings. Hence, should there be any deliberations in AFC meetings requiring approval; or guidance of the full Board, the respective Chairperson of the AFC will escalate such matters at the Board meeting for its approval or guidance.

PRINCIPLE 14

The Bank should establish an effective internal audit function that is adequately resourced and independent of the activities it audits. The internal audit function should provide independent assurance to the board and should support board and senior management in promoting an effective governance process and the long-term soundness of the Bank.

The BIBD Internal Audit function is governed by an Internal Audit Charter. Internal Audit reports directly to the Audit and Finance Committee ("**AFC**") and provides independent and objective assurance to the AFC and ultimately the Board of Directors that the internal controls within BIBD and its subsidiaries are designed and operating effectively.

Internal Audit adopts a risk-based approach to audits focusing on high-risk areas across the Bank and its subsidiaries and the frequency of audits vary from one entity to another. Audits conducted are inclusive of considerations to compliance to Brunei Darussalam Central Bank ("**BDCB**") guidelines, applicable legislative requirements as well as Shariah principles and applicable Syariah Advisory Body and Syariah Financial Supervisory Board resolutions. These include Guidelines for the Internal Audit Function to Islamic Banks, Internal Syariah Audit Framework and Corporate Governance for Banks (Principle 14).

Internal Audit executed its 2025 Audit Plan and carried out risk-based audits on the Bank and its subsidiaries. Internal Audit will continue to further strengthen the internal audit function based on the Global Internal Audit Standards, Topical Requirements, and Global Guidance from the International Professional Practices Framework (IPPF) promulgated by the Institute of Internal Auditors (IIA).

PRINCIPLE 15

The Bank's board of directors is responsible for overseeing the management of the Bank's compliance risk. The board should establish a compliance function and approve the Bank's policies and processes for identifying, assessing, monitoring and reporting and advising on compliance risk.

BIBD's Compliance Division acts as a trusted advisor on matters related to regulations, anti-money laundering, sanctions and terrorism financing and supports BIBD by protecting its value and image through the monitoring transactions and ensures compliance with relevant laws and regulations.

The Compliance Division is managed through four sections which work collaboratively with the various Divisions in BIBD:

1) Regulatory Compliance ("**RC**") manages the repository of all banking regulations and effectively engages regulators and Divisions within the BIBD organisation;

2) Financial Crime Compliance Policy, Advisory and Training ("**FCC PAT**") oversees compliance risk management by ensuring effective and updated policies are in place, articulating the Group's compliance risk and coordinating training for the wider organisation to ensure effective Compliance culture is in place;

3) Financial Crime Compliance Operations ("**FCC Ops**") manages compliance risk in relation to monitoring of transactions; and

4) Compliance Assurance which conducts monitoring and testing to ensure BIBD's ongoing compliance with regulations.

The Compliance Division reports directly to the Risk and Compliance Committee of the Board. The Division plays a pivotal role in identifying and reporting Compliance Risks to the Board through the annual conduct and review of the Compliance Groupwide Risk Assessment process. Groupwide training is conducted annually to ensure understanding of and adherence to the Compliance programme. BIBD continues to invest in Compliance with a drive towards training and certification of the compliance personnel.

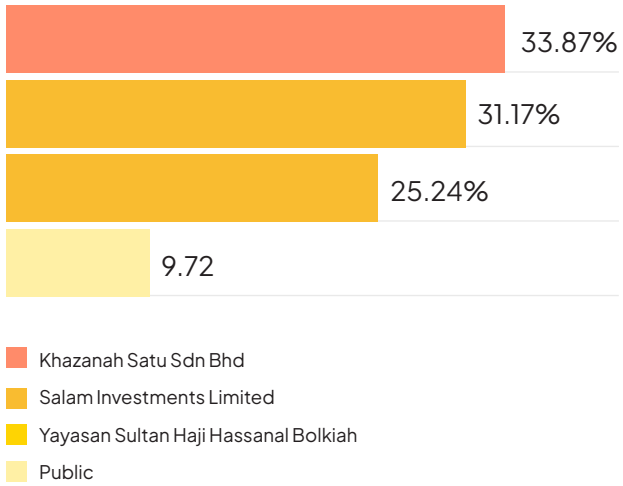
PRINCIPLE 16

Banks should treat all shareholders 1) fairly and equitably, and 2) should recognise, protect and facilitate the exercise of shareholders' rights, and continually review and update such governance arrangements.

In compliance with R18(1) – (3) of the Securities Market Regulations 2015, BIBD ensures that all relevant and material information or changes in the Bank's financial information, operations or businesses are clearly stated in its Annual Report.

In relation to the status of the BIBD's share ownership, the list of its major shareholders as of 31 December 2024 is set out in the following Table:

Percentage of Shares Held



Furthermore, in ensuring that there is transparency and full disclosure of material information including the Bank's financial information and information relating to the operations and businesses of the Bank, the shareholders may access this information through BIBD's website which is updated regularly to factor in material changes as they occur.

Additionally, the BIBD Board had also approved the Price Sensitive Information Policy which sets out the guidelines in determining Price Sensitive Information and to ensure the proper and orderly public disclosure of the Price Sensitive Information in accordance with the applicable Securities Markets laws and regulations.

As part of BIBD's efforts to ensure that there is a meaningful and informed engagement between the shareholders and BIBD's Board at the Annual General Meeting ("**AGM**"), the Annual Reports are made available on the BIBD's website to the shareholders twenty-one (21) days prior to the convening of the AGM. The shareholders are thus given sufficient opportunity to review the Annual Report and the Financial Statement and raise any concerns or issues on any aspects relating to the Bank's operations or management at the AGM.

Additionally, BIBD has put in place proper and systematic procedures to ensure that:

1) All procedural aspects of the AGM are carried out in accordance with the law.

2) Shareholders who are not able to attend the AGM in person are entitled to appoint proxies to attend the AGM.

3) Prior to the commencement of any physical AGM, shareholders are properly briefed of the voting procedures and as explained above are subsequently given the opportunity to raise any issues or concerns to be addressed by the Chairman of the AGM or if required, by members of the SAB or senior management. Where the AGM is not able to be convened physically, detailed instructions relating to the voting process and appointment of proxies are set out in the AGM Notice.

PRINCIPLE 17

Banks should actively engage their shareholders, depositors and other relevant stakeholders and put in place an investor relations policy to promote regular, effective and fair communication with stakeholders.

As part of the BIBD's efforts to ensure effective, transparent and fair communication with its stakeholders, all information relating material changes or developments in the Bank's financial information, its operations and/or businesses, is disseminated through various communication channels including its website.

BIBD's website is maintained by the Branding and Corporate Communications Department and is regularly updated to ensure that its stakeholders are kept abreast with any development relating to BIBD's financial information, operations and businesses. Further, BIBD is also acute to the critical; role which social media platforms have assumed in recent years in the area of information communication. To that end, as and when considered appropriate, news, and notices relating to its operation, business and products are relayed to its customers through its official social media platforms such as Instagram and Facebook.

BIBD's Annual Report which is published annually coinciding with its AGM provides material information relating to the constitution of the Board and its Committees, their roles, functions and responsibilities, relevant information on its financial performance for the preceding accounting period, as well as updates on its corporate governance initiatives and actions.

With regard to BIBD's compensation policy, this has been addressed under Principle 8 of this Report whilst its risk exposure and risk management strategies have been explained in detail under Principles 9 to 12 of this Report.

With regard to its dividend policy, this has been disclosed under the note "**Capital Adequacy - Capital Management**" in the Audited Financial Statements for the financial year ended 31 December 2024 which states as follows:

"The Group and Bank has a dividend policy to distribute dividend which takes into consideration capital requirements, available distributable retained profits, liquidity and other factors while ensuring compliance with the prevailing laws and regulations".

PRINCIPLE 18

Banks should encourage greater shareholder participation at general meetings of shareholders and allow shareholders the opportunity to communicate their views on various matters affecting the Bank.

As explained in **Principles 16 and 17**, BIBD has put in place the necessary legal and procedure-based governance features to encourage a meaningful and informed shareholders participation and engagement at its AGMs.

For AGMs which are convened physically, the Share Registrar will provide a demonstration on the use of the voting devices prior to the commencement of the AGM. Results of voting on each resolution, showing the number of votes cast will be announced and displayed during the AGM and uploaded on BIBD's website on the next day.

The Chairman and members of the Board including the representatives of the SAB are generally present at the AGMs and are readily available to address any issues or concerns raised by the shareholders. BIBD's external auditors are also present at the AGMs to address any queries pertaining to the conduct of audit and any matters relating thereto.

All the agenda items for the AGM are raised and dealt with separately. There are separate resolutions passed for each agenda item which requires the shareholders' approval. The proceedings of the AGM including the comments or queries raised by the shareholders are properly recorded. The Corporate Secretarial team is tasked with the preparation of the minutes of the AGM. Shareholders are entitled to request for a copy of the minutes of the AGM and shall be duly provided with the same.

PRINCIPLE 19

Persons empowered with decision-making authority (including directors) should exercise care to avoid situations that may give rise to a conflict of interest situation.

Management of Conflict of Interest and Related Party Transaction Policy

BIBD through its Board put in place the revision of the Conflict of Interest and Related Party Transaction Policy ("Policy"). This Policy aims to guide the Bank in effectively identifying, documenting, escalating, and addressing conflicts of interest and related party transactions, in line with the Islamic Banking Act (Chapter 168), the Companies Act (Chap 39), Principle 19 of the BDCB Corporate Governance Guidelines, and established best practices.

Addressing Conflicts of Interest and managing Related Party Transactions are of paramount importance for BIBD. Section B of the Policy focuses on the systematic identification and management of Conflicts of Interest, while Section C covers Related Party Transactions and the management of its operational intricacies. This unified-Policy approach streamlines oversight, recognising the intertwining nature of conflicts of interest and related party transactions. It ensures proper management of potential biases, undue influence, or unfair advantages that might arise from personal ties or financial dealings.

Board members occupy pivotal roles within the Bank, taking the helm in steering crucial decisions that underpin the Bank's long-term growth and commitment to shareholder value. Given their influential positions, it is paramount for them to consistently exhibit integrity, transparency, and professionalism, to ensure their actions and decisions remain free from any perceived or actual conflicts of interest.

Effective management of conflicts of interest is essential to uphold the integrity of any organisation. It ensures transparency, builds trust among stakeholders, and promotes ethical decision-making. The Bank's approach to managing conflicts of interest is through three key steps: Avoidance, Disclosure, and Action.

When an approving body deliberates Related Party Transactions, it is essential to address a series of pivotal aspects to ensure the transaction aligns with the Bank's best interests. These considerations are grounded in the necessity to maintain transparency, fairness, and strategic alignment.

2.2 Shariah Advisory Bodies

Membership

The members of the BIBD SAB are as follows:

- YM Dayang Hajah Noraini binti Haji Buntar (Chairperson)
- YM Dr Haji Mohd Aidil Yusrie bin Haji Shari (Deputy Chairperson)
- YM Dr Amnisuhailah binti Abarahan (Member)
- YM Awang Haji Muhammad Ahmad Roza bin Haji Md Daud (Member)
- YM Pengiran Dr Haji Md Hasnol Alwee bin Pengiran Haji Md Salleh (Member)

Members of the BIBD SAB serve a three-year term. The current SAB members were appointed to serve from 27 October 2023 until 26 October 2026. Yang Mulia Awang Haji Muhammad Ahmad Roza served as a member from 28 November 2023 until 26 October 2026, while Yang Mulia Pengiran Dr Haji Md Hasnol Alwee was appointed as a member with effect from 6 November 2024 until 26 October 2026.

The members of the BIBD At-Tamwil Berhad ("**BIBD ATW**") SAB are as follows:

- YM Associate Professor Dr Abdul Nasir bin Haji Abdul Rani (Chairman)
- YM Pengiran Dr Md Hasnol Alwee bin Pengiran Haji Md Salleh (Member)
- YM Awang Haji Md Syahiran bin Haji Md Sofian (Member)

The members of the BIBD ATW SAB were re-appointed for a further three-year term, effective from 27 October 2023 to 26 October 2026.

The members of the BIBD Securities Sdn Bhd ("**BIBDS**") SAB are as follows:

- YM Dr Haji Mohd Aidil Yusrie bin Haji Shari (Chairman)
- YM Dr Amnisuhailah binti Abarahan (Member)
- YM Pengiran Hajah Saerah binti Pengiran Haji Petra (Member)

The members of the BIBDS SAB were appointed and re-appointed for a three-year term, effective from 27 October 2023 to 26 October 2026.

All the SAB members' appointments were approved by the Syariah Financial Supervisory Board ("**SFSB**") of Ministry of Finance and Economy (MOFE).

Duties and Responsibilities

The primary duties and responsibilities of the **BIBD SAB** are to:

1. Oversee Shariah matters related to the Bank's operations and business activities.
2. Providing decisions or advice to the Bank on the application of any rulings of the SFSB that are applicable to the operations and business activities of the BIBD.
3. Advice the Board and the Management concerning internal Shariah related policies, Shariah governance structure, Shariah control function, reporting requirements arrangements and other areas that are material to the effective management of Shariah governance.
4. Approving any Shariah related internal policies and manual.
5. Approve products and services to ensure compliance with Shariah rules and principles which includes:
   (a) Validating the terms and conditions contained in the forms, contracts, agreements or legal documents used in executing the transactions; and
   (b) Validating the product manual, marketing advertisements, sales illustrations and brochures used to describe the product and services

6. Provide written Shariah resolutions and/or opinions in circumstances where the Bank refer to the SAB for further deliberation or where the Bank submits application to BDCB for new product approval.
7. Approve the Zakat calculation methodology and distribution of Zakat of the Bank.
8. Approve the channeling of SNC income to charity.
9. Review findings and reports carried out by the Shariah control functions to ensure compliance with Shariah financial matters.
10. Deliberate and confirm the status of potential Shariah non-compliance event(s) which may trigger a Shariah non-compliance by any relevant functions and endorse a rectification measure to address such Shariah non-compliance.
11. Deliberate and affirm the state of Shariah compliance by assessing works carried out by Shariah control functions which form part of the SAB duties in providing assessment of Shariah compliance and assurance information in the annual report of the Bank and its Group upon consultation with the Bank's subsidiaries' SAB.
12. Provide an annual assurance that the operations of the Bank are in compliance with Shariah rules and principles to the Board.
13. Advise related parties such as the Bank, clients, legal counsel, auditors or consultants on Shariah matters for advice upon request.
14. Advise on matters to be referred to the SFSB. The SAB may advise the Bank to consult the SFSB on Shariah financial matters which cannot be resolved.
15. Attend any training as required by the Bank from time to time.

The primary duties and responsibilities of the **BIBD ATW SAB** are to:

1. Oversee Syariah Financial Matters related to ATW operations and business activities.
2. Attend any training as required by BIBD ATW from time to time.
3. Provide advice to the Board and Senior Management on Syariah Financial Matters to ensure BIBD ATW complies with Syariah rules and principles at all times. SAB members are responsible and accountable for all Syariah decisions, opinions, and views provided by them.
4. Approve Syariah-related policies and procedures concerning Syariah Financial Matters.
5. Advise related parties such as ATW's clients, legal counsel, auditors, or consultants on Syariah Financial Matters upon request.
6. Provide written Syariah resolutions and/or opinions when BIBD ATW seeks further deliberation or submits applications to BDCB for new Islamic Financial Products or Services approval.
7. Approve any zakat calculation methodology.
8. Endorse any rectification measures to address Syariah Non-Compliance (SNC).
9. Approve Syariah Financial Matters products and services to ensure compliance with Syariah rules and principles, including:
   (a) Validating the terms and conditions in forms, contracts, agreements, or legal documents used in executing transactions.
   (b) Validating product manuals, marketing advertisements, sales illustrations, and Product Disclosure Sheet (PDS) used to describe financing business activities where in cases the SAB delegates its power to BIBD ATW's Syariah Officer, Risk Management Division, and Internal Audit, such delegation of authority must be made in writing.
10. Assess work carried out pursuant to Syariah review and Syariah audit as part of SAB duties in providing assessments of Syariah compliance and assurance information in the annual report of BIBD ATW.
11. Review findings and reports from Syariah review and Syariah audit functions to ensure compliance with Syariah financial matters.
12. Advise on matters to be referred to the SFSB. The SAB may advise BIBD ATW to consult the SFSB on unresolved Syariah financial matters.
13. Provide an annual assurance to the Board that the operations of ATW are in compliance with Syariah rules and principles.

14. Provide decisions or advice to BIBD ATW on the application of any SFSB rulings applicable to the operations, business, affairs, and activities of BIBD ATW.
15. Immediately inform the Board in cases of SNC are not effectively or adequately addressed or if no rectification measures are made by BIBD ATW.
16. Inform the BIBD SAB of the channeling of SNC income to the BIBD Bank's Maslahat Fund for charity.

The primary duties and responsibilities of the **BIBDS SAB** are to:

1. Oversee Shariah matters related to BIBDS operations and investment business activities.
2. Providing decisions or advice to BIBDS on the application of any rulings of the SFSB that are applicable to the operations, business, affairs and activities of BIBDS.
3. Providing decisions or advice on matters which require a reference to be made to the SAB.
4. Approving any Shariah related internal policies and manual.
5. Advice the Board concerning Shariah related policies, Shariah governance structure, Shariah control function, reporting requirements arrangements and other areas that are material to the effective management of Shariah governance.
6. Approving and validating relevant documentation related to the products and services being offered, or to be offered, by BIBDS.
7. Providing decisions or advice on the operations, business, affairs and activities of the BIBDS which may trigger a Shariah non-compliance event.
8. Deliberating and affirming a Shariah non-compliance finding by any relevant functions.
9. Endorsing rectification measure to address Shariah non-compliance.
10. Attend any training as required by the BIBDS from time to time.
11. Inform the Bank's SAB of business zakat (if any) and the channeling of SNC income to the Bank's Maslahat Fund for distribution to charities.
12. Advise related parties such as BIBDS's clients, legal counsel, auditors or consultants on Shariah matters for advice upon request.
13. Provide written Shariah resolutions and/or opinions in circumstances where BIBDS refer to the SAB for further deliberation or where BIBDS submits application to BDCB for new product approval.
14. Assess the work carried out pursuant to Shariah control functions which form part of the SAB duties in providing assessment of Shariah compliance and assurance information in the annual report of BIBDS.
15. To review findings and reports carried out by the Shariah control functions in order to ensure compliance with Shariah financial matters.
16. To advise on matters to be referred to the SFSB. The SAB may advise BIBDS to consult the SFSB on Shariah financial matters which cannot be resolved.

Frequency and Attendance of Meetings

The SABs meet on a regular basis with a minimum attendance of at least 75% of the meetings held in 2025.

The following is **BIBD SAB** meetings held in 2025:

No.	Name	Positions (Terms)	SAB Meetings	
			Held	Attendance
1	YM Hajah Noraini binti Haji Buntar	Chairperson (27 October 2024-26 October 2026)	8	8
2	YM Dr Haji Mohd Aidil Yusrie bin Haji Shari	Deputy Chairperson (27 October 2024-26 October 2026)	8	8
3	YM Dr Amnisuhailah binti Abarahan	Member (27 October 2023-26 October 2026)	8	8
4	YM Awang Haji Muhammad Ahmad Roza bin Haji Md Daud	Member (28 November 2023 to 26 October 2026)	8	8
5	YM Pengiran Dr Haji Md Hasnol Alwee bin Pengiran Haji Md Salleh	Member (6 November 2024 to 26 October 2026)	8	8

BIBD ATW SAB meetings held in 2025 were as follows:

No.	Name	Positions (Terms)	SAB Meetings	
			Held	Attendance
1	YM Associate Professor Dr Abdul Nasir bin Haji Abdul Rani	Chairman (27 October 2023-26 October 2026)	6	6
2	YM Pengiran Dr Md Hasnol Alwee bin Pengiran Haji Md Salleh	Member (27 October 2023-26 October 2026)	6	6
3	YM Haji Md Syahiran bin Haji Md Sofian	Member (27 October 2023-26 October 2026)	6	6

BIBDS SAB meetings held in 2025 were as follows:

No.	Name	Positions (Terms)	SAB Meetings	
			Held	Attendance
1	YM Dr Haji Mohd Aidil Yusrie bin Haji Shari	Chairman (27 October 2023-26 October 2026)	6	6
2	YM Dr Amnisuhailah binti Abarahan	Member (27 October 2023-26 October 2026)	6	6
3	YM Pengiran Hajah Saerah binti Pengiran Haji Petra	Member (27 October 2023-26 October 2026)	6	6

Summary of Meetings in 2025

The respective SABs have reviewed, advised and approved all the proposals including legal documentation for products and services submitted by the respective BIBD and subsidiaries' businesses.

Total of 121 business proposals were mooted and deliberated by the respective SABs meetings between January to December 2025 as shown in the table below:

Proposal by Business and Subsidiaries	No. of Proposal
BIBD	61
BIBD At-Tamwil Berhad	33
BIBD Securities Sdn Bhd	27
TOTAL	**121**

SAB Members Training Summary

The SAB members attended various forums and trainings to enhance their knowledge and understanding as well as keeping them abreast of the latest development in Islamic Finance industry.

No.	Training Details	SAB Members							
		YM Hjh Noraini	YM Dr Hj Muhd Aidil	YM Dr Amni Suhailah	YM Hj Muhd Ahmad Roza	YM Pg Dr Hj Muhd Hasnol	YM Assoc. Prof Dr Abdul Nasir	YM Hj Md Syahiran	YM Pg Hjh Saerah
1	CEO Sustainability Forum, Brunei Darussalam	✓	✓	✓	✓	✓			✓
2	International Islamic Economics & Finance Conference for Sustainable Development (IFESDC) 2025	✓					✓		
3	3rd Nadwah of Shariah Advisers Islamic Capital Market 2025			✓					
4	Brunei Islamic Sustainable Finance Forum (BISFF) 2025	✓	✓	✓	✓	✓			✓
5	Corporate Governance Forum and Directors' Masterclass Series, Brunei Darussalam	✓	✓	✓		✓			
6	Muzakarah Cendekiawan Syariah Nusantara ke 19 (MCSN)	✓	✓	✓	✓				
7	Syariah Advisory Forum (SAF)	✓	✓	✓	✓	✓			✓
8	Islamic Finance for Board of Directors - Islamic Finance Programme by INCEIF/ISRA	✓	✓		✓	✓	✓	✓	✓
9	20th Kuala Lumpur Islamic Finance Forum 2025 (KLIFF)		✓	✓		✓	✓	✓	
10	Sukuk Structuring, BIBD Securities Sdn Bhd			✓					
11	BDCB Muzakarah Syariah Kewangan Islam	✓	✓	✓	✓	✓	✓	✓	✓
12	KUPUSB Forum on "Pembangunan Ekonomi Ummah Menerusi Penghayatan Muamalat						✓	✓	
13	UBD 2nd Accounting and Finance Symposium 2025					✓			


BIBD
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Chapter 3

Our Year In Review

Reflecting on our impact, growth and progress in 2025

3.1 2025 in Numbers
3.2 Financial Highlights
3.3 Awards and Accolades
3.4 BIBD Mega Karnival Siuk 2
3.5 For Our Nation
3.6 Driving Growth of Islamic Finance
3.7 Driving Inclusive SME Growth
3.8 Elevating Customer Experience
3.9 Delivering Impact Through Sustainability
3.10 Building Resilient Communities Together
3.11 Nurturing Our People
3.12 Upholding Our Faith
3.13 Promoting Health and Wellness
3.14 Building Cyber Resilience and Digital Trust





3.1 2025 in Numbers

CORPORATE GOVERNANCE

Maintaining the highest standards of governance and risk management

A– (Stable)
credit rating from S&P Global

Maintained S&P Global rating since 2015

2 Internationally
recognised ISO certifications

COMMUNITY

Building brighter futures through education and empowerment

415 Students
supported through the BIBD ALAF Programme since 2013

78 Women Entrepreneurs
empowered through seven cohorts of the BIBD SEED Programme since 2018

FINANCIAL HIGHLIGHTS

A strong foundation built on scale, reach, and resilience

>$11.3B Total Assets

>370,00 customers served

>1,000 employees across the Group

14 branches across all four districts

Largest ATM network
in Brunei Darussalam

BIBD ASPIRASI

Rewarding customers for saving and planning for the future

Nearly 2,500 winners rewarded

>$5.9M in total prizes distributed

CORPORATE BANKING

Empowering businesses of all sizes to grow and thrive

>14,000 corporate customers

>35% corporate clients are MSMEs

13.9% Increase in BizNet transaction volumes

9% Growth in BizNet package subscriptions

RETAIL BANKING

Expanding access to digital, seamless, customer-first experiences

>370,000
retail customers

>78%
digital penetration rate

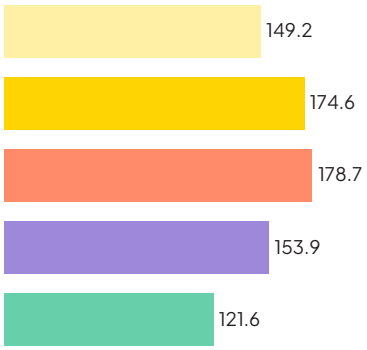
>40% increase
in digital banking transaction volumes

>45% growth
in digital banking transaction value over the past five years

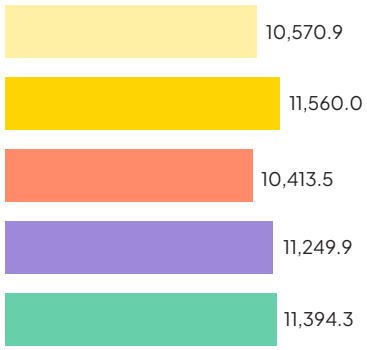
>33% growth
in QuickPay merchant onboarding

3.2 Financial Highlights

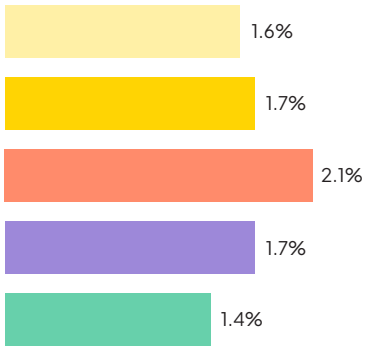
Net Profit After Zakat and Tax
(B$ Million)



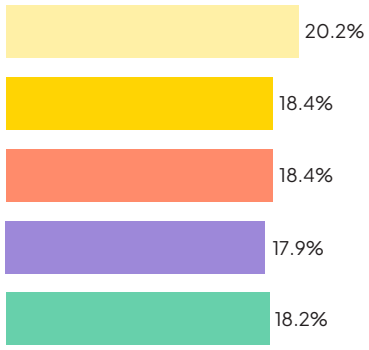
Total Assets
(B$ Million)



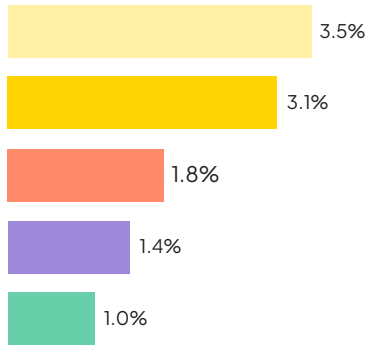
Return on Assets
- Before Taxation (%)



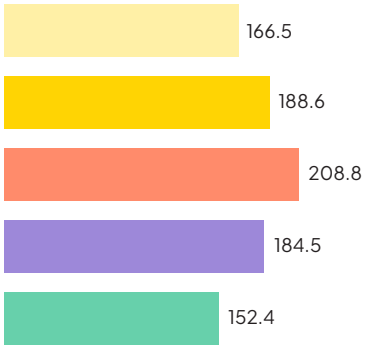
Capital Adequacy Ratios Tier 1
(Core Capital) (%)



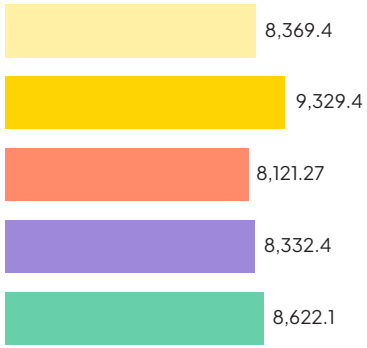
Impaired Financing to Total
Financing and advances (%)



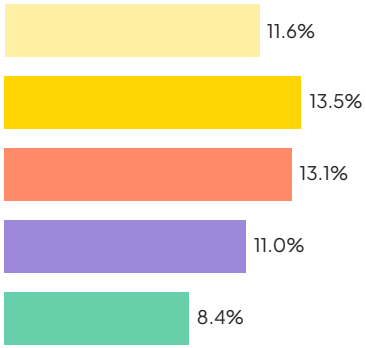
Operating Profit
(B$ Million)



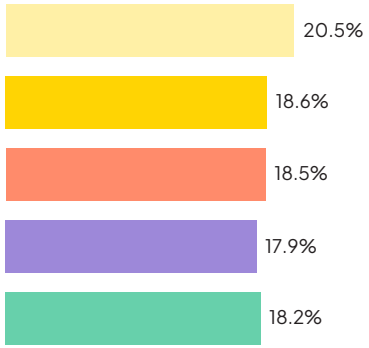
Deposits from Customers
(B$ Million)



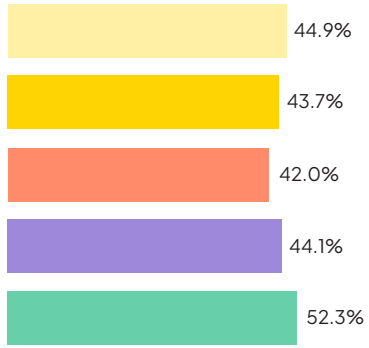
Return on Equity
– After Tax (%)



Total Capital Adequacy Ratio
(%)



Cost to Income Ratio (%)



Legend: 2021 2022 2023 2024 2025

Awards and Accolades

In 2025, Bank Islam Brunei Darussalam (BIBD) further solidified its position as Brunei's premier financial institution, garnering multiple prestigious awards and industry recognitions that underscore its unwavering commitment to excellence, innovation, and sustainability. These accolades reaffirm BIBD's continued success in delivering world-class Islamic financial solutions while reinforcing its pivotal role in advancing Brunei's socio-economic growth and contributing to the nation's long-term development aspirations.

3.3

Financial Strength and Stability

BIBD retained its A- (Stable) credit rating from S&P Global, reaffirming its position as Brunei's largest and most resilient financial institution. The rating reflects the Bank's strong capitalisation, sound profitability, and prudent capital management, which continue to underpin its market leadership and systemic importance within Brunei's financial sector. This recognition further highlights BIBD's financial strength, stability, and capacity to support sustainable growth while delivering long-term value to its stakeholders.

According to S&P Global, BIBD continues to demonstrate its strength as Brunei's largest and most dominant financial institution, supported by a robust franchise and longstanding relationships with government-linked entities. The Bank's very strong capitalisation and sound profitability further reinforce its financial resilience, underscoring its ability to maintain market leadership and navigate evolving economic conditions while continuing to support the growth of Brunei's financial sector.

As Brunei's largest deposit-taking institution, BIBD plays a pivotal role in supporting the nation's economic development. Its substantial balance sheet enables strong and enduring partnerships with government-linked entities and small and medium-sized enterprises (SMEs), reinforcing its market presence and competitive advantage. This strong positioning enhances the Bank's ability to drive sustainable growth, support key economic sectors, and maintain its relevance as a cornerstone of Brunei's financial ecosystem.

Looking ahead, BIBD is well positioned to sustain its leadership in Brunei's banking sector, supported by the market's concentrated structure, its strong and established franchise, and its status as the country's largest provider of Shariah-compliant financing. The Bank is expected to maintain sound profitability, underpinned by an experienced and stable management team, deep local market expertise, and ongoing initiatives to enhance its competitive position. Furthermore, BIBD's capital position is anticipated to remain robust, with its Capital Adequacy Ratio expected to continue operating comfortably above regulatory requirements, providing a strong buffer to support future growth and resilience.

In line with the BIBD Sustainability Framework, the Bank continues to demonstrate a strong commitment to environmental, social, and governance (ESG) principles, with its ESG profile remaining broadly comparable to that of its domestic industry peers. Operating in an economy with significant links to the energy sector, BIBD maintains a prudent approach to managing related exposures, focusing primarily on activities within the downstream oil and gas value chain. At the same time, the Bank continues to support risk diversification beyond the domestic energy ecosystem, aligning with broader strategic efforts to expand regional opportunities and strengthen the resilience of its business franchise over the longer term.

While sustainable financing in Brunei remains at a relatively early stage of development, the establishment of the BIBD Sustainability Framework demonstrates the Bank's proactive recognition of emerging ESG-related risks and opportunities, as well as its commitment to integrating sustainability considerations into its business strategy, operations, and decision-making processes.

As Brunei Darussalam's leading bank, BIBD is well positioned to play a pivotal role in advancing the sustainable finance agenda, supporting the adoption of responsible banking practices while contributing to the nation's long-term economic resilience, environmental stewardship, and sustainable development objectives.

Operational Resilience

In 2025, Bank Islam Brunei Darussalam (BIBD) successfully renewed its ISO 9001:2015 certification, reaffirming its commitment to consistently delivering high-quality products and services across its branch network. The recertification reflects the Bank's strong quality culture, supported by robust governance practices, disciplined processes, and a continuous improvement mindset.

Further enhancing its quality management capabilities, two senior officers attained the CQI and IRCA Certified ISO 9001:2015 Lead Auditor qualification, strengthening the Bank's internal expertise in quality assurance, compliance, and operational excellence.

These achievements complement BIBD's broader portfolio of internationally recognised certifications. Notably, BIBD was the first financial institution in Brunei Darussalam to achieve BCMS 22301:2019 Business Continuity Management System (BCMS) certification, underscoring its commitment to operational resilience and organisational preparedness. The Bank also maintains ISMS 27001:2013 certification for Information Security Management Systems (ISMS), reinforcing its dedication to protecting customer information, maintaining data integrity, and upholding the highest standards of information security.

Collectively, these milestones demonstrate the strength of BIBD's governance and operational framework, reflecting its ongoing commitment to service excellence, resilience, and the creation of sustainable long-term value for its stakeholders.

Recognised for Excellence in Banking and Social Impact

BIBD's achievements were further recognised at the Euromoney Awards for Excellence 2025, where the Bank received two prestigious national accolades: Best Bank in Brunei and Best Bank for Corporate Social Responsibility (CSR) in Brunei. These awards reflect BIBD's continued success in expanding its market presence, enhancing its digital capabilities, and embedding sustainability and ethical finance principles across its business strategy. Euromoney highlighted the Bank's strong franchise, ongoing technology investments through its NEXGEN platform, growing demand for its Shariah-compliant solutions, and its commitment to environmental stewardship and community development.

The recognition for CSR further underscores BIBD's holistic and impactful approach to social responsibility. Through initiatives spanning education, entrepreneurship, health, environmental sustainability, and community empowerment, the Bank continues to create meaningful value beyond its core banking activities. Flagship programmes such as the BIBD ALAF, BIBD SEED, Projek Alam Mampan, and Projek TUNAS exemplify BIBD's commitment to fostering long-term positive outcomes for individuals, communities, and the wider economy.

Collectively, these achievements reinforce BIBD's position as a trusted financial institution and strategic partner in Brunei Darussalam's development. Guided by its purpose of serving communities and creating lasting impact, the Bank remains committed to supporting national priorities while driving sustainable, inclusive, and responsible growth for the benefit of current and future generations.



Innovation with Purpose, Sustainability at the Core

BIBD's commitment to innovation and sustainability was recognised at the International Banker Banking Awards 2025, where the Bank was named Best Innovation in Retail Banking (Brunei) and Best Sustainable Bank (Brunei). These accolades reflect BIBD's continued focus on enhancing customer experience through digital transformation, while upholding strong governance and responsible banking practices.

The recognition for retail innovation underscores the Bank's success in delivering seamless, customer-centric solutions through its NEXGEN platform and the introduction of Olive, BIBD At-Tamwil's next-generation digital ecosystem. Meanwhile, the sustainability award reflects BIBD's steadfast commitment to integrating sustainable practices across its operations, guided by its Sustainability Framework and the principles of Maqasid Shariah. Through impactful initiatives such as the **BIBD ALAF**, the **BIBD SEED**, **Projek Teduh**, and **Projek Alam Mampan**, BIBD continues to create meaningful and lasting value by empowering communities, promoting environmental stewardship, and supporting Brunei Darussalam's long-term sustainable development agenda.



Empowering a Digital Economy

BIBD was recognised by Mastercard at the 2025 Customer Forum in Bangkok, receiving the Leadership in Debit Volume, Brunei and Leadership in Credit Volume, Brunei. The accolades reflect the Bank's strong performance in the cards business and its continued leadership in driving the adoption of digital payments across Brunei Darussalam.

These accolades reflect BIBD's continued commitment to delivering practical, secure, and accessible payment solutions that meet the evolving needs of both individuals and businesses. Through its comprehensive suite of card offerings and customer-focused initiatives, the Bank continues to enhance everyday banking experiences, encourage greater adoption of digital payments, and provide added value through exclusive merchant privileges, rewarding benefits, and seamless payment experiences.



Supporting Healthier Communities, Together





BIBD was honoured with the Brunei Health and Wellness Initiative of the Year – Banking award at the Asian Management Excellence Awards 2025, in recognition of its strong commitment to promoting workplace and community well-being. The accolade highlights the Bank's leadership in embedding a holistic approach to wellness across its organisational culture and stakeholder engagement efforts.

A key contributor to this achievement is the Wellness Ambassadors initiative, which equips employees and strategic partners with essential first-aid, life-saving, and mental health support skills. By fostering a culture of care, preparedness, and resilience, the programme strengthens employee well-being while creating a more supportive and responsive workplace environment.

Beyond the organisation, BIBD actively supports public health and wellness initiatives through its participation in national, consumer, and community events, providing health awareness programmes, complimentary health screenings, and basic medical assistance. These efforts reflect the Bank's commitment to creating sustainable social impact and align with Sustainable Development Goal (SDG) 3: Good Health and Well-being and SDG 8: Decent Work and Economic Growth, reinforcing BIBD's role as a responsible and purpose-driven institution.

Strengthening Our Brand Through Sustainable Growth

BIBD was honored with The BrandLaureate International Brand of the Year Award 2024 (Singapore) in the Sustainability – Banking & Finance category, recognizing the Bank's strong brand leadership, commitment to innovation, and dedication to sustainable growth. The award reflects BIBD's continued success in driving digital transformation, delivering customer-centric Shariah-compliant solutions, and creating long-term value for its stakeholders.

Supported by a strong financial foundation, including total assets exceeding BND10 billion and a consistent A- (Stable) rating from S&P Global, BIBD continues to demonstrate resilience, sound governance, and sustainable business performance. Key initiatives such as the NEXGEN Wallet and Brunei Darussalam's first Shariah-compliant ESG mutual fund underscore the Bank's commitment to innovation while advancing responsible and inclusive finance.

As a pioneer in sustainability, BIBD remains committed to supporting both national and global development priorities through its Net Zero 2050 goals and participation in the United Nations Global Compact. These efforts reinforce the Bank's role in promoting inclusive economic growth, environmental stewardship, and value-based Islamic finance, while contributing to a more sustainable future for Brunei Darussalam and beyond.



Empowering Investors Through Islamic Wealth Solutions

BIBD was recognised as the Best Bank for Islamic Wealth Management Solutions in Brunei Darussalam 2025 at the Cambridge Islamic Funds Awards, marking the second consecutive year the Bank has received this distinction. The award highlights BIBD's strong position in the market and its ability to deliver comprehensive, Shariah-compliant wealth management solutions that meet the evolving needs of its customers.

This recognition reflects BIBD's continued commitment to innovation, transparency, and ethical investing, supported by robust governance standards and a client-centric approach. Through its Islamic wealth management offerings, the Bank provides value-based investment solutions that help customers achieve their long-term financial objectives while adhering to Shariah principles.

The accolade further reinforces BIBD's leadership in the Islamic finance sector and its contribution to advancing Brunei Darussalam's Islamic wealth management landscape. It underscores the Bank's dedication to delivering sustainable growth, fostering financial inclusion, and creating long-term value in line with the principles of Maqasid Shariah.



Advancing Sustainability Efforts

BIBD was honoured as the Most Sustainable Financial Institution of the Year in Brunei 2025 at the Global Good Governance (3G) Awards in May 2025, recognising the Bank's leadership in embedding sustainability across its operations, community initiatives, and national development efforts. The accolade reflects BIBD's commitment to advancing sustainable growth in alignment with Brunei Vision 2035 and the United Nations Sustainable Development Goals (UNSDGs).

The award highlights BIBD's Sustainability Framework, which is guided by the principles of Maqasid Shariah and anchored on three strategic pillars: Responsible Entrepreneurship, Inclusive Social Impact, and Environmental Protection. It also acknowledges the Bank's commitment to mobilise BND2 billion in sustainability-linked financing by 2030, supporting Brunei Darussalam's climate ambitions and promoting inclusive economic participation.

Through flagship initiatives such as BIBD ALAF, BIBD SEED, Projek Teduh, and environmental programmes including Projek Alam Mampan and its 60kWp solar installation, BIBD continues to deliver meaningful and measurable impact across education, community empowerment, entrepreneurship development, and environmental stewardship.

By integrating sustainability into its governance, business practices, products, and community engagement efforts, BIBD continues to strengthen stakeholder trust, drive inclusive growth, and support Brunei Darussalam's transition towards a more resilient, sustainable, and prosperous future.



Recognised as 'Asian Rising Star'

BIBD Securities Sdn Bhd (BIBDS), a wholly owned subsidiary of Bank Islam Brunei Darussalam, was recognised at the Asia Asset Management Best of the Best Awards 2025, receiving the prestigious Asia Rising Star award alongside several national accolades for investor education, Islamic asset and bond management, ESG, and retail asset management.

The recognition reflects BIBDS's growing prominence in the asset management industry and its contribution to advancing Brunei Darussalam's capital market ecosystem. Through its strong focus on investor education, financial literacy, and thought leadership, BIBDS continues to empower investors with greater market awareness and informed decision-making while providing insights into global economic and investment trends.

BIBDS has also demonstrated its commitment to innovation through the launch of the Lion-BIBDS Islamic Enhanced Liquidity Fund in partnership with Lion Global Investors. As Brunei Darussalam's first locally managed mutual fund and the first Shariah-compliant fund registered in both Brunei Darussalam and Singapore, the fund represents a significant milestone in regional financial collaboration and underscores BIBDS's leadership in delivering innovative, value-driven Islamic investment solutions.

Moreover, BIBD Asset Management's Global ESG Islamic Bond Strategy builds on its flagship Islamic bond offering by integrating strict ESG standard with Shariah-compliant investment principles. The strategy adopts a disciplined approach to screening, excluding non-compliant securities while increasing exposure to issuers that demonstrate strong environmental, social, and governance practices. This enables investors to access sustainable and ethically aligned investment opportunities without compromising on Shariah principles.



Supported by a robust Shariah governance framework, BIBDS continues to translate its vision for responsible investing into innovative and practical investment solutions. Through its leadership in Islamic asset management, investor education, and sustainable finance, BIBDS is playing a key role in strengthening Brunei Darussalam's capital market ecosystem and supporting the nation's aspirations to become a leading global hub for Islamic finance.

BIBD Mega Carnival Siuk 2

3.4

BIBD Mega Karnival: Uniting Communities, Enabling Opportunities



The BIBD Mega Karnival stands as one of BIBD's largest annual community events, celebrating its valued customers and the wider community in appreciation of their continued loyalty and support. The initiative reflects BIBD's commitment to fostering inclusive economic growth, supporting local entrepreneurs, and strengthening community connections.

A Vibrant Community Experience

Held in the heart of Bandar Seri Begawan from 26 to 30 November 2025, the BIBD Mega Karnival Siuk 2 transformed the capital into a lively destination, featuring nearly 300 booths, over 200 vendors, more than 30 free activities, and 28 of the latest car models. The 'karnival' brought together businesses, families, and communities in a vibrant celebration of enterprise, innovation, and togetherness.








NEBUK BAGS

Empowering Local Enterprises

The carnival provided a platform for MSMEs, home-based businesses, start-ups, and creative entrepreneurs to showcase their offerings, supporting greater visibility and economic participation. Set within a vibrant, community-centric environment, the event brought together a diverse mix of vendors, enabling them to expand their reach, strengthen their brand presence, and connect with new audiences.

Beyond commercial opportunities, the carnival fostered meaningful interactions between entrepreneurs and the community, creating a space where ideas, creativity, and local innovation could thrive. This engagement not only enhanced the overall visitor experience but also contributed to the continued growth and dynamism of Brunei's entrepreneurial landscape.







Conversations that Mattered: The Karnival Podcast Sessions

As part of its aim to promote meaningful community engagement, BIBD collaborated with local podcaster *theizzydoesit* during the Karnival, to host a series of live podcast sessions, bringing together distinguished speakers from various fields to share insights, experiences, and thought leadership with the public.



The sessions included Ustaz Mizi Wahid, CEO of Safinah Institute, Singapore, who shared insights on men's mental health, highlighting the importance of vulnerability and creating safe spaces for open dialogue.



Dr. Siti Khadijah Ismail, Obstetrician and Gynaecologist Specialist at JPMC Brunei, addressed key aspects of women's health, offering guidance on how partners can provide meaningful support and engage in sensitive conversations with empathy and understanding.



Chiew Si Yan of JIRA Art spoke on her journey within the creative industry, reflecting on the challenges of pursuing a career in the arts and how JIRA has become a purposeful platform for her creative expression.



Rayyan Sufian, founder of Heritage Bakwa, provided a vendor's perspective on participating in large-scale events, discussing operational preparations, cost considerations, and effective marketing strategies to drive engagement.

Rewarding Everyday Banking



Held alongside the BIBD Mega Karnival 2025, the prize presentation ceremony for the second cycle of BIBD's Grand Giveaway campaign highlighted the Bank's continued efforts to recognise and reward customer loyalty. One lucky winner took home the grand prize of a brand-new BYD Shark 6, complemented by prizes for other top winners, including a trip to London for two.

A total of 30 customers were rewarded in this cycle with prizes ranging from shopping vouchers and home appliances to electronic gadgets, with 10 finalists shortlisted for the grand prize draw.

The campaign demonstrated BIBD's commitment to enhancing customer engagement by rewarding everyday banking activities, where eligible transactions such as card usage, bill payments, and salary deposits automatically qualified customers for entries.



By encouraging digital banking adoption, cashless payments, and supporting local merchants, the Grand Giveaway campaign continues to strengthen customer participation while contributing to the broader local economy. The initiative underscores BIBD's ongoing commitment to rewarding customer loyalty and delivering a more engaging and rewarding banking experience.

Spectacular Drone Night Show

To further elevate the carnival experience, the Spectacular Drone Night Show captivated audiences with a stunning display that illuminated the night sky above Bandar Seri Begawan. The choreographed performance featured an array of vibrant, synchronised drone formations that mesmerised the crowd, creating a truly immersive visual experience.

Set against the breathtaking backdrop of the iconic Sultan Omar Ali Saifuddin Mosque (SOAS Mosque), the drones floated across the skyline, enhancing the grandeur of one of the capital's most cherished landmarks. The seamless fusion of technology, artistry, and cultural setting created a memorable highlight of the carnival, drawing crowds together in awe and reinforcing the event's spirit of celebration and community.

The showcase not only elevated the overall carnival experience but also reflected BIBD's commitment to delivering innovative and engaging moments for the public, leaving a lasting impression on visitors and further enlivening the capital city.



A Grand Finale Celebrating Community and Loyalty



The BIBD Mega Karnival 2025 "Siuk 2" concluded on a high note with a grand prize presentation ceremony, where one lucky winner drove away with a brand-new Mitsubishi X-Force. The highly anticipated finale also featured an array of attractive rewards, including travel packages and exclusive prizes, marking the successful conclusion of another memorable edition of Brunei's flagship community carnival.

Held from 26 to 30 November 2025 in the heart of Bandar Seri Begawan, the campaign offered customers opportunities to win exciting prizes through sign-ups for selected BIBD products and transactions made using BIBD cards and QuickPay at the carnival. The initiative reflects BIBD's commitment to rewarding customer loyalty while creating meaningful experiences that bring communities together.

Throughout the campaign, customers engaged with a wide range of BIBD products and services, including home and personal financing solutions, credit cards, and account openings. Participation also extended to the use and activation of BIBD NEXGEN services such as the BIBD NEXGEN Wallet, vCard, and QuickPay, as well as card and vCard transactions with participating merchants at the carnival. These activities highlight the Bank's continued efforts to promote digital adoption, financial inclusion, and convenient banking solutions for all.

Reflecting on the success of the event, BIBD Managing Director and CEO, Awang Junaidi bin Haji Masri, who presented the prizes to the winners, expressed his appreciation for the overwhelming support received from the community.



"Alhamdulillah, each year, the BIBD Mega Karnival continues to grow not only in scale but also in fostering meaningful connections for everyone. Seeing families, friends, entrepreneurs, and communities come together in such a positive environment truly embodies the Bruneian spirit of togetherness and resilience."

He added, "The success of this BIBD Mega Karnival is a result of all stakeholders' continuous support and commitment. It reaffirms BIBD's commitment to driving local economic activity and supporting small businesses by providing accessible platforms that showcase their talent and innovation. We are inspired by their energy and creativity and BIBD remain dedicated to creating more opportunities that strengthen Brunei's economic landscape."

For Our Nation

At BIBD, our purpose is deeply rooted in the communities we serve, guiding our actions and shaping the impact we create. In 2025, we continued to support Brunei Darussalam's aspirations under Wawasan Brunei 2035, contributing to national progress while creating meaningful and lasting value for our communities.

Through purpose-driven initiatives and strategic partnerships, we strengthened our commitment to empowering individuals, preserving cultural heritage, and fostering inclusive socio-economic development. These efforts reflect our dedication to building a more resilient, sustainable, and prosperous future for all, while supporting the nation's long-term growth and well-being.

3.5

Elevating Royal Birthday Celebrations







In 2025, BIBD was honoured to participate in the nationwide celebrations marking the 79th birthday of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam.

As part of an annual tradition that reflects His Majesty's close bond with the people of Brunei Darussalam, the Bank proudly took part in the Royal Birthday Majlis Ramah Mesra Bersama Rakyat held across the Brunei-Muara and Temburong districts. BIBD's participation underscores its commitment to fostering national unity, strengthening





community ties, and celebrating the values that bring the nation together.

The occasion provided a meaningful opportunity for the Bank to engage with local communities while reaffirming its dedication to supporting initiatives that promote social cohesion, national pride, and community well-being.

At the Temburong Majlis Remah Mesra Bersama Rakyat, BIBD showcased the progress of BIBD Connects Temburong, a BIBD CSR initiative that was successfully completed and launched in the second quarter of 2025. The project reflects the Bank's commitment to supporting the revitalisation of Temburong District through initiatives that drive long-term socio-economic and community development.



In addition, BIBD continued to champion mental health awareness through the participation of its Wellness Ambassadors, reinforcing the importance of holistic well-being and community resilience. These efforts are aligned with His Majesty's emphasis on well-being, harmony, and peace, underscoring the Bank's dedication to fostering healthier and more connected communities.



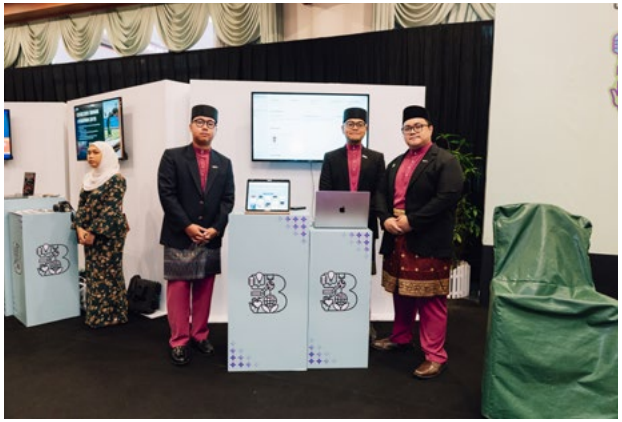
Investing in Youth, Inspiring Future Generations

At the National Youth Day 2025 celebrations, graced by His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, and members of the Royal Family, BIBD reaffirmed its commitment to empowering the nation's youth and nurturing the next generation of leaders.

As part of the celebrations, BIBD At-Tamwil Berhad and Olive unveiled their newly enhanced website, reflecting the Bank's ongoing commitment to digital innovation and delivering a seamless, customer-centric financial experience. Developed with contributions from young talent within the organisation, the initiative highlights the value of fostering digital skills, innovation, and leadership capabilities among future-ready professionals.

Further demonstrating its commitment to youth development, BIBD ALAF students participated in a choir performance, showcasing the confidence, discipline, and well-rounded growth cultivated through the programme. Through initiatives such as these, BIBD continues to invest in developing capable and resilient individuals, inspiring young Bruneians to contribute meaningfully to the nation's progress and future success.







Promoting Healthy Living, Celebrating National Unity





Held in conjunction with the celebration of the 79th birthday of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, BIBD participated in a cycling event in the Temburong District led by Yang Berhormat Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman, Minister of Home Affairs and Chairman of BIBD.

The event highlighted the importance of promoting healthy and active lifestyles, in line with His Majesty's vision of fostering a resilient, vibrant, and healthy society. BIBD's participation reflects its continued commitment to supporting national initiatives that enhance community well-being and encourage greater public engagement in health-focused activities.

The cycling event also showcased Temburong's rich natural landscape and growing potential as a sustainable tourism destination. By supporting initiatives that encourage active living while raising awareness of local attractions, BIBD contributes to efforts that promote sustainable economic opportunities, strengthen community engagement, and support the long-term development of the district

Honouring 41 Years of Independence



BIBD proudly demonstrated its unwavering national pride by participating in Brunei Darussalam's 41st National Day celebrations, joining the national parade held on 23 February 2025. The occasion reflected the Bank's deeply rooted "Bruneian at Heart" values, providing an opportunity to celebrate the nation's achievements while honouring its rich heritage and shared identity. Through its participation, BIBD reaffirmed its commitment to supporting national development, fostering unity and resilience, and contributing towards the collective aspirations of a prosperous and sustainable future for Brunei Darussalam.





Community Hubs for Holistic and Sustainable Development





BIBD Connects expanded its footprint with the opening of its third and largest facility at Labu Square, Temburong, on 13 July 2025. The facility was officially launched by Yang Berhormat Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman, Minister of Home Affairs and Chairman of BIBD.

Strategically situated within a 17-hectare development area and serving as a key gateway to Temburong via the Sultan Haji Omar 'Ali Saifuddien Bridge, BIBD Connects Temburong strengthens its role as a vibrant community and commercial hub, connecting visitors, entrepreneurs, and local businesses. Designed to support business growth and community engagement, the facility features retail and modular commercial spaces alongside a central communal area dedicated to events, markets, and social activities. Its opening was marked by a month-long series of pop-up markets held in conjunction with His Majesty's birthday celebrations, providing local vendors with increased exposure and opportunities to engage with the wider community.

Building on the mission of BIBD Connects since its inception in 2018, the facility offers accessible and affordable platforms for micro, small and medium enterprises (MSMEs) to establish and grow their businesses, while integrating convenient banking services within a dynamic community environment. The development also incorporates sustainable features, including solar panels and rainwater harvesting systems, reflecting BIBD's commitment to responsible business practices and environmental sustainability.

By creating opportunities for entrepreneurship, enhancing financial inclusion, and stimulating local economic activity, BIBD Connects Temburong contributes to the development of a more resilient, inclusive, and sustainable economic ecosystem, supporting the aspirations of Wawasan Vision 2035 and the long-term prosperity of the Temburong District.





Reaffirming Commitment to Inclusive National Progress
Supporting Inclusive Development Through RKN12

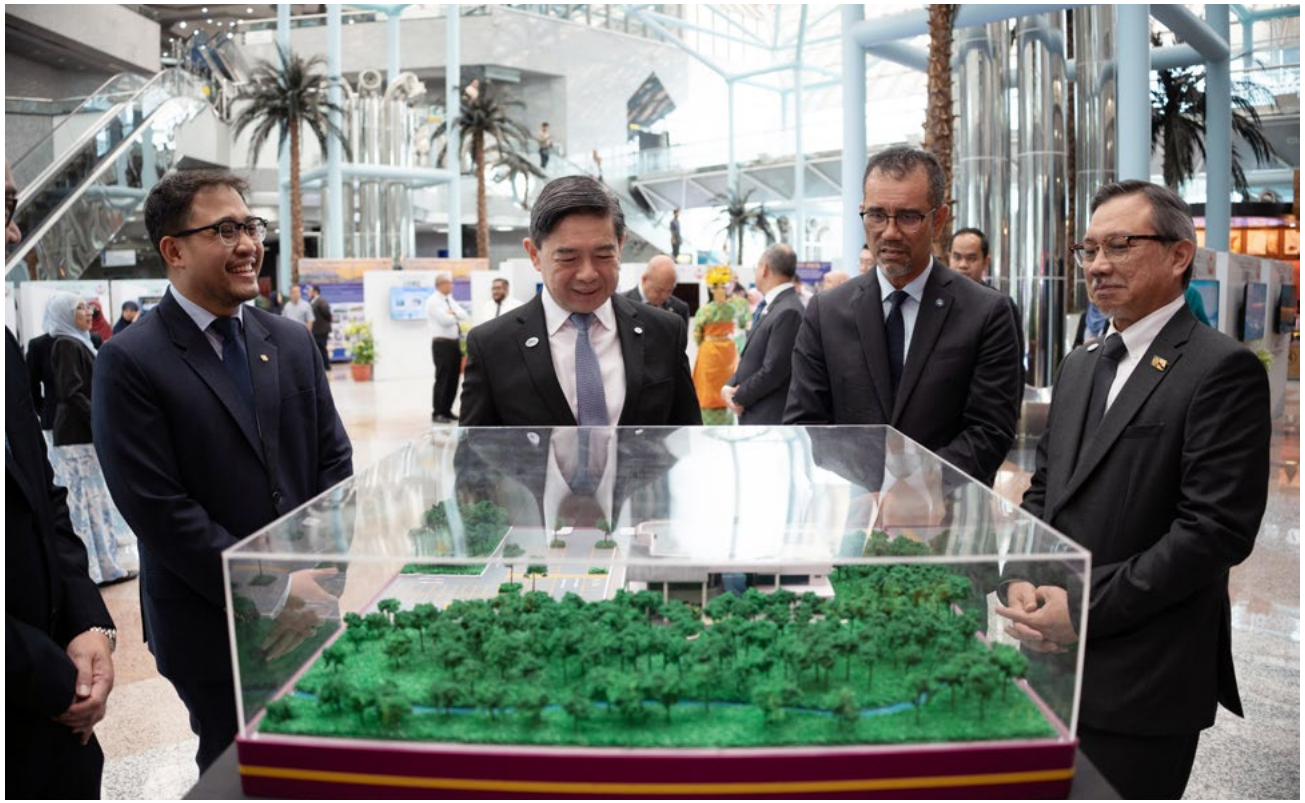
BIBD participated in the official launch of the 12th National Development Plan (RKN12), where it showcased BIBD Connects Temburong as a flagship initiative supporting inclusive and sustainable development across all districts of Brunei Darussalam.

Launched in October 2024 and completed in mid-2025, the development serves as a community-focused hub that combines banking services, dedicated spaces for micro, small and medium enterprises (MSMEs), and a communal venue for business and community activities. The facility also incorporates sustainable features, including solar-powered lighting and rainwater harvesting systems, reflecting BIBD's commitment to environmentally responsible development.

Through BIBD Connects Temburong, the Bank continues to demonstrate its commitment to people-centred national development by creating opportunities for entrepreneurship, strengthening financial inclusion, and enhancing access to essential services. The initiative supports the aspirations of Brunei Vision 2035 by contributing to a more resilient, inclusive, and sustainable economy.

Beyond physical infrastructure, BIBD remains committed to advancing socio-economic development through programmes focused on entrepreneurship, educational access, community engagement, and financial literacy. These efforts reinforce the Bank's role as a trusted partner in supporting national growth and creating meaningful, long-term value for communities across the country.





Empowering Communities through Financial Knowledge





At BIBD, we believe that financial literacy is a key driver of empowerment, resilience, and long-term financial well-being. By equipping individuals with the knowledge and skills to make informed financial decisions, we help create more inclusive and financially confident communities.

Throughout 2025, we strengthened this commitment through targeted outreach programmes and innovative initiatives designed to enhance financial awareness and capability across all segments of society. From students and young adults to working professionals and the wider community, our efforts focused on promoting responsible financial management, building lifelong financial skills, and fostering greater financial inclusion.

Through these initiatives, BIBD continues to empower individuals to make informed financial choices, build financial resilience, and contribute to a more sustainable and prosperous future for Brunei Darussalam.

Driving Growth of Islamic Finance

In 2025, advancing Islamic finance remained a key strategic priority as BIBD continued to strengthen Brunei Darussalam's position as a leading centre for Shariah-compliant financial services. Through strategic collaborations, innovation, and active participation in regional and international platforms, the Bank enhanced its capabilities while contributing to the growth, resilience and sustainability of the Islamic finance ecosystem.

These efforts were closely aligned with Wawasan Brunei 2035 and the BDCB Financial Sector Blueprint, reflecting BIBD's ongoing role in supporting the long-term development of the industry. As Brunei's leading Islamic financial institution, BIBD remains committed to driving innovation, promoting responsible and inclusive finance, and creating meaningful value for customers, businesses and communities.

By leveraging its expertise and leadership in Islamic finance, BIBD continues to contribute to the development of a competitive, sustainable and future-ready financial landscape that upholds the principles of Shariah while supporting national economic growth and prosperity.

3.6

Advancing Ethical and Sustainable Finance at ICIFS 2025

BIBD demonstrated its commitment to ethical and sustainable financial practices through its participation as a key sponsor of the inaugural International Conference on Islamic Finance and Sustainability (ICIFS) 2025, held from 4 to 6 February 2025 at Balai Khazanah Islam Sultan Haji Hassanal Bolkiah. The conference provided an important platform for global dialogue on the role of Islamic finance in advancing sustainable development and addressing pressing environmental and social challenges.

Through its support of ICIFS 2025, BIBD reaffirmed sustainability as a key pillar of its strategic agenda while showcasing its efforts to integrate environmental, social and governance (ESG) principles across its operations, products and services.

The Bank's participation reflected its ongoing commitment to promoting responsible finance, strengthening the sustainability ecosystem, and contributing to the development of a more resilient and inclusive future.



The Bank showcased BIBD SEED, its flagship entrepreneurship development and social impact programme, alongside the responsible investment solutions offered by BIBD Securities Sdn Bhd through BIBD Asset Management, a signatory to the United Nations Principles for Responsible Investment (UNPRI).





Aligned with the principles of Maqasid Shariah and the United Nations Sustainable Development Goals (UNSDGs), BIBD's Sustainability Framework reflects the Bank's commitment to fostering sustainable economic growth, environmental stewardship, responsible entrepreneurship, and inclusive social development.

Participation in ICIFS 2025 further reinforced BIBD's role in advancing Wawasan Brunei 2035 and supporting the nation's economic diversification agenda by promoting innovation, strategic collaboration, and thought leadership in ethical and sustainable Islamic finance.

Supporting Regional Dialogue on the Future of Finances

BIBD was proud to serve as a key supporter of the 3rd ASEAN Forum: The Future of Finance, reaffirming its commitment to advancing dialogue on the evolving landscape of finance and investment across ASEAN and beyond.

Held on 8 July 2025 under the theme “Navigating an Era of Transition,” the forum convened regulators, policymakers, stock exchanges, pension funds, and industry practitioners to discuss emerging trends, opportunities, and structural shifts shaping the future of the financial sector.

BIBD’s support reflects its strategic focus on strengthening regional connectivity, fostering knowledge exchange, and contributing to meaningful discussions on building resilient, inclusive, and sustainable financial systems. Through its participation, the Bank continues to champion collaboration and innovation while supporting the advancement of ethical and responsible finance.

This initiative further reinforces BIBD’s role as a thought leader in the financial industry and its commitment to supporting the development of a dynamic, future-ready, and sustainable financial ecosystem in Brunei Darussalam and the wider ASEAN region.



Inspiring Change through Islamic Finance and Sustainability

BIBD participated in the International Islamic Economics and Finance Conference for Sustainable Development (IFESDC) 2025, held in May 2025 at the World Bank Headquarters in Washington DC, The United States – reaffirming the Bank's commitment to advancing sustainable development through Islamic finance.

BIBD, represented by senior leaders and employees of the bank, contributed to discussions on Islamic economics, halal industry innovation and MSME empowerment, while also sharing its experience in supporting community-focused initiatives.

During the conference, BIBD highlighted its sustainability approach, which is grounded in Maqasid Shariah and guided by the principles of inclusive growth, responsible entrepreneurship and social impact. The presentation also underscored initiatives such as BIBD ALAF and BIBD SEED, reflecting the Bank's continued efforts to empower communities and strengthen opportunities for long-term development.

The conference served as a valuable platform for BIBD to engage with global practitioners and reinforce its role in promoting sustainable progress through Islamic financial principles. Through such participation, BIBD continues to support Brunei's broader development aspirations while contributing to a more inclusive and resilient future for society and the environment.



Driving Inclusive SME Growth

BIBD recognises micro, small and medium enterprises (MSMEs) as a vital driver of Brunei's economy, contributing to business growth, innovation and long-term economic resilience. Through tailored financial solutions, dedicated support services and enabling platforms, the Bank remains committed to empowering MSMEs with the resources, opportunities and ecosystem needed to grow sustainably and succeed in an evolving business landscape.

This commitment aligns closely with BIBD's Sustainability Framework, particularly its Responsible Entrepreneurship pillar, which promotes ethical, inclusive and resilient business practices. By supporting MSMEs in strengthening their capabilities, expanding market access and adopting sustainable business approaches, BIBD continues to contribute to national economic development and the aspirations of Wawasan Brunei 2035.

3.7

BIBD Ramadhan Eco-Bazaar

BIBD reinforced its commitment to community development, MSME empowerment and sustainable business practices through the BIBD Ramadhan Eco-Bazaar 2025, held at BIBD Connects, Taman Mahkota Jubli Emas. Launched alongside the refreshed BIBD Connects facility, the initiative provided a dynamic platform for nearly 50 local MSMEs to showcase their products, expand their reach and connect directly with the community during the holy month of Ramadhan.

Officiated by Yang Berhormat Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman, Minister of Home Affairs and Chairman of BIBD Group, the event supported local entrepreneurs by creating opportunities to increase visibility, strengthen market access and grow their businesses. At the same time, it fostered a vibrant community space that brought people together while promoting sustainable and inclusive economic participation.













Beyond supporting local enterprise development, BIBD also advanced its broader sustainability and digitalisation objectives by promoting cashless transactions and encouraging environmentally responsible practices, including the use of reusable materials and sustainable packaging. Through the BIBD Ramadhan Eco-Bazaar, the Bank continued to support MSME growth, enhance financial inclusion, and foster greater awareness of sustainable business practices, contributing to a more inclusive and sustainable economy.



Promoting Sustainable Entrepreneurship through Pop-Up Markets

BIBD CONNECTS TMJE POP-UP MARKET

The TMJE Pop-Up Market was launched at BIBD Connects, Taman Mahkota Jubli Emas, in conjunction with the celebration of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah's 79th birthday. The initiative brought together local MSMEs and students from Universiti Islam Sultan Sharif Ali (UNISSA), providing a valuable platform to gain hands-on business experience, strengthen entrepreneurial skills and engage directly with customers in a real market environment.

Held over two weekends from 18–20 July and 25–27 July, the market showcased a diverse range of food, craft and lifestyle offerings by Bruneian entrepreneurs. The launch was attended by UNISSA Assistant Rector (Student Affairs and Alumni), Dr Lilly Suzana Shamsu, and BIBD Managing Director and CEO, Tuan Junaidi bin Haji Masri, alongside members of BIBD's management and staff, underscoring the shared commitment to nurturing entrepreneurship and supporting local business development.







POP-UP MARKETS AT BIBD CONNECTS TEMBURONG

The BIBD Connects Pop-Up Market was launched at the newly opened BIBD Connects Temburong facility in Labu Square, Temburong District, on 13 July 2025 in conjunction with the celebration of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam's 79th birthday.

Featuring 40 vendors, including participants from the BIBD SEED programme, the market provided a valuable platform for local entrepreneurs and MSMEs to showcase their products, expand their market reach, and connect with new customers.

The initiative reflects BIBD's commitment to supporting inclusive economic growth, strengthening local enterprise development, and creating sustainable community impact. By providing accessible opportunities for MSMEs to grow and thrive, the Pop-Up Market contributes to the development of a vibrant entrepreneurial ecosystem and supports Brunei's long-term socio-economic progress.

Through its BIBD Connects Pop-Up Market initiatives, the Bank continues to foster community engagement, nurture grassroots entrepreneurship and empower local businesses, reinforcing its commitment to building a more resilient, inclusive and sustainable economy in line with Wawasan Brunei 2035.







Elevating Customer Experience

At BIBD, our customers remain at the heart of everything we do. Throughout the year, we introduced a range of targeted campaigns, promotions, and engagement initiatives designed to reward customer loyalty, enhance banking experiences, and create meaningful value for the communities we serve.

These efforts reflect our commitment to delivering customer-centric solutions that are accessible, rewarding, and relevant to evolving needs. By combining innovation, financial inclusion, and community engagement, BIBD continues to strengthen customer relationships while supporting national priorities under Brunei Vision 2035, the BDCB Financial Sector Blueprint, and the Digital Economy Masterplan.

3.8

Festive Moments, Stronger Connections

BIBD's annual Gema Syawal and Partner Appreciation Day continue to serve as important platforms for strengthening relationships with customers, partners, and key stakeholders. These signature events bring together leaders from the public and private sectors, providing an opportunity to express appreciation, foster meaningful engagement, and celebrate enduring partnerships.

Through these gatherings, BIBD reaffirms its commitment to building trusted relationships, promoting collaboration, and creating shared value that contributes to long-term growth and community development.











BIBD Aspirasi – Inspiring Savings for a Brighter Tomorrow

BIBD celebrated the successful conclusion of the BIBD Aspirasi 6 Rewards Campaign with a grand draw and prize presentation ceremony held in early 2025, following the campaign's completion at the end of 2024. The event saw two grand prize winners each receive B$200,000, alongside four quarterly winners who received B$10,000 each and 24 monthly winners who received B$1,000 each.

Over the course of the campaign, B$848,000 in prizes was awarded to 324 winners, comprising 306 monthly winners, 16 quarterly winners and two grand prize winners. Through BIBD Aspirasi, the Bank continues to reward customer loyalty while encouraging a culture of saving, financial planning and greater financial inclusion across the community.





Designed to cultivate disciplined saving habits and accessible through BIBD NEXGEN with a minimum entry of B$50, BIBD Aspirasi aligns with Brunei Darussalam Central Bank's vision of strengthening financial literacy and fostering a sustainable savings culture. The initiative underscores BIBD's commitment to sustainability, Maqasid Shariah and financial inclusion, while supporting customers in building stronger financial foundations for long-term security and prosperity.



BMK 2024 'Apply and Win' – Cementing relationships with customers

BIBD concluded its 'Apply and Win' campaign, held in conjunction with BIBD Mega Karnival 2024, with a prize presentation ceremony celebrating the winners of the highly popular promotion. The campaign attracted strong public participation and was extended to provide more customers with the opportunity to take part and win exciting prizes.

One lucky winner drove away with the grand prize of a Lexus LBX Hybrid, while other winners received a range of premium prizes, including an LG Home Bundle worth B$8,000, an Apple Bundle worth B$7,000, a Dyson Bundle worth B$5,000, a Samsung Bundle worth B$4,200 and a KitchenAid Bundle worth B$2,000. The strong response to the campaign highlighted its effectiveness in deepening customer engagement while reinforcing BIBD's commitment to recognising and rewarding customer loyalty through relevant, meaningful and value-driven initiatives.

Through initiatives such as 'Apply and Win', BIBD continues to deepen customer relationships while enhancing the overall banking experience. These efforts reflect the Bank's commitment to delivering innovative and customer-centric solutions that create tangible value for customers and contribute to stronger community engagement.



Celebrating Customer Engagement with Rewards

In 2025, BIBD delivered a diverse range of promotions and campaigns across multiple categories, providing customers from all segments with access to attractive rewards, exclusive offers and enhanced banking experiences. These initiatives not only rewarded customer loyalty but also encouraged greater engagement with the Bank's products and services.

Customers benefited from exclusive promotions with leading retail partners, including Sim Kim Huat, Hua Ho and Supa Save, enjoying cashback rewards, discounts and shopping vouchers on everyday purchases. Through these value-added collaborations, BIBD continued to make daily spending more rewarding while delivering meaningful savings and benefits to its customers.







Strengthening our PERDANA Offering

Our PERDANA segment remains a key priority as we continue to deliver personalised, high-value services tailored to the unique needs of our high-net-worth clients. In 2025, BIBD organised a series of exclusive events designed to engage, inform and reward PERDANA clients, reinforcing our commitment to providing exceptional service and enhancing their wealth management journey.

PERDANA Market Outlook Event

BIBD hosted the PERDANA Market Outlook 2025, an exclusive event aimed at providing PERDANA clients with insights into global market trends and investment opportunities. Held at Setia Point Shopping Mall, Berakas, the event attracted more than 300 clients and underscored BIBD's commitment to supporting informed financial decision-making among its high-net-worth clientele.

In his remarks, BIBD Managing Director and CEO, highlighted the Bank's wealth management approach, which focuses on delivering market insights, specialised expertise and personalised financial guidance to clients.

The event featured presentations by Mr Chu Toh Chieh, CFA, Head of Fixed Income & Multi-Asset Solutions at Lion Global Investors Singapore, who shared perspectives on macroeconomic trends and interest rate developments, and Mr Jason Wong, Managing Director of BIBD Securities, who discussed investment considerations and opportunities across various asset classes in 2025. An interactive Q&A session also provided attendees with the opportunity to engage directly with the speakers.

Through initiatives such as the PERDANA Market Outlook, BIBD continues to support clients with relevant insights and expertise to help them navigate evolving market conditions and pursue their long-term financial goals.

Exclusive First Access to New Car Models

BIBD continued to deliver exclusive and premium experiences for PERDANA clients through privileged access to luxury automotive showcases, including invitation-only vehicle launch events. These curated engagements provided clients with unique opportunities to experience the latest innovations, interact with industry experts, and enjoy personalised experiences in an exclusive setting.

Through such initiatives, BIBD reinforces its commitment to delivering tailored, value-added experiences that cater to the distinct lifestyles and preferences of its PERDANA clients, while strengthening long-term relationships built on trust and exceptional service.



Delivering Impact Though Sustainability

At BIBD, our commitment to sustainability extends beyond environmental stewardship to encompass inclusive community development and lasting social impact. Guided by our Sustainability Framework, we continue to drive initiatives that support Brunei's national development priorities while aligning with the Brunei National Climate Change Policy, the United Nations Sustainable Development Goals (UNSDGs), and Wawasan Brunei 2035.

3.9

Advancing Sustainability Through Collaboration

BIBD hosted its inaugural Sustainability Forum to foster dialogue on integrating sustainability into business strategies and operations in Brunei. Held in collaboration with the United Nations Global Compact Network Malaysia and Brunei, the forum brought together policymakers, business leaders and industry stakeholders to exchange insights, share global best practices, and explore sustainability approaches relevant to Brunei's economic landscape.



As the first commercial entity in Brunei to join the United Nations Global Compact, BIBD reaffirmed its commitment to responsible business practices and its role in supporting the nation's sustainable development agenda. The Bank highlighted the importance of sustainability in driving long-term economic resilience and emphasised the value of cross-sector collaboration in achieving meaningful and lasting impact. The forum also featured a panel discussion with experts from the fields of climate action, sustainability and waste management, providing a platform for knowledge sharing and constructive dialogue.









The forum also highlighted BIBD's Sustainability Framework and Roadmap, which are guided by the principles of Maqasid Shariah, the United Nations Sustainable Development Goals (UNSDGs) and Wawasan Brunei 2035. Through its commitment to mobilise B$2 billion in sustainability-related financing and investments by 2030, BIBD continues to advance initiatives that support climate resilience, promote responsible business practices and foster inclusive, sustainable growth. These efforts reflect the Bank's ongoing commitment to creating long-term value for communities, businesses and the nation, while contributing to a more sustainable future for Brunei Darussalam.

Supporting National Development Priorities

BIBD launched Projek Teduh on 10 October 2025, reinforcing its commitment to enhancing community well-being and supporting vulnerable families through sustainable social development. Marked by the handover of a newly rebuilt home in Kampong Bukit Udal, Tutong District, the initiative provided a safe and dignified living environment through a collaborative whole-of-nation effort.

As part of BIBD's broader sustainability agenda, Projek Teduh reflects the Bank's commitment to creating lasting social impact and improving the quality of life of those in need. The project was funded through BIBD's business zakat, with additional contributions from employees, corporate partners, businesses and volunteers, demonstrating the power of collective action and shared responsibility.

The initiative further underscores BIBD's dedication to supporting asnaf and other vulnerable communities through meaningful, values-driven interventions. Rooted in the principles of compassion, inclusivity and social equity, Projek Teduh contributes to strengthening community resilience and advancing national socio-economic development goals.







Through Projek Teduh, BIBD continues to advance its sustainability agenda in alignment with the principles of Maqasid Shariah and its Bruneian at Heart ethos. Together with its partners, the Bank remains committed to fostering inclusive community development, uplifting vulnerable groups, and contributing to the long-term resilience, well-being, and prosperity of the nation.

BIBD further advanced its sustainability agenda by supporting a tree-planting initiative at Sultan Haji Hassanal Bolkiah Silver Jubilee Park, contributing to efforts to transform Bandar Seri Begawan into a “City in the Garden” while supporting environmental conservation and climate resilience.

Held in conjunction with the 55th Anniversary of the Renaming of Bandar Brunei to Bandar Seri Begawan and organised by the Jabatan Bandaran under the Ministry of Home Affairs, the initiative reflected BIBD’s ongoing commitment to environmental stewardship through the planting of 105 tree saplings. The effort contributes to enhancing urban greenery, supporting environmental sustainability, and creating a greener environment for future generations..





Building Resilient Communities Together

BIBD's Bruneian at Heart ethos underpins our role as a Partner in Progress in Brunei's development journey. Through close collaboration with the government and key stakeholders, we drive strategic initiatives that advance education, empower communities, foster inclusivity, and promote community well-being—reinforcing BIBD's position as a trusted leader in sustainable social development.

3.10

Developing Talent, Shaping Futures: BIBD ALAF

Since its inception in 2014, the BIBD ALAF Programme has served as a cornerstone of Bank Islam Brunei Darussalam's commitment to advancing education as a catalyst for national development. In 2025, BIBD reinforced this commitment by welcoming 86 new students into the programme, providing comprehensive support that includes financial assistance, academic resources, and personal development opportunities to help them achieve their full potential.



Among the year's notable highlights was the accomplishment of Awang Saiful Azmi bin Saradin, who earned a Degree in Syariah Islamiah from Al Azhar University in Cairo. His achievement reflects the enduring impact of the BIBD ALAF Programme in empowering students to realise their full potential, fostering globally competitive talent that will contribute to Brunei's future growth and development.

BIBD further advanced its commitment to inclusive education through the introduction of the Skim Bursari Penggalak ALAF, a three-year pilot programme designed to support Year 6 students from underprivileged families. The inaugural cohort of 30 students receives targeted academic and developmental assistance aimed at helping them overcome educational barriers and transition successfully into the BIBD ALAF Programme.

The BIBD ALAF Programme is closely aligned with national priorities, particularly Brunei Vision 2035, by nurturing a generation of knowledgeable, skilled, and future-ready individuals. By ensuring that financial circumstances do not limit access to educational opportunities, the programme creates inclusive pathways for lifelong learning and success, empowering students from primary school through to higher education and enabling them to contribute meaningfully to the nation's development.









Complementing these efforts, BIBD hosted its annual Hari Raya Aidilfitri celebration, bringing together BIBD ALAF students, their families, and key stakeholders in a gathering that strengthened community bonds and reinforced the programme's strong support network. The event also celebrated academic achievement, with 52 BIBD ALAF students receiving the BIBD ALAF Star Awards in recognition of their outstanding performance in 2024, underscoring the programme's commitment to nurturing excellence alongside educational access.





Promoting Inclusive and Sustainable Livelihoods

In 2025, BIBD continued to advance economic empowerment through the BIBD SEED Programme, supporting the growth of local entrepreneurs through an inclusive, practical, and impact-driven approach.

The programme welcomed 15 participants into its seventh cohort, bringing together aspiring entrepreneurs from diverse backgrounds. This reflects BIBD's commitment to expanding access to opportunities, fostering innovation, and equipping more Bruneians with the skills, knowledge, and support needed to build sustainable businesses and contribute meaningfully to the nation's economic development.

Through its structured bootcamp, dedicated mentorship, and six-month development journey, the programme equipped participants with the skills, confidence, and resilience needed to establish and grow sustainable businesses. By strengthening entrepreneurial capabilities, the programme not only supported individual business growth but also contributed to more stable livelihoods, stronger families, and more resilient communities.

By nurturing responsible and sustainable entrepreneurship, BIBD SEED fosters a more inclusive economic ecosystem, enabling greater participation in Brunei's development. The programme continues to reflect BIBD's role as a Partner in Progress, empowering local entrepreneurs to unlock their potential, create value within their communities, and contribute meaningfully to the nation's long-term economic growth and resilience.

Collectively, these initiatives contribute to BIBD's commitment to building resilient communities by strengthening household well-being, expanding access to opportunities, and fostering greater self-reliance. Aligned with the Bank's sustainability agenda, they reinforce BIBD's role as a responsible institution that creates lasting social value while supporting Brunei Darussalam's broader development aspirations. Through meaningful investments in people and communities, BIBD continues to drive inclusive progress and contribute to a more resilient and sustainable future for the nation.







Supporting Families and Vulnerable Communities











Reinforcing its commitment to fostering an inclusive and caring society, BIBD continued its annual outreach to more than 3,000 orphans registered with the Community Development Department (JAPEM), Ministry of Culture, Youth and Sports. Through the distribution of donations, the Bank sought to bring meaningful support and joy to beneficiaries, underscoring its dedication to compassion, community well-being, and the empowerment of vulnerable segments of society.

Held in collaboration with the Ministry of Home Affairs, the initiative also recognised the academic achievements of 14 orphaned students through the presentation of $8,600 in educational incentives to those who excelled in their respective public examinations. By celebrating educational excellence alongside community support, the programme reflects BIBD's commitment to empowering young individuals, fostering a culture of achievement, and creating opportunities for them to realise their full potential.





Supporting Communities, Uplifting Lives







In 2025, BIBD marked the 15th consecutive year of its Sirah Amal programme, reaffirming its commitment to supporting communities during the holy month of Ramadan. More than 120 employees participated in nationwide outreach efforts, delivering essential assistance to 100 households across all four districts.

The initiative benefited 60 BIBD ALAF student households and 40 underprivileged muallaf families, identified in collaboration with the Islamic Da'wah Centre, Ministry of Religious Affairs. Support was provided through shopping vouchers, essential food supplies, and Hari Raya necessities, helping ease preparations for both Ramadan and Syawal. Through Sirah Amal, BIBD continues to embody its Bruneian at Heart ethos by fostering compassion, strengthening community resilience, and extending meaningful support to those in need.

BIBD also supported Jalinan Kasih, a community outreach initiative by Radio Television Brunei (RTB) that complements the government's efforts to foster a caring and inclusive society. The programme provides assistance to vulnerable groups, including the elderly, orphans, muallafs, and single mothers. BIBD's contribution was funded through the Employee CSR Fund, which comprises voluntary employee contributions dedicated to supporting community-based initiatives and outreach programmes.

BIBD's commitment to supporting underprivileged communities through initiatives such as Sirah Amal and its partnership with RTB's Jalinan Kasih extends beyond charitable giving. These efforts reflect the Bank's broader commitment to fostering a more inclusive, equitable, and sustainable future for Brunei Darussalam, while contributing to the achievement of the United Nations Sustainable Development Goals (UNSDGs) through meaningful community empowerment and social development.

BIBD's commitment to social responsibility is grounded in the belief that a sustainable future is one in which every individual has the opportunity to thrive. By investing in the well-being of communities and expanding access to opportunities, the Bank seeks to create lasting positive impact that benefits present and future generations.

Through its continued support for community development and social empowerment initiatives, BIBD contributes towards building a more inclusive, resilient, and sustainable Brunei Darussalam. These efforts support the aspirations of Brunei Vision 2035, helping to foster a dynamic economy, strengthen social cohesion, and enable individuals and communities to realise their full potential.





Nurturing Our People

3.11

At BIBD, our people are at the heart of everything we do and remain fundamental to our continued success. We are committed to investing in initiatives that recognise their contributions, support professional development, and create meaningful opportunities for engagement, growth, and appreciation.

These efforts reflect our belief that an empowered, motivated, and purpose-driven workforce is essential to delivering exceptional value to our customers, strengthening our communities, and contributing to the nation's progress. By fostering a supportive and inclusive workplace, BIBD continues to enable its people to thrive both personally and professionally.

Throughout the year, BIBD continued to strengthen its focus on leadership development, employee well-being, and a culture of recognition. By creating an environment where employees are empowered to grow, contribute, and thrive, the Bank is building a more engaged, resilient, and future-ready workforce.

This people-centred approach remains a key pillar of BIBD's sustainability journey, reinforcing its commitment to long-term success founded on care, capability, and shared purpose. Through continued investment in its people, BIBD fosters a workplace culture that drives excellence, supports personal and professional growth, and creates lasting value for all stakeholders.

Equipping our Leaders with Islamic Finance Expertise





As part of its efforts to strengthen its position as a leader in Islamic finance, BIBD supported the professional development of its senior management through participation in the Cambridge Islamic Finance Structuring Master Programme (Cambridge IFSM) in Medinah, Saudi Arabia. Two members of the management team, Hj Mohammad Yusri bin Hj Wahsalfelah, Head of Government Relations and Special Projects, and Junaidi Bahrum, Head of Retail Banking, successfully completed the five-day programme, which is recognised as one of the most advanced training programmes in Islamic finance.



Organised by the Cambridge Institute of Islamic Finance in collaboration with the Bahrain Institute of Banking and Finance, the programme provided in-depth exposure to Islamic finance structuring, including Sukuk, Takaful, Islamic investment products, microfinance, FinTech applications and other Shariah-compliant solutions. The training reinforced strategic priorities around innovation, financial inclusion and the development of economically efficient Islamic financial structures.

BIBD's participation reflects its commitment to product innovation, digital transformation and financial inclusion, in alignment with Brunei Vision 2035 and the BDCB Financial Sector Blueprint. It also underscores the Bank's continued investment in talent and leadership development to deliver Shariah-compliant solutions that meet evolving customer needs and create long-term value for stakeholders.

Building a culture of care within BIBD





The Bank's wellness philosophy is grounded in Maqasid Shariah and brought to life through both its Sustainability Framework and the SEHATI Programme. Together, these platforms support employee wellbeing through initiatives that promote healthy lifestyles, mental resilience and greater awareness of wellness in daily working life.

At BIBD, nurturing our people goes beyond professional development; it includes fostering wellbeing, resilience and a culture of care. This commitment was reflected in the Bank's participation as a strategic partner at the National Counselling Conference (NICHE 2025), during which BIBD shared its perspective on building psychologically safe and supportive workplaces.



Strengthening Workplace Safety and Preparedness



In 2025, BIBD celebrated 135 employees for the successful completion of their first aid and fire safety training, recognising their contribution to strengthening workplace safety and preparedness across the organisation. Of the participants, 70 were certified as Occupational First Aiders and 65 completed the Fire Warden course, further enhancing BIBD's ability to respond effectively in emergency situations.

BIBD's safety measures extend beyond training and include regular safety inspections, the installation of Automated External Defibrillators and compliance with SHENA Workplace Safety and Health regulations. Guided by Maqasid Shariah and aligned with the United Nations Sustainable Development Goals, these efforts reflect BIBD's focus on preserving life and promoting well-being.





A Prayer of Blessing for Haj Pilgrims

BIBD marked the Haj season with a Doa Selamat ceremony for employees and customers embarking on their pilgrimage. The gathering reflected the Bank's Islamic values and its sincere wishes for their safety, well-being and spiritual fulfilment.

Beyond its spiritual significance, the occasion also united the BIBD family in a shared moment of reflection and support, reinforcing the Bank's identity as a community-rooted institution guided by faith, tradition and care.

Sports and Recreation Club: A Culture of Teamwork and Active Living

In 2025, the Sports and Recreation Club (SRC) continued to promote camaraderie and employee well-being through a variety of sports activities organised throughout the year.

These initiatives encouraged active participation while creating space for teamwork and recreation outside the office.

Among the key highlights was the BIBD Fun Run, which brought together around 300 employees in a spirited event held around the capital.

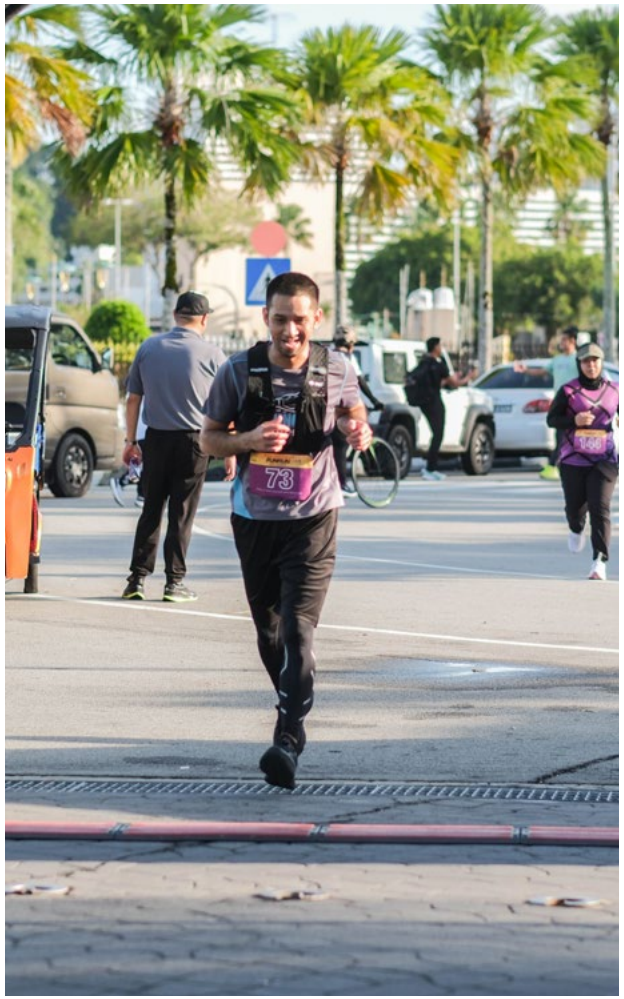
The run featured two categories — 3km Fun Run and 10km Competitive Run — with participants competing across open, veteran and group divisions, reflecting strong employee participation and enthusiasm.











Additionally, along with other activities such as golf, badminton, netball, futsal and paintball tournaments, the SRC supported healthier lifestyles and strengthened the sense of community within BIBD.

Upholding Our Faith

As an Islamic financial institution, BIBD remains steadfast in upholding its Islamic values by supporting initiatives that foster prayer, reflection, community service, and spiritual enrichment. Through these efforts, the Bank strengthens spiritual connection within the community while promoting compassion, unity, and shared purpose. This commitment reflects BIBD's broader vision of nurturing a spiritually grounded, values-driven society and creating meaningful, positive impact beyond banking.

3.12

Annual Tahlil Ceremony

BIBD and its group of companies held their annual Tahlil ceremony at the Royal Mausoleum in Jalan Tutong as part the Bank's key religious observances during the holy month of Ramadhan.

The ceremony brought together approximately 250 congregants and was led by Yang Berhormat Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman, Chairman of BIBD and Syarikat Takaful Brunei. Held in a spirit of remembrance and reflection, the gathering honoured the memory of Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Al-Marhumah Duli Raja Isteri Pengiran Anak Damit, and Al-Marhum His Royal Highness Prince Haji 'Abdul 'Azim, reaffirming BIBD's commitment to preserving religious traditions and fostering spiritual connection within the community.







Also in attendance were senior leaders, Board members, representatives from the Shariah Advisory Body, and employees from across the BIBD Group.

The annual ceremony underscores BIBD's enduring commitment to strengthening spiritual values, honouring the memory of those who have passed on, and fostering a sense of unity and camaraderie among its people. Through such gatherings, the Bank continues to cultivate a workplace culture grounded in faith, reflection, and mutual respect.

Promoting Deep Connection with the Quran



BIBD held its annual Khatam Al-Quran ceremony during the holy month of Ramadhan, bringing together employees from across the BIBD Group and students from its flagship BIBD ALAF Programme. Held at the Sultan Omar 'Ali Saifuddien Mosque, the ceremony served as a meaningful occasion for reflection, gratitude, and spiritual fellowship.

The event underscored BIBD's ongoing commitment to nurturing Islamic values, strengthening community bonds, and fostering the spirit of unity and compassion. By bringing together staff and ALAF students in a shared act of worship, the Bank reinforced its dedication to cultivating a values-driven culture while inspiring the next generation through faith, learning, and meaningful engagement.





Faith, Unity and Reflection in Honour of Maulidur Rasul



To commemorate Maulidur Rasul, BIBD participated in the Dikir Maulud ceremony held at the UBD Mosque, attended by the Bank's Managing Director and CEO, members of the Shariah Advisory Body, and more than 50 employees from across the organisation.

As part of the celebration, BIBD presented a special waqaf contribution of religious items to the mosque, reflecting the Bank's ongoing commitment to supporting local religious institutions and enriching community worship spaces. The initiative underscores BIBD's dedication to upholding Islamic values, fostering spiritual engagement, and contributing meaningfully to the well-being of the communities it serves.



BIBD also participated in the Dikir Maulud procession in commemoration of the birth of Prophet Muhammad SAW, joining the wider community in a celebration of faith, devotion, and remembrance. The annual occasion serves as an important expression of Islamic heritage and values, bringing together individuals and organisations in a spirit of unity and gratitude.

Through its participation, BIBD reaffirmed its commitment to preserving Islamic traditions, strengthening spiritual connections, and fostering a sense of togetherness within the community. Such initiatives reflect the Bank's dedication to promoting faith-based values and contributing to a cohesive and harmonious society.

Hari Raya Aidil Adha: Guided by Faith, Grounded in Community



BIBD marked Hari Raya Aidil Adha with an Ibadah Korban event at Ar-Rahman Mosque, Kampong Tanjung Bunut, reaffirming its commitment to community welfare and the spirit of generosity that defines the occasion. As part of the initiative, four cows were sacrificed, with the meat distributed to 15 households, including recipients of the BIBD ALAF Programme and other members of the community in need.

BIBD was represented by Yang Mulia Dr Haji Mohd Aidil Yusrie bin Haji Shari, Deputy Chairperson of the BIBD Shariah Advisory Body. Also in attendance were members of the Bank's senior management and representatives from across the BIBD Group. The initiative reflects BIBD's continued dedication to upholding Islamic values, supporting vulnerable communities, and fostering a spirit of compassion, unity, and shared responsibility.





Through these spiritual and religious initiatives, BIBD continues to uphold Islamic values by fostering a spirit of faith, gratitude, generosity, and community engagement. These efforts reflect the Bank's enduring commitment to contributing not only to the nation's economic progress, but also to its spiritual and social well-being.

By supporting faith-based programmes and community-centred activities, BIBD reinforces its role as a trusted Islamic financial institution that remains deeply connected to the communities it serves. Guided by principles of compassion, unity, and shared responsibility, the Bank continues to create meaningful impact while helping to nurture a more cohesive, values-driven, and resilient society in Brunei Darussalam.

Promoting Health and Wellness

BIBD continues to place a strong emphasis on the health and well-being of its employees and the wider community as part of its commitment to fostering social progress and enhancing quality of life. Through a range of targeted health and wellness initiatives, the Bank promotes healthier lifestyles, raises public health awareness, and supports access to essential healthcare.

Throughout 2025, BIBD further strengthened its role in advancing health and wellness by participating in national health campaigns, organising employee wellness programmes, and supporting community-based health initiatives. These efforts reflect the Bank's dedication to building a healthier and more resilient society, while contributing to the achievement of the United Nations Sustainable Development Goal 3 (Good Health and Well-being). Through sustained engagement and collaboration, BIBD continues to champion a culture of well-being that benefits individuals, families, and communities across Brunei Darussalam.

3.13

Recognised for Advancing Workplace Wellness



BIBD's commitment to health and well-being was further demonstrated through its recognition at the Asian Management Excellence Awards 2025, where the Bank was honoured with the Brunei Health and Wellness Initiative of the Year – Banking award. This achievement reflects BIBD's continued dedication to fostering a culture of holistic wellness and creating initiatives that support the physical, mental, and emotional well-being of its employees and the wider community.

The accolade underscores the Bank's ongoing efforts to integrate wellness into its workplace culture and community engagement initiatives, reinforcing its commitment to enhancing quality of life and building a healthier, more resilient society. Through these efforts, BIBD continues to promote well-being as a key pillar of its sustainability and social impact agenda.





BIBD's Wellness Ambassadors continued to play an active role in supporting a wide range of national, community, and internal initiatives throughout the year, including the BIBD Fun Run, BIBD Mega Karnival, and other wellness-focused events. Through their engagement and presence, they helped promote a culture of care, preparedness, and well-being, while extending the Bank's commitment to health and wellness beyond the workplace and into the wider community.

Through these efforts, the Wellness Ambassadors strengthened BIBD's broader mission of encouraging healthier lifestyles, enhancing community support, and fostering greater resilience among individuals and communities. Their contributions reflect the Bank's ongoing dedication to creating meaningful social impact and advancing well-being through initiatives that benefit both its employees and the public.

Building Cyber Resilience and Digital Trust

Recognising the importance of trust in an increasingly digital world, BIBD continues to invest in robust digital security measures and customer awareness initiatives to help safeguard its customers and communities. The Bank's approach to digital security extends beyond technology, placing equal emphasis on education, awareness, and responsible digital practices to empower customers to navigate the digital landscape safely and confidently.

Throughout 2025, BIBD further strengthened its cyber resilience through strategic partnerships, community outreach programmes, and enhanced security features across its digital platforms. These efforts underscore the Bank's commitment to protecting its stakeholders, promoting digital trust, and fostering a secure, inclusive, and digitally empowered society.

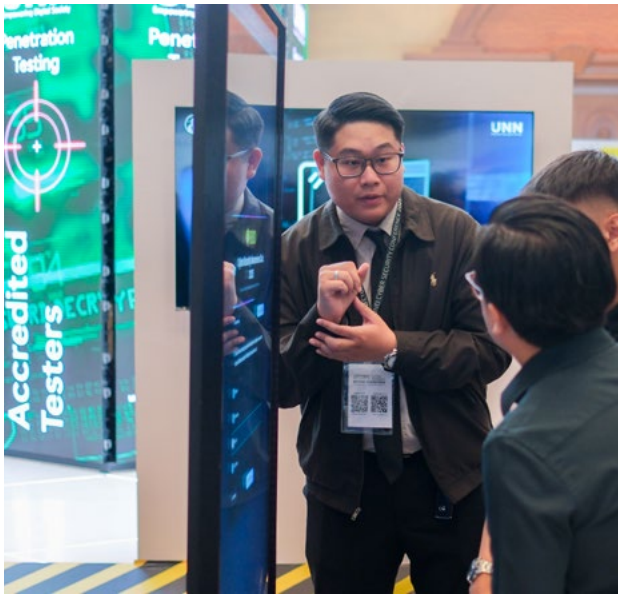
3.14

Contributing to National Cyber Resilience

BIBD actively participated in key national initiatives to promote cybersecurity awareness, enhance customer protection, and support the development of a secure and resilient digital ecosystem.







BIBD continued its support for the 3rd Cyber Security Conference in Brunei in 2025, reinforcing its commitment to strengthening cyber resilience and promoting a safer digital environment. Through its support of this key platform, the Bank helped advance cybersecurity awareness, foster collaboration among stakeholders, and encourage greater digital vigilance across the community.

This support reflects BIBD's belief that cybersecurity is a shared responsibility that extends beyond the financial sector. Through its involvement, the Bank reaffirmed its commitment to fostering digital trust, raising cybersecurity awareness, and supporting the development of a cyber-smart society in line with Brunei's digital aspirations.

Collaborating to Build a Safer Digital Environment

Throughout 2025, BIBD continued to strengthen its collaboration with Cyber Security Brunei (CSB) to equip customers with timely and practical guidance on staying safe online. Through a sustained digital awareness campaign, the Bank regularly shared educational content on key cybersecurity topics, including password security, phishing prevention, and safe online transactions, helping customers navigate an increasingly digital world with greater confidence.

This partnership reflects BIBD's proactive approach to customer protection and cyber awareness. By leveraging accessible digital platforms, the Bank continues to promote essential cybersecurity best practices, reinforce safe online behaviours, and contribute to a more informed and cyber-smart community.



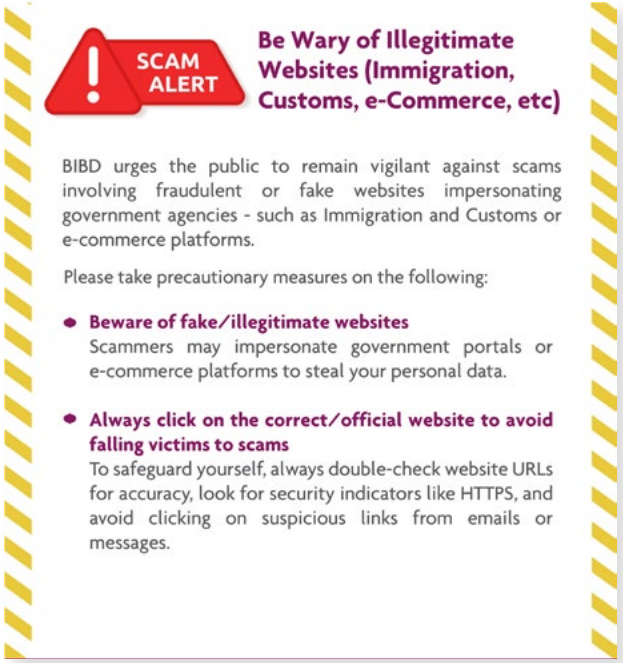




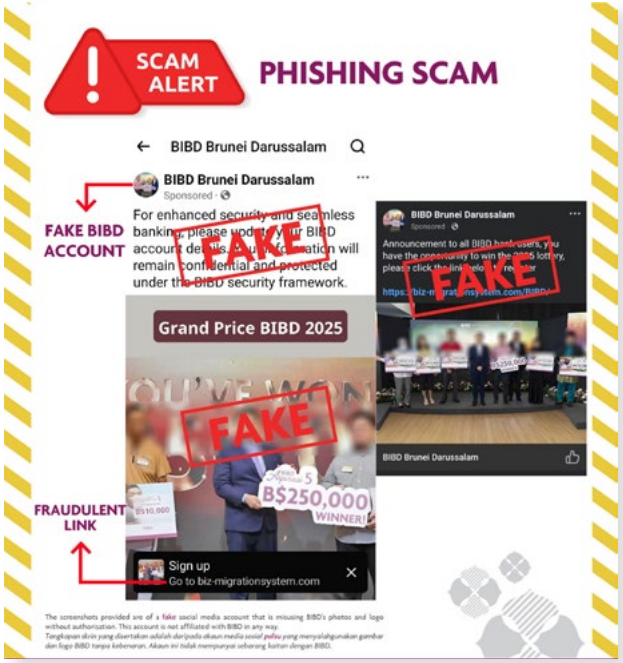


As fraud threats continue to evolve, BIBD remains committed to protecting customers through timely scam alerts and ongoing awareness campaigns across its digital platforms. By providing practical guidance and up-to-date information on emerging threats, the Bank empowers customers to stay vigilant and make informed decisions when conducting their financial activities online.

In addition, customers are encouraged to report suspected scams directly to BIBD for immediate assistance and support. These efforts reflect the Bank's proactive approach to fraud prevention and its commitment to fostering a safer, more secure digital banking environment.







Chapter 4

Driving Shared Progress

Advancing growth across our core business units

4.1 Retail Banking Group

4.2 Corporate Banking Group

4.3 Treasury and Global Markets

4.4 BIBD Securities




04 February
2025
11:00 am -
12:30 pm

Retail Banking Group

The Retail Banking Group (RBG) serves as the cornerstone of our customer-focused operations, delivering a full spectrum of banking services to individual clients. By driving growth in retail financing, deposits, and digital banking solutions, RBG strengthens our market position and deepens customer engagement. The division is committed to elevating the banking experience through continuous product innovation, service excellence, and operational efficiency, ensuring that customers benefit from accessible, reliable, and forward-looking financial solutions.

4.1

Accomplishments in 2025



In 2025, BIBD reinforced its leadership in the retail banking market, underscoring the deep trust and loyalty of our customers. Despite a challenging operating environment and industry-wide rate cuts, the Retail Banking Group (RBG) successfully defended and expanded market share. This achievement highlights the resilience of our business model and the continued relevance of our customer-focused offerings, positioning BIBD as a trusted partner in empowering customers to achieve financial confidence.

According to Q3 2025 data from Brunei Darussalam Central Bank (BDCB), BIBD's overall retail market share increased from 63.3% in Q4 2024 to 65.0% in Q4 2025, reinforcing our position as the leading bank in the country's retail banking sector. This was supported by strong performance in Personal Financing, where market share rose from 66.1% to 69.3%, and in Residential Home Financing, where share increased from 62.7% to 63.7%, highlighting our role in supporting families and individuals with accessible and responsible financing solutions.

These outcomes underscore the contribution of the Retail Banking Group to BIBD's overall performance and to the wider economy. Looking forward, RBG remains committed to delivering inclusive, convenient, and Shariah-compliant financial solutions that support customers at every stage of their lives, while creating long-term value for stakeholders and the nation.

Our leadership in payments was reaffirmed in 2025 through prestigious Mastercard awards for Leadership in Credit Card Volume and Leadership in Debit Volume, a testament to customers' strong preference for BIBD cards in their everyday transactions.



Beyond financial performance, RBG also played an active role in strengthening customer engagement while fostering growth within local businesses and communities.

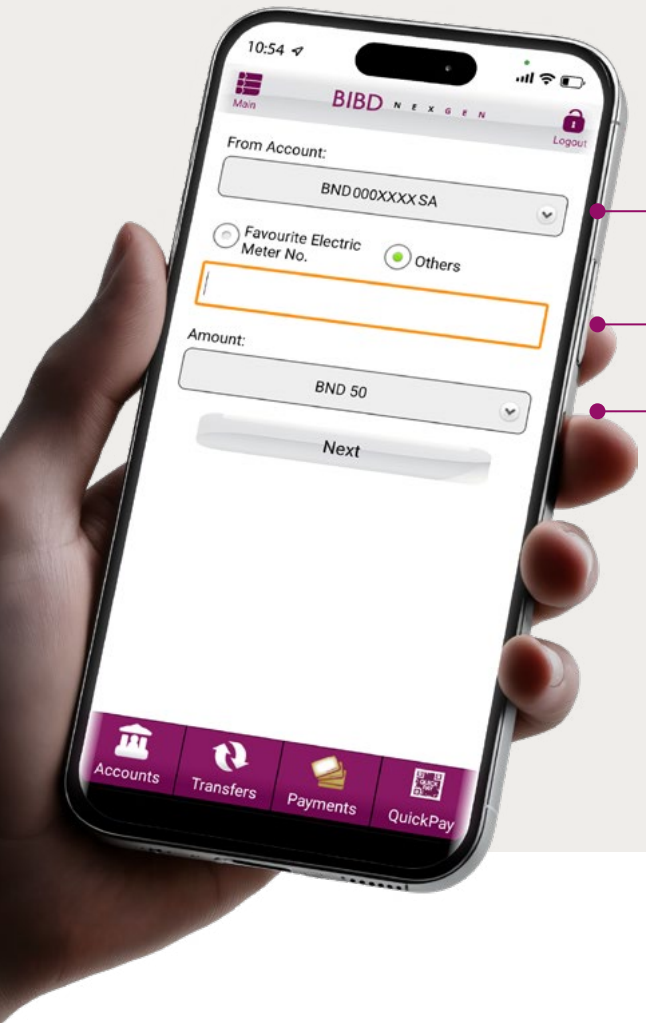




RBG spearheaded the BIBD Mega Karnival Siuk 2 in close collaboration with various business units across the bank. The event — the largest bank-led carnival in Brunei — attracted over 300,000 visitors over four days and featured 100% local vendors and MSMEs, helping to stimulate domestic economic activity while celebrating Brunei's rich local culture and community spirit.

On the sideline of the Karnival, the Haj Saver x Personal Financing initiative was launched, which offered preferential personal financing rates while customers continue to grow their savings with Haj Saver, enabling pilgrims to fulfil their religious obligations - reinforcing BIBD's role as a partner in the spiritual journey of the community.

Langkah-langkah Top Up USMS dengan BIBD NEXGEN Wallet



Langkah 1:
Log masuk ke BIBD NEXGEN dan klik Payment Services / Donations

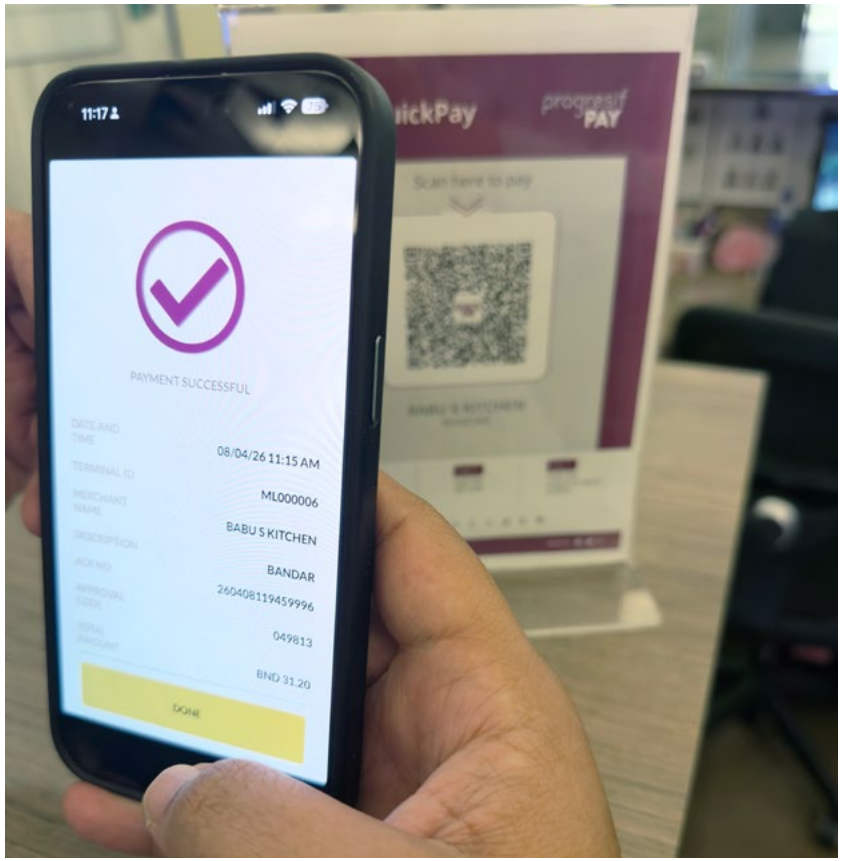
Langkah 2:
Klik Top Up dan pilih Top Up Prepaid (USMS)

Langkah 3:
Pilih Payment Method

Langkah 4:
Masukkan Meter Number atau pilih Favourite Meter No.

Langkah 5:
Pilih jumlah dan sahkan untuk meneruskan

Muat turun versi aplikasi 3.9.15 untuk menikmati ciri-ciri Top Up USMS terkini.



Digitalisation remained a key driver of operational excellence and customer satisfaction, delivering greater efficiency across our services. Through initiatives such as USMS bill payments and OTP via WhatsApp, RBG simplified customer journeys, reduced reliance on cash and branch visits, and expanded accessibility across segments. In addition to supporting other divisions by minimising manual processes and freeing up capacity for higher-value activities, these innovations mirror BIBD's commitment to developing a robust digital economy in line with the goals of Wawasan Brunei 2035.

Advancing BIBD's Growth





In 2025, RBG played a central role in supporting BIBD's mission to be a Partner in Progress for customers, communities, and the nation. Through campaigns and customer outreach programmes, BIBD promoted greater awareness of digital banking, fraud prevention, and information security, helping customers adopt safer banking behaviours as more transactions move online.

Spearheading Sustainability

In line with BIBD's Sustainability Framework and the Whole of Nation approach, RBG continued to integrate sustainability into its products, channels, and community programmes. Throughout 2025, continued push towards digital adoption reduced the need for paper-based transactions and physical visits, contributing to lower environmental impact and more efficient use of resources.

RBG also supported environmental and social goals through initiatives such as the BIBD Ramadhan Eco Bazaar and other campaigns that encouraged responsible consumption and waste reduction among customers and vendors.

By promoting digital payments at these events, we enabled small businesses to embrace a more modern, secure, and traceable payment ecosystem – advancing financial inclusion and supporting the formalisation of MSMEs.



Focus Areas in 2026

In 2026, the Retail Banking Group will remain steadfast in driving balanced and sustainable growth across key segments, including BIBD Ar-Rahnu, the retail mass market, and the BIBD Perdana affluent segment. Our priority is to deepen relationships with existing customers, attract new ones, and deliver tailored solutions that empower them to achieve life goals while maintaining prudent risk management.

RBG will also pursue sustainable banking initiatives, including refurbishing selected branches to create more modern, inclusive, and customer-friendly spaces. These upgrades are intended to improve service delivery, support advisory-led interactions, and ensure our physical network remains relevant and complementary to our digital offerings.

Corporate Banking Group

Corporate Banking Group (CBG) is committed to delivering seamless, Shariah-compliant financial solutions tailored to the diverse needs of MSMEs, large corporations, government agencies, and associations. Our goal is to provide comprehensive products and advisory services that uphold Islamic principles while fostering growth and success for our clients. Guided by the philosophy 'Bruneian at Heart,' we strive for excellence and customer satisfaction, positioning ourselves as a trusted financial partner across industries.

4.2

Achievements in 2025

In 2025, CBG focused on three strategic priorities: deepening client relationships, supporting national development projects, and accelerating digital adoption among corporate and MSME customers. Our efforts were centered on providing Shariah compliant financing, cash management, and advisory services that empower businesses to grow sustainably and responsibly, while reinforcing our role as a trusted partner in Brunei's economic progress.

LEAD ARRANGER FOR LANDMARK TRANSACTION



A significant milestone for Corporate Banking Group this year was successfully arranging a USD 100 million Syndicated Commodity Murabaha Facility for Simpor Hibiscus Sdn Bhd, a wholly owned subsidiary of Hibiscus Petroleum. BIBD was proudly mandated as the Lead Arranger for this landmark transaction, reinforcing our capability in structuring large-scale, Shariah-compliant financing solutions. This initiative underscores BIBD's commitment to delivering innovative, Shariah compliant banking solutions that drive strategic growth and sustainability within the energy sector.

CONTINUED STRATEGIC PARTNERSHIP WITH DARE

In 2025, BIBD continued its proud partnership with Darussalam Enterprise (DARe) as a strategic partner for the prestigious Proudly Brunei Business Awards (PBBA). As part of this collaboration, BIBD sponsored several key award categories that celebrate entrepreneurial excellence across Brunei, reinforcing our commitment to nurturing innovation and supporting the nation's business community.

This year's proud winners under BIBD-sponsored categories were:

- **Youth Entrepreneur Award – Wedding Loka**
- **Business Growth Award – Poni Marine**
- **Food Award – Taurean Bakeshop & Café**
- **Start Up Award – Fatih Aquaculture**

As part of BIBD's commitment to developing local enterprises, CBG played an instrumental role in supporting the winners—particularly by facilitating the acquisition of fixed assets through sponsorship funds. This collaboration reinforces BIBD's mission to empower local businesses, foster entrepreneurship, and contribute meaningfully to Brunei's national economic growth.

Advancing BIBD's Growth



In 2025, CBG played a pivotal role in driving institutional growth by empowering key sectors. Through its MSME team, CBG participated as a speaker at the AgroTech Pertanian Talk in June introducing agricultural entrepreneurs to tailored business banking solutions, including financing options, digital payments, and cash-flow management tools. Complementing this, the Structured Finance & GLC team conducted a comprehensive credit assessment training session for over 120 participants from a multinational corporation, fostering transparency and informed decision-making. Additionally, the Digital Team hosted a BIBD Biznet sharing session for representatives from 80 companies in Tutong District, providing hands-on demonstrations that accelerated digital adoption and enhanced operational efficiency among corporate clients.

CBG further solidified BIBD's commitment to MSME development by successfully completing the 7th cohort of the BIBD SEEDS Financial Training Program, equipping 12 women entrepreneurs with essential skills in business planning, cash-flow forecasting, profit-loss management, pricing strategies, and pitching. This initiative highlights our dedication to fostering entrepreneurial capability and supporting inclusive economic growth.

Extensive public engagements amplified CBG's impact in 2025, including participation in Brunei Darussalam Maritime Week, an Entrepreneurship Talk at Politeknik Brunei, Jelajah Kerjaya, Siuk Havoc, Enterprise Growth Connect, and judging the 18th LiveWIRE Business Awards. These events featured exhibitions, speeches, interactive booths, and knowledge-sharing sessions that promoted MSME financing, youth empowerment, and vendor readiness. They also strengthened partnerships with stakeholders such as BEDB and MPRT, while advancing the goals of Wawasan Brunei 2035 in human capital development and entrepreneurial growth.







Building Momentum for Sustainability

CBG's initiatives align closely with the pillars of responsible entrepreneurship and inclusive social impact, enhancing financial literacy and strengthening MSME capacity. Programs such as AgroTech Pertanian Talk and BIBD SEED empowered agricultural and women entrepreneurs with practical skills in cash-flow management and business planning, fostering sustainable business growth and driving Brunei's economic diversification.



Digital adoption through Biznet sessions and credit training promotes efficient, transparent operations, while public engagements broaden outreach, strengthen stakeholder collaboration, and reinforce CBG's role in advancing financial literacy, MSME empowerment, and national development.

The Division's initiatives reinforce BIBD's sustainability agenda by building resilient MSME ecosystems, expanding the adoption of Shariah-compliant financial tools, and supporting national priorities such as Wawasan Brunei 2035.

By equipping underserved groups with essential knowledge and strengthening partnerships such as with BEDB, these efforts promote financial inclusion, encourage better business practices that can reduce environmental impact, and advance sustainable, inclusive growth.

This positions CBG as a catalyst for long-term socio-economic progress and the integration of ESG principles into Brunei's economy.

Developing Our Talent

CBG continues to foster a culture of continuous learning, teamwork and mutual care through a range of staff-led initiatives. The Friday Sharing Session provides a platform for employees to share practical knowledge on topics such as AI tools and banking products, helping to strengthen internal awareness and support ongoing learning across the Group.

The Group also organises periodic half-day team-building activities, including the most recent session at JPCC, Jerudong, to reinforce collaboration and strengthen relationships while supporting a valued client. In addition, CBG's Sport Recreational Committee promotes employee welfare through Friday tahlil sessions, financial assistance and support for staff who are unwell.

These initiatives are self-funded through staff contributions and supported by CBG Club members, who are appointed through voting to encourage inclusivity and shared responsibility. Collectively, these efforts reflect CBG's commitment to fostering compassion, collaboration and strong interpersonal relationships within the department.



Focus Areas in 2026

1. **Increasing the Utilisation of Digital Banking Among Corporate and MSME Clients**

   The Corporate Banking Group will continue to drive greater adoption and effective use of BIBD's digital banking solutions among Corporate and MSME clients. As businesses increasingly seek convenience, efficiency and real-time access to financial services, CBG will focus on positioning BIBD Biznet as an essential business tool. Planned initiatives include targeted customer engagement sessions, digital onboarding support and educational workshops to strengthen awareness, confidence and usage of digital platforms.

2. **Strengthening Customer Loyalty and Retention**

   Enhancing customer loyalty and retention will remain a key strategic priority for CBG in 2026, as long-term relationships are central to sustainable growth and meaningful client engagement. Planned initiatives include investment talks, customer appreciation events and value-added engagement activities that go beyond transactional banking. These efforts will reinforce BIBD's role as a trusted financial partner that supports customers throughout their business lifecycle, while targeted promotional campaigns for selected products and services will help deepen engagement and utilisation.

3. **Collaboration Programmes with Local Universities and Key Stakeholders**

   To nurture future entrepreneurs and support talent development, CBG will continue to expand collaboration with local universities, educational institutions and key ecosystem stakeholders in 2026. These initiatives will bridge academic learning with practical business exposure through entrepreneurship talks, knowledge-sharing sessions, industry engagement programmes and collaborative platforms for students and aspiring entrepreneurs. Partnerships with relevant government agencies and industry players will also be strengthened to ensure these efforts remain relevant, impactful and aligned with national human capital development objectives under Wawasan Brunei 2035.

4. **Facilitating Local and Foreign Direct Investment in line with Wawasan Brunei 2035**

   Aligned with Wawasan Brunei 2035, CBG will continue to support local enterprises and facilitate foreign direct investment in 2026. The Group's focus will be on enabling project-ready businesses, improving access to financing and supporting investors in navigating the local business landscape. Working closely with internal stakeholders and strategic partners, CBG will provide advisory support, market insights and tailored banking solutions to businesses that contribute to economic diversification and job creation.

Treasury and Global Markets

The Treasury & Global Markets Division (TGM) oversees the effective management of BIBD's funds, ensuring the Bank maintains sufficient liquidity to meet all financial and operational obligations as they fall due. As the Bank's first line of defense, TGM plays a vital role in preserving financial stability through the prudent management of capital, funding, and liquidity positions. In recent years, TGM has also emerged as a key driver of the Bank's revenue growth, leveraging global investment and financing activities to deliver sustainable income contributions. Furthermore, TGM continues to strengthen BIBD's presence in international financial markets by fostering strategic and long-term relationships with regional and global counterparties, reinforcing the Bank's reputation as a trusted and resilient participant in the industry.

4.3

Navigating a Dynamic Global Environment

In 2025, the Treasury and Global Markets (TGM) Division remained steadfast and adaptive amid a volatile global landscape marked by shifting monetary policies, geopolitical uncertainties, and evolving trade dynamics. The Division continued to focus on preserving portfolio value within approved risk parameters while proactively managing profit rate transition risks and liquidity resilience.

Liquidity management remained a core priority. Through disciplined practices and enhanced behavioural insights, TGM ensured that BIBD has sustained a strong liquidity position, with key ratios remaining comfortably within regulatory and internal parameters. This provided a protection for the Bank to remain well-positioned in navigating market uncertainties and maintaining financial stability.

In line with TGM's mandate to safeguard the Bank's liquidity, diversification across international markets continued to form an integral part of its investment strategy. This approach supports exposure to global economic developments while maintaining sufficient flexibility to respond to evolving market conditions.

During the year, TGM participated in key industry platforms, including the Global Trade Review MENA 2025 (GTR MENA 2025), to strengthen relationships with industry peers and engage with leading trade service providers across the Middle East and North Africa.



TGM also participated in the Financial Institutions Trade Seminar organised by Commerzbank Singapore, which provided opportunities to deepen technical and operational knowledge of trade finance products and practices, as well as gain insights from industry counterparts.



In addition, TGM deepened its insights into global developments, including the growing internationalisation of the Renminbi (RMB), and advanced initiatives to diversify the Bank's funding base through innovative Shariah-compliant liquidity management instruments.

Looking ahead, TGM remains committed to exercising vigilance, agility, and prudence in navigating an environment shaped by continued monetary easing and geopolitical uncertainty. The Division will further strengthen its strategic capabilities to ensure that BIBD remains resilient, adaptive, and well-positioned within an increasingly complex global financial landscape.

Advancing BIBD's Growth

In 2025, the Division underwent a leadership transition with the appointment of a new Treasurer, ensuring continuity in strategic direction while reinforcing leadership oversight in line with the Bank's evolving objectives. Aligned with BIBD's strategic goal to remain relevant, competitive, and regionally connected, TGM continued to play a pivotal role in strengthening the Bank's presence in international financial markets and deepening institutional relationships. Through structured engagements with overseas counterparties, the Division supported BIBD's growth and regional aspirations by enhancing strategic partnerships and maintaining active engagement with market developments.

To further expand regional connectivity, TGM participated in international platforms such as the **Mandiri Investment Forum** and the **Bank Syariah Indonesia (BSI) International Expo**, which offered valuable insights into regional economic trends and emerging opportunities within the halal and Islamic finance ecosystem across ASEAN and beyond.

In direct support of BIBD's strategic goal to broaden its Islamic and trade finance offerings, the Bank formalised a **strategic Islamic Risk Participation agreement** with Bank Syariah Indonesia (BSI). This collaboration enhances BIBD's capacity to facilitate cross-border trade activities, expand access to regional and global trade finance flows, and strengthen institutional ties within the Islamic finance ecosystem.

The partnership underscores BIBD's commitment to **portfolio diversification, regional integration, and sustainable growth** through Shariah-compliant financial solutions, while reinforcing the Bank's position as a **credible Islamic financial institution with growing regional reach** beyond its domestic market.



Building Momentum in Sustainability

Alhamdullillah, in 2025, TGM supported BIBD's sustainability objectives through responsible governance, operational efficiency, and people-centric initiatives. The division upheld strong discipline in liquidity and risk management, reinforcing the Bank's long-term financial resilience and commitment to sound governance practices.

In alignment with BIBD's sustainability agenda, TGM implemented practical measures to reduce environmental impact and promote employee well-being. These included expanding digital workflows to minimise paper use, introducing a daily office lights-off practice to lower energy consumption, and encouraging the use of shared facilities such as a centralised coffee machine to reduce single-use waste. The division also continued to foster team engagement and wellness programmes, recognising that a healthy and collaborative workforce is vital to sustaining performance and driving long-term value creation.

Developing Our Talent

Throughout the year, TGM continued to nurture a collaborative and high-performance work culture founded on teamwork, well-being, and continuous development. Building on ongoing engagement practices, the Division organised various team-building and gift exchange activities that fostered camaraderie, strengthened relationships, and reinforced a positive, inclusive workplace culture.



Promoting employee well-being remained an important focus as the division introduced initiatives promoting healthier habits, including regular fruit consumption and participation in sports and fitness programmes.

Team members actively joined events such as the **BIBD Run, Brunei Half Marathon**, and **Borneo Run**, as well as international sports collaborations with a regional bank — reflecting TGM's commitment to holistic wellness, team spirit, and work-life balance.



Focus Areas in 2026

Liquidity management remains central to TGM's mandate, with the Division ensuring that all regulatory ratios continue to remain comfortably within prescribed thresholds. Building on this strong foundation, TGM will maintain a disciplined and sustainable approach towards enhancing balance sheet profitability in 2026.

To support this, TGM is focusing on high quality assets so that we can deploy liquidity efficiently offering stable returns and low credit risk, thereby improving Return on Assets (ROA) while upholding compliance with key liquidity standards such as the **Liquidity Coverage Ratio (LCR)** and **Net Stable Funding Ratio (NSFR)**.

The Division will also **optimise the Bank's funding and liquidity profile** by rebalancing towards more stable deposit segments and leveraging newly approved **Shariah-compliant liquidity management tools**. These measures aim to reduce excess precautionary buffers and enhance asset deployment efficiency.

In line with efforts to ensure earnings resilience, TGM will **diversify income streams** through expanded fee-based and trading activities within Shariah-compliant markets, reducing reliance on balance-sheet-intensive sources. Concurrently, the Division will **harness digitalisation and data analytics** to strengthen treasury forecasting, improve deposit behaviour insights, and guide prudent, performance-driven decision-making in line with BIBD's long-term objectives.

BIBD Securities

BIBD Securities Sdn Bhd (BIBDS) established in 1993, is Brunei's first securities company and a wholly owned subsidiary of BIBD Berhad. It provides comprehensive investment solutions to both retail and institutional clients.

BIBDS provides brokerage services to clients for trading BIBD shares and Shariah-compliant securities listed on the Singapore Exchange and Bursa Malaysia, as well as the distribution of Shariah-compliant mutual funds.

BIBDS serves institutional clients through its asset management arm, BIBD Asset Management (BIBD AM). Established in late 2019 under the license of BIBDS, BIBD AM is recognized as Brunei's first Shariah-compliant asset manager. Its establishment reflects the nation's Wawasan 2035 vision and the BDCB Financial Blueprint 2016–2025, both designed to advance Brunei's Islamic finance and asset management industry. BIBD AM delivers discretionary fund management and investment advisory services to institutional clients, with capabilities spanning Sukuk, equities, and multi-asset solutions.

4.4

Accomplishments in 2025

Enhancement of the BIBD Securities Wealth Management System

In 2025, BIBD Securities (BIBDS) successfully migrated its wealth management operations to the Avaloq platform. This implementation has significantly enhanced automation across critical processes - including client onboarding, risk profiling, regulatory checks, and reporting. The new system enables straight-through trade processing and establishes a unified data model, improving efficiency, accuracy, and scalability across the organization.

avaloq
An NEC Company

As part of its integration plan with the BIBD Group's Olive digital ecosystem, BIBDS is committed to further streamlining the customer's journey and enhancing client experiences, while supporting the rollout of innovative digital solutions.

This digital transformation initiative reinforces both BIBDS and the BIBD Group's leadership in Shariah-compliant investments and aligns with Brunei Vision 2035 by advancing a digitally empowered and financially literate society.



Advancing BIBD's Growth

In 2025, BIBD Securities (BIBDS) was honored by Asia Asset Management with the "Asian Rising Star", recognizing its pivotal role in shaping Brunei's capital markets and strengthening the nation's financial industry landscape. The award highlighted BIBDS's dedication to advancing financial literacy and inclusiveness, alongside its introduction of innovative products such as the Lion-BIBDS Islamic Enhanced Liquidity Fund. Launched in 2024 in partnership with Lion Global Investors (Singapore), this groundbreaking fund marked several firsts: Brunei's first locally managed mutual fund, the first Shariah-compliant fund registered in Singapore, and Brunei's first financial export.

BIBDS was also recognised by Asia Asset Management as being the best in Brunei for five categories:

1. Brunei Best Sukuk Manager
2. Brunei Best Islamic Asset Management
3. Brunei Best ESG Manager
4. Brunei Best Retail Asset Manager
5. Brunei Best Investor Education





Driving Sustainability Forward

One of the key mandates of BIBD Securities (BIBDS) is to promote financial inclusiveness and support the development of Brunei Darussalam's capital markets in alignment with Shariah principles.

The institution remains steadfast in advancing financial literacy and inclusiveness nationwide, with a particular focus on fostering retail investment growth and strengthening financial planning capabilities.

These initiatives underscore BIBDS's commitment to empowering individuals and communities to participate meaningfully in the financial ecosystem. To drive these priorities, BIBDS continues to collaborate closely with regulators, clients, and industry partners, enhancing the depth, resilience, and competitiveness of Brunei's financial services landscape.

In support of these aspirations, the institution's key strategic business objectives include:

- Establishing a world-class Shariah-compliant asset management platform;
- Promoting financial literacy and inclusiveness among Bruneian retail investors;
- Nurturing local industry talent and expertise; and
- Supporting the nation's long-term vision to develop a dynamic and sustainable Shariah capital market industry.

Investor education remains a core priority for BIBD Securities (BIBDS), reflecting its broader sustainability commitment to promote long-term financial well-being, strengthen financial inclusion, and contribute to the development of a more resilient and inclusive financial ecosystem.



Through a combination of external financial literacy programmes and internal capability-building initiatives, BIBDS aims to advance knowledge, encourage responsible financial behaviour, and support the sustainable growth of Brunei's capital markets.

Over the year, BIBDS conducted numerous financial literacy and investment education initiatives, as follows:

1. **Financial Literacy Events**
   BIBDS participated in several financial literacy talks and roadshows, conducted both independently and in collaboration with the wider BIBD Group. These initiatives were designed to raise financial awareness and promote informed, long-term financial planning across diverse segments of society.

   a. **Corporate Employees:**
      These roadshows and client pocket events were tailored to the needs of corporate audiences, with a focus on long-term investing and goal based financial planning. Adopting a lifecycle approach, BIBDS engages clients with the recognition that investors need to evolve over time, ensuring that solutions remain relevant and aligned with their financial goals at every stage.

   b. **Tertiary Students:**
      In conjunction with World Investor Week 2025, BIBD Securities (BIBDS) organized sessions with final-year students from UNISSA and the UTB School of Business. These sessions introduced students to BIBD Securities and BIBD Asset Management, explored key investment fundamentals and risk profiling, and featured a Bloomberg demonstration to provide practical exposure to professional investment management tools. These initiatives reflect BIBDS's commitment to building financial capability among future professionals, equipping them with the knowledge and skills to participate meaningfully in Brunei's evolving financial ecosystem.

   c. **Primary and Secondary Students:**
      BIBD Securities (BIBDS) delivered a series of financial planning sessions focused on themes such as savings, emergency funds, and goal setting. In addition, the organization participated in the National Financial Literacy Day 2025 Roadshow for secondary school students, reaching more than 2,000 participants including those from remote and underserved areas.

2. **Client Pocket Events**
   In 2025, BIBDS organized a series of client pocket events for both existing and prospective clients. These targeted sessions provided personalized financial planning guidance and showcased how financial goals can be achieved through Shariah-compliant solutions.

3. **Social Media and Online Education Initiatives**
   BIBDS continued to strengthen public financial education, particularly among youth, through engaging social media content that simplified complex topics such as diversification, investment risk, and the importance of maintaining a long-term investment horizon. Complementing these efforts, BIBD Asset Management (BIBD AM) delivered weekly market updates via Instagram Stories, highlighting key macroeconomic developments and asset class performance. Together, these digital initiatives broaden access to timely financial knowledge, empower individuals to make informed decisions, and foster a more resilient investment culture in Brunei.

4. **Thought Pieces**
   Over the past year, BIBDS published six thought pieces for institutional investors on topics such as capital market assumptions, GCC sukuk issuance, AI developments, tariffs, ASEAN trade, and political risk in Indonesia. These publications reinforce BIBDS's role in supporting market transparency, enhancing research capability, and fostering knowledge sharing within the investment community.

5. **Participating in Investment Forums**
   In 2025, BIBD Securities and Asset Management remained active participants in local investment forums and industry events, including the PERDANA Market Outlook 2025, the 3rd ASEAN Forum: The

Future of Finance, the Brunei Darussalam Sustainable Financial Roadmap launch, and the Brunei Darussalam Islamic Finance Symposium 2025.

These platforms enabled BIBDS to contribute valuable perspectives on market developments, sustainable finance, and Islamic wealth management, reinforcing its role as a thought leader in shaping Brunei's financial landscape.

Developing Our Talent

BIBDS remains committed to professional development and lifelong learning, in line with its ESG values of Alignment, Continuity and Education. In 2025, one staff member attained the CFA designation, bringing the total number of CFA holders within the team to four.

The team also includes one CFA Level III candidate and two CFA Level I candidates, as well as four licensed Financial Planners and six Capital Market Services Representative Licence holders.

BIBDS also continued to strengthen its local talent base, with its dedicated Compliance Officer attaining the Certified Internal Auditor designation, reflecting the institution's commitment to regulatory expertise and professional growth.

As a signatory to the UN Principles for Responsible Investment (PRI), BIBDS also continues to integrate ESG principles into its investment processes. To date, four staff members have completed the CFA Institute Certificate in ESG Investing, further enhancing the organisation's internal ESG capabilities and reinforcing its leadership in sustainable finance.

Focus Areas in 2026

Looking ahead to 2026, BIBDS is well-positioned to capitalise on opportunities that drive the growth of Brunei's capital markets. The institution will prioritise strengthening operational capabilities to deliver seamless client services, while expanding its offerings through new channels and diversified products. These efforts aim to better support clients in achieving their long-term financial objectives and reinforce BIBDS's role as a trusted partner in Brunei's evolving financial landscape.

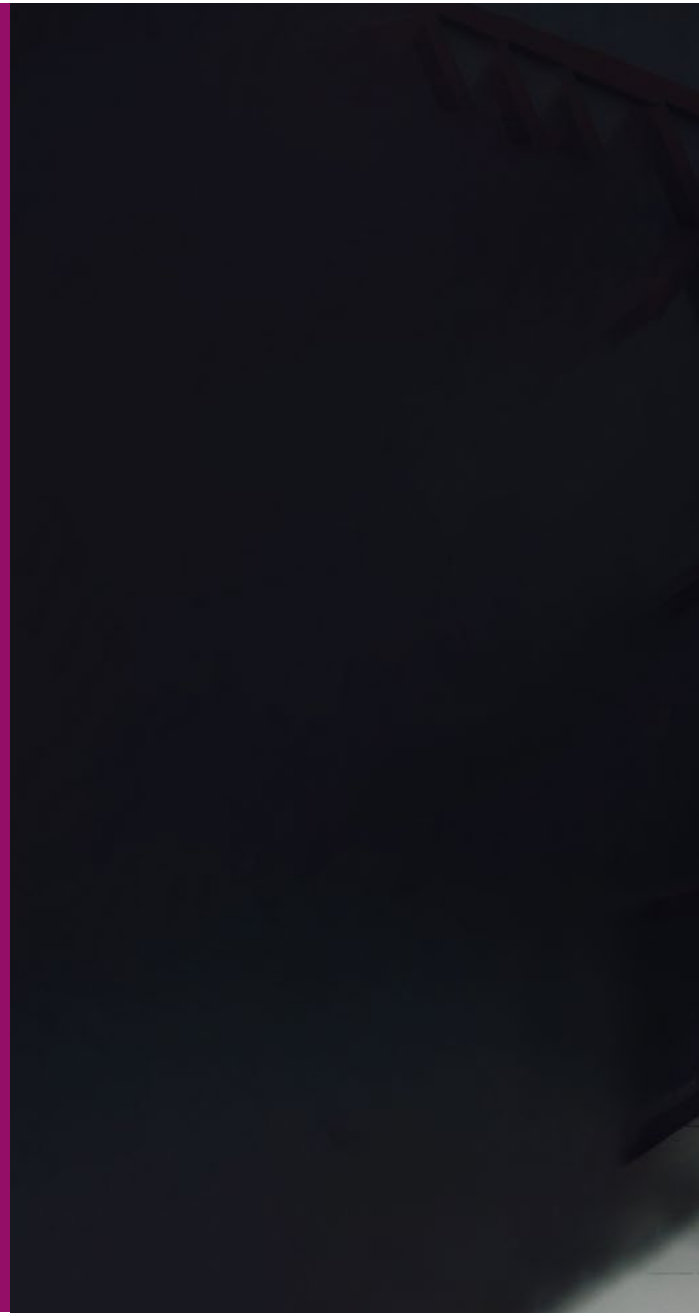


Chapter 5

Strengthening the Foundation

Enabling strategy, resilience, and operational excellence across the organisation.

5.1 Managing Director's Office
5.2 Finance and Strategy Group
5.3 Human Resources Division
5.4 Information Technology Division
5.5 Chief Operating Office Division
5.6 Shariah Division
5.7 Compliance Division
5.8 Risk Management Division
5.9 Internal Audit Division
5.10 Legal and Corporate Secretarial Division
5.11 Government Relations and Special Projects Division
5.12 Facilities Management Division
5.13 Service Quality Division




جابتن سياستن
INVESTIGATIONS DEPARTMENT

Managing Director's Office

The Managing Director's Office serves as BIBD's strategic coordination hub, supporting executive decision-making and the execution of the Bank's strategic agenda. Working closely with the Managing Director, the office oversees key priorities, promotes alignment with corporate objectives, and facilitates collaboration across divisions. It also manages high-level engagement with internal and external stakeholders, ensuring clear communication of strategic direction. Through effective coordination, oversight, and stakeholder management, the office contributes to organisational effectiveness and the successful delivery of the Bank's strategic goals.

In addition to its governance and coordination responsibilities, the office plays a key role in promoting organisational excellence and operational agility. By streamlining executive processes, monitoring strategic performance indicators, and supporting transformation initiatives, it helps foster a more efficient and responsive operating environment. These efforts enable BIBD to adapt to changing market dynamics, capitalize on emerging opportunities, and maintain momentum in achieving its long-term strategic objectives.

5.1

Finance & Strategy Group

The Finance & Strategy Group (FSG) is responsible for the Group's financial reporting, budgeting, vendor payments, and financial information management. It produces reliable financial insights and management intelligence that support strategic planning, performance assessment, and decision-making by Management and Board Committees. FSG also ensures the timely and accurate fulfilment of statutory and regulatory reporting requirements for shareholders and regulators. Supported by strong governance, robust internal controls, and continuous investment in professional capabilities, FSG safeguards the integrity, accuracy, and credibility of financial information, reinforcing confidence in BIBD's financial stewardship.

5.2

Accomplishments in 2025

Building Finance Capability and Expertise

In 2025, FSG continued to enhance its people capabilities to support the effective delivery of financial processing, reporting, and governance functions in line with BIBD's operational requirements and Islamic banking principles. Throughout the year, significant focus was placed on strengthening team capacity through strategic recruitment initiatives, ensuring the division remained well-equipped to address growing operational and reporting demands.

New hires were integrated through structured onboarding programmes, practical on-the-job training, and ongoing knowledge-sharing initiatives, supported by experienced team members. Concurrently, existing staff continue to enhance their technical competencies and professional expertise through training and development programmes offered by recognised professional institutions and training providers

Through its continued investment in talent development, FSG strengthens its technical capabilities, upholds high standards of professionalism and ethics, and enhances BIBD's ability to deliver accurate, reliable, and trusted financial services.

Process Optimisation and Data Automation

Throughout 2025, FSG remained focused on improving operational efficiency through the optimization of finance processes and the refinement of data workflows and reporting practices. These initiatives were aimed at reducing manual intervention, improving consistency, and strengthening process controls, while ensuring continued compliance with internal policies and external regulatory requirements. In addition, these enhancements enabled finance professionals to devote greater attention to higher-value activities, including strategic planning and analysis.

Strengthening Governance and Financial Controls

In addition to its operational responsibilities, FSG continued to strengthen its governance and control framework throughout 2025. Focus remained on maintaining robust reconciliation processes and ensuring strict adherence to established financial policies, and regulatory requirements.

These efforts enhanced transparency, accountability, and audit readiness, while supporting the Bank's broader risk management framework. By sustaining high governance standards, FSG played a key role in safeguarding the integrity of financial information and reinforcing stakeholder confidence in the Bank's financial reporting and processes.

Advancing BIBD's Growth

FSG plays a pivotal role in supporting BIBD's mission, vision, and strategic objectives. In 2025, its key priorities were centred on strengthening core financial capabilities and enabling the Bank's long-term growth and sustainability. These priorities included:

- **Enhancing financial control and governance** to ensure continued compliance with regulatory requirements and applicable accounting standards
- **Improving efficiency, accuracy and timeliness of financial reporting** through process optimization and continuous improvements to systems and workflows.
- **Supporting all stakeholders with timely and insightful financial analysis** to support informed decision-making and strategic planning
- **Human Capital Advancement** to enhance workforce capabilities, resilience and professionalism through continuous training, upskilling, and professional certification programmes, while supporting the Bank's digital transformation agenda.

By ensuring adherence to Islamic finance principles, enhancing operational efficiency, and supporting key strategic initiatives, FSG contributes significantly to BIBD's overall success and its ability to uphold both financial and ethical standards. Through close collaboration with various divisions and support functions across the Bank, FSG strengthens organisational agility and responsiveness to evolving market dynamics, while supporting the effective execution of BIBD's strategic objectives and long-term growth agenda.

Building Momentum for Sustainability

In 2025, FSG supported BIBD's sustainability agenda through its core responsibilities in financial reporting, analysis, and governance, helping to strengthen financial oversight, accountability, and control across the Bank. In addition, FSG actively participated in various Bank-wide sustainability and community initiatives, including the BIBD Sirah Amal Programme and tree-planting activities.

FSG remains committed to supporting the Bank's broader sustainability objectives through continued participation in corporate initiatives and by encouraging employee involvement in community engagement and sustainability-focused programmes.

Developing Our Talent

In 2025, FSG maintained a strong focus on strengthening workforce capacity and organisational continuity, with particular emphasis on talent acquisition, onboarding, and employee engagement. These initiatives were undertaken to ensure the division remained appropriately resourced, resilient, and well-positioned to meet evolving operational requirements and strategic priorities.

To further promote employee engagement and team effectiveness, FSG participated in team-building activities outside the formal work setting, providing opportunities for staff to strengthen professional relationships, enhance communication, and foster greater collaboration and mutual understanding. These initiatives contributed positively to team cohesion, engagement, and overall workplace effectiveness.

Focus Areas in 2026

In 2026, FSG's priorities will focus on supporting BIBD's strategic projects and initiatives while maintaining a strong financial governance framework within an increasingly dynamic and challenging operating environment. Guided by the principles of amanah (trust), accountability, and prudence, FSG remains committed to safeguarding financial stability, transparency, and operational resilience as the Bank navigates evolving regulatory, economic, and market conditions.

Key areas of focus for 2026 include enhancing operational efficiency, strengthening financial controls, and ensuring the timely and accurate delivery of financial reporting to support effective decision-making. Continued emphasis will be placed on process optimization and automation to improve productivity, manage workloads more efficiently, and mitigate operational risks, particularly as business activities and organisational requirements continue to evolve.

FSG will also continue to support Bank-wide transformation and change initiatives, ensuring that financial implications, reporting requirements, and control considerations are appropriately assessed and addressed. Close collaboration with stakeholders across the Bank will remain essential to support alignment with BIBD's strategic objectives and priorities.

Human Resources Division

The Human Resources Division (HRD) plays a critical role in supporting BIBD's continued growth and success. Its primary focus is on attracting, developing, and retaining high-calibre talent, while ensuring that employees embody the Bank's core values. HRD places strong emphasis on continuous learning and professional development, equipping employees with the skills and capabilities needed to succeed in an evolving banking landscape, both now and in the future. It also promotes employee engagement by fostering a strong sense of belonging and encouraging collaboration towards shared goals. Committed to fairness, inclusivity, and ethical practices, HRD ensures that all people-related processes are conducted with integrity and contribute positively to the Bank's culture. Through these efforts, HRD serves as a key enabler of ethical conduct, organisational excellence, and BIBD's long-term sustainability.

5.3

Accomplishments in 2025

In 2025, Human Resource Division (HRD) focused on the following main strategies:

1. Accelerating digital transformation and operational efficiency through increased automation and the implementation of a centralised Learning Management System (LMS).
2. Championing organisational transformation by enhancing employee learning and development experiences and strengthening workforce capabilities to support business growth and future organisational needs.
3. Enhancing talent management by attracting high-quality talent through improved sourcing strategies, as well as more effective, efficient, and transparent recruitment processes and policies.
4. Strengthening governance through the review and enhancement of HR policies to ensure regulatory compliance, promote transparency, and cultivate a supportive workplace environment that prioritizes employee well-being.
5. Promoting employee well-being and organisational cohesion through a range of engagement, wellness, and team-building initiatives designed to foster a positive and connected workplace culture.

In 2025, HRD delivered several key milestones in support of BIBD's strategic priorities of operational excellence, workforce development, and employee well-being. Notable achievements included advancements in digitalization and automation, such as the selection of a vendor for a centralised Learning Management System to enhance access to learning resources and streamline training administration, as well as the implementation of an automated Hiring Proposal process and the electronic distribution of pay slips to improve operational efficiency.

HRD also enhanced employee capability through targeted learning and development initiatives, including professional certifications, leadership programmes and service excellence training for frontline staff. In addition, the Division strengthened governance and compliance through the facilitation of mandatory training and specialised Islamic finance education for senior leaders, while fostering a strengths-based leadership culture across the Bank.

On the talent and workforce front, HRD supported organisational stability and growth through the conversion of temporary staff into permanent roles, the facilitation of secondments, and strengthened collaboration with national employment initiatives. The Division also reviewed HR policies and salary structures to enhance competitiveness and consistency, while introducing job banding to support employee retention and engagement.

To further promote employee cohesion and well-being, HRD organized a range of engagement activities, including Family Day, financial literacy and health awareness sessions, Townhall meetings, religious observances and inter-departmental sports events. Collectively, these initiatives contributed to fostering a positive workplace culture, strengthening communication, and supporting BIBD's long-term growth objectives.

Embracing Change for Future Success

Industry Trends in 2025

1. **Employee Well-being & Work-Life Balance**
   Organisations increasingly recognise the importance of employee well-being due to its significant impact on productivity and engagement. At BIBD, HRD has demonstrated its commitment through initiatives such as parking subsidies for lower-grade staff and the ongoing Sehati wellness campaign, which promotes mental and physical well-being. Complementary activities, including financial literacy workshops, takaful briefings, health talks, religious gatherings and sports partnerships, further support holistic well-being, foster a sense of community and enhance staff morale. Collectively, these efforts reflect HRD's comprehensive approach to nurturing a supportive, engaged, and motivated workforce.

2. **Digitalisation & Data-Driven Decision-Making**
   Digital transformation and data analytics are reshaping HR practices across Brunei's financial sector, enhancing efficiency and supporting more informed decision-making. At BIBD, HRD has advanced automation through initiatives such as a centralised Learning Management System (LMS), automated recruitment documentation, and electronic forms for operational requests. At the same time, the Division has continued to focus on building digital capabilities, reskilling employees and fostering agile leadership through strengths-based coaching and transformation programmes, helping to position the organisation for sustained growth and adaptability in an evolving business environment.

Advancing BIBD's Growth

The Human Resources Division played a pivotal role in supporting BIBD's overall objectives by strengthening workforce capability, driving organisational transformation, and fostering employee engagement. Through targeted learning initiatives, including leadership programmes, professional certifications and specialized technical training, the Division ensured that employees were equipped with the competencies required to support the Bank's evolving priorities. Customized programmes such as the Service DNA Academy and customer service training further enhanced frontline capabilities, contributing to improved customer engagement and service quality.

HRD's digitalisation initiatives also enhanced both employee and organisational experiences. Through the automation of selected hiring processes, workflows were streamlined and operational efficiency improved. These initiatives also reduced administrative burdens, enabling hiring managers and their teams to focus more effectively on delivering quality service to customers.

Moreover, HRD's commitment to developing employees' digital skills equips staff across the Bank to adapt to evolving technologies and continuously enhance their work. These efforts foster a more agile and responsive workforce, benefiting employees while contributing to an enhanced customer experience.

Digitalization efforts, including the implementation of a Learning Management System and the expansion of technology-focused learning initiatives, have streamlined training administration and enhanced access to development resources. At the same time, the Division continued to uphold governance and compliance through the facilitation of mandatory regulatory training, as well as specialized development programmes for senior leaders and Board members, thereby reinforcing effective oversight and regulatory compliance.

In addition to process automation, HRD has supported capability building through training and development initiatives focused on process improvement. This support extends across the organisation, equipping employees with practical skills to drive continuous improvement within their respective teams. By strengthening upskilling opportunities for employees at all levels, HRD continues to foster a culture of innovation, agility and operational effectiveness.

HRD has played a key role in transforming internal processes and enabling divisions to achieve their objectives more effectively. Through digitalisation and the automation of core process such as recruitment and project hiring, the Division has streamlined workflows, reduced administrative burdens and accelerated approval timelines. These enhancements have improved the experience for hiring managers while enabling divisions to focus more effectively on their strategic priorities.

Workforce planning remains a key priority, with strategic hiring across internal, external and temporary appointments helping to ensure critical functions are adequately resourced to meet business demands. The Division also promotes internal mobility and capability building to support talent development and alignment with group-wide objectives. Updated hiring policies further reinforce integrity, meritocracy, and equitable development, underscoring BIBD's commitment to fairness and transparency.

The ongoing review and refinement of HR policies have further ensured that practices remain relevant and aligned with evolving organisational needs. Clearer guidelines, greater consistency in decision-making, and enhanced workforce management have supported stronger collaboration across divisions while reducing ambiguity and operational risk. In parallel, close coordination with business units has enabled timely staffing support, helping to sustain continuity and meet business demands effectively.

HRD continues to place strong emphasis on employee well-being, local employment and talent management as part of its commitment to building a motivated and high-performing workforce. Through close collaboration with relevant government agencies, the Division supports national employment objectives while maintaining high standards in recruitment, selection, and talent development.

Employee engagement and mental health initiatives were also actively nurtured through well-being programmes such as Sehati, expanded learning opportunities, and efforts to foaster a positive work environment. In addition, the Division delivered a broad range of engagement activities, including appreciation events, family days, financial literacy and health awareness programmes, as well as HR Townhall sessions. Religious and recreational activities, including Tedarus sessions, sports events and staff gatherings, further promoted spiritual and physical well-being, teamwork and cross-organisational rapport.

These efforts, together with fair hiring practices and the integration of Sustainable Development Goals into its people's strategy, reflect BIBD's dedication to professionalism, inclusivity and ethical business conduct.

Collectively, these initiatives have contributed to a motivated, resilient and cohesive workforce, enabling BIBD to drive innovation and support its long-term business ambitions. HRD's holistic approach helps ensure the Bank remains agile, compliant, and committed to employee well-being, while continuing to support its strategic objectives in a dynamic operating environment.

Building Momentum for Sustainability

In 2025, HRD played a key role in advancing BIBD's sustainability and ESG agenda through initiatives that supported environmental, social, and governance priorities. The Division strengthened workforce sustainability by recruiting graduates to build a future-ready talent pipeline and converting temporary staff to permanent roles, thereby enhancing job stability and capability development.

From a social perspective, HRD continued to promote employee well-being and resilience through wellness initiatives, mental health support, work-life balance programmes and the "Sehati" campaign. These efforts, together with continuous learning opportunities, career development and community engagement, helped foster a productive, engaged, and socially responsible workforce. On the governance and environmental fronts, HRD enhanced operational efficiency and supported paper-light practices through the automation of hiring processes, the introduction of e-forms and the digital distribution of salary slips. The Division also upheld transparent and ethical people practices by prioritising internal promotions, reviewing HR policies and providing equitable opportunities and enhanced employee benefits, reinforcing BIBD's commitment to responsible growth and strong governance standards.

Developing Our Talent

HRD continued to strengthen its professional standing and contribute to the development of human capital in Brunei through the active participation of its team members in key industry platforms. One employee served as a panellist at the Brunei Institute of Leadership & Islamic Finance (BILIF) HR Symposium, while another was invited as a speaker at the 4th Annual INITIATE! Human Capital Summit. These engagements reflect the Division's expertise and its growing contribution to the broader HR community. In addition, two HR team members were appointed Vice President and Secretary of the Brunei Human Resource Society, underscoring the recognition of talent developed within BIBD.

The Division also achieved notable progress in professional development, with four team members attaining Chartered Institute of Personnel and Development (CIPD) accreditations through Experience Assessments, comprising one Associate Member, two Chartered Members and one Chartered Fellow. A further employee was awarded Chartered Fellow membership through an Upgrading Assessment. These accomplishments reinforce HRD's commitment to continuous learning, professional excellence and the delivery of high-quality service in support of BIBD's strategic objectives.

Focus Areas in 2026

1. **Empowering Employees**
   HRD will strengthen employee empowerment by defining clear roles, establishing transparent career pathways and providing skills development aligned with future workforce needs. By supporting employee well-being and encouraging open communication, HRD aims to foster an environment where individuals are empowered to take ownership of their professional growth.

2. **Strengthening Partnerships**
   HRD will deepen collaboration with leaders, managers and key stakeholders to ensure workforce planning and organisational strategies remain aligned with broader business objectives. In partnership with other divisions, HRD will also co-develop learning and development programmes to ensure training initiatives remain relevant, impactful and responsive to evolving business needs.

3. **Embracing Transformation**
   HRD will continue to streamline key HR processes through digital solutions and automation. In parallel, the Division will focus on building future-ready skills, encouraging innovative thinking and supporting continuous development through digital learning, creating a more agile and digitally enabled workplace.

4. **Enhancing Engagement**
   HRD will strengthen two-way engagement through regular visits and meetings with branches and divisions. These interactions will support the communication of HR policies while also providing a channel to gather feedback and ensure policies remain relevant and responsive. HRD will also increase the visibility of its initiatives through regular updates and communication platforms, while continuing to deliver prompt and dependable HR services.

5. **Cultivating Culture**
   HRD will further reinforce a culture of high performance and accountability by aligning roles and performance metrics with desired behaviours. To support a strengths-based and learning culture, the Division will continue to introduce programmes and robust systems that embed learning into daily work and enable employees to leverage their strengths for personal and organisational success.

6. **Ethical Excellence**
   HRD will promote fairness and transparency in manpower planning and job evaluation, while strengthening governance, compliance and policy consistency. Through ethical business and governance training, leadership development and the protection of employee data, HRD will continue to embed integrity across all people practices.

Information Technology Division

Maintaining BIBD's technology strategy and digital initiatives. The Division ensures the reliability and resilience of technology operations, safeguards digital infrastructure and provides strategic insights into emerging technologies, digital trends, innovation opportunities and business growth initiatives.

By driving technological advancement, ITD enhances the end-to-end customer experience and supports the Bank's position at the forefront of digital transformation. In addition, ITD plays a critical role in ensuring the secure, reliable and efficient delivery of BIBD's digital products and services, underpinning the Bank's day-to-day operations and supporting its broader business objectives.

5.4

Accomplishments in 2025

1. **Technology Resilience & Service Stability**

   A key priority was maintaining strong technology resilience and service stability, ensuring IT performance remained aligned with business continuity requirements. Efforts focused on strengthening core IT operations through improvements in service availability and system stability, reducing major and recurring incidents, enhancing disaster recovery capabilities and operational resilience, and further reinforcing the Bank's cyber resilience to effectively prevent, withstand and respond to evolving threats.

2. **Compliance, Risk Management & Governance Maturity**

   ITD continued to strengthen compliance, risk management, and governance maturity by meeting regulatory expectations and enhancing oversight across the IT control environment. Key initiatives included advancing IT governance and compliance assurance, aligning processes with applicable legal and regulatory requirements, including the Cyber Security Brunei ("**CSB**") Code of Practice and the Personal Data Protection Order ("**PDPO**"), and maintaining the Bank's ISO/IEC 27001 certification. Originally certified in August 2022, the Bank successfully achieved recertification against the updated ISO/IEC 27001:2022 standard in November 2025, reaffirming its commitment to maintaining a robust information security management system.



Further efforts focused on addressing gaps identified through audits, independent assessments, regulatory reviews and self-assessments, thereby strengthening governance maturity and enhancing control effectiveness. These initiatives were guided by the 2025 Governance Improvement Programme and supported by ongoing assurance activities, with progress overseen and monitored through the IT Steering Committee ("**ITSC**").

3. **Adoption of Industry Frameworks & Standardised Processes**

   ITD advanced a more structured operating model through the adoption of industry-recognised frameworks, strengthening core IT controls and practices. These included ISO/IEC 27001 for information security management, COBIT 2019 for IT governance and management, ITIL 4 for IT service management, and the NIST Cybersecurity Framework for cybersecurity risk management. Collectively, these frameworks provide a comprehensive and structured approach to governance, risk management, service delivery, and operational excellence.

   These capabilities are supported by a robust governance ecosystem comprising over 100 governance documents, including policies, frameworks, standards, processes, and procedures. Together, they establish a consistent and well-controlled operating environment that enhances accountability, strengthens risk management, and supports resilient and effective IT operations.

4. **People, Capability & Culture Development**

   ITD prioritised the development of a future-ready workforce by positioning people development as a strategic priority. This included targeted training and professional certification programmes, structured skills development initiatives, cultural and employee engagement activities, and workforce rotation opportunities to strengthen succession planning. These efforts reinforce ITD's commitment to building sustainable capabilities, enhancing organisational resilience and preparing its workforce to meet evolving business and technology demands.

5. **Transformation & Technology Refresh**

   ITD continued to modernise core technology foundations while maintaining a strong focus on risk management and governance. Key initiatives included technology refresh programmes, enhancements to asset and configuration management capabilities, operating system upgrades, and broader infrastructure modernisation efforts. These were complemented by process automation initiatives implemented in alignment with governance requirements, ensuring a disciplined and structured approach focused on operational stability, regulatory compliance, and long-term sustainability.

In 2025, ITD significantly strengthened BIBD's digital resilience, security posture, and customer experience through a range of strategic initiatives. Key achievements include:

- The insourcing of Security Operations Centre ("**SOC**") capabilities, aimed at building local talent, enhancing internal expertise, and reducing third-party risk.
- Successful recertification to the ISO/IEC 27001:2022 standard for the Information Security Management System, reinforcing the Bank's commitment to robust information security and governance.
- Advancement of regulatory and industry alignment through the implementation of PDPO practices.
- Completion of ISO 20022 migration requirements, strengthening payment system capabilities and interoperability.
- Active participation in national cybersecurity initiatives, including partnerships with CSB and BruCERT to promote public awareness of cyber threats and safe online practices.
- Continued leadership in cybersecurity through participation in the Brunei Cybersecurity Conference, where BIBD was a key sponsor and contributor, with representation from the Head of Information Security.
- Leveraging on API gateway to enable more agile delivery of digital enhancements to customers. This includes enhancement of digital customer experience through a few impactful enhancements:
  - Delivery of One-Time Passwords (OTPs) via WhatsApp as an additional delivery channel for online debit, credit and virtual card transactions. This allows customers to enjoy a secure and seamless online payment experience even when they are traveling.
  - Integration to USMS for online top-ups, via the NexGen Mobile App. This is made possible through the API integration that was done by the in-house ITD team.

Collectively, these initiatives have strengthened security, enhanced customer convenience and further advanced BIBD's digital transformation agenda in a controlled, resilient and sustainable manner.

Advancing BIBD's Growth

1. **Innovation and Automation Highlights**

   Through its Innovation Department, ITD continues to foster a culture of innovation across the Bank by working closely with business divisions to identify and implement opportunities for process improvement and digital transformation. Notable achievements included the delivery of automation solutions estimated to generate over 4,600 hours of annual time savings, collaboration with seven divisions on innovation initiatives, the organisation of a Hackathon that certified 25 citizen developers, the enablement of more than 20 business-led automation projects, and the completion of 14 Proof of Concepts ("**PoCs**") to evaluate emerging technologies, including Agentic AI, Machine Learning, Data Science, Sentiment Analysis, modern data platforms, and platform engineering.

   Collectively, these initiatives have strengthened the Bank's innovation capabilities, accelerated the adoption of digital solutions, and supported the development of scalable, technology-driven improvements across the organisation.

2. **Strengthening Cybersecurity Capabilities**

   The successful implementation of an in-house Security Operations Centre (SOC) marks a significant milestone in strengthening the Bank's cybersecurity capabilities. This initiative is focused on building internal capacity and developing local talent through the recruitment and upskilling of Bruneians to manage SOC operations, while reducing reliance on third-party service providers and mitigating associated operational and security risks.

3. **ISO/IEC 27001:2022 Certification**

   The successful attainment of ISO/IEC 27001:2022 certification for the Information Security Management System, covering cybersecurity services supporting banking operations, reinforces the Bank's commitment to maintaining robust information security practices and sound governance standards.

4. **Industry and Community Engagement**

   Members of the Division actively contributed to industry and community-related initiatives across the digital and cybersecurity landscape. These included BIBD's role as a key sponsor of the Brunei Cybersecurity Conference 2025, featuring a presentation by the Head of Information Security, as well as executive representation in the Brunei Cybersecurity Association as Vice President. The Division also maintains active participation in key national platforms, including the Brunei ICT Industry Competency Framework ("**BIICF**"), BDCB Financial Institutions Technology Committee ("**BFITC**"), Financial Institution Cybersecurity Committee ("**FICC**"), and the Digital Brunei Council.









Building momentum for sustainability

In 2025, ITD supported BIBD's sustainability agenda primarily through efficiency gains and digitalisation initiatives. Building on prior efforts, ITD, through its Innovation Department, continued to automate and enhance business processes across multiple divisions, resulting in estimated savings of over 4,600 man-hours while improving operational efficiency and reducing process-related waste.

From a social sustainability perspective, ITD focused on capability building and employee empowerment through the organisation of hackathons and the delivery of workshops on automation tools and methodologies. These initiatives enabled employees to optimise workflows and improve business processes, culminating in the certification of 25 non-technical citizen developers. This, in turn, empowered employee across the Bank to independently initiate more than 20 innovation projects, fostering a culture of inclusion, productivity, and ownership of process improvements.

Looking ahead to 2026, ITD will continue to scale automation initiatives, deepen workforce enablement, and embed sustainable and resilient design principles into its technology programmes, supporting BIBD's long-term growth objectives and broader contribution to society.

Developing Our Talent

Members of ITD actively contributed to and participated in various industry and community programmes, including serving as speakers at the Brunei Cybersecurity Conference, a national platform for discussing, sharing and advancing the latest developments, trends and strategies in cybersecurity.

ITD also continued its monthly digest programme to keep the Division informed of key developments, priorities, and ongoing initiatives across both the Division and the Bank. This initiative supports effective communication, fosters greater collaboration, and enhances alignment with strategic objectives.

In addition, ITD introduced *Elevate IT*, a quarterly employee engagement and wellness programme designed to bring employees together through interactive activities that promote well-being, strengthen teamwork, and foster a positive workplace culture.

Focus Areas in 2026

In the coming year, ITD will continue to advance its five strategic pillars, with 2026 priorities focused on strengthening foundational capabilities across resilience, compliance, people, and service delivery. The Division will drive disciplined execution through measurable scorecards, function-level action plans, and governance-led transformation initiatives to deliver sustainable and effective outcomes.

ITD will also continue to invest in building internal capabilities and enhancing workforce skills, while driving operational excellence through the optimisation and automation of business processes across the Bank. These efforts remain integral to supporting BIBD's digital transformation journey and improving organisational efficiency.

In parallel, ITD will prioritise the delivery of a seamless and unified customer experience by ensuring the continuity, resilience, and stability of the Bank's critical technology services, including the high availability of the NEXGEN platform. Through these initiatives, ITD will continue to align its efforts with, and support, BIBD's broader strategic objectives and long-term vision.

Chief Operating Office Division

The Chief Operating Officer (COO) Division serves as the operational backbone of the Bank, ensuring the seamless, efficient and compliant delivery of services across all business areas. Encompassing key functions including Branch Banking Operations & Services (BBOS), Central Operations, Card Operations, Credit Operations and Administration, Customer Care, Collections & Recovery and Business Continuity Planning (BCP), the Division plays a pivotal role in enabling the Bank's strategic objectives.

In 2025, the Transformation arm of the COO Division, comprising the Strategy & Governance and Operations Transformation (OPX) teams, continued to strengthen its role as a key enabler of organisational performance by driving operational excellence, reinforcing governance and risk discipline, accelerating digital transformation and enhancing customer experience across all touchpoints.

5.5

Accomplishments in 2025

In 2025, the COO Division focused on strengthening operational discipline, enhancing service delivery and laying a strong foundation for a digitally enabled, future-ready operating model.

Key achievements included the establishment of the Customer Care Department, which improved coordination and service efficiency across customer touchpoints. Service performance remained strong, supported by near-zero waiting times, high call acceptance rates and efficient handling times.

To further strengthen the Bank's organisational resilience and drive operational excellence, the Strategy and Governance Department continued to execute a dual mandate that supports long-term business priorities and safeguards operational integrity. In its role overseeing human capital matters within the COO portfolio, the Department provided strategic direction in workforce management. At the same time, it played a vital role in strengthening the Bank's governance framework by proactively identifying, assessing and mitigating risks inherent in day-to-day operations.



The Operations Transformation (OPX) Department accelerated BIBD's digital transformation agenda through automation initiatives leveraging Power Apps and Power Automate. These efforts reduced manual processes, improved turnaround times and enhanced data accuracy, while supporting greater operational efficiency across the COO Division.

Operational discipline remained a key priority in 2025, with selected departments achieving full compliance and zero audit findings. The Division also maintained its ISO certifications and strengthened governance frameworks through comprehensive reviews of standard operating procedures.

Cost optimisation efforts delivered measurable efficiencies through reduced operating expenditure and streamlined workflows, while infrastructure enhancements further supported operational capability and service delivery. At the same time, the Division delivered strong financial and recovery outcomes, exceeding collection targets and sustaining healthy delinquency levels through strengthened coordination and stakeholder engagement.



Advocating Innovation Award Ceremony

In addition, 30 COO personnel without programming backgrounds attained PL-900 certification, reflecting the Division's continued commitment to upskilling employees and developing a stronger base of citizen developers. This achievement has helped build internal digital capability and supports BIBD's broader objective of creating a more agile, innovative and future-ready workforce.

Significant investment was also made in people development through structured training, upskilling programmes and succession planning initiatives under the COO's Career Adventure Programme (CAP).

Business continuity capabilities were further strengthened through regular testing, training and the expansion of continuity facilities, reinforcing the Bank's resilience and ability to sustain uninterrupted operations.



BCP Bootcamp at Mentiri BCP Site



BCP Bootcamp at Mentiri BCP Site

Adapting to a Changing Landscape

The operating environment in 2025 was shaped by rapid digital adoption, rising regulatory expectations and increasingly sophisticated customer demand for faster, more seamless services. In response, the Division accelerated automation, strengthened governance frameworks and enhanced service delivery models to remain aligned with industry developments and support the Bank's long-term resilience.

Advancing BIBD's Growth

The COO Division supported the Bank's strategic objectives by improving operational efficiency, enabling digital transformation and enhancing customer experience. Process improvements and automation reduced turnaround times and strengthened service reliability, while robust governance ensured compliance and operational integrity.

The Division also strengthened the Bank's operational foundations by enhancing service delivery, reinforcing governance and supporting continued transformation and growth.

Building Momentum for Sustainability

The Division supported sustainability initiatives and staff wellness programmes, contributing to the Bank's broader sustainability objectives. These efforts included reducing paper usage, improving resource efficiency, and exploring more environmentally responsible alternatives in branch operations.





COO Division participating in the BIBD Wellness Programme

As part of this effort, BBOS explored the use of solar-powered lights to illuminate branch signages at selected locations. Compared with conventional grid-powered lighting, solar-powered lights can help reduce electricity consumption and operating costs, minimise dependence on external power supply, and lower the carbon footprint of branch facilities.

Developing Our Talent



The Division fostered a collaborative and engaged workforce through training, team-building activities and development programmes. Staff development and engagement remained key priorities, supporting a culture of continuous improvement.

The COO Division's "Easy to Do Business" motto was embedded across the Bank, reinforcing a service-oriented mindset and enabling more seamless collaboration across business areas.

Focus Areas in 2026

Looking ahead, the COO Division will continue strengthening its role as a key enabler of BIBD's operational excellence, with a focus on building a more agile, resilient and digitally enabled operating model. In 2026, the Division will prioritise automation, collaboration and people empowerment to enhance service delivery, improve operational efficiency and support the Bank's strategic objectives.

The Division will also advance digital and process transformation through expanded automation initiatives, system enhancements and better use of data and reporting capabilities. Key priorities include streamlining operational processes, improving turnaround times, reducing manual intervention and strengthening the consistency and accuracy of outputs across business functions.

Operational resilience and governance will remain central to the Division's agenda. The Division will place continued emphasis on strengthening controls, addressing audit and compliance matters, enhancing business continuity readiness, and maintaining alignment with relevant governance and certification requirements. Structured review cycles, simulation exercises, and continuous improvement initiatives will support the Division's commitment to maintaining a robust and sustainable operating environment.



**BIBD Board of Directors visit to BCP Site in Mentiri*



The Division will continue to enhance customer and business support capabilities through better system adoption, closer collaboration with business units and more effective management of customer-related matters. These efforts will reinforce a service-oriented culture and support the Bank's commitment to delivering a seamless and reliable customer experience.

In parallel, the Division will invest further in people capability and organisational effectiveness through upskilling, cross-functional collaboration and a culture of continuous improvement. These priorities will strengthen operational discipline, help the Division respond to evolving business needs and support BIBD's long-term growth and transformation agenda.

Shariah Division

Shariah Division (SD), under the oversight and supervision of the Shariah Advisory Body (SAB), is responsible for ensuring that all products, services, transactions, operations and activities of the Bank and its subsidiaries (the "Group") are conducted in compliance with Shariah principles.

The SD serves as a strategic business partner and enabler, working closely with business, control and support functions to review, enhance and develop both new and existing products and services. The Division provides Shariah advisory and research expertise on product structures, addresses Shariah-related matters, reviews legal documentation and conducts rigorous assessments to ensure comprehensive Shariah compliance across the Group.

The SD also ensures that the Group's Shariah governance framework, policies and procedures remain robust, aligned with applicable regulatory requirements, effectively implemented and consistently adhered to. In addition, the Division serves as the secretariat to the SAB, providing administrative and operational support to facilitate the smooth, efficient and effective conduct of SAB deliberations for the issuance of Shariah pronouncements and guidance.

Through these functions, the SD upholds Islamic values, strengthens Shariah governance and enhances customers' confidence in the Group as a trusted Islamic financial institution.

5.6

Accomplishments in 2025

In 2025, the Shariah Division focused on strengthening and enhancing existing banking products by exploring and applying appropriate Shariah structures and concepts to ensure continued alignment with international Islamic finance standards and industry best practices. These efforts supported the Bank's commitment to maintaining robust Shariah governance while enhancing the relevance, competitiveness and overall quality of its products and services.

During the year, the Division continued to support business teams by providing Shariah research, advisory services and approvals for various initiatives. Among the key achievements was the introduction of the Minor Account savings product, which involved revising the minimum eligibility age for debit cards and joint savings accounts from 18 to 15 years old, together with the review and endorsement of the related documentation from a Shariah perspective.

The Division also supported the development of the Hajj Financing proposition, designed to assist customers with insufficient savings in their Hajj Saver Accounts by providing access to additional personal financing to facilitate the performance of Hajj and/or Umrah. These initiatives reflect the Division's commitment to supporting business innovation while ensuring adherence to Shariah principles and governance requirements.

Another important milestone in 2025 was the Division's contribution to expanding BIBD's CSR initiatives through the introduction of Projek TEDUH, complementing existing programmes such as BIBD ALAF and BIBD SEED. Under Projek TEDUH, the Shariah Division worked closely with the Government Relations and Special Projects (GRSP) Division to assess the eligibility of beneficiaries and review the utilisation of zakat funds for the construction and/or renovation of homes for registered underprivileged recipients categorised under the asnaf fakir and miskin (poor and needy) groups.

This initiative reflects the Division's commitment to ensuring that zakat funds are utilised in accordance with Shariah principles while supporting BIBD's broader efforts to promote social welfare, community empowerment and sustainable development.



Advancing BIBD's Growth

The pilot phase of Projek TEDUH commenced in Kampung Bukit Udal, Tutong, serving as an initial assessment and proof of concept before the project's planned expansion to a total of 20 houses. Officers from the Shariah Division, together with members of the Shariah Advisory Body (SAB), conducted site visits to assess the condition of the existing house and subsequently witnessed the completion of the rebuilt home during the official key handover ceremony to the beneficiaries.

The Division's involvement throughout the project demonstrated its active role in ensuring that zakat funds were utilised in accordance with Shariah principles and governance requirements. It also reflected the Division's commitment to supporting initiatives that deliver meaningful social impact while promoting transparency, accountability and responsible stewardship in the administration of zakat-based programmes.

The Shariah Division continued to support BIBD's strategic objectives by ensuring that the Bank's products, services, operations and transactions remained fully aligned with Shariah principles and regulatory requirements. Through its advisory, oversight and governance functions, the Division enabled the Bank to pursue its strategic initiatives with confidence, enhance its product offerings through strong Shariah assurance, and maintain the trust and confidence of customers, management, regulators and other stakeholders.

The Division also worked closely with teams across the Bank by providing timely Shariah guidance on products, processes and operational matters from the early stages of development and implementation. This proactive approach enhanced cross-functional collaboration, facilitated smoother execution, minimised potential delays and mitigated the risk of Shariah non-compliance at later stages.

In parallel, the Division continued to support the Shariah Advisory Body (SAB) by coordinating meetings, preparing meeting papers and facilitating the efficient deliberation of Shariah matters. These efforts contributed to effective decision-making, strengthened Shariah governance and supported the timely issuance of Shariah resolutions and guidance across the Group.

Digital tools further enhanced the Division's effectiveness by strengthening the management of Shariah documentation, reviews and approval processes. Information could be tracked, stored and shared in a more structured and systematic manner, improving accessibility, traceability and collaboration. These enhancements also increased efficiency in the preparation, review and circulation of agenda papers and supporting documents for Management and the Shariah Advisory Body, enabling more timely and informed decision-making.

Through these efforts, the Shariah Division significantly enhanced customer confidence and strengthened public trust in BIBD as a leading Islamic financial institution committed to the highest standards of Shariah compliance, ethical conduct and responsible banking. In doing so, it contributed to the growth and resilience of Brunei's Islamic finance industry, supporting the nation's vision for sustainable, inclusive and values-based economic development while creating lasting value for customers, stakeholders and society at large.

Building Momentum for Sustainability

In 2025, the Shariah Division continued to support BIBD's sustainability agenda by providing robust Shariah guidance and oversight to ensure that the Bank's business activities, projects and strategic initiatives were conducted in a manner consistent with Islamic principles, ethical standards and responsible banking practices. By promoting accountability, fairness and social responsibility, the Division helped ensure that BIBD's sustainability initiatives generated positive and sustainable outcomes for customers, communities and the wider economy. These efforts further strengthened the integration of Maqasid Shariah within the Bank's sustainability framework, reinforcing BIBD's commitment to responsible stewardship, inclusive growth and the creation of sustainable value for all stakeholders.

The Division's contribution was evident across both governance and social responsibility. From a governance perspective, it provided Shariah guidance and oversight to ensure that business practices, sustainability initiatives and stakeholder engagements were conducted in accordance with Shariah requirements and sound governance principles. From a social responsibility perspective, it supported BIBD's CSR and zakat-based initiatives, including BIBD ALAF and BIBD SEED, by assisting GRSP in programme administration and the development of stakeholder guidelines. The Division also helped ensure that zakat funds were managed, distributed and utilised appropriately, transparently and in compliance with Shariah principles, thereby enhancing the positive social impact of these initiatives.

The Division also supported the implementation of Projek TEDUH, an initiative aimed at improving the living conditions of asnaf families by providing or rebuilding safe, dignified and comfortable homes. This reflects the Division's commitment to enhancing community well-being and maximising the social impact of zakat-based initiatives through responsible governance and effective stewardship of charitable funds. In addition, the Division contributed to environmental sustainability by supporting the transition from hardcopy to digital meeting materials for Shariah Advisory Body meetings, reducing paper consumption, enhancing operational efficiency and promoting more sustainable workplace practices.

Looking ahead to 2026, the Shariah Division will continue supporting GRSP in advancing initiatives that strengthen BIBD's sustainability agenda. This includes exploring the wider application of Islamic social finance instruments, such as zakat, sadaqah and waqaf, while leveraging digital solutions to enhance efficiency, transparency and accessibility. Through these efforts, the Division aims to deepen social impact, foster greater financial inclusion and contribute to sustainable long-term development in line with Shariah principles and BIBD's commitment to responsible growth.

Developing Our Talent

In 2025, the Shariah Division continued to strengthen team engagement and staff development through professional exposure, knowledge-sharing activities, training programmes and collaboration with internal and external stakeholders. Officers from the Division, together with members of the Shariah Advisory Body, participated in several seminars and conferences held locally and overseas, including programmes in Bangkok, Langkawi, Kedah and Kuala Lumpur.

These opportunities enhanced staff knowledge of current developments in Islamic banking and finance while also supporting their professional growth. They further contributed to a more knowledgeable, connected and forward-looking team, enabling the Division to better support BIBD's Shariah governance and broader institutional objectives.





The Division also participated in a series of courtesy visits with GRSP to leading institutions in Malaysia, including Lembaga Zakat Negeri Kedah, Universiti Utara Malaysia, the International Islamic University Malaysia, the Association of Shariah Advisors in Islamic Finance and Bank Islam Malaysia Berhad. These engagements provided valuable insights into best practices in waqaf management, Islamic social finance and the administration of zakat and sadaqah programmes, while fostering knowledge exchange and institutional collaboration.

Through these interactions, the Division strengthened its understanding of innovative and sustainable approaches to Islamic social finance, supporting BIBD's efforts to enhance the effectiveness, governance and social impact of its zakat-based and community development initiatives

In addition, these visits helped establish and strengthen strategic relationships with leading Islamic social finance institutions and industry stakeholders, creating valuable opportunities for future collaboration, knowledge exchange and the sharing of best practices. The engagements also broadened the Division's perspectives on emerging developments and innovative approaches within the Islamic social finance landscape.

Through these interactions, the Division enhanced its institutional knowledge and strengthened its capacity to support BIBD's Shariah governance framework, advance Islamic social finance initiatives and contribute to the Bank's broader social impact and sustainability objectives.

The Division also played an active role in advancing knowledge-sharing and capability-building initiatives across the Bank. This included coordinating a courtesy visit by Bank Islam Malaysia Berhad and facilitating a knowledge-sharing session on Sadaqah House and Islamic social finance at BIBD headquarters in October 2025, providing valuable insights into innovative approaches to social impact and community development.

In addition, the Division developed and delivered training on Maqasid Shariah in Service Excellence and its alignment with BIBD's R.I.S.E. DNA to several employee cohorts. These initiatives helped strengthen staff understanding of Shariah values in the workplace, reinforce a values-driven service culture and support the integration of ethical and customer-centric practices across the organisation.





Support was also provided to the Learning and Development Department under HRD through the delivery of Shariah knowledge briefings and the coordination of Islamic finance-related programmes for the Board of Directors, members of the Shariah Advisory Body and staff. These included sessions on Islamic work ethics and Hajj, aimed at enhancing understanding of Shariah principles and their practical application within both professional and personal contexts.

In parallel, the Division continued to strengthen capacity-building efforts through participation in practical skills development programmes, including Excel training, while also hosting an industrial attachment student from Al-Azhar University for one month. This provided valuable exposure to Shariah governance and Islamic finance operations, reflecting the Division's commitment to nurturing talent, supporting knowledge transfer and developing future professionals in the Islamic finance industry.



Collectively, these initiatives demonstrate the Division's ongoing commitment to strengthening staff capabilities, fostering collaboration and cultivating a culture of continuous learning and professional excellence across BIBD. By investing in knowledge development, skills enhancement and meaningful engagement opportunities, the Division continues to build a competent, resilient and future-ready workforce that is well positioned to support BIBD's Shariah governance framework, strategic priorities and long-term institutional success.

Focus Areas in 2026

Looking ahead to 2026, the Shariah Division will continue to strengthen its strategic role in supporting BIBD's business growth, governance framework and sustainability agenda. A key focus will be the ongoing review and enhancement of Shariah-compliant structures and concepts underpinning existing products and services, with the aim of improving effectiveness, strengthening market competitiveness and ensuring continued alignment with evolving industry standards and best practices. Through these efforts, the Division will continue to uphold robust Shariah governance while supporting innovation and the Bank's long-term growth objectives.

The Division will also work closely with relevant stakeholders to advance initiatives that contribute to BIBD's sustainability agenda, including the wider application of Islamic social finance instruments such as zakat, sedekah and waqaf. Leveraging digital solutions will remain a priority to improve operational efficiency, enhance transparency and expand outreach, thereby increasing social impact and supporting inclusive, sustainable development in accordance with Shariah principles.

Internally, the Division will focus on strengthening organisational capability and future readiness through talent development, succession planning and the recruitment of additional officers to support its expanding responsibilities. Continuous professional development will remain a priority, including specialised training in Shariah, Islamic finance and analytical competencies, as well as the anticipated ASAS certification of two officers.

In supporting these priorities, the Division will continue to collaborate closely with stakeholders across the Bank and Brunei Darussalam Central Bank to ensure that its advice, oversight and initiatives remain responsive, practical and aligned with regulatory expectations. Overall, the Division's direction for 2026 is centred on advancing Shariah advisory excellence, strengthening organisational capability, supporting sustainability and Islamic social finance initiatives, and developing the human capital required to support BIBD's strategic objectives and long-term success.

Compliance Division

5.7

The Compliance Division plays a vital role in safeguarding BIBD's integrity, reputation and long-term sustainability by ensuring compliance with applicable banking laws, regulatory requirements and industry standards. Working closely with stakeholders across the Bank, the Division promotes a strong culture of compliance and ethical conduct, while helping the organisation proactively respond to an evolving regulatory landscape. Through the establishment and management of the BIBD Compliance Framework, the Division ensures that all business units and subsidiaries operate in accordance with regulatory expectations and sound compliance practices.

- **Regulatory Compliance** – Oversees regulatory engagements and provides advisory services on banking regulations.
- **Financial Crime Compliance Policies, Advisory, and Training** – Manages anti-money laundering (AML) policies, sanctions advisory, and compliance training across the BIBD Group and provides guidance to ensure compliance risk appetite is properly managed.
- **Financial Crime Compliance Operations** – Conducts transaction monitoring and manages compliance-related systems.
- **Compliance Assurance** – Performs monitoring and testing to ensure BIBD's ongoing adherence to banking regulations.

Advancing BIBD's Growth

The Compliance Division remains committed to supporting BIBD's strategic priorities by ensuring that regulatory obligations are effectively met while enabling sustainable business growth and innovation. As the Bank continues to advance its digitalisation agenda, the Division remains focused on enhancing systems and processes to improve operational efficiency, strengthen compliance monitoring and support effective regulatory compliance.

Developing staff capability also remains a key priority. In 2025, the Division delivered comprehensive compliance training across the organisation through a combination of e-learning modules and in-person sessions, reinforcing regulatory awareness and promoting a strong culture of compliance. The positive feedback received through participant satisfaction surveys reflected the effectiveness of these initiatives in enhancing compliance knowledge, supporting professional development and strengthening the Bank's overall compliance framework.

Collaboration

The Compliance Division works closely with all divisions and subsidiaries across the BIBD Group to support the successful implementation of strategic initiatives, including digitalisation efforts and the development of new products and services. Through early engagement and ongoing advisory support, the Division helps ensure that regulatory and compliance considerations are appropriately addressed while enabling innovation, operational efficiency and sustainable business growth.

In parallel, the Division maintains active engagement with regulatory authorities and industry stakeholders, including its participation in Brunei Darussalam's National Risk Assessment process. These collaborative efforts reinforce BIBD's commitment to strong regulatory alignment, proactive risk management and the continuous enhancement of its compliance framework in an evolving regulatory environment.

Building Momentum for Sustainability

The Compliance Division actively engages with regulators and internal stakeholders to strengthen governance and uphold BIBD's reputation as a trusted and resilient institution. By maintaining high standards of transparency, accountability, and ethical conduct, the Division contributes to SDG 16: Peace, Justice, and Strong Institutions.

The Compliance Division actively collaborates with regulators and internal stakeholders to strengthen governance, promote regulatory compliance and safeguard BIBD's reputation as a trusted and resilient financial institution. By upholding high standards of transparency, accountability and ethical conduct, the Division supports sound risk management and contributes to the development of strong, effective and responsible institutions, in line with the objectives of SDG 16: Peace, Justice and Strong Institutions.

Developing Our Talent

In 2025, the Compliance Division enhanced its reporting structure to strengthen organisational clarity, improve oversight and support effective succession planning. Developing internal talent remained a key priority, with a continued focus on upskilling staff and building capabilities to meet the evolving demands of the regulatory and compliance landscape.

To support this objective, team members participated in regional training programmes, seminars and industry conferences, gaining valuable insights into emerging regulatory developments, and international best practices. With the continued support of senior management, these initiatives further strengthened the Division's technical expertise, professional capabilities and overall readiness to support BIBD's compliance, governance and strategic objectives.

Strengthening Regulatory Compliance

The Compliance Division collaborated closely with stakeholders across the Bank to drive the timely implementation and closure of regulatory recommendations, reinforcing BIBD's commitment to strong governance, accountability and continuous improvement. Through proactive coordination and ongoing engagement, the Division helped ensure that regulatory expectations were effectively addressed and embedded within the Bank's operations and control environment.

The Division also maintained active engagement with regulators on proposed amendments to existing banking regulations and the introduction of new requirements, enabling BIBD to remain responsive to regulatory developments and well-positioned to meet emerging compliance obligations.

Focus Areas in 2026

Looking ahead, the Compliance Division will focus on the following priorities:

(a) Advancing automation and streamlining processes to enhance monitoring, reporting, and regulatory engagement, enabling more efficient use of resources;

(b) Delivering comprehensive training initiatives to upskill Compliance personnel and equip the wider BIBD workforce with up-to-date compliance knowledge and capabilities;

(c) Closing regulatory onsite recommendations to ensure full alignment with international compliance standards and reinforce BIBD's commitment to global best practices; and

(d) Supporting ongoing engagement with internal and external stakeholders on both BIBD and national compliance initiatives, including the implementation of actions arising from Brunei's National Risk Assessment report expected in 2026.

Through these efforts, the Compliance Division will continue to support BIBD's long-term growth, operational resilience, and reputation as a trusted financial institution by ensuring that compliance processes remain effective, fit-for-purpose, and value-accretive, while delivering relevant and impactful training programmes.

Risk Management Division

BIBD places significant emphasis on effective risk management as a key enabler of the Group's sustainable and responsible long-term growth. To support its strategic aspirations, the Bank maintains a robust risk management function, supported by established processes and a strong risk awareness culture, to facilitate the independent assessment, monitoring and control of financial and non-financial risks across the BIBD Group.

The comprehensive management of risks across BIBD is integral to the Bank's commitment to upholding high standards of risk governance and compliance throughout the Group. As BIBD operates across a diverse range of businesses, it adopts an enterprise-wide and holistic approach to the identification, governance, monitoring and reporting of risks, enabling effective oversight and management of both financial and non-financial risks.

To support this approach, BIBD has established a range of risk management policies, frameworks and governance processes designed to address the various risks arising across its businesses. These are reviewed regularly to ensure their continued relevance, effectiveness and alignment with the Bank's risk profile, strategic objectives and evolving regulatory expectations.

5.8

Risk Management Strategy and Governance

BIBD's Risk Management Strategy and Governance framework is reviewed and approved by the Board of Directors. It provides a comprehensive and holistic framework for monitoring risks across the Group through clearly defined risk triggers, thresholds and governance processes, ensuring that emerging risks are identified, assessed and managed in a timely manner.

The strategy is supported by the Risk Appetite Statements ("**RAS**"), which set out the Group's key risk parameters and align with its overall risk management objectives. These objectives are to consistently exceed minimum regulatory capital requirements, maintain sufficient liquidity and funding, manage risk levels and asset quality within acceptable thresholds, and preserve BIBD's external rating within the investment grade zone.

Risk Governance Structure

A strong governance structure is in place to support the effective implementation of the ERMF. While the Board retains ultimate responsibility for BIBD's risk management activities, it has delegated oversight to the Audit and Finance Committee ("**AFC**"), the Risk and Compliance Committee ("**RCC**") and the Executive Committee ("**EXCOM**"). These Board Committees are updated on risk-related matters on a quarterly and monthly basis, respectively, or as and when required.

The Shariah Advisory Body (**SAB**), as delegated by the Board of Directors, oversees Shariah non-compliance matters, including Shariah risk across the Bank. The SAB meets at least quarterly and is regularly updated on relevant Shariah compliance, risk and governance matters to ensure effective oversight and timely decision-making.

At the management level, Group Risk is overseen by the Credit Risk Committee (**CRC**), Asset & Liabilities Committee (**ALCO**), Capital Committee (**CC**) and Enterprise Risk Management Committee (**ERMC**), which meet on a weekly, monthly, bi-monthly and quarterly basis, respectively. These committees provide oversight of key risk matters and support the effective management of risks across the Group.

Matters relating to the Internal Capital Adequacy Assessment Process (**ICAAP**), capital optimisation and the recovery plan are reviewed by the Capital Committee as part of its ongoing oversight responsibilities.

Risk Management Model

The Group Risk Management Model adopts the "Three Lines of Defence" approach, as mandated by Brunei Darussalam Central Bank (BDCB), to support the effective identification, assessment, management and oversight of risks across the Group. This approach is reinforced through ongoing monitoring activities and the implementation of appropriate controls to ensure that risks are managed within established risk parameters and governance frameworks.

The responsibilities within the Group Risk Management Model are structured in accordance with the "Three Lines of Defence" approach, as follows:

(a) **First Line of Defence (Risk Ownership)**: Business and support units, which are responsible for identifying, assessing, managing and controlling risks arising from their day-to-day activities.

(b) **Second Line of Defence (Monitoring and Oversight Functions)**: The Risk Management and Compliance Divisions, which provide independent oversight, monitoring and guidance to ensure that risks are effectively managed within the Bank's risk appetite and regulatory requirements.

(c) **Third Line of Defence (Risk Assurance)**: Internal Audit, which provides independent assurance on the effectiveness of the Bank's governance, risk management and internal control processes.

Risk Taxonomy Management

The emphasis on a strong risk management culture forms the foundation of the Group's risk control framework and overall risk awareness. This is supported by an ongoing risk management process encompassing risk identification, measurement, control, mitigation, monitoring, and tracking. Collectively referred to as the **Risk Taxonomy**, this process underpins and supports the achievement of the Group's strategic objectives.

Comprehensive Risk Management Approach

The Risk Management Division (RMD) oversees BIBD's key financial and non-financial risks through a robust risk management framework supported by strong governance, oversight and control processes.

In managing these risks, the Group Risk Management Model adopts the "Three Lines of Defence" approach, as mandated by Brunei Darussalam Central Bank (BDCB). This model promotes clear accountability for risk management across the Group and is supported by ongoing monitoring activities and the implementation of appropriate controls to ensure risks are effectively identified, assessed, managed and monitored.

The risk taxonomy is as follows:

- **Credit Risk**
- **Market Risk**
- **Operational Risk**
- **Profit Rate Risk Banking Book ("PRRBB")**
- **Liquidity Risk**
- **Funding Risk**
- **Concentration Risk**
- **Country Risk**
- **Cross Border Risk**
- **Reputational Risk**
- **Legal Risk**
- **Regulatory Risk**
- **Shariah Risk**
- **Compliance Risk**
- **Cyber Risk**
- **IT & AI Risk**
- **Information Governance**
- **Third Party Risk**
- **Model Risk**
- **People Risk**
- **Capital Risk**

We take the approach of analysing all financing and investment proposals, as well as evaluating the Group's operational processes and risk events, in close collaboration with the respective business units. This ensures that the Group's exposure to all risks is properly understood, discussed, and managed proactively, with the interests of all stakeholders protected.

Financial risks are analysed through various stress-testing projections under different economic scenarios across a range of exercises, including the ICAAP, Recovery Plan, and other stress tests as may be required by BDCB, supplemented by specific assessments and exercises presented at ALCO.

BIBD adopts a proactive approach to monitoring all Group risks through a robust Enterprise Risk Management Framework, supported by a strong Operational Risk Governance structure. This framework utilises various tools to continuously monitor risks arising from People, Systems, Processes, and External Factors, including third parties. Responsibility for Operational Risk rests with all BIBD employees and is driven through oversight and monitoring by the Risk Management Division, supported by ongoing Risk Awareness and Risk Culture training programmes.

The allocation of risk-related responsibilities across BIBD is structured in accordance with the Three Lines of Defence ("**LOD**") principle, whereby each line of defence operates independently of the others:

1. The First Line of Defence (1st LOD) is provided by the business units and support functions, excluding the 2nd and 3rd Lines of Defence. It is responsible for identifying, assessing, and managing the inherent risks associated with the products, activities, processes, and systems for which it is accountable.

2. The Second Line of Defence (2nd LOD) is provided by the independent Risk Management and Compliance functions. The Risk Management function is primarily responsible for overseeing the Bank's risk-taking activities and conducting risk assessments, while maintaining independent reporting from the 1st LOD. The Compliance function is responsible for monitoring adherence to applicable laws, regulatory requirements, corporate governance standards, and internal policies.

3. The Third Line of Defence (3rd LOD) is provided by the independent Internal Audit function, which is responsible for providing independent assurance on the effectiveness of the Bank's governance, risk management, and internal control processes, including the effectiveness of the 1st and 2nd Lines of Defence.

Several key initiatives introduced by BDCB have been adopted, or are in the process of being adopted, by BIBD to align Brunei's banking sector with international standards and industry best practices.

These initiatives include:

1. Risk management guideline and governance
2. Credit risk management guideline
3. Minimum regulatory capital requirements
4. IFRS9 model implementation
5. Classification of impaired credit facilities and financial assets for provisioning purpose
6. Market Risk Management Guidelines
7. IT and Cyber Risk Guidelines
8. Corporate governance for Islamic banks
9. Prudential treatment of problem assets and allowance for credit losses
10. Shariah Governance Framework
11. Operational Risk Management
12. Liquidity Risk Management
13. Capital Adequacy Framework
14. Outsourcing Guidelines
15. Internal Capital Adequacy Assessment Process ("**ICAAP**")
16. Recovery Plan
17. Basel 3 Liquidity Framework

Enterprise-Wide Risk Culture and Awareness

BIBD fosters a strong risk culture by promoting shared accountability for risk management across the organisation. To strengthen risk awareness and capability, the Bank implements Risk Awareness and Training Programmes that equip employees with the knowledge and skills to identify, assess and mitigate key risks effectively. In addition, dedicated Risk Coordinators are appointed across divisions to support the timely identification, monitoring and reporting of risk events and emerging issues. These efforts help embed risk-conscious decision-making throughout the organisation and reinforce the Bank's proactive approach to risk management.

Standard & Poor's Credit Rating

Reflecting BIBD's prudent and disciplined approach to risk management, the Bank was reaffirmed with an A- (Stable) credit rating in 2025 by Standard & Poor's (S&P Global), one of the world's leading international credit rating agencies. The rating reflects confidence in BIBD's financial strength, robust governance framework and ability to maintain resilience while supporting sustainable growth.

Risk Management in 2025: Key Initiatives and Achievements

Enhancing Credit Risk Management

- Strengthened credit portfolio monitoring, while reducing the non-performing financing (NPF) ratios.
- Implemented enhanced credit rating models, improving risk-based decision-making for corporate lending.
- Conducted proactive watchlist monitoring, ensuring early detection of potential credit deterioration.

Strengthening Operational Risk Controls

- Introduced a centralized risk event reporting system, enabling real-time tracking of operational risks.
- Expanded risk control self-assessments (RCSAs) across all business functions.
- Improved incident tracking and resolution timelines, minimizing operational disruptions.

Advancing Cyber and IT Risk Management

- Enhanced cyber resilience through regular penetration testing and vulnerability assessments.
- Strengthened IT governance, aligning with global cybersecurity best practices.
- Introduced new fraud detection systems, improving real-time transaction monitoring.

Maintaining a Strong Capital and Liquidity Position

- Maintained high-quality liquid assets (HQLA) in line with Basel III liquidity requirements.
- Continued adherence to capital adequacy frameworks, ensuring a stable funding profile.
- Maintained the Liquidity Coverage Ratio ("**LCR**") well above the regulatory requirement of 100%.

Syariah Compliance as a Fundamental Element of BIBD's Risk Management Framework

- Ensure adherence to Syariah compliance across all products and services, in alignment with the SAB Resolution.
- Enhance internal controls and risk mitigation through comprehensive review processes.
- Foster a culture of Syariah compliance and uphold ethical standards throughout the organisation.

Risk Outlook for 2026

In 2026, BIBD remained vigilant in monitoring and managing emerging risks that could impact the Bank's operations, customers and long-term resilience. Key areas of focus include:

- Geopolitical uncertainties, which may affect financial markets, economic conditions and investment decisions.
- Evolving cyber threats, requiring the continual enhancement of cybersecurity capabilities, controls and resilience measures to safeguard the Bank's systems, data and customer information.
- Regulatory developments, necessitating ongoing monitoring and timely adaptation to evolving legal, regulatory and compliance requirements.
- Environmental, Social and Governance (ESG) risks, with greater integration of sustainability considerations into the Bank's risk assessment and decision-making processes.

Through the continuous enhancement of risk management practices, the adoption of advanced risk monitoring capabilities and the strengthening of governance frameworks, the Risk Management Division remains committed to ensuring that BIBD is resilient, agile and well-positioned to support sustainable growth in an increasingly dynamic operating environment.

Internal Audit Division

5.9

The Internal Audit Division ("**IAD**") of Bank Islam Brunei Darussalam ("**BIBD**") plays a vital role in strengthening the Bank's ability to create, protect, and sustain value by providing the Audit and Finance Committee ("**AFC**") and Management with independent, risk-based, and objective assurance, advisory services, insight, and foresight.

Governed by the Internal Audit Charter, IAD operates under a dual reporting structure, reporting functionally to the AFC to ensure independent oversight and administratively to the Chief Executive Officer/Managing Director ("**CEO/MD**").

IAD's vision is to elevate risk mitigation and drive value creation through a forward-looking approach to governance, leveraging data analytics, delivering proactive assurance, and promoting continuous improvement in internal audit practices. Its mission is to provide Management and the Board with independent and reasonable assurance on the effectiveness of risk management, governance, and internal controls.

Guided by the Institute of Internal Auditors' ("**IIA**") International Professional Practices Framework ("**IPPF**"), IAD delivers independent, objective, and risk-focused assurance services. This disciplined and systematic approach enhances the Bank's governance, risk management, and control processes, while ensuring alignment with the Global Internal Audit Standards ("**GIAS**").

Ultimately, IAD is dedicated to enhancing organisational value, ensuring BIBD is positioned not only to create but also to sustain and safeguard its achievements for the future.

Through its commitment to excellence and continuous improvement, IAD contributes to safeguarding organisational value and strengthening stakeholder confidence, ensuring that BIBD is well-positioned not only to achieve its strategic objectives but also to sustain and protect its long-term success.

Accomplishments in 2025

In 2025, a key milestone for the Internal Audit Division ("**IAD**") was the enhancement of its Internal Audit Charter through the incorporation of the Global Internal Audit Standards ("**GIAS**"), ensuring alignment with internationally recognised best practices and reinforcing IAD's mandate to provide effective and value-driven assurance. This enhancement strengthens the Division's governance, risk management, and compliance framework, positioning it to address emerging risks in a dynamic operating environment.

In parallel, IAD commenced the development of a Quality Assurance and Improvement Programme ("**QAIP**") to promote the continuous enhancement of the quality, effectiveness, and value of internal audit activities.

Collectively, these initiatives enhance IAD's capabilities and professional competencies, strengthening its ability to deliver high-quality assurance and advisory services that support sound governance, effective risk management, and sustainable value creation across BIBD.

Advancing BIBD's Growth

The Internal Audit Division ("**IAD**") supports BIBD's vision and mission by providing independent and objective assurance on the effectiveness of the Bank's governance, risk management, and internal control processes. Through its risk-based audit approach, IAD delivers valuable assurance to the Board and Senior Management, helping to safeguard assets and strengthen organisational resilience. IAD also collaborates with stakeholder divisions to improve internal processes through practical recommendations, helping to optimise controls and operational efficiency. This collaborative approach not only strengthens BIBD's internal control framework but also supports the Bank's mission of integrity.

Building momentum for sustainability

The Internal Audit Division ("**IAD**") contributes to BIBD's sustainability and ESG objectives by embedding environmentally responsible and resource-efficient practices into its operations. Through the ongoing digitalisation of the audit lifecycle, IAD has significantly reduced its reliance on paper-based processes, lowering resource consumption and supporting the Bank's environmental commitments.

In parallel, IAD has strengthened data governance by enhancing data management and retention through a secure cloud-based platform, improving operational efficiency while reducing environmental impact. These initiatives reflect IAD's commitment to sustainable business practices and support BIBD's broader ESG agenda.

Developing Our Talent

The Internal Audit Division ("**IAD**") places strong emphasis on people development, prioritising team cohesion, capability building, and continuous professional growth. Throughout the year, the team demonstrated a strong commitment to excellence by participating in targeted training programmes, enhancing audit methodologies, strengthening stakeholder engagement, and aligning practices with the Global Internal Audit Standards ("**GIAS**"). These efforts reflect IAD's dedication to upholding high standards of professionalism, competence, and readiness.

To further strengthen team cohesion, IAD fostered a collaborative and inclusive work environment through regular division-wide engagements and structured forums that encourage open communication and a shared sense of purpose. Employee well-being also remained a key priority, supported by initiatives that promote work-life balance and resilience, contributing to sustained morale and the consistent delivery of audit excellence.

Focus Areas in 2026

In 2026, the Internal Audit Division ("**IAD**") aims to implement a centralised Audit Management System to automate and streamline the end-to-end audit lifecycle, encompassing audit planning, fieldwork execution, reporting, and the monitoring of corrective actions. This strategic initiative is expected to enhance operational efficiency, strengthen accountability, and provide real-time visibility into audit outcomes, compliance status, and risk management activities. By leveraging data-driven insights, the system will support stronger governance and facilitate more informed decision-making across the organisation.

In support of its strategic objectives, IAD has implemented a Quality Assurance and Improvement Programme ("**QAIP**") to enhance audit quality, strengthen the professional capabilities of its audit personnel, and reinforce its role as a trusted strategic advisor to BIBD. Through ongoing monitoring and supervisory reviews, it promotes continuous conformance with the Global Internal Audit Standards ("**GIAS**"), supported by performance measurement and the implementation of continuous improvement initiatives.

Periodic self-assessments conducted by senior auditors evaluate conformance with established professional standards, audit methodologies, and stakeholder expectations. The results provide valuable insights for continuous improvement and enhancing audit quality, contributing to greater efficiency and effectiveness in supporting external audit and regulatory assurance activities.

Legal and Corporate Secretarial Division

The Legal and Corporate Affairs Division ("LCAD") provides legal, corporate governance and corporate secretarial services across BIBD and its subsidiaries ("BIBD Group"). As the Group's central legal function, LCAD is committed to delivering timely, effective and practical support while ensuring that business activities and operations are conducted in accordance with applicable legal, regulatory and governance requirements.

5.10

Advancing BIBD's Growth

LCAD ensures that every initiative undertaken by the Division is aligned with BIBD's strategic goals, delivering value through enhanced operational efficiency, strengthened governance frameworks, and effective risk mitigation.

(a) LCAD has focused its efforts on leveraging digitalisation to improve operational efficiency, streamline processes and support the automation of key activities across the Division.

(b) LCAD continues to proactively provide legal guidance, awareness and support across the BIBD Group, helping to safeguard the Bank's legal and reputational interests while promoting compliance with applicable legal and regulatory requirements.

Building momentum for sustainability

In 2025, the Division contribute to BIBD's broader sustainability agenda by supporting environmentally responsible operations while enhancing efficiency and governance.

(a) LCAD further advanced its digitalisation efforts by reducing reliance on printed documents, adopting cloud-based storage solutions and implementing paperless practices for internal, Board and Board Committee meetings, thereby improving operational efficiency and supporting more sustainable ways of working.

(b) LCAD implemented a Document Management System ("DMS"), a cloud-based platform that enables the secure storage, management and monitoring of agreements and other key documents, strengthening document governance, accessibility and operational control.

(c) LCAD actively promoted a culture of waste reduction within the Division by embedding sustainable practices into its day-to-day operations, including paper conservation, responsible waste disposal and energy-efficient practices, in support of BIBD's commitment to ethical, responsible and sustainable growth.

Focus Areas in 2026

The division's top priorities and focus in 2026 are as follows:

(a) To enhance the effectiveness and consistency of contractual arrangements with third parties, including vendors, contractors and suppliers, through the implementation of standardised contract templates that strengthen governance, improve efficiency and reduce legal risk.

(b) To strengthen legal awareness across the BIBD Group through the delivery of targeted training programmes and knowledge-sharing initiatives for relevant stakeholders, promoting greater understanding of legal and regulatory obligations.

(c) To streamline internal processes across the Bank through process improvements and enhanced collaboration, improving operational efficiency, effectiveness, and service delivery.

Government Relations and Special Projects Division

5.11

The Government Relations and Special Projects ("GRSP") Division plays a key role in advancing BIBD's strategic priorities through fostering strong relationships and strategic partnerships with key stakeholders, including the Government of His Majesty the Sultan, government-linked companies ("GLCs"), corporates and private sector entities. The Division supports the alignment of BIBD's business activities with national priorities and initiatives, while contributing to Brunei's broader economic and social development.

The Division comprises the Strategic Relationship Management Department ("SRMD") and the Procurement and Data Repository Department ("PDRD"). Together, these departments work collaboratively to strengthen stakeholder engagement, enhance strategic partnerships, and support the successful delivery of the Bank's strategic objectives.

Accomplishments in 2025

Strategic Relationship Management Department (SRMD)

In 2025, SRMD served as a key enabler in aligning BIBD's initiatives with Brunei's national development priorities, including Wawasan 2035, the Smart Nation agenda and Maqasid Shariah. Guided by the Whole of Nation Approach and BIBD's Partners in Progress vision, the Department further strengthened BIBD's position as a trusted partner in national development through strategic collaborations with government agencies and key stakeholders.

Notable initiatives included strategic collaborations with the Ministry of Religious Affairs under the JUZWAB asnaf entrepreneurship and empowerment initiative, the Ministry of Home Affairs through the Prisons Department's rehabilitation and empowerment programmes for current and former inmates, and with District Offices and the Ministry of Development under Project Teduh. These partnerships underscore BIBD's role as a trusted partner to key national stakeholders in advancing shared socio-economic and community development priorities. By supporting vulnerable communities, promoting social inclusion and strengthening pathways to economic participation, these initiatives delivered meaningful and measurable impact while contributing to Brunei's long-term sustainable development objectives.

Procurement and Data Repository Department (PDRD)

PDRD focused on several key strategic priorities in 2025, including the review of the Procurement and Supply Management Policy, the RAMCO System Enhancement Initiative, the establishment of Standard Operating Procedures for Mailing Management, and the implementation of a bank-wide Fixed Asset Tagging exercise. The Department also advanced the Fixed Asset Registration and Tagging System initiative to strengthen asset management controls, improve asset visibility and support greater operational efficiency across the Bank.

During the year, a key milestone was the Board of Directors' approval of the revised Procurement and Supply Management Policy, reinforcing the Bank's procurement governance framework and promoting greater consistency in procurement practices. The successful completion of the Fixed Asset Tagging exercise also marked an important step towards enhancing the accuracy, visibility and accountability of the Bank's asset records. Most other major initiatives remained in progress at year-end and will continue into 2026 to support their successful completion and intended outcomes.

Advancing BIBD's Growth

GRSP contributed significantly to BIBD's growth and social impact agenda through the delivery of flagship initiatives such as BIBD ALAF, BIBD SEED, Projek Teduh and Projek TUNAS, reinforcing the Bank's commitment to education, financial literacy, entrepreneurship and community empowerment. These initiatives supported a wide range of beneficiaries, including students, youth, women, aspiring entrepreneurs and vulnerable communities, while addressing key national priorities relating to human capital development, financial inclusion and socio-economic resilience. In doing so, they also strengthened BIBD's position as a trusted financial institution and strategic partner in the nation's development.

Complementing these efforts were targeted empowerment and reintegration initiatives delivered in collaboration with strategic stakeholders under the Whole of Nation Approach, reflecting BIBD's commitment to its Partners in Progress vision. These included the Empowerment and Entrepreneurship Drive for Asnaf, undertaken in partnership with the Ministry of Religious Affairs, as well as the Skills Enhancement and Reintegration Programme and Rehabilitation Development Programme, implemented in collaboration with the Ministry of Home Affairs through the Prisons Department. Through training, mentorship, certifications and access to economic opportunities, these programmes created pathways for sustainable livelihoods, promoted inclusive participation in economic activities and supported the successful reintegration of vulnerable groups into society, contributing to broader national socio-

economic development objectives while deepening BIBD's engagement with key stakeholders.

A notable example was Projek Teduh, which directly addressed housing insecurity by providing safe and secure homes for underprivileged families, helping to restore stability, dignity and resilience among those most vulnerable to social exclusion. Meanwhile, BIBD SEED and Projek TUNAS contributed to Brunei's economic diversification agenda by equipping participants with entrepreneurial skills, business knowledge and access to market opportunities, enabling them to establish sustainable income-generating ventures. These initiatives also helped nurture future business communities and support a more resilient and inclusive economy.

Through the successful delivery of these programmes and its role as a trusted advisory and implementation partner, GRSP supported ministries, government agencies and strategic stakeholders in advancing national priorities under the Whole of Nation Approach. Collectively, these efforts reinforced BIBD's position as a socially responsible financial institution and a trusted Partner in Progress, strengthening stakeholder relationships, enhancing public trust and supporting the Bank's long-term growth and sustainability. They also contributed to the aspirations of Wawasan Brunei 2035 across its three strategic pillars: developing a well-educated and highly skilled people, promoting a high quality of life, and supporting a dynamic and sustainable economy. Through initiatives focused on education, entrepreneurship, social empowerment and community development, GRSP helped drive inclusive growth, strengthen socio-economic resilience and contribute to Brunei's long-term sustainable development.

Building momentum for sustainability

GRSP continued to support Brunei's national development priorities by embedding sustainability, innovation and inclusivity into the design and delivery of its programmes. Guided by the Whole of Nation Approach and BIBD's Partners in Progress vision, the Division worked closely with ministries, government agencies and strategic stakeholders to deliver initiatives that balance economic progress with long-term social and environmental outcomes, contributing to a more resilient, inclusive and sustainable future for Brunei.

Through strategic partnerships with key stakeholders, GRSP delivered a range of programmes that supported national socio-economic development objectives and strengthened BIBD's role as a trusted partner in nation-building. Projek Teduh, implemented in collaboration with the Ministry of Home Affairs and the Ministry of Development, addressed housing insecurity by providing safe and secure homes for underprivileged families. As a pioneering initiative launched in the fourth quarter of 2025, the project commenced with the construction of its first home and established a target of delivering 20 homes under the first phase, laying the foundation for a sustainable community support programme focused on improving quality of life and social resilience.

Meanwhile, the Empowerment and Entrepreneurship Drive for asnaf, undertaken in partnership with the Ministry of Religious Affairs, and reintegration initiatives for current and former inmates implemented in collaboration with the Prisons Department under the Ministry of Home Affairs, promoted social inclusion, human capital development and economic participation by creating pathways towards self-reliance, sustainable livelihoods and employment opportunities. These collaborations exemplified the Whole of Nation Approach, supporting ministries in advancing their socio-economic objectives while reinforcing BIBD's commitment to inclusive growth and community empowerment.

Community impact was further strengthened through BIBD ALAF, BIBD SEED and Projek TUNAS, each designed to uplift different segments of society while contributing to national priorities under Wawasan Brunei 2035.

BIBD ALAF continued to empower underprivileged students through education and financial literacy support, with a total of 415 registered students under the programme. This comprised 257 primary-level students, 86 local higher education students, 4 overseas higher education students, and 25 recipients under the Penggalak Bursary Scheme. To date, 22 students successfully graduated, with more than half securing employment, demonstrating the programme's effectiveness in developing human capital and improving long-term socio-economic outcomes.

BIBD SEED continued to support entrepreneurship and economic empowerment among underprivileged women. Since its inception, the programme has registered 78

participants, with 50 participants actively operating their businesses, reflecting its success in fostering entrepreneurship, financial independence and sustainable income generation.

Projek TUNAS supported more than 60 low-income entrepreneurs, providing them with opportunities to develop and grow their businesses. In collaboration with the Ministry of Home Affairs, BIBD supported the management of a dedicated retail platform and continued to create opportunities for participants to showcase their products at major national marketplace events. These efforts enhanced market exposure, strengthened entrepreneurial capabilities and promoted broader economic participation among grassroots communities.

Collectively, these programmes contributed to greater educational access, strengthened entrepreneurial capabilities, enhanced economic participation and promoted inclusive growth. Through the successful delivery of these initiatives, GRSP enabled ministries, government agencies and strategic stakeholders to advance national socio-economic and community development priorities while delivering meaningful and measurable outcomes for beneficiaries. These collaborations further reinforced BIBD's position as a trusted Partner in Progress, supporting the aspirations of Wawasan Brunei 2035 through the development of a well-educated and highly skilled population, a high quality of life and a dynamic and sustainable economy.

Internally, GRSP adopted a digital-first approach to the management of BIBD ALAF, enhancing operational efficiency, data accuracy and programme effectiveness. The introduction of online forms and streamlined digital processes improved workflow management, reduced reliance on paper-based administration and supported BIBD's commitment to operational sustainability and responsible resource utilisation.

Transparency, accountability and good governance also remained central to the Division's operations and stakeholder engagements. Through established governance frameworks and standard operating procedures ("SOPs"), GRSP ensured consistency, fairness and integrity in programme implementation and decision-making, while maintaining alignment with the Bank's policies, ethical standards and broader sustainability objectives. These measures strengthened governance oversight, enhanced stakeholder confidence and supported the effective and responsible delivery of programmes aligned with both BIBD's strategic priorities and national development goals.

Developing Our Talent

In 2025, GRSP strengthened its capabilities through practical learning opportunities focused on project management, stakeholder engagement and programme coordination. These hands-on experiences enhanced the Division's collective expertise, deepened functional knowledge and strengthened collaboration across teams. By fostering continuous learning and encouraging innovation, the Division further enhanced its capacity to deliver strategic initiatives, build stronger stakeholder relationships and support BIBD's commitment to sustainable progress and national development.

The Division also placed strong emphasis on employee well-being through team-building and engagement activities that supported employees' mental and physical wellness. At the same time, improvements to work processes and operating practices enhanced efficiency, reduced manual and repetitive tasks, and promoted a healthier balance between professional and personal commitments. These efforts helped strengthen employee resilience, improve productivity and reinforce BIBD's commitment to maintaining a supportive, high-performing and sustainable workplace.

The successful planning and delivery of flagship initiatives such as BIBD ALAF, BIBD SEED, Projek Teduh and Projek TUNAS, alongside other strategic programmes, further strengthened teamwork, accountability and cross-functional collaboration within the Division and with external stakeholders. Working closely with government agencies, community partners and other stakeholders provided valuable opportunities for experiential learning, capability development and knowledge sharing. These collaborative efforts enhanced coordination, built trust and strengthened the Division's ability to leverage diverse perspectives and expertise, enabling teams to deliver meaningful outcomes more effectively while advancing BIBD's Partners in Progress vision.

Focus Areas in 2026

In 2026, GRSP will focus on further strengthening BIBD ALAF, BIBD SEED and Projek Teduh through enhancements of programme design, delivery processes and impact reporting, with the objective of maximising outcomes for beneficiaries and stakeholders. The Division will also identify and develop new initiatives to support the effective and impactful utilisation of the Bank's Zakat and Maslahat funds, ensuring they continue to address priority socio-economic needs while delivering sustainable community benefits.

GRSP will continue to support BIBD's strategic objectives by enhancing the delivery, governance and sustainability of key programmes, ensuring alignment with national development priorities, Maqasid Shariah, the Whole of Nation Approach and the Bank's long-term strategic ambitions. As a trusted *Partner in Progress*, the Division will strengthen its role in fostering collaboration with ministries, government agencies and strategic partners to deliver meaningful and measurable outcomes that contribute to Brunei's socio-economic development.

Key priorities for 2026 include enhancing programme effectiveness through stronger programme design, clearly defined success measures and data-driven impact reporting; optimising the deployment of Zakat and Maslahat funds towards initiatives that deliver tangible socio-economic value; strengthening collaboration and coordination with ministries, government-linked agencies and strategic stakeholders; supporting human capital development, entrepreneurship and economic empowerment among youth, asnaf and vulnerable communities; and safeguarding the Bank's reputation through well-governed, timely and values-driven initiatives that reflect BIBD's commitment to responsible growth, social impact and sustainable development.

Facilities Management Division

5.12

The Facilities Management Division plays a critical role in supporting the Bank's day-to-day operations by ensuring the effective management, safety and resilience of its physical assets, facilities and security infrastructure. The Division comprises two key units: Facilities Management and Security, each responsible for delivering essential services that enable a safe, efficient and productive operating environment across the Bank.

The Facilities Management Unit is responsible for the planning, maintenance and optimisation of the Bank's physical premises, buildings and equipment. Its responsibilities include facility upkeep, space management, regulatory compliance and the implementation of environmentally sustainable practices, ensuring that facilities remain functional, efficient and aligned with operational requirements.

The Security Unit is responsible for safeguarding the Bank's people, assets and premises through the management of access controls, surveillance systems, security personnel and emergency preparedness measures. The Unit also plays a vital role in mitigating physical security risks and strengthening the Bank's overall resilience against security threats.

Working collaboratively, both units contribute to operational excellence by enhancing workplace safety, maintaining business continuity, optimising asset utilisation and supporting a secure and resilient operating environment. Through the effective management of facilities and security services, the Division helps safeguard the Bank's resources while enabling the delivery of its strategic objectives.

Accomplishments in 2025

The Facilities Management Division successfully delivered a series of major projects and initiatives in 2025 that enhanced operational efficiency, strengthened service delivery and supported the Bank's broader growth objectives. Key achievements included the revitalization of BIBD Connects Taman Mahkota Jubli Emas and the successful completion of BIBD Connects Labu Square, Temburong, which improved customer accessibility and extended the Bank's service reach to better serve the community. The Division also oversaw the development of the new BIBD Yayasan Block H and delivered critical refurbishment works at the BIBD Muara Branch and BIBD Seria Branch, ensuring that Bank facilities remained modern, functional and aligned with evolving business and customer needs.

Further enhancements included the BIBD Kiulap Level 4 RBG Sales Office Renovation, Level 9 Headquarters Renovation and Level 4 IT Expansion, which strengthened workplace functionality and supported growing operational requirements. In addition, the installation of decorative LED lighting at the BIBD Headquarters Building enhanced the building's visual presence and corporate image. Beyond internal infrastructure projects, the Division also contributed to community development initiatives through the delivery of the Kg Setia B Housing Electrical Work and the Bukit Udal Container House project, reflecting BIBD's commitment to community well-being and sustainable housing solutions. The Division further demonstrated its focus on operational excellence through targeted maintenance and improvement initiatives, including the successful remediation of the air quality issue within the Tanjung Bunut Branch lobby helping to maintain a safe, comfortable and welcoming environment for customers and employees.

Collectively, these initiatives underscore the Division's commitment to infrastructure enhancement, operational resilience and community impact. Through the successful delivery of strategic projects and continuous improvement efforts, the Facilities Management Division has strengthened the Bank's physical environment, supported business growth and service excellence, and reinforced BIBD's commitment to sustainable development and customer-centric operations.

Advancing BIBD's Growth

The Facilities Management Division played an important role in advancing BIBD's growth agenda by delivering modern, secure and sustainable facilities that enhanced customer experience, supported operational efficiency and enabled business expansion. Throughout the year, the Division focused on upgrading physical infrastructure, optimising workplace environments and delivering strategic renovation and expansion projects to ensure the Bank's facilities remained aligned with evolving business requirements and customer expectations.

The Division also leveraged technology and digitalisation to improve operational effectiveness, introducing more efficient maintenance and monitoring processes, streamlined workflows and enhanced service coordination. These improvements supported timely issue resolution, reduced operational disruptions and strengthened collaboration across divisions, contributing to the continuity and reliability of the Bank's operations.

Beyond supporting internal operations, the Division reinforced BIBD's commitment to community development through the delivery of social impact initiatives, including housing-related projects that improved living conditions for underprivileged families and supported broader national community development efforts. At the same time, sustainability considerations were incorporated into facilities planning and management through the adoption of energy-efficient solutions and responsible resource utilisation, supporting BIBD's commitment to environmental stewardship and alignment with Brunei's national development priorities.

Through these achievements, the Facilities Management Division contributed to the enhancement of customer and employee experiences, strengthened operational resilience and supported the effective delivery of the Bank's strategic objectives. Collectively, these efforts reinforced BIBD's position as a trusted, innovative and socially responsible institution committed to sustainable growth and long-term value creation.

Building Momentum for Sustainability

The Facilities Management Division continued to support BIBD's sustainability agenda in 2025 through initiatives focused on energy efficiency, resource optimisation, operational sustainability and community well-being. These efforts were integrated into the Division's facilities planning, maintenance and project delivery activities, contributing to both environmental stewardship and long-term operational resilience.

A key milestone was the completion of BIBD Connects Labu Square, Temburong, which incorporated sustainable building features such as solar panels to support internal and external lighting requirements, helping to reduce energy consumption. The facility also includes a rainwater harvesting system that supplies water for landscaping and plumbing purposes, promoting responsible water management and conservation. In addition, the Division adopted digital workflows to reduce paper consumption and enhanced preventive maintenance practices to optimise asset performance, extend asset life cycles and minimise resource waste.

Beyond environmental initiatives, the Division contributed to social sustainability through community-focused projects aimed at improving living conditions for underprivileged families. These initiatives reinforced BIBD's commitment to responsible community development and reflected the Bank's broader objective of creating positive and sustainable social impact.

Looking ahead to 2026, the Division will pursue ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System certifications as part of its commitment to continuous improvement and operational excellence. The adoption of ISO 14001 will strengthen BIBD's ability to systematically manage environmental responsibilities, improve resource efficiency, reduce environmental impact and support compliance with applicable environmental requirements. This is expected to contribute to greater operational efficiency, enhanced risk management and stronger alignment with national and global sustainability objectives.

Complementing this, ISO 45001 will further strengthen workplace health and safety practices by providing a structured framework for identifying, managing and mitigating occupational risks. Together, these certifications will enhance the Bank's sustainability, governance and operational resilience, while reinforcing BIBD's position as a responsible organisation committed to environmental stewardship, employee well-being and long-term sustainable growth.

Developing Our Talent

In 2025, the Facilities Management Division achieved strong operational outcomes through the dedication, professionalism and teamwork of its employees. The Division successfully delivered major renovation and construction projects within planned timelines, introduced digital workflows to streamline processes and enhance efficiency, and strengthened preventive maintenance programmes to minimise disruptions and support business continuity. These achievements reflect the team's commitment, adaptability and focus on operational excellence.

To support employee development and well-being, the Division conducted knowledge-sharing sessions, safety briefings and collaborative planning workshops throughout the year. These initiatives strengthened teamwork, enhanced technical competencies and promoted a culture of continuous learning and improvement. Employee wellness also remained a priority, supported through flexible work arrangements during peak operational periods and ongoing efforts to maintain a safe, healthy and ergonomic working environment.

Special recognition is extended to the project teams that successfully managed complex renovation and community-related initiatives within demanding timelines, as well as to employees who championed digitalisation efforts across the Division. Their contributions played a key role in improving workflow efficiency, reducing reliance on paper-based processes and supporting the successful

delivery of initiatives aligned with BIBD's broader strategic objectives.

Looking ahead, the Division will continue to invest in its people through structured training and development programmes, sustainability awareness initiatives and team-building activities that promote collaboration, innovation and continuous improvement. These efforts will further strengthen employee engagement, enhance organisational capability and support the Division's continued contribution to BIBD's long-term success.

Focus Areas in 2026

In 2026, the Facilities Management Division will focus on strategic priorities that strengthen BIBD's operational effectiveness, sustainability agenda and long-term growth objectives. A key area of focus will be the achievement of ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System certifications, formalising best practices in environmental sustainability, workplace safety and operational governance.

The Division will also continue to advance its digital transformation efforts by expanding paperless workflows and introducing smart monitoring solutions to enhance energy efficiency, asset management and maintenance operations. These initiatives will support more efficient resource utilisation, improve service delivery and strengthen operational resilience across the Bank's facilities.

Preventive maintenance will remain a core priority to minimise disruptions, optimise asset performance and extend the lifespan of critical infrastructure. In parallel, branch upgrades and infrastructure enhancement projects will continue to support BIBD's growth strategy and evolving business needs. To further strengthen sustainability efforts, the Division will pursue initiatives such as smart energy management, environmentally responsible procurement practices and enhanced security systems that align with evolving operational and regulatory requirements. Community-focused CSR initiatives will also continue, with a particular emphasis on housing and community development projects.

Collectively, these efforts will enhance customer and employee experiences, improve operational efficiency and reinforce BIBD's reputation as a responsible, innovative and forward-looking institution. Recognising potential challenges such as resource constraints and change management requirements, the Division will adopt a structured approach supported by phased implementation, employee training and effective stakeholder engagement. Continuous monitoring and performance reviews will ensure alignment with international standards, regulatory expectations and BIBD's strategic priorities.

Service Quality Division

5.13

The Service Quality Division plays a strategic role in enhancing the Bank's customer experience, service excellence and continuous improvement efforts. Recognising that exceptional service is a shared responsibility across the organisation, the Division works closely with business units and stakeholders to establish, strengthen and sustain service standards that deliver a consistent, seamless and customer-centric experience.

The Division provides the governance, frameworks, and oversight necessary to support the integration of customer-centric practices across daily operations. This includes monitoring service performance through customer feedback, service quality assessments and key performance indicators, while providing insights and recommendations that support continuous improvement, informed decision-making and service excellence.

The Division also oversees the Bank's ISO 9001 Quality Management System, promoting a risk-based approach to quality management that strengthens service standards, enhances operational effectiveness, and mitigates process and service-related risks. Through the coordination of internal ISO 9001 reviews, facilitation of continual improvement initiatives and close collaboration with process owners, the Division helps ensure that processes remain effective, compliant, customer-focused and aligned with the Bank's strategic objectives.

In partnership with stakeholders across the Bank, the Division also supports the development of service capabilities through engagement initiatives and the promotion of a culture of service excellence. By fostering collaboration, strengthening governance and driving continuous improvement, the Service Quality Division helps create an environment in which every employee contributes to delivering exceptional customer experiences, while supporting the Bank's long-term sustainability, operational excellence and success.

Accomplishments in 2025

The Service Quality Division recorded several notable achievements in 2025. Through the R.I.S.E Service DNA programme - R.I.S.E which stands for Reliable, Innovative, Simple and Ever-Caring, is our shared service DNA that guides how we think, act and serve, ensuring every customer experiences consistent, caring and excellent service. Key achievements during the year included:

(1) The launch of the R.I.S.E. Academy marked a key milestone in strengthening the Bank's service culture. The programme equips employees with service excellence capabilities while reinforcing the values of Maqasid Shariah, helping them understand that every customer interaction is an opportunity to uphold trust, fairness, compassion and the greater good. Together with Bahasa Terasul, these principles provide a meaningful foundation for delivering service that is both professional and purpose-driven. By the end of 2025, nearly a quarter of the Bank's employees had completed the programme, with training continuing to be rolled out across the organisation.

(2) A 38% improvement in R.I.S.E Service Behaviour compliance across key branches within a two-month period, demonstrating the effectiveness of targeted service excellence initiatives and reinforcement activities.

(3) The successful completion of the first ISO 9001 surveillance audit, reaffirming the Bank's commitment to maintaining an effective Quality Management System and upholding internationally recognised quality standards.

(4) A 53% increase in employee engagement in service recognition initiatives since mid-2025, reflecting stronger employee participation and a growing culture of recognition, appreciation and service excellence across the Bank.

Advancing BIBD's Growth

The Service Quality Division supported BIBD's strategic objectives by driving service excellence, enhancing customer experience and fostering a customer-centric culture across the Bank through the implementation of the R.I.S.E. Service DNA framework, targeted training programmes and quality improvement initiatives.

Service Quality Division worked closely with business and support divisions to strengthen service delivery through customer feedback analysis, service quality assessments and continuous improvement initiatives. These efforts contributed to improved operational effectiveness, stronger governance and greater consistency in service delivery across the organisation. The Division also leveraged digital solutions, including QR-based customer commendation channels, digital learning platforms and service performance reporting tools, to enhance operational efficiency, employee engagement and the overall customer experience.

Through initiatives such as the R.I.S.E. Academy, R.I.S.E. Service Excellence Recognition Programme and service culture campaigns, the Division contributed to higher levels of customer satisfaction, reinforced BIBD's reputation for service excellence and recognised employees who consistently demonstrated the Bank's values and service standards. The R.I.S.E. Academy, in particular, played an important role in developing service capabilities across the organisation, supporting the growth of a skilled workforce and raising service standards within the Bank.

By supporting workforce development, digitalisation and service excellence, Service Quality Division also contributed to broader national priorities while reinforcing BIBD's position as Brunei's leading Islamic financial institution and a trusted provider of exceptional customer experiences.

Building Momentum for Sustainability

In support of BIBD's broader sustainability agenda, Service Quality Division initiatives contribute to both social and environmental sustainability objectives. From a social sustainability perspective, the Division identifies and escalates health, safety and service-related risks observed during branch visits and service audits, helping to promote a safe, secure and customer-friendly environment for both employees and customers. These efforts support continuous improvement in workplace conditions and service delivery across the Bank.

From an environmental sustainability perspective, Service Quality Division has supported the Bank's transition towards more sustainable and paperless operations through the adoption of digital tools and processes, reducing reliance on printed materials and contributing to more efficient resource utilisation. Collectively, these efforts reinforce BIBD's commitment to responsible business practices, operational sustainability and the delivery of long-term value to its stakeholders.

Developing Our Talent

In 2025, a notable achievement was the successful attainment of the ISO 9001:2015 Quality Management System (QMS) Lead Auditor certification from CQI and IRCA by Muhammad Fakhrullah bin Dato Paduka Hj Yahya, making him the third employee within BIBD to achieve this professional certification, following two employees who were certified in 2024. This accomplishment further strengthened the Bank's internal quality management and auditing capabilities, while reinforcing its commitment to maintaining internationally recognised standards of excellence.

In addition to the bank's mandatory training, the Service Quality Division organised ISO9001:2015 Fundamentals and Practical Audit Training for appointed colleagues across the bank. These initiatives enhanced technical knowledge, audit competencies and facilitation skills, enabling the team to more effectively support quality management, service excellence and continuous improvement efforts across the Bank.

Through these investments in learning and professional development, Service Quality Division continues to strengthen the capabilities of its people, enhance the Bank's human capital and support the development of a skilled, competent and future-ready workforce, contributing to both organisational excellence and broader human capital development in Brunei.

Focus Areas in 2026

In 2026, Service Quality Division will focus on several key priorities:

(a) Further enhancing customer service standards across BIBD by strengthening the consistent adoption of R.I.S.E. service behaviours across all branches, ensuring a seamless, customer-centric and high-quality service experience.

(b) Launching BIBD's Client Service Charter, which reflects the Bank's commitment to placing customers at the centre of everything it does. The Charter will serve as a clear articulation of BIBD's service commitments and standards, supporting the Bank's ongoing efforts to deliver consistent, reliable and meaningful customer experiences.

(c) Strengthening service leadership across the organisation to further embed a customer-centric culture throughout the Bank. Through leadership engagement, capability-building initiatives and the promotion of service excellence, Service Quality Division will continue to foster a culture where leaders champion customer-centric behaviours and employees are empowered to deliver exceptional customer experiences.

Collectively, these priorities will support BIBD's commitment to service excellence, strengthen customer trust and loyalty, and reinforce the Bank's position as Brunei's leading Islamic financial institution.

Bruneian at Heart

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