



In good hands

www.nbf.ae

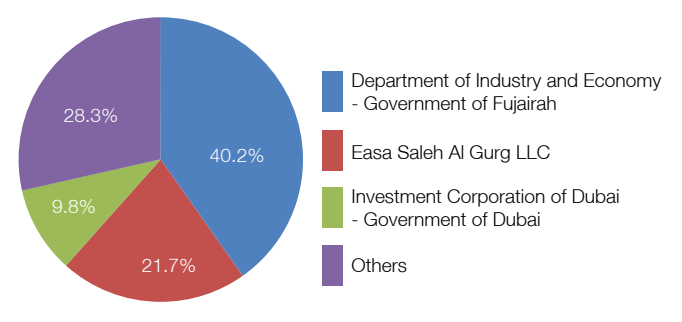
Partnering you for growth

National Bank of Fujairah (NBF) has, over the years, established a consistent track record for excellence in its chosen field of operations. One of the core values of the bank that leads to this ongoing high performance is the desire to build an open and transparent relationship with all of its stakeholders; shareholders, customers, staff and suppliers alike, through a series of engagement efforts designed to engage with the market and local community.

Not only does such engagement allow us to showcase the progress being made by the bank, it also provides us with the insight to better understand the needs and aspirations of our key stakeholder groups. This booklet is part of our ongoing effort to share the bank's achievements and highlight those areas where we may be able to work together in true partnership to achieve even greater things.

As NBF continues its drive to be seen as the bank for business in the UAE and the pride of Fujairah, your help and support will be critical to our continued success, in the same way that we seek to become instrumental in yours.

Our factsheet

Who we are	As a full services bank that has been in the market for over 30 years, NBF has established a reputation as a bespoke service provider for businesses in the UAE that is supported by a strong corporate banking proposition and a growing suite of personal banking options and Shari'a compliant services. We have also been privileged to be one of the fastest growing banks in the UAE over the past five years.										
Operations	Established in October 1982 and commenced operations on September 20, 1984.										
Subsidiaries	<p>NBF Financial Services FZC</p> <p>NBF Capital Limited</p> <p>NBF Trade Services (HKG) Limited</p>										
Ownership	<p>We boast a strong and stable shareholder base, the principal members of which are fully committed to the long term growth and development of the bank. We are listed on Abu Dhabi Exchange (ADX) under the symbol 'NBF'.</p>  <table border="1"> <caption>Ownership Distribution</caption> <thead> <tr> <th>Shareholder</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Department of Industry and Economy - Government of Fujairah</td> <td>40.2%</td> </tr> <tr> <td>Easa Saleh Al Gurg LLC</td> <td>21.7%</td> </tr> <tr> <td>Investment Corporation of Dubai - Government of Dubai</td> <td>9.8%</td> </tr> <tr> <td>Others</td> <td>28.3%</td> </tr> </tbody> </table>	Shareholder	Percentage	Department of Industry and Economy - Government of Fujairah	40.2%	Easa Saleh Al Gurg LLC	21.7%	Investment Corporation of Dubai - Government of Dubai	9.8%	Others	28.3%
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Our aspirations	We believe in cultivating rewarding relationships with our customers by providing the best in financial services and customer delivery. Similarly, we strive to create a stimulating environment that allows our people to maximise their personal and professional development.										

Our factsheet

Business focus

We are well-regarded for our expertise and experience in areas of corporate banking, business banking, trade finance, precious metals and treasury. We have also expanded our range of services to include not just a growing suite of personal banking options and Shari'a compliant products, but specialised solutions from equipment financing to bespoke advisory services through our independent subsidiary, NBF Capital Limited.

Being the national bank for the emirate of Fujairah, we maintain a focus on facilitating the aspirations of our home emirate, while committing ourselves to supporting the growth of the UAE economy as a whole.

Credit rating

	Moody's	S&P	CI
Long-Term	Baa1	BBB+	A-
Short-Term	P-2	A-2	A2
Outlook	Stable	Stable	Stable

Our commitments

Shareholders

Long-term sustained returns

Regulators

A responsible bank with exemplary governance

Employees

Fair, transparent, supportive and a great place to work

Society

Promoting sustainable, economic, social and environmental development

NBF's vision, mission and values underscore our commitment to the development of the UAE and the emirate of Fujairah

The Bank for
Business in the UAE,
The Pride of Fujairah

- Providing the very best financial services
- Offering a stimulating work environment
- Being professional

P

Passion &
Commitment

R

Respect

I

Integrity

D

Dedicated
to Teamwork

E

Excellence
in Service

A bank – and brand – that is growing from strength to strength

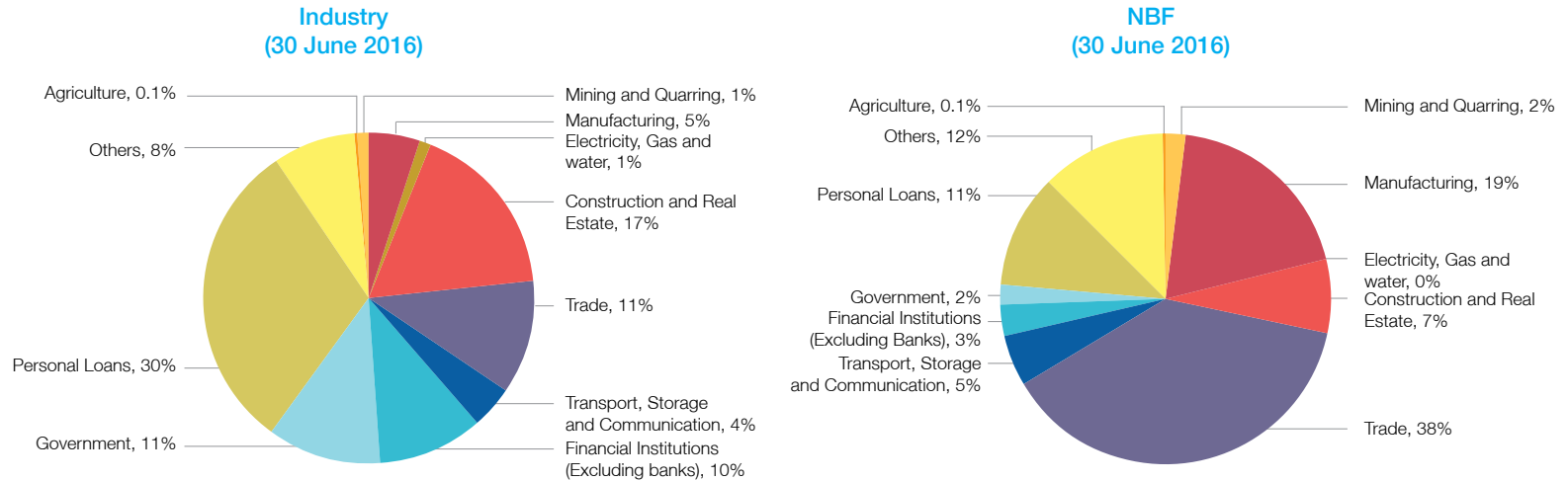


Sustainable creation of long term value

Customer - Business Mix					
			Assets	Income	
Corporate banking			59.0%	53.3%	
Business banking			8.9%	19.1%	
Retail banking			5.5%	7.0%	
Treasury & ALM			26.6%	20.6%	
Total			100.0%	100.0%	
Service Channels					
15 Branches	37 ATMs	Online banking	Relationship managers/sales team	3 Subsidiaries	Call center
Products and Income					
Loans/credit/Islamic financing	Deposits/Islamic deposits		Investments/Islamic investments	Other financial services	
Net interest income			62.7% of operating income		
Net non-interest income			37.3% of operating income		
Costs					
Employee expenses			24.3% of operating income		
Depreciation and amortization			1.7% of operating income		
Other administration expenses			8.8% of operating income		
Net Returns					
Net profit			41.7% of operating income		
Return on average equity			12.6% (annualised)		

Based on 30 June 2016

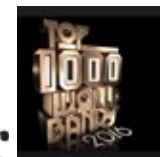
NBF's segmented focus compared to industry



NBF seeks to differentiate itself by clearly focusing on specific industry segments and not trying to be all things to all people. It is this focus that has allowed the bank to develop exceptional understanding of the key drivers of the UAE economy and to build an intimate understanding of our customer's needs.

Making good ground globally

We have risen steadily up The Banker magazine's Top 1,000 World Banks listing year on year, a further reflection of NBF's ongoing success. These rankings clearly reflect the bank's priorities of building a strong financial position and profitability ahead of size.



The Banker

Ranking on The Banker's Top 1,000 World Bank list	2016	2015	2014	2013
Soundness (capital asset ratio)	69	84	119	166
Return on Asset	141	139	197	248
Return on Capital	486	419	433	420
Size (Assets)	841	851	887	902
World rank	618	688	764	837

National Bank of Fujairah (NBF) is the seventh highest mover for Tier 1 capital in the Middle East and is currently ranked 618th for Tier 1 capital and 69th for capital assets ratio globally.



Operating Environment

UAE's economic outlook

	2016 F	2017 F	2018 F	2019 F	2020 F	2021 F	2022 F
Nominal GDP (US\$ bn)	398.0	410.8	433.6	458.1	485.0	510.7	538.9
Real GDP growth (%)	2.4	2.6	2.5	2.6	2.9	2.2	2.4
GDP per capita (US\$ bn)	39,875	41,243	42,578	44,042	47,745	47,342	49,143
Inflation (%)	3.0	3.1	3.1	3.0	3.0	3.0	3.0
Current account balance (% of GDP)	1.2	2.0	2.9	3.1	3.9	3.6	2.9
Population (mn)	9.3	9.4	9.5	9.7	9.8	9.9	10.1

Source: Business Monitor International - June 2016

The global economy has experienced a period of great turmoil over the last year, with major adjustments seen in commodity prices, exchange rates and trade volumes. Difficult market conditions were exacerbated by heightened geo-political concerns.

The UAE economy is expected to experience relatively moderate levels of growth over the coming decade. Future growth will trend significantly lower than in the past and will take some time to return to pre-crisis levels. Average annual growth is forecast at 2.6% over 2016-2020, falling to 2.1% over 2021-2025, compared with 8.4% during the boom years of 2004-2008.

A key risk to UAE outlook is the price of oil. UAE's current economic forecasts is based on the assumption that oil reaches equilibrium around the USD55-60 per barrel area, based on long-term supply and demand forecasts. An average price below this range would damage investor confidence towards the Gulf region generally, while also reducing government spending power (there is an argument that Gulf governments would risk fiscal deficits rather than risking growth through lower spending). On the upside, higher oil prices would boost bank liquidity, which could lead to faster credit growth, with upside risks for inflation (for now, the forecasting inflation to remain low and fairly stable over the long term).

Emirate of Fujairah – strategic and regional importance

- Fujairah is the fifth largest of the seven emirates that make up the United Arab Emirates (UAE). Given its growing status as a hub for oil storage and refining, the emirate is of strategic importance to the country.
- Often referred to as the Arabian Jewel, the emirate of Fujairah is a beautiful, hospitable and safe tourist destination, one popular with residents in the UAE and nowadays a favorite for European visitors.
- Fujairah is the world's **second largest** bunkering port after Singapore and the emirate boasts some of the world's most advanced storage facilities.

Highlights of strategic projects in Fujairah include:

- Abu Dhabi Airports and Fujairah International Airport have signed a Memorandum of Cooperation to draw up a development master plan that will ensure the delivery of an efficient and adequate expansion program for Fujairah International Airport, which, when fully realised, will benefit the emirate's tourism and business sectors.
- Plans have been finalised to develop residential compounds and towns on the outskirts of Fujairah city, a project that will run up to 2030. Work has also begun on the Mohammed bin Zayed residential city comprising residential units, mosques, schools, clinics and parks.
- The seventh expansion phase of the Black Pearl Project launched by Vopak Horizon Fujairah would enable the world's largest tankers to dock at the Fujairah port, further entrenching Fujairah's reputation as not just the world's second largest bunkering port, but a global hub for refined oil products.





Overview of National Bank of Fujairah PJSC

NBF Board of Directors

Board of Directors and their external positions	NBF
His Highness Sheikh Saleh Bin Mohamed Bin Hamad Al Sharqi <ul style="list-style-type: none"> Chairman of Department of Industry & Economy, Government of Fujairah Chairman of Fujairah Port Authority Chairman of Fujairah Petroleum Company Chairman of Fujairah National Group 	Chairman
His Excellency Easa Saleh Al Gurg, KCVO, CBE <ul style="list-style-type: none"> Chairman of Easa Saleh Al Gurg Group Chairman of Al Gurg Fosroc LLC Chairman of Arabian Explosives Company LLC Chairman of Al Gurg Unilever LLC Board Member of Siemens LLC Member of the Board of Trustees – The Oxford Centre for Islamic Studies, UK 	Deputy Chairman
Sheikh Hamad Bin Saleh Bin Mohamed Al Sharqi <ul style="list-style-type: none"> Vice Chairman of Fujairah National Group Chairman of Al Sharq Health Care (The Health Care Group of Fujairah National Group) 	Member

NBF Board of Directors

Board of Directors and their external appointments	NBF
<p>Mr. Hussain Mirza Al Sayegh</p> <ul style="list-style-type: none"> • Deputy Chairman of Oilfields Supply Center • Deputy Chairman of Al Nasr Leisureland • Director of Emirates National Oil Company • Director of Emirates National Bank of Dubai (ENBD) • Chairman of Jotun UAE Limited (LLC) • Chairman of Jotun Powder Coatings • Director of Marsh Emirates Insurance Brokerage • Director of Mawarid Finance 	<p>Member</p>
<p>Dr. Sulaiman Mousa Al Jassim</p> <ul style="list-style-type: none"> • Former Vice President of Zayed University • Board Member in Al Fujairah National Insurance Company • Chairman of Al Jassim Trading Group • Chairman of Al Jassim Marble and Tile Factory • Vice chairman of Sultan Al Owais Culture Foundation in Dubai • Chairman of Al Khaleej Investment Education Services • Member of Board of Abu Dhabi University 	<p>Member</p>

NBF Board of Directors

Board of Directors and their external appointments	NBF
Mr. Saif Sultan Al Salami <ul style="list-style-type: none"> Managing Director of Fujairah National Group Board Member of Al Fujairah National Insurance Company Managing Director of Fujairah Investment Company 	Member
Mr. Mohamed Obaid Bin Majed Al Aleeli <ul style="list-style-type: none"> Director General of Department of Industry & Economy, Government of Fujairah 	Member
Mr. Abdulla Fareed Al Gurg <ul style="list-style-type: none"> Group General Manager of Easa Saleh Al Gurg Group Director of Al Gurg Fosroc LLC Director of Easa Saleh Al Gurg Charity Foundation Member of the Advisory Council of School of Business and Management, American University of Sharjah 	Member
Mr. Ahmed Saeed Al Raqbani <ul style="list-style-type: none"> Chairman of Fujairah Building Industries Board member of Al Taif Investment Member of the Board of Trustees - University of Fujairah Managing Director of East Coast Group 	Member

NBF Management

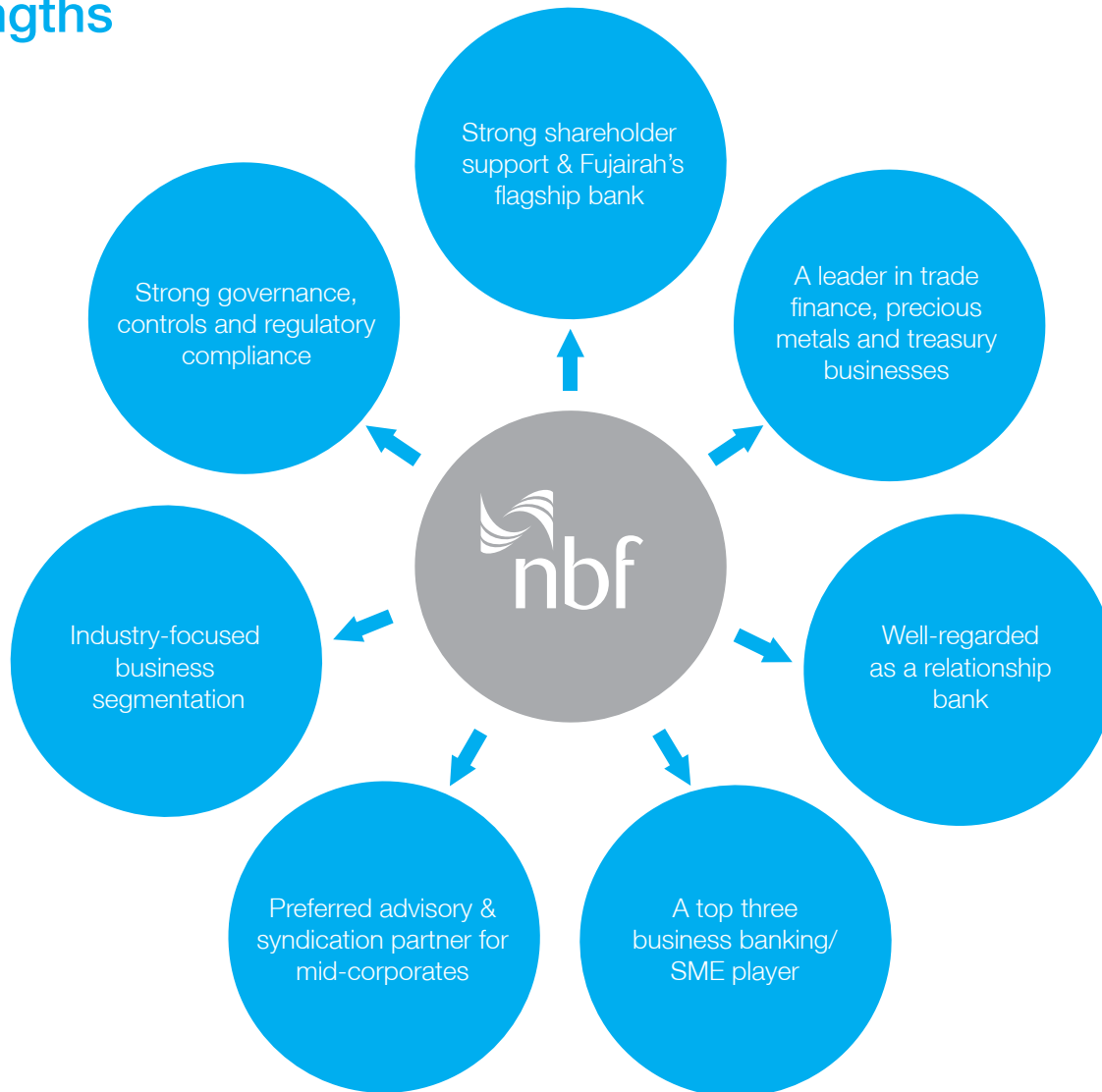
Name	Position
Vince Cook	Chief Executive Officer
Adnan Anwar	Chief Financial Officer
Balaji Krishnamurthy	Chief Operations Officer
Prasant Sarkar	Chief Risk Officer
Vikram Pradhan	Head of Corporate & Institutional Banking
Sharif Mohd. Rafei	Head of Retail Banking and Fujairah Region
Mark Domenic Zanelli	Head of Treasury
Abdulla Aleter	Head of Human Resources
Das P B	Senior Executive Officer - NBF Capital Limited

Our segmented and customer focused business model

Our segmented business focus and differentiated customer service model allow us to play a key role in the country's economic development. The services we provide enable businesses and corporations to take off and grow; they are also tailored to the individual lifestyle and financial needs of our retail customers.

Corporate & Institutional Banking	Retail	Treasury/ALM
<ul style="list-style-type: none"> • Corporate Banking <ul style="list-style-type: none"> - Precious Metals & Diamonds - Energy & Marine - Services & Manufacturing - Large Corporate & Government - Trading and Diversified - Contracting - Government and Liability Management - Financial Institutions - Equipment Finance • Business Banking • Islamic Banking • Investment Products 	<ul style="list-style-type: none"> • Personal Loans • Automotive Loans • Residential Mortgages • Credit Cards • Insurance • Deposits • Long-term Savings • Islamic Banking • Investment Products 	<ul style="list-style-type: none"> • Treasury and Investments <ul style="list-style-type: none"> - FX - MM - Commodities - Fixed Income - Investments • Asset & Liability Management • Islamic Banking • Investment Products

Our strengths



Year-on-year recognition at the Banker Middle East Awards

2016

- Best Corporate Bank UAE
- Best Commercial Bank UAE
- Best Customer Service - Corporate & Investment Banking
- Best Corporate Advisory Service – NBF Capital
- Best Cash Management
- Best Treasury Management

2015

- Best Corporate Bank UAE
- Best Commercial Bank UAE
- Best Corporate Advisory Service
- Best SME Customer Service
- Best SME Trade Finance Offering
- Best SME Internet Banking Service
- Best Treasury Management

2013

- Best Domestic Commercial Bank
- Best Treasury Management
- Best SME Trade Finance Offering
- Best Foreign Exchange Service

2014

- Best Domestic Commercial Bank
- Best Treasury Management
- Best SME Trade Finance Offering
- Best Customer Service – Corporate & Investment Banking

2012

- Best Commercial Bank
- Best Trade Finance
- Best Treasury Management



Recognised for delivering excellence and value to its clients

- NBF won “**Best HR Team**” at the MENA HR Excellence Awards 2016
- NBF Capital Limited, the bank's corporate advisory subsidiary, won ‘**Best Customer Experience Team**’ at the 2015 Gulf Customer Experience Awards
- NBF won the “**Best Local Bank – UAE**” at the EMEA Finance Middle East Banking Awards 2015
- Recognised for “**Mark of Excellence**” for Nationalisation initiatives at the Middle East HR Excellence Awards 2015
- Acknowledged at the **2015 CIO 100 Awards** for excellence in IT
- Recognised by the **Hawkamah Institute of Corporate Governance** for upholding the highest standards of transparency and governance
- Ranked amongst the top 50 most successful listed businesses across the GCC in the **Top CEO Awards**, organised by Trends magazine in association with Insead Business School and Hawkamah



A leading trade finance player

NBF's award-winning trade finance team handles transactions professionally and efficiently. Our quick response times to client requirements are a source of pride for the bank.

Our comprehensive trade finance product offerings include:

- **Import Financing:** Issuance of Letters of Credit, Import Documentary Collections, Trust Receipts Financing, Avalisation of Import Documents, Shipping LGs
- **Export Financing:** Advising & Confirmation of LCs, Negotiation of Trade Documents, Discounting of Banker's Acceptance, IRUs
- **Letter of Guarantees:** Issuance of LGs for corporate and institutional clients
- **Risk Participation:** on trade transactions with institutional clients



nbf

Successful trade starts with the right partner.

Global trade is one of the economic lifelines of the United Arab Emirates. As the country's business partner of choice for the last 30 years, National Bank of Fujairah has developed an award-winning trade services team that provides tailored solutions to suit each client's individual requirements. With locations covering key strategic trading links, we facilitate cross border flows between the UAE and the rest of the world. No matter where you see your business going, we will be there with you, enhancing your competitiveness and maximising your growth.

Trade Finance

Banker
• 2014 •

Banker Middle East Awards 2014
• Best Treasury Management
• Best SME Trade Finance Offering
• Best Customer Service/Corporate Banking
• Best Domestic Commercial Bank

30 YEARS

In good hands

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Strong treasury capabilities

Our award-winning treasury team brings extensive local and regional market knowledge to the development of a wide array of bespoke solutions for our clients:

- Market maker in UAE Dirhams; also one of the 11 banks on the country's EIBOR panel
- Active trader in GCC and major currencies
- Significant provider of physical gold bullion in the UAE
- Structured derivatives in all major currencies and commodities – energy, soft commodities, base and precious metals
- Fixed Income
- Available at:
 - Bloomberg - NBFJ
 - Reuters - NBFX



Strong mid-market presence

Business banking:

- NBF is among the top three business banking players in the UAE and is recognised by peers for its strong mid-market presence
- Multidisciplinary and relationship-focused business model is a differentiator for NBF
- Business banking contributes to around 19% of the bank's operating income and diversified portfolio. Recognised at the Banker Middle East awards for four consecutive years

Well-regarded player in the precious metals segment:

- Number one local bullion bank in terms of coverage
- Vaulting facilities in three locations
- Specialises in delivering large quantities of gold in a short span of time
- Dedicated and specialised diamond financing team



nbf

We'll help turn your ideas into action.

As a successful entrepreneur, you know the power of a good business idea; but, to succeed, you need to translate those ideas into action. As one of the first banks in the United Arab Emirates to establish a dedicated business banking unit, National Bank of Fujairah has the insights, expertise and experience to support your business. When it comes to finding the right partner that understands your passion and shares your commitment to success, look no further than NBF.

Business Banking

Banker Middle East Awards 2014

- Best Islamic Bank
- Best Islamic Bank for Corporate Banking
- Best Islamic Bank for Retail Banking

30th Anniversary

In good hands

www.nbf.ae

Growing Islamic Banking offerings

Islamic banking

- The UAE has received top rankings as one of the healthiest Islamic economies worldwide, second only to Malaysia on scores spanning seven key economic sectors, according to the Global Islamic Economic Indicator (GIEI), which measures the development health of Islamic economy sectors across 73 countries.
- NBF Islamic offers a mix of retail and corporate banking products complying with Shari'a Rules based upon structures including **Murabaha, Wakala, Ijara and Istisna'a forward ijara.**
- During its initial years of operations, NBF Islamic has grown at an exceptional pace and achieved an asset base of AED 1.81 billion and operating income of AED 28.59 million for the half year in 2016.
- The bank's aim is to position NBF Islamic as the trustworthy and credible provider of all Islamic banking products.



nbf islamic

Respecting your values
Partnering you in your success

Introducing NBF Islamic, a suite of banking solutions guided by the principles of Shariah law and uniquely designed to meet the requirements of modern life.

Place your trust in National Bank of Fujairah, the award-winning local bank that is not only dedicated to partnering you in your personal or business goals, but also committed to honouring your traditions.

NBF Islamic. Modern banking inspired by traditional values.

In good hands

8008NBF(623)

Solid syndication capabilities

Bringing together local market knowledge and experienced professionals, we structure and execute syndicated transactions across various market segments.



NBF deal credentials



HAZEL INTERNATIONAL

AED 350M Syndicated Term Loan Facility

Financial Advisor and Book Runner

NBF Capital Limited

November 2015



AL AHALIA HOSPITAL CO. LLC

AED 510M Syndicated
Facility and WC Facility of AED 50M

Financial Advisor and Book Runner

NBF Capital Limited

October 2015



ZAFCO FZCO

AED 350M Syndicated Term Loan Facility

Financial Advisor and Book Runner

NBF Capital Limited

May 2015

NBF deal credentials



UNIVERSAL HOSPITAL

AED 260M Syndicated Facility

Financial Advisor and Book Runner

NBF Capital Limited

December 2014



BRS VENTURES & HOLDINGS LTD

USD 750M Secured Term Loan Facility

Mandated Lead Arranger and Book Runner

National Bank of Fujairah

October 2014



MALABAR
GOLD & DIAMONDS

MALABAR GOLD & DIAMONDS

AED 300M Syndicated Term Loan Facility

Financial Advisor and Book Runner

NBF Capital Limited

March 2014

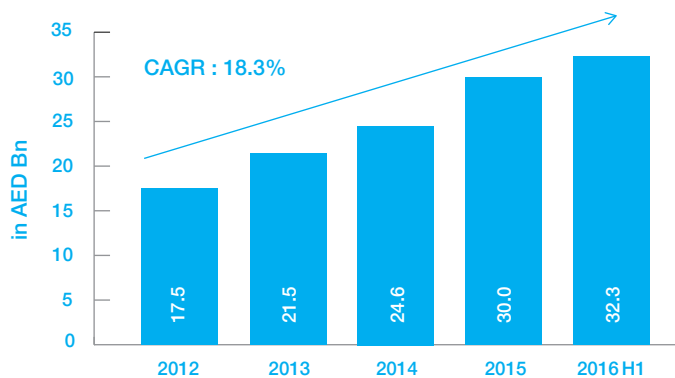


Financial Performance

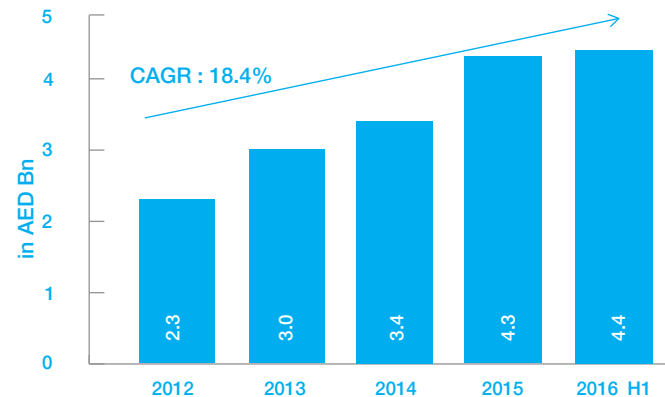


A snapshot of our financial performance

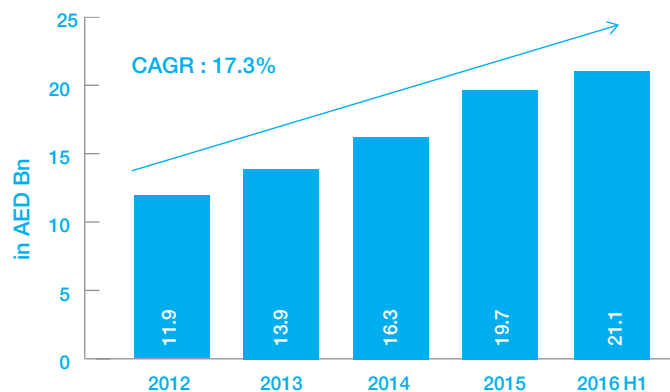
Assets



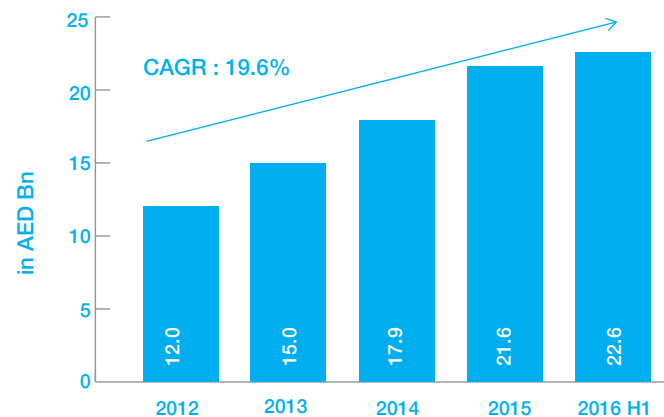
Shareholders' Equity



Loans and Advances

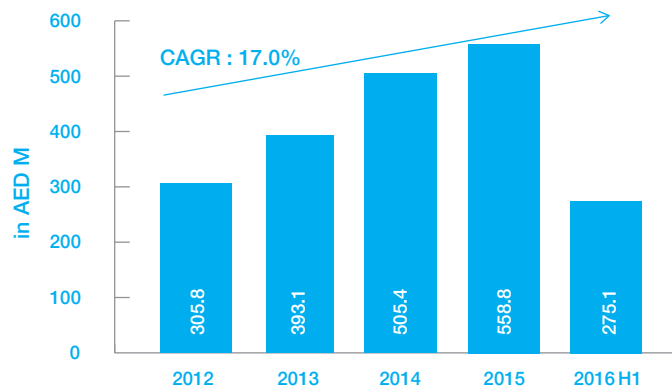


Customer Deposits

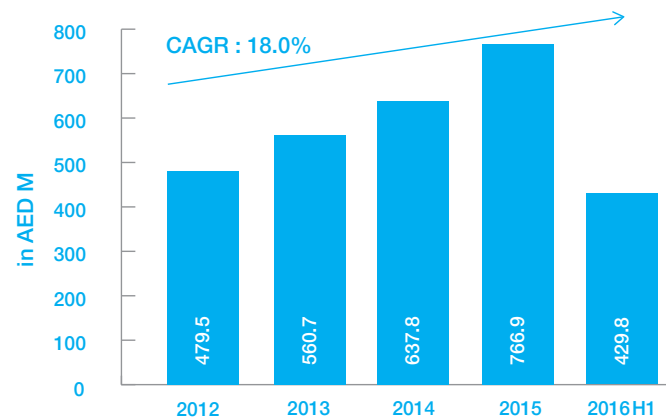


A snapshot of our financial performance contd...

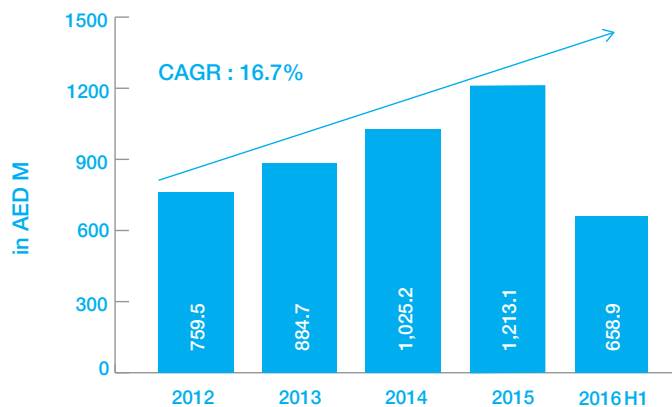
Net Profit



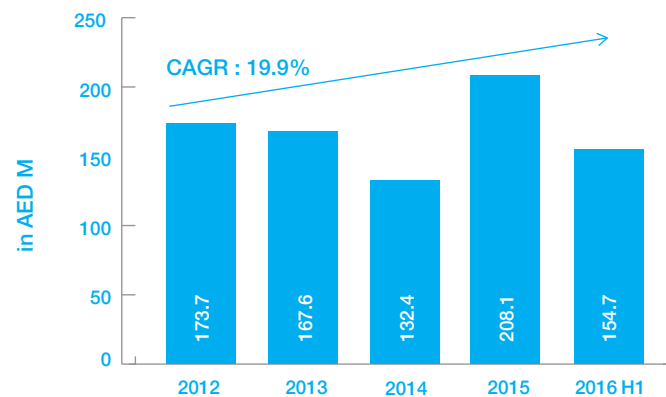
Operating Profit



Operating Income

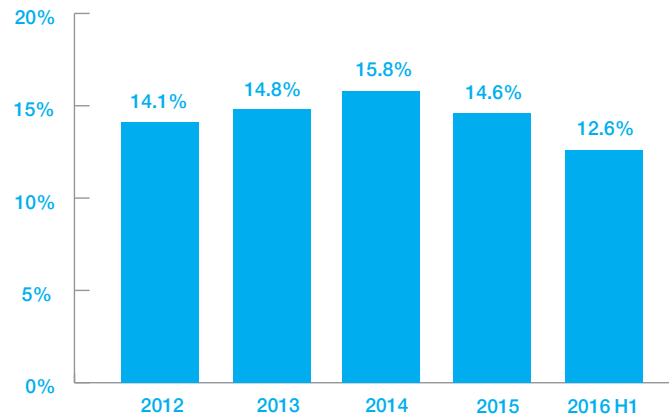


Loan Loss Charge

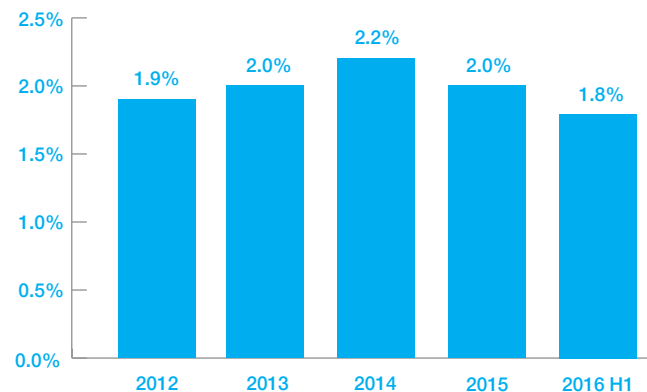


Profitability ratios

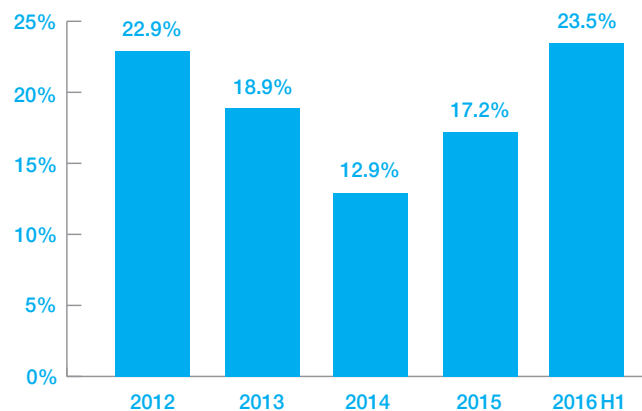
Return on Average Equity



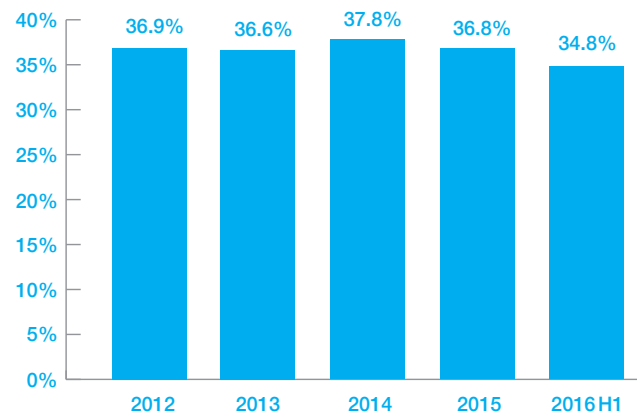
Return on Average Assets



Loan Loss to Income Ratio

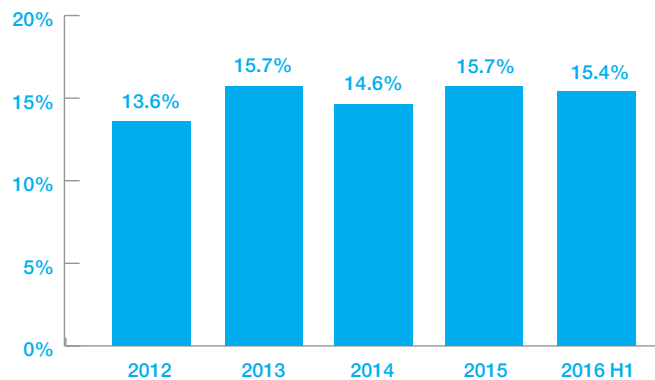


Cost to Income Ratio

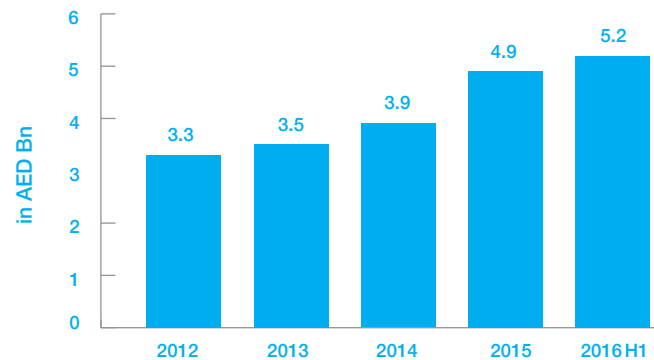


Equity and capital base progression

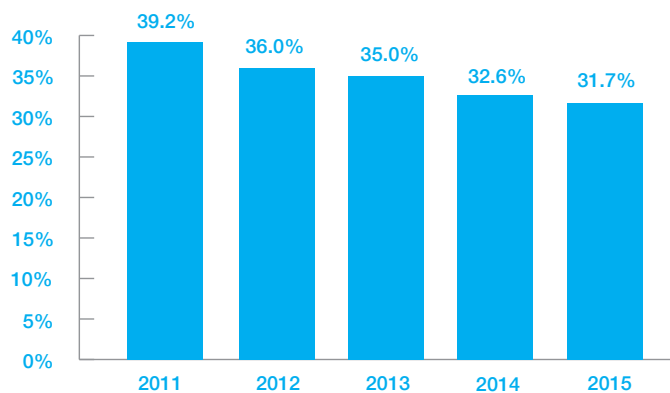
Tier 1 Capital Ratio



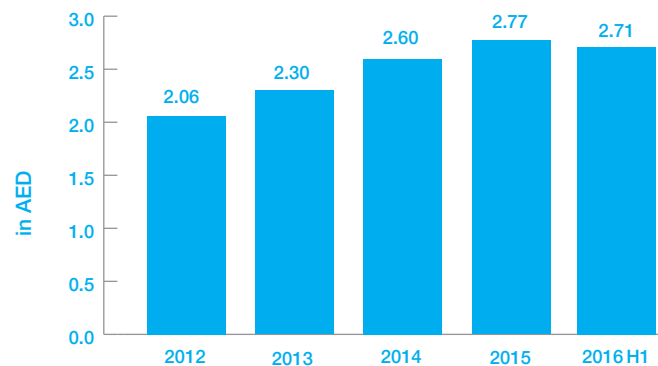
Total Capital Base



Dividend/Profit

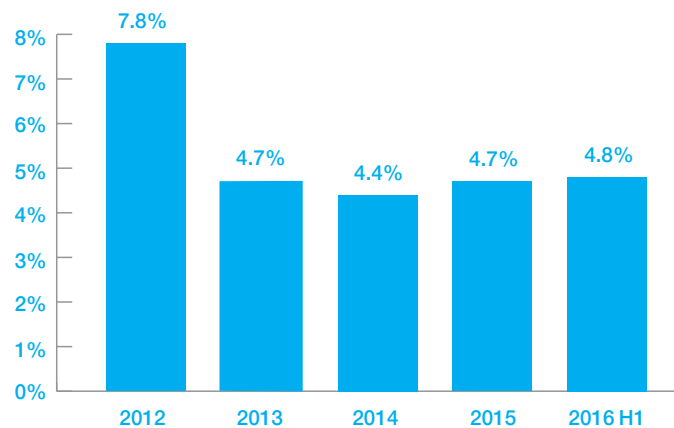


Book Value Per Share

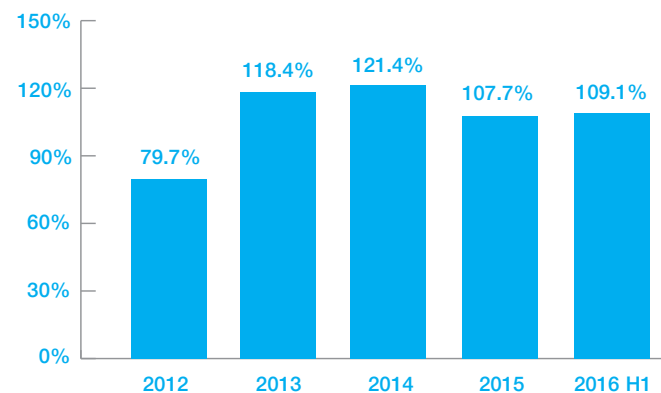


Asset quality improvements

Non-Performing Loans Ratio



Total Provision Coverage





Risk management and corporate governance

Corporate governance

The NBF Board and the management are committed to complying with the highest ethical and corporate governance standards and international best practices. This approach is seen as a critical prerequisite for building a sustainable business and maintaining a high level of trust and integrity.

The Board of Directors' primary responsibility is to provide effective governance over the bank's affairs for the benefit of its shareholders, and to balance the interests of its diverse stakeholders, including its investors, customers, employees, suppliers, regulators, government and the local communities. The bank's corporate governance structure includes well documented and regularly reviewed governance policies and procedures, which not only ensure that high levels of transparency and accountability are maintained, but also provide an appropriate functional independence and control environment from which to carry out its business activities.

The Board plays a key role in the approval and oversight of the organisation's strategy, principal policies, risk appetites, senior appointments and supervision and remuneration of senior executives. The bank has clearly defined in its corporate governance framework manual the responsibilities of the Board of Directors, its corporate governance structure and delegated authorities so as to enable the effective and efficient fulfilment of its responsibilities. In all actions taken by the Board, the Directors ensure compliance with relevant laws, regulations, rules and best banking practices, as well as exercise their business judgment in what they reasonably believe to be in the best interests of the bank.

The Board and the bank's management continue to pro-actively review, develop and enhance the corporate governance standards in light of the changes in the bank's strategy and its business, external environment and best practices followed in the market.

Sound risk management and corporate governance underpins the bank's growth

- Risk management and corporate governance, underpinned by transparency and fair business practices, lie at the heart of everything we do. Indeed, they are key pre-requisites for establishing good quality earnings, consistent results and shareholder confidence. NBF also took great strides in engaging key stakeholders and improved disclosures so as to better align its development with that of the local community.
- In its continuous endeavour to enhance the bank's corporate governance framework, the Board in 2015 reconstituted the Board Committees in line with best industry practices so as to uphold the highest ethical and corporate governance standards. During the year, the Board engaged the services of Institute of International Finance (IIF), Washington and Nestor Advisors, to ensure ongoing awareness on world class corporate governance principles and practices.
- The bank has further upgraded its website allowing easy access to its investors and governance disclosures through its investor relations and corporate governance sections.
- NBF strengthened its risk management and corporate governance profile by appointing an independent professional member to the NBF Board Audit Committee and NBF Board Risk Committee. The bank also adopted a more progressive approach towards investor relations, with an enhanced focus on minority shareholders' rights and interests.
- The bank's financial stability is also underpinned by its strong liquidity and capital adequacy ratios. Also The bank's sound fundamentals are further reaffirmed by its investment grade ratings of Baa1 / Prime-2 for deposits and A3 for counterparty risk assessment by Moody's and BBB+ / A-2 by Standard & Poor's, both with a stable outlook.



Listening to the voices of our customers and staff

Providing the best in customer service lies at the heart of everything we do

NBF's customer satisfaction survey, conducted with the help of an independent research consultancy, continues to reaffirm the bank's strong focus on service quality. In 2015, NBF engaged an independent consultancy to carry out a brand perception audit to take into consideration wider feedback from non-customers. The results continued to be robust and consistent. Not only was NBF performing more favourably than banks from its peer group, the bank's service levels were increasingly compared to the larger local and multinational financial institutions - a comparison that is not only a consistent source of pride but a source of motivation for us. The recent brand review also highlighted some opportunities which the bank can further capitalise on.

Performance Indicator	TNS Survey Feedback
Customer Retention	NBF reports a stable scoring index, while a drop is observed in the indexes of local and Islamic banks
Peer Group	NBF scored higher than the traditional peer group.
Technology-driven Solutions	NBF's ability to support its banking relationships with top-notch service delivery is well-regarded; its investment in technology-driven solutions has also been noticed
Execution Capabilities	NBF reports "Good" to "Very Good" scores for its executional capabilities across multiple banking areas
Relationship Managers	A source of pride for NBF. Our RMs are known for their responsiveness and expertise, and have consistently scored higher than counterparts in other banks.

Engaging and empowering talent drives NBF's success

NBF staff is one of the most motivated and engaged groups of people in the local banking sector and across the region, a fact borne out of the bank's fourth annual employee engagement survey conducted by the Hay Group.

In a research study conducted by Hay in November 2015, the bank also ranked amongst the top banks in the region in terms of staff satisfaction. Hay now includes NBF in their Global High Performing Organisations (HPO) peer group. This was achieved by engaging and enabling the bank's employees through a combination of wellness, social and talent development initiatives.



Performance Indicator	Hay Survey Feedback
Overall Climate Index	The bank's overall climate index stands at 78% (High Performing Organisations - 71%, Global Banks - 66%)
Employee Engagement	NBF - 75% (High Performing Organisations - 75%, UAE Banks - 69%)
Employee Enablement	NBF - 81% (High Performing Organisations - 72%, UAE Banks - 72%)
Clear and Promising Direction	91% of the staff feel that they have clear and promising direction at NBF (High Performing Organisations – 79%, UAE Banks – 83%)
Quality & Customer Focus	NBF - 83% (High Performing Organisations - 82%, UAE Banks - 76%)

A passion for sports keeps our people together

NBF has developed a spirit of camaraderie through various sporting activities. The bank has been active throughout the years in organising events ranging from bowling to football tournaments, which see staff participating with great enthusiasm.

Also, intended as a fun way to stay healthy, the NBF Running Club has grown at a rapid pace and often participates at various marathons around the country where many of our staff achieve their personal bests.



Maintaining a work-life balance

The bank also provides ample social opportunities for staff to get together outside of work, from annual iftar gatherings during the month of Ramadan to the popular year-end NBF Family Day.



Towards building a healthy workforce

NBF is one of the first local banks in the UAE to provide staff with round-the-clock counselling services in conjunction with AXA ICAS, aimed at improving work-life balance. The key feature of the programme is a free and confidential counselling service that staff and their families can use to better help them navigate issues faced in everyday life. The service also includes an interactive online portal that offers relevant information about wellbeing.

Regular health checks and awareness sessions are also held to keep staff well-informed about their health and wellbeing.



Giving back to the community

Since the formation of its corporate social responsibility (CSR) committee in 2011, the bank has adopted a comprehensive approach towards championing environmentally friendly practices and community engagement efforts.

Key initiatives include:

- A **donation drive** with staff distributing key essentials to workers at a Ramadan tent celebrating the spirit of Ramadan with the community
- Ongoing sponsorship of the **Angel Appeal**, an initiative that provides relief to seafarers anchored off the coast of Fujairah
- In partnership with our client Medeor Hospital (part of VPS Healthcare Group), we organised an interactive seminar at the GEMS Modern Academy for its faculty and service staff to learn about **healthy living**
- Sponsoring Fujairah-based activities such as the **International Monodrama Festival, Fujairah Marathon and “Zero Nine”**, an exhibition honouring the work of female entrepreneurs in the emirate
- Partnership with the **Fujairah Higher Colleges of Technology** that saw the bank providing financial support and internship opportunities to students
- Raising awareness of conservation efforts undertaken by **the Emirates Wild Life Society in association with WWF** for the Wadi Wurayah National Park in Fujairah through an NBF ATM donation drive
- Ongoing support of NGOs from the **Fujairah Welfare Association** to the **Dubai Blood Donation Centre**



Nurturing our Emirati talent

Key achievements

- An **Emiratisation** ratio of **42.4** per cent in 2016 H1, well above the industry average
- A **management trainee program (MTP)** and **career advancement program (CAP)**, where capable UAE nationals are developed on a fast track basis to take on more complex jobs and challenges, have improved the quality and seniority of staff
- A national **development program** for existing Emirati staff to further support them in their development
- Engaging future leaders in the country's **career fairs**



How we will measure our performance going forward

Financial	Target
Revenue Growth	10-15%
Non-Interest Income Ratio	30-35%
ROAA	Top 10 among local banks in profitability
Cost to Income Ratio	Top 10 among local banks in Cost to Income Ratio
ROAE	10%-15%

Non-Financial	Target
Customer Satisfaction	75% or more are satisfied
Staff Satisfaction	75% or more are satisfied
Emiratisation Ratio	Greater than 40%
Credit Rating	Strong credit rating by international credit rating agencies
Implementing FIRB (Foundation Internal Rating Based) methodology and Basel III	Complying with Central Bank and Basel timelines

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