



بنك الوطن
National Bank of



NBF AT A GLANCE

NBF BRANCH NETWORK

Our branches are located across the UAE, with head offices in Dubai and Fujairah.

FUJAIRAH HEAD OFFICE

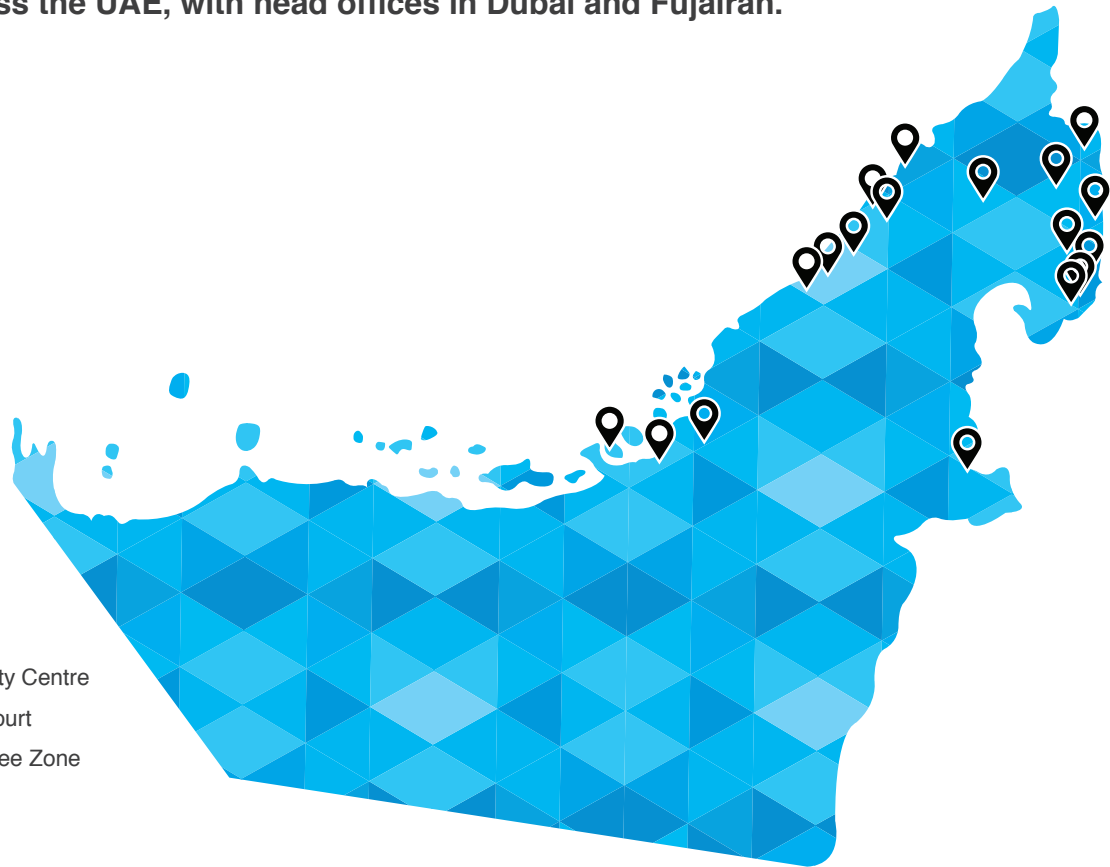
NBF Building
Hamad Bin Abdullah Street
PO Box 887
Fujairah

DUBAI HEAD OFFICE

Al Fujairah Building
Khalid Bin Waleed Street
PO Box 2979
Dubai

NBF BRANCHES

- | | |
|--------------|--------------------------|
| 1. Abu Dhabi | 10. Fujairah |
| 2. Mussafah | 11. Dibba |
| 3. Al Ain | 12. Fujairah City Centre |
| 4. Abu Hail | 13. Fujairah Court |
| 5. Al Quoz | 14. Fujairah Free Zone |
| 6. Al Ras | 15. Masafi |
| 7. Bur Dubai | 16. Qidfah |
| 8. Jebel Ali | 17. Tawian |
| 9. Sharjah | 18. Al Reef |



YOUR PARTNER IN GROWTH

National Bank of Fujairah (NBF) has a long track record of delivering excellence in banking. Established in 1982, we are a partner of choice for local and international businesses and retail customers. We provide a wide range of award-winning services to support our clients as they grow and prosper.

We understand that the needs of every client are unique. We work closely with our clients, both personal and corporate, to understand their needs and to ensure they have all the tools necessary to maximise opportunities.

We are proud of the role we play in supporting the economies of both our home emirate of Fujairah and the wider United Arab Emirates.

This booklet explains who we are, what we stand for and how we can support you.

OUR FACTSHEET

WHO WE ARE

Established in 1982, we are a full-service bank with deep expertise in corporate and commercial banking and growing retail banking franchise. We offer a wide range of services, including treasury, cash management and trade finance. We also offer products that are Shari'a – compliant under NBF Islamic Banking.

SUBSIDIARIES

NBF Financial Services FZC

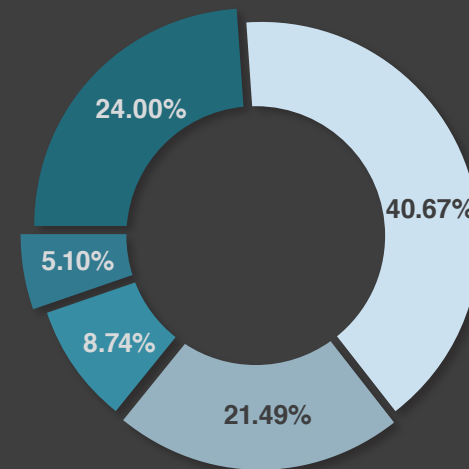
NBF Capital Limited

NBF Markets (Cayman) Limited

OWNERSHIP

We are listed on the Abu Dhabi Exchange (ADX) under the symbol 'NBF'.

- Department of Industry and Economy – Government of Fujairah
- Easa Saleh Al Gurg LLC
- Investment Corporation of Dubai
- Fujairah Investment Company
- Citizens / Companies of the UAE



OUR ASPIRATIONS

We believe in creating longstanding client relationships built upon trust. Our primary focus is ensuring our clients are able to maximise commercial opportunities in order to achieve sustainable growth.

BUSINESS FOCUS

We provide service excellence in the areas of corporate banking, business banking, personal banking with particular strengths in trade finance, treasury, cash management, precious metals and diamonds and Islamic banking. Additionally, we provide a broad spectrum of bespoke advisory services.

We are committed to promoting the economic goals of both our home emirate of Fujairah and the United Arab Emirates.

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.



Employees

Fair, transparent, progressive and supportive work environment.



Regulators

A responsible bank with world-class governance practices.



Society

Promoting sustainable, economic, social and environmental development.



A well-established franchise as a niche player in trade finance and business banking in the UAE; operates with a highly liquid balance sheet and strong capitalisation."

S&P



Sound capital buffers reflect solid earnings generation and retention; stable corporate and business banking deposit base and limited maturity transformation drive, solid funding and liquidity profile."

MOODY'S

OUR VISION, MISSION AND VALUES

Who We Are

NBF has a proud 36-year history of providing outstanding service to our customers and generating value for wider society.

Our Vision

The financial partner for business, focused on your personal and professional needs.

Our Mission

- › To provide our customers with exceptional financial services
- › To develop a strong sense of partnership through service and innovation
- › To offer a stimulating working environment where individuals can tap their potential to achieve new heights
- › To operate to the highest standard of professionalism, while contributing to the growth and advancement of the communities in which we work

Our Values



P

PASSION AND COMMITMENT

Be ready to go the extra mile for the bank and for each other



R

RESPECT

Have mutual trust and understanding, appreciate and seek the views of others



I

INTEGRITY

Be honest and transparent



D

DEDICATION TO TEAM WORK

Work toward shared, common goals. Build effective teams across organisational boundaries



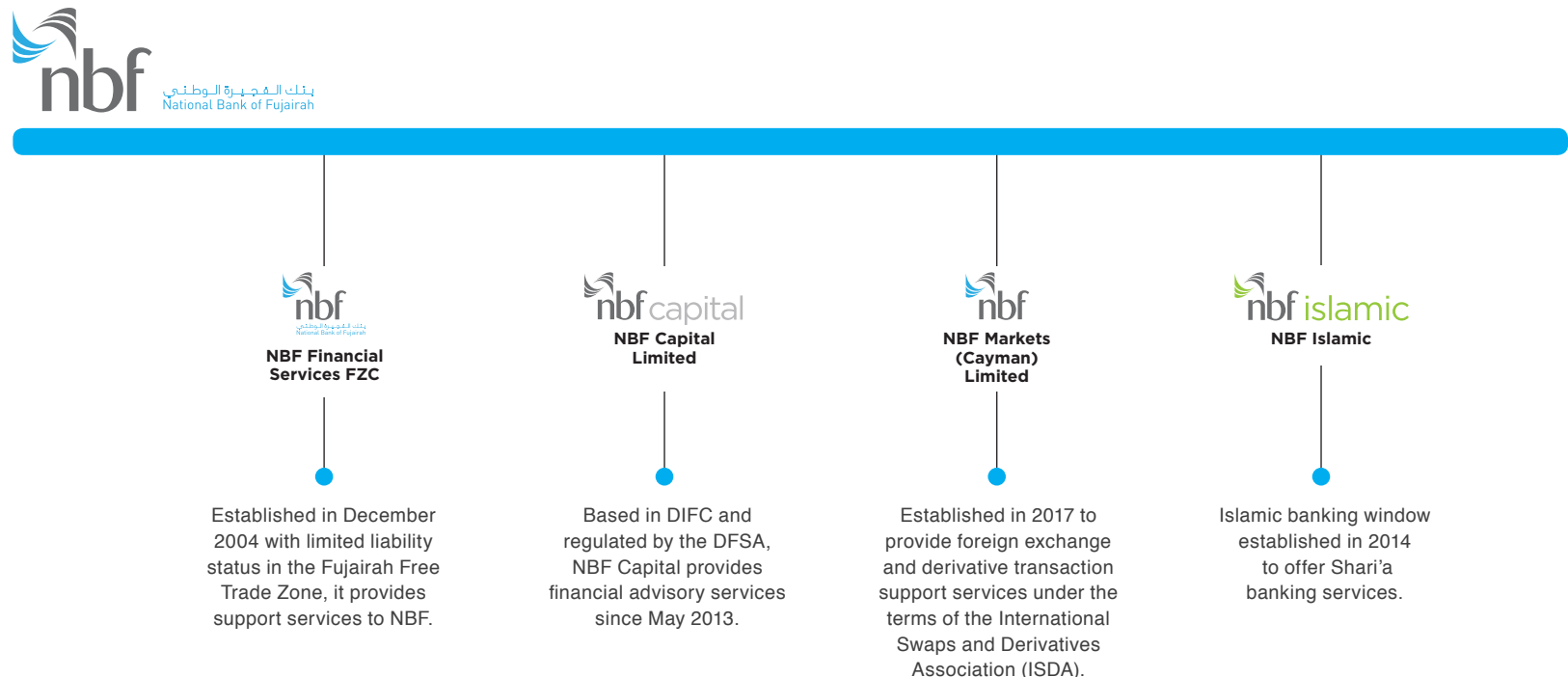
E

EXCELLENCE IN SERVICE

Make delivering an exceptional customer service at the heart of everything we do

OUR BRAND ARCHITECTURE

Growing from strength to strength as a bank and as a brand.



OUR OPERATIONS OVERVIEW

Sustainable creation of long-term value.

Products and income

- Loans/Islamic financing
- Deposits/Islamic deposits
- Investments/
Islamic investments
- Other financial services

Service channels

- 18 Branches
- 51 ATMs
- Mobile & online banking
- Relationship managers/
Sales team
- 3 Subsidiaries
- Call centre

Business mix

	ASSETS	INCOME
Corporate banking	58%	57%
Business banking	8%	18%
Retail banking	7%	9%
Treasury & ALM	27%	16%
Total	100%	100%

NET INTEREST INCOME

69%

Operating income

NET NON-INTEREST INCOME

31%

Operating income

COST MIX

Employee expenses

66%

Depreciation and amortization

5%

Other administration expenses

29%

Net returns

Net profit of operating income

39%

Return on average equity

12%

Based on 31 December 2018

OUR SEGMENT FOCUS VERSUS THE INDUSTRY

NBF seeks to differentiate itself by focusing on specific industry segments and establishing deep expertise in these sectors.

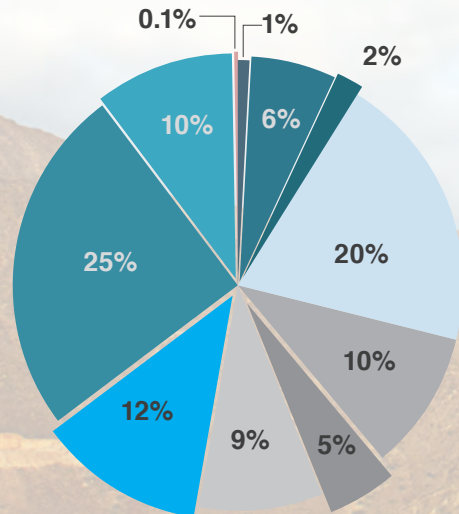
- Mining and Quarrying
- Manufacturing
- Electricity, Gas and Water
- Construction and Real Estate

- Trade
- Transport, Storage and Communication
- Financial Institutions (Excluding Banks)

- Government
- Personal Loans
- Others
- Agriculture

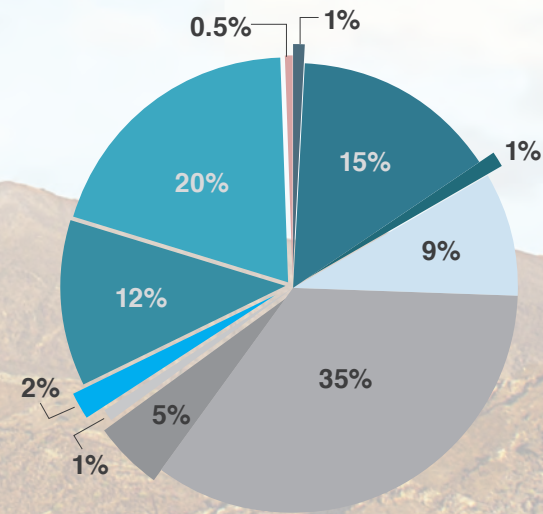
INDUSTRY

31 December 2018



NBF

31 December 2018



Source: Central Bank Statistical Bulletin December 2018



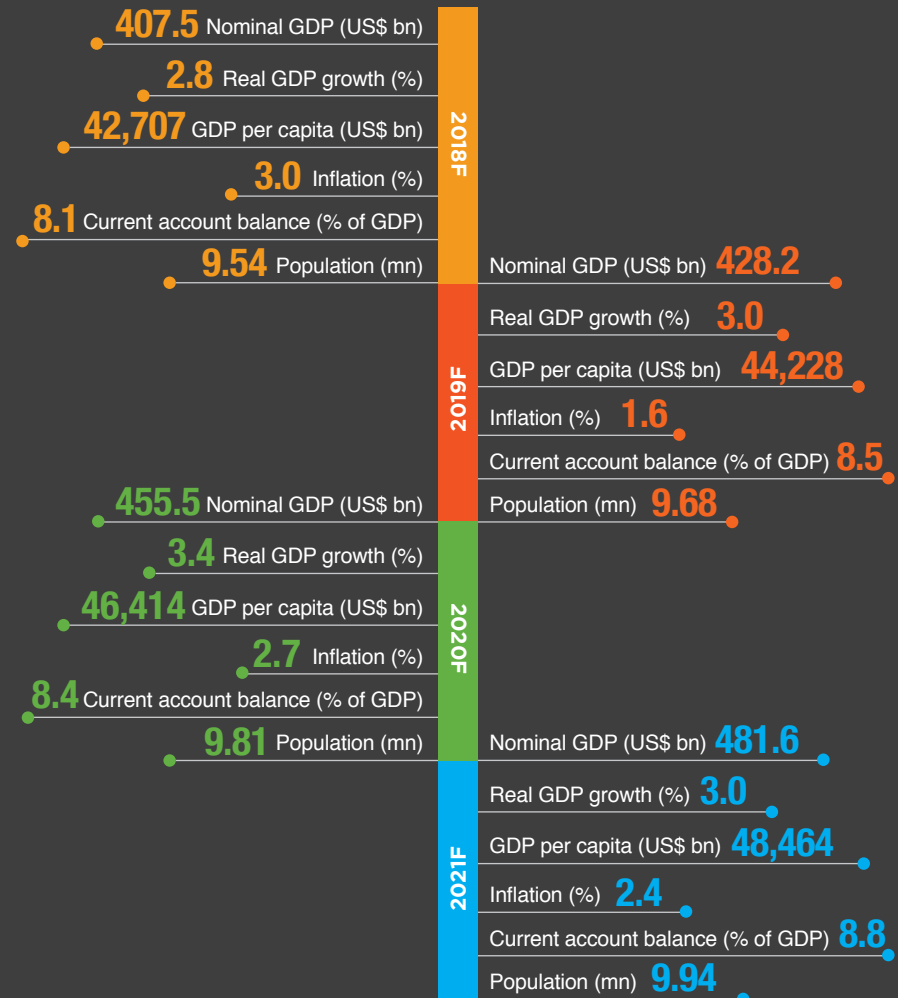
OPERATING ENVIRONMENT

UAE ECONOMIC OUTLOOK

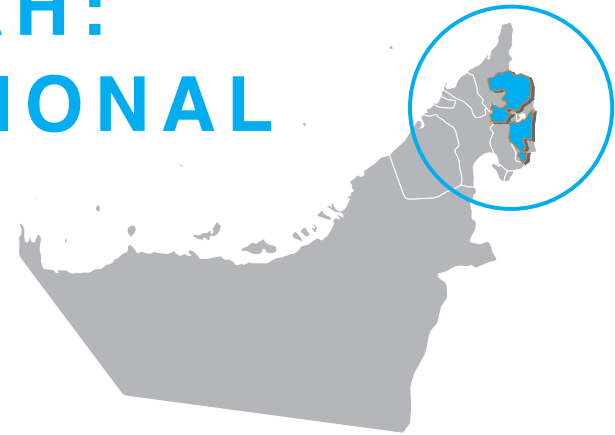
The UAE has the most diversified economy of the Gulf Cooperation Council (GCC) member states and the most favourable business environment. The World Bank's 2018 Ease of Doing Business report ranked the UAE as the top GCC destination in which to do business.

The UAE economy is forecast to maintain a real GDP growth rate in the range of 3.0 percent to 3.45 percent for the next three years. Diversified sources of growth and solid commercial frameworks will continue to attract exports and investment.

Other factors likely to support robust UAE economic growth include the World Expo 2020 event, due to be held in Dubai.



EMIRATE OF FUJAIRAH: STRATEGIC AND REGIONAL IMPORTANCE



Fujairah is one of the seven emirates that make up the United Arab Emirates, lying on the east coast of the country along the Gulf of Oman.

Fujairah is the world's second largest bunkering port after Singapore and the emirate boasts some of the world's most advanced storage facilities.

Often referred to as the jewel of Arabia, the emirate is a beautiful, hospitable and safe tourist and business destination.

Fujairah is part of the strategic oil pipe line network from key fields in the UAE bypassing the Strait of Hormuz. The volume of oil transported through the emirate will increase in the coming years. Fujairah is also home to the nation's strategic food reserves.

Strategic projects in Fujairah include:



The expansion of Fujairah International Airport



The development of residential compounds and towns on the outskirts of Fujairah city by 2030



The development of Mohammad bin Zayed residential city, comprising residential units, mosques, schools, clinics and parks



The ongoing Black Pearl Project to enable the world's largest tankers to dock at Fujairah port



OVERVIEW OF NATIONAL BANK OF FUJAIRAH

NBF BOARD OF DIRECTORS

BOARD OF DIRECTORS AND THEIR EXTERNAL POSITIONS

His Highness Sheikh Saleh Bin Mohamed Bin Hamad Al Sharqi **Chairman – NBF**

Chairman of Department of Industry & Economy, Government of Fujairah

Chairman of Fujairah Port Authority

Chairman of Fujairah Petroleum Company

Chairman of Fujairah National Group

His Excellency Easa Saleh Al Gurg, KCVO, CBE **Deputy Chairman – NBF**

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

Chairman of Al Gurg Smollan Commercial Investments LLC

Chairman of Al Gurg Decorative Paints LLC

Sheikh Hamad Bin Saleh Bin Mohamed Al Sharqi **Board Member – NBF**

Vice Chairman of Fujairah National Group

Chairman of Al Sharq Healthcare (The Healthcare Group of Fujairah National Group)

Mr. Hussain Mirza Al Sayegh **Board Member – NBF**

Deputy Chairman of Oilfields Supply Center Limited

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 UAE Limited (LLC)

Director of Marsh Insco LLC

Director of Mawarid Finance

Director of Senses

NBF BOARD OF DIRECTORS (cont...)

Dr. Sulaiman Mousa Al Jassim

Board Member – NBF

Chairman of Al Jassim Trading Group

Chairman of Al Jassim Marble and Tile Factory

Vice Chairman of Sultan Al Owais Culture Foundation

Chairman of Al Khaleej Investment Education Services

Member of Board of Abu Dhabi University

Mr. Saif Sultan Al Salami

Board Member – NBF

Managing Director of Fujairah National Group

Board Member of Al Fujairah National Insurance Company

Managing Director of Fujairah Investment Company

Mr. Mohamed Obaid Bin Majed Al Aleeli

Board Member – NBF

Director General of Department of Industry & Economy, Government of Fujairah

Mr. Abdullah Fareed Al Gurg

Board Member – NBF

Group General Manager of Easa Saleh Al Gurg Group

Director of Al Gurg Fosroc LLC

Director of Al Gurg Smollan Commercial Investments LLC

Director of Al Gurg Decorative Paints LLC

Director of Easa Saleh Al Gurg Charity Foundation

Mr. Ahmed Saeed Al Raqbani

Board Member – NBF

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

NBF ISLAMIC INTERNAL SHARI'A SUPERVISORY COMMITTEE

Dr. Mohamed Ali Elgari

Chairman

Professor of Islamic Economics. He was Director of the Centre for Research in Islamic Economics at King Abdul Aziz University in Saudi Arabia.

Dr. Mohd Daud Bakar

Executive Member

Chairman of the Shari'a Advisory Council at the Central Bank of Malaysia, the Securities Commission of Malaysia and the Labuan Financial Services Authorities.

Dr. Muhammad Amin Ali Qattan

Member

Director of the Islamic Economics Unit at Kuwait University's Centre of Excellence in Management. Holds a PhD in Islamic Banking through Birmingham University.

Dr. Osama Al Dereai

Member

Scholar with extensive experience in teaching, consulting and researching in the field of Islamic finance. He received his Bachelor's degree specialising in the Science of Hadeth Al Sharef through the prestigious Islamic University of Madinah.

NBF MANAGEMENT

Vince Cook	Chief Executive Officer
Adnan Anwar	Chief Financial Officer
Balaji Krishnamurthy	Chief Operations Officer
Justin Morgan Cooper	Chief Risk Officer
Vikram Pradhan	Head of Corporate & Institutional Banking
Colin Dallas	Head of Retail Banking
Abdulla Aleter	Head of Human Resources
Sharif Mohd. Rafei	Senior Executive Officer – Fujairah Region
Das P B	Senior Executive Officer – NBF Capital Limited

OUR STRENGTHS



Strong
governance,
controls and
regulatory
compliance

Strong
shareholder
support and
Fujairah's
flagship bank

Preferred
advisory
& syndication
partner for
mid-corporates

A top three
business banking/
SME player

Talented, engaged
and productive
workforce

Industry-focused
business
segmentation

Well-regarded as a
relationship bank

A leader in trade
finance, precious
metals & diamonds
and treasury
businesses

YEAR-ON-YEAR RECOGNITION AT THE BANKER MIDDLE EAST AWARDS

2018

Best Corporate Bank UAE

Best Commercial Bank UAE

Best Customer Service – Corporate & Investment Banking

Best Treasury Management

Best SME Trade Finance

Best Islamic Banking Window UAE

Best Emirati Ladies Proposition – Elham

Best Priority Banking Service

2017

Best Corporate Bank UAE

Best Commercial Bank UAE

Best Customer Service – Corporate & Investment Banking

Best Treasury Management

Best Corporate Advisory Service – NBF Capital

Best Islamic Banking Window UAE

Best SME Internet Banking Service

Best SME Trade Finance Offering

2016

Best Corporate Bank UAE

Best Commercial Bank UAE

Best Customer Service – Corporate & Investment Banking

Best Treasury Management

Best Islamic Banking Window UAE

Corporate Advisory Service – NBF Capital

2015

Best Corporate Bank UAE

Best Commercial Bank UAE

Best Corporate Advisory Service – NBF Capital

Best SME Customer Service

Best SME Trade Finance Offering

Best SME Internet Banking Service

Best Treasury Management

2014

Best Domestic Commercial Bank

Best Treasury Management

Best SME Trade Finance Offering

Best Customer Service – Corporate & Investment Banking

RECOGNISED FOR DELIVERING EXCELLENCE AND VALUE TO CLIENTS

- **Best Islamic Window 2018** by Islamic Business and Finance Awards.
- **Best Shari'a – Compliant Window 2017** by 'The Banker' Islamic Bank of the Year Awards
- **Best HR Team Award** by Human Capital Forum MENA 2018, Gulf Employee Experience Awards 2017 and 2018, MENA HR Excellence Awards 2016.
- **Mark of Excellence for Nationalisation initiatives** by Middle East HR Excellence Awards 2015 and 2016.
- **Best Innovation in Employee Engagement Award** by HR Excellence Awards 2016.
- **Nationalisation Award & Overall Gulf Employee Experience Award 2018** by The Gulf Employee Experience Awards.
- **All-Rounder Credit Card of the Year** voted by YallaCompare Banking Awards H1 2017.
- **Bankers' Choice Award 2016** by The Asian Banker.
- **Best Local Bank – UAE** by EMEA Finance Middle East Banking Awards 2015.
- **Best Customer Experience Team - NBF Capital Limited** by 2015 Gulf Customer Experience Awards.
- **CFO of the Year Award** in the banking and finance category by The CFO Middle East Awards 2017.
- 2015 and 2016 **CIO 100 Award** for excellence in IT.
- Ranked amongst the top 50 most successful listed businesses across the GCC in the **Top CEO Awards** by Trends magazine in association with Insead Business School and Hawkamah.

OUR CUSTOMER CENTRIC BUSINESS MODEL

Corporate & Institutional Banking

Corporate Banking

Precious Metals & Diamonds
Energy & Marine
Services & Manufacturing
Large Corporates & Government
Trading & Diversified
Contracting
Government and Liability Management
Equipment Finance
NBF Elham

Financial Institutions

Business Banking
Islamic Banking
Investment Banking

Retail

Conventional and Islamic customer segments

Priority
Preferred
Personal
Ajyal
Basic
Microenterprises

Islamic Banking

Treasury & ALM

Treasury & Investments

Asset & Liability Management

Sales
Trading
Structuring

Islamic Banking

FINANCIAL PARTNER FOR BUSINESS IN THE UAE



We seek to be a business partner of choice by cultivating rewarding, lasting partnerships with our customers, and to help them to optimally leverage growth opportunities.



We offer deep, multidisciplinary sector expertise, tailored to the individual requirements of our customers. Dedicated relationship managers ensure we stay abreast of our clients' changing needs.



Examples of our bespoke services include the launch of NBF Elham to cater specifically to Emirati businesswomen, and the establishment of our specialised diamond financing team to provide short-term trade finance products to diamond traders and manufacturers.



We aim to bring the business community together through our NBF Knowledge Series networking events.



We have won numerous awards as a result of the strength of our personalised banking services, including being named 'Best Corporate Bank' for four consecutive years at the Banker Middle East Industry Awards.



A LEADING TRADE FINANCE PLAYER



Our trade finance service is world-class. Clients are able to make transactions and authorise trades from anywhere using our NBFDirect service.

Our comprehensive trade finance product offerings include:

IMPORT FINANCING

Issuance of letters of credit, import documentary collections, trust receipts financing, import documents, shipping letter of guarantees.

EXPORT FINANCING

Advising and confirmation of letter of credits, negotiation of trade documents, discounting of banker's acceptance, irrevocable reimbursement undertakings.

LETTER OF GUARANTEES

Issuance of letters of guarantees for payments, performance, tenders, bid bonds, labour and counter for corporate and institutional clients.

RISK PARTICIPATION

Distribute and participate in trade transactions with institutional clients.

FACTORING

Off-balance sheet financing, assisting with effective management of balance sheets, optimizing working capital cycles and easing borrowing pressures on imports.

OUR TREASURY CAPABILITIES

Our award-winning treasury team brings extensive local and regional market knowledge to the development of a wide array of bespoke services.

- Leading market makers in **USD/AED FX** transactions
- Active provider of **FX and FS** structured solutions in GCC and G20 currency pairs
- Strong structuring and execution capabilities in **derivative solutions** in the cross asset space covering FX, interest rates and commodities (energy, base metals, precious metals, soft commodities)
- Significant provider of physical **gold bullion** and associated **hedging strategies** in the UAE
- Structured derivatives in **all major currencies** and commodities – energy, soft commodities, base and precious metals
- Fixed **income portfolio** management and client execution
- Full suite of **Islamic banking** treasury products





STRONG FOCUS ON SMES

We offer dedicated services to small and medium-sized businesses in the UAE and are recognised by our peers for our strong mid-market presence.

The quality of our business banking service has seen us named 'Best Commercial Bank' for seven consecutive years at the Banker Middle East Awards.

We have partnered with Refinitive (Previously Thomson Reuters) to hold knowledge sharing events for SMEs through our free to join Accelerate SME platform. We also offer the VAT taxability portal as part of our online banking for clients in partnership with Refinitive (Previously Thomson Reuters).

We are a signatory to the credit guarantee scheme introduced by the Emirates Development Bank to promote the SME sector of the UAE.

GROWING ISLAMIC BANKING SERVICES

The UAE is recognised as a global centre for Islamic banking and the sector continues to enjoy strong growth.

Our Islamic banking services cover both retail and corporate products that comply with Shari'a principles, including Murabaha, Mudaraba, Wakala, Qard, Tawarruq, Ijara, Istisna Forward Ijara and Waad.

These Shari'a-based product structures cater to retail, corporate and treasury clients.

Our credible Islamic window operations have been recognised by Islamic Business and Finance Awards, with three consecutive wins of "Best Islamic Window UAE" and "Best Shari'a - Compliant Window 2017" by The Banker Islamic Bank of the Year Awards.



SOLID ADVISORY CAPABILITIES

We offer bespoke financial services, including consultancy and advisory services, ranging from loan syndication to mergers and acquisitions, business formation and corporate restructuring.

Operating out of the Dubai International Financial Centre, NBF Capital is regulated by the Dubai Financial Services Authority.

On behalf of clients we are able to leverage expertise and local knowledge to make the most of opportunities within the UAE and beyond.



AED **400M** syndicated term loan facility
Financial advisor and book-runner
NBF Capital Limited
August 2017



AED **200M** syndicated working capital facilities
Financial advisor and book-runner
NBF Capital Limited
December 2017



AED **280M** syndicated term loan facility
Financial advisor and book-runner
NBF Capital Limited
May 2018

COMPLETE RANGE OF PRODUCTS AND SERVICES

Corporate & Institutional Banking

Transaction Banking

- Cash Management
- Payments
- Collections
- Liquidity Management

Trade Services

- Exports
- Imports
- Receivable Services
- Guarantees

Corporate Advisory & Lending

- Working Capital
- Syndication
- Project Finance
- Corporate Finance
- Sales, Trading, Structuring

NBF Direct Online Banking Services

Retail

- Account Services
- Deposits
- Personal Loans
- Auto Loans
- Home Loans
- Construction Loans
- Credit & Debit Cards
- NBF Direct - Online Banking Services
- Insurance Products
- Customised Product Bundles for business segments
- Investments

Treasury & ALM

Treasury Management

- Foreign Exchange
- Money Markets
- Derivatives
- Commodities
- Fixed Income
- Investments
- Islamic Banking Treasury Products

Islamic Banking

Account Services

- Standard Current, Saving & Corporate Accounts
- Murabaha, Mudaraba & Wakala Deposits
- Credit & Debit Cards

Financing

- Personal Finance
- Home Finance
- Ijara Financing
- Murabaha Financing
- Istisna Forward Ijara

- Equipment Finance
- Real Estate Finance
- Auto Finance

Corporate Advisory, Syndications, Treasury

- Sales, Trading, Structuring

Transaction Banking

- Cash Management
- Trade Services
- Working Capital Management
- Guarantees

SCALING TOWARDS DIGITALISATION

Our banking services business model leverages cutting edge technologies to offer peace of mind and greater control.

NBFDirect, our state-of-the-art online banking platform, provides transactional and real-time reporting applications as well as multi-level authorisation and 360-degree business dashboards for account reporting, payments and trade finance.

Through the use of new technologies we have enhanced business processes, increased service quality, and improved service delivery.

Ajyal is a new mobile application entirely designed for younger customers. Ajyal provides the most accessible banking services digitally to the new generation.

NBF Instant App is a new application designed to facilitate the onboarding of the customer.

We also partner with leading digital organisations to explore new ways to service client needs. For example, we have signed up to the Etisalat Trade Finance platform and Fintech Hive.

NBF ON SOCIAL MEDIA

FOLLOW US ON



National Bank of Fujairah



NBFUAE



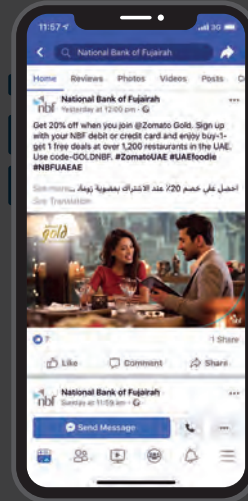
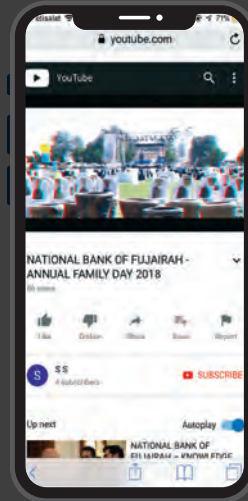
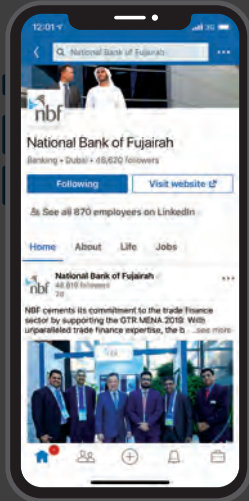
National Bank of Fujairah



NationalBankofFujairah



nbfuae



FINANCIAL PERFORMANCE

EXCHANGE RATES

Bank of Palestine	Bank of Palestine	Bank of Palestine
USD to JOD	1.0000	1.0000
EUR to JOD	0.7000	0.7000
GBP to JOD	0.5000	0.5000
JPY to JOD	10.0000	10.0000
AUD to JOD	0.7000	0.7000
CAD to JOD	0.7000	0.7000
CHF to JOD	0.7000	0.7000
HKD to JOD	0.0900	0.0900
SGD to JOD	0.7000	0.7000
THB to JOD	0.0200	0.0200
TRY to JOD	0.0100	0.0100
INR to JOD	0.0100	0.0100
KWD to JOD	0.3000	0.3000
QAR to JOD	0.2000	0.2000
SAR to JOD	0.2000	0.2000
USD to JOD	1.0000	1.0000
EUR to JOD	0.7000	0.7000
GBP to JOD	0.5000	0.5000
JPY to JOD	10.0000	10.0000
AUD to JOD	0.7000	0.7000
CAD to JOD	0.7000	0.7000
CHF to JOD	0.7000	0.7000
HKD to JOD	0.0900	0.0900
SGD to JOD	0.7000	0.7000
THB to JOD	0.0200	0.0200
TRY to JOD	0.0100	0.0100
INR to JOD	0.0100	0.0100
KWD to JOD	0.3000	0.3000
QAR to JOD	0.2000	0.2000
SAR to JOD	0.2000	0.2000

بنك فلسطين
AL BANK OF PALESTINE

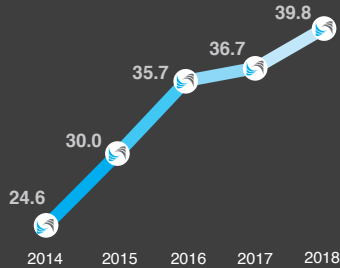
استقبال
RECEPTION

nbf
Giving you
room to grow

BALANCE SHEET GROWTH

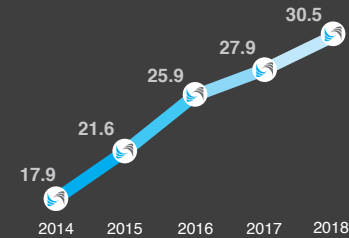
TOTAL ASSETS (AED Billion)

↑ 13.1%
CAGR



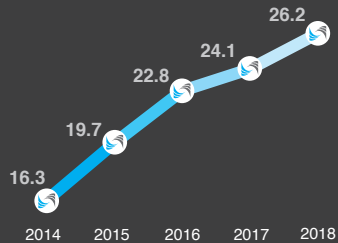
TOTAL CUSTOMER DEPOSITS (AED Billion)

↑ 15.2%
CAGR



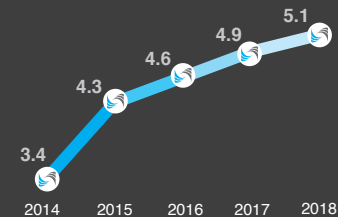
NET LOANS AND ADVANCES (AED Billion)

↑ 13.6%
CAGR



SHAREHOLDER'S EQUITY (AED Billion)

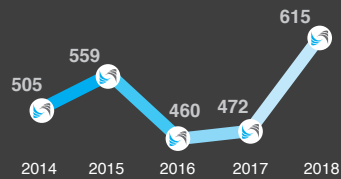
↑ 11.1%
CAGR



PROFIT & LOSS

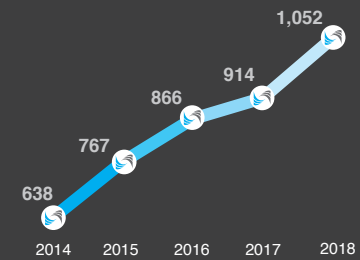
NET PROFIT (AED Million)

↑ 9.4%
CAGR



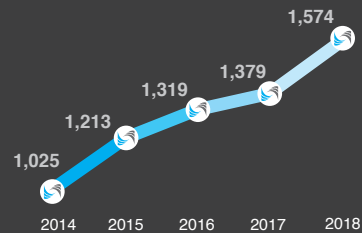
OPERATING PROFIT (AED Million)

↑ 13.4%
CAGR



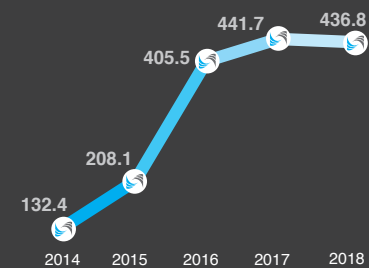
OPERATING INCOME (AED Million)

↑ 12.2%
CAGR



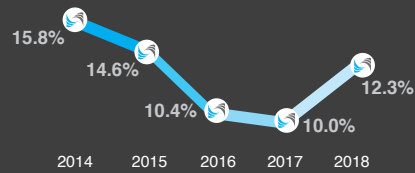
IMPAIRMENT PROVISION (AED Million)

↑ 21.1%
CAGR

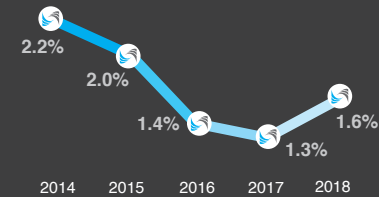


KEY PERFORMANCE INDICATORS

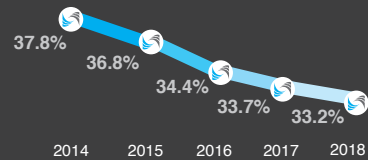
RETURN ON AVERAGE EQUITY (%)



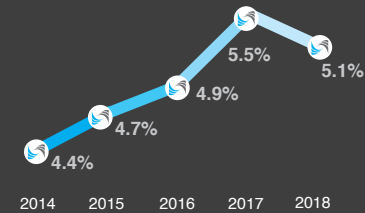
RETURN ON AVERAGE ASSETS (%)



COST TO INCOME RATIO (%)

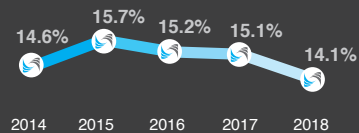


NON PERFORMING LOANS RATIO (%)

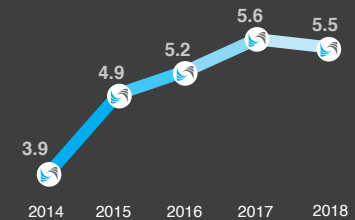


EQUITY AND CAPITAL BASE PROGRESSION

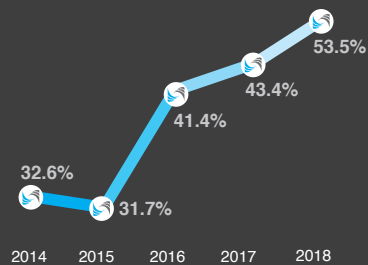
TIER 1 CAPITAL RATIO (%)



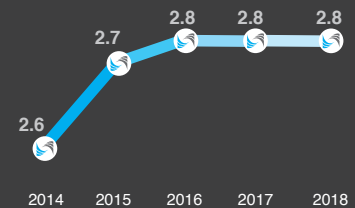
TOTAL CAPITAL BASE (AED Million)



DIVIDEND / PROFIT (%)



BOOK VALUE PER SHARE (AED Million)





RISK MANAGEMENT AND CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

We are committed to upholding the highest ethical and corporate governance standards.

Our corporate governance structure and policies are reviewed annually to ensure they adhere to the highest levels of international best practice.

Our Board plays a key role in the approval and oversight of the bank's strategy, principal policies, risk appetites, senior appointments and supervision and remuneration of senior executives.



ENTERPRISE RISK MANAGEMENT

Our risk management philosophy is predicated on the Three Lines of Defence model.

Key attributes include:

Risk culture

All staff are required to periodically complete a Risk Culture Survey that identifies actions that can be taken to improve the effectiveness of NBF's risk culture and risk management practices.

Risk management training

All staff are regularly trained in risk management best practices.

Ownership of risk at the business level

Our business units are responsible for identifying risks within their respective business areas and ensuring they are appropriately managed. All staff have a specific personal accountability objective metric that encourages and rewards risk aware behaviour.

Risk management Independence

We believe in the importance of a strong, independent second line risk function. The Credit Risk Officer and risk function has unfettered access to the Board of Directors.

Understanding worst-case outcomes

We model worst-case scenarios and conduct required measures to ensure we are prepared.



COMPLIANCE MANAGEMENT

We frequently review both internal and external benchmarks and update our compliance management capabilities to ensure we operate to the highest regulatory standards, particularly where they relate to money laundering or other forms of organised crime.

Our independent compliance function comprises a range of specialists with a deep knowledge of UAE and international regulatory requirements, across the areas of AML, Sanctions and Regulatory Compliance.

During the course of 2018, the Compliance function added specific business aligned compliance risk specialists to support the ongoing management of general assurance activities within the segments of Retail, CIBG (Business Banking and Financial Institutions) and Diamond business units.

The Head of Compliance has unfettered access to the Board of Directors.



LISTENING TO THE VOICE OF OUR CUSTOMERS AND STAFF

CUSTOMER SERVICE AT THE HEART OF EVERYTHING WE DO

A strong customer partnership, better than our peer group, remains the central source of NBF's success. With continued focus on enhancing its agile digital banking platform and quality of service, we are well placed to fulfil ambitions and needs of our Corporate and Retail customers.



PERFORMANCE INDICATOR

KANTAR TNS SURVEY FEEDBACK

CUSTOMER RETENTION

Our customer satisfaction index in 2018 remained steady.

PEER GROUP

We continue to score well compared to our peers.

TECHNOLOGY-DRIVEN SOLUTIONS

We continue to support banking relationships with technology service excellence.

EXECUTION CAPABILITY/ GENERAL BANKING ASPECTS

Our scores strongly with customers on general banking requirements.

RELATIONSHIP MANAGERS

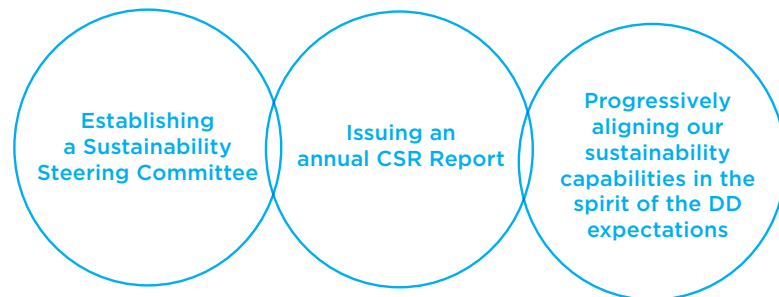
The strong performance of our Relationship Managers is a source of pride for us.

GIVING BACK TO THE COMMUNITY

We have been commended by the Dubai Chamber of Commerce under Dubai Declaration for the strength of our Corporate Social Responsibility Work.

We are a signatory to the Dubai Declaration of Sustainable Financing and have committed to support the UAE Green Agenda.

We have developed a five-year CSR roadmap that includes:



We are committed to supporting the UAE government initiative to empower Emirati youth. We have developed a unique banking proposition called Ayjal to support the next generation of Emiratis as they start their financial journey.

Other CSR initiatives include ongoing sponsorship of organisations such as Mission to Seafarers, Emirates Wildlife Society, WWF and Fujairah Welfare Association. We also organise annual donation drives for UAE labourers, conduct and participate in an annual fun run, support blood donation projects in the UAE, and a partnership with the Fujairah Higher Colleges of Technology to provide internships and financial support for students.



ENGAGING AND EMPOWERING TALENT

We strive to ensure our staff work in an environment where they are able to fully express their talent, and where they feel valued and listened to. We were named Outstanding Employer – Middle East by the Korn Ferry Group in 2017 and received three titles, namely the “Overall Experience”, “Employee Engagement & Happiness” and “Employee Insight & HR Metrics” at the Gulf Employee Experience Awards 2018. We are committed to providing staff with ongoing professional development in order to maximise professional potential.

PERFORMANCE INDICATOR

AON HEWITT FEEDBACK

Overall Climate Index

The bank’s overall climate index stands at **77%**

Employee Engagement

NBF – **77%** (High Performing Organisations – **73%**, GCC Organisations – **73%**)

Employee Enablement

NBF – **77%** (High Performing Organisations – **72%**, GCC Organizations – **73%**)

Clear and
Promising Direction

89% of the employees feel that they have a clear and promising direction at NBF

Quality and
Customer Focus

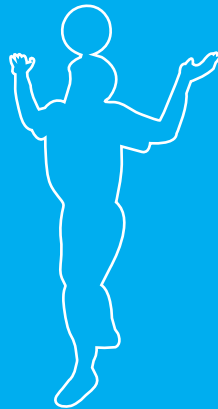
NBF – **86%** of the employees feel that we are customer-focused and deliver quality service

MAINTAINING A WORK-LIFE BALANCE

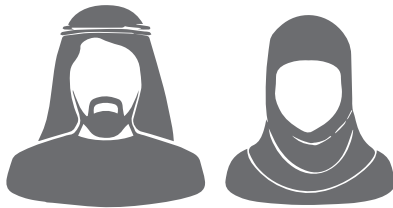
We aim to develop a spirit of camaraderie amongst colleagues through various sporting activities.

The bank is active in organising events ranging from bowling and cricket, to football tournaments in which staff participate with great enthusiasm.

Also, the NBF Running Club – intended as a fun way to stay healthy – has grown at a rapid pace and often participates at various marathons.



NURTURING OUR EMIRATI TALENT



Key achievements

40.39%
emiratisation
ratio in 2018, well
above the industry
average.

A national
development
program for existing
Emirati staff to
further support their
development.

We are nurturing
future business
leaders by actively
participating at
career fairs across
the UAE.

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.



Your bank has already achieved the required target points for 2018. We would like to congratulate the bank for this achievement. We appreciate the efforts to support Emiratization strategy. We look forward for your continuous support for the success of this initiative.”

CENTRAL BANK OF THE U.A.E.



RESPONSIBILITY WITHIN THE COMMUNITY

NBF AND THE COMMUNITY

We take our responsibility to wider society seriously and lead by example.

Our corporate social responsibility (CSR) work is broad and designed to support the sustainability goals of both Fujairah and the wider UAE.

Recent highlights include our annual NBF Run, which attracts more than 2,000 runners to compete over 3km, 5km, 10km and 11km races, set against the backdrop of our home emirate's beautiful mountain scenery.

We also hold a Breast Cancer Awareness day in partnership with the Well Woman Clinic, during which female employees are encouraged to wear pink to raise awareness and to demonstrate the bank's support for International Breast Cancer Awareness Month.

Other initiatives include the 'Plant with Us' programme in partnership with ENABLE and the Fujairah Tennis Club, in which employees, their families and members of the community are invited to participate and support Fujairah's environmental sustainability initiatives.



HOW WE MEASURE OUR PERFORMANCE

Financial

Target

Revenue Growth



5%-10%

Non-interest Income Ratio



30%-35%

ROAA



TOP 5 among local banks in profitability

Cost to Income Ratio



TOP 5 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

Emiratization ratio

> 40% & exceed the UAE Central Bank Emiratization Points

Credit rating

Investment grade credit rating by international credit rating agencies

Maintaining the highest levels of compliance, high quality KYC and AML processes and preparing well for new regulations

Complying with Central Bank and Basel timelines

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