



البنك العربي المتحد
UNITED ARAB BANK

ANNUAL REPORT 2024

Your Trusted Partner in UAE **Since 1975**



**His Highness
Sheikh Mohamed Bin Zayed
Al Nahyan**

President of the United Arab Emirates
and Ruler of Abu Dhabi



**His Highness
Sheikh Mohammed Bin Rashid
Al Maktoum**

Vice-President and Prime Minister
of the United Arab Emirates and Ruler of Dubai



**His Highness
Dr. Sheikh Sultan Bin Mohammed
Al Qassimi**

Supreme Council Member
and Ruler of Sharjah

Growth | Resilience

Diligent and consistent execution of our turnaround strategy over the last 3 years has led to the setting up of a robust foundation for the Bank to further build upon and continue the growth momentum, while remaining resilient and committed to deliver sustainable returns for our shareholders in a challenging and dynamic macroeconomic environment.

TABLE OF CONTENTS

Preface

Tribute to the Leaders	
Theme Page	
Index	

UAB Profile & Strategic Review

Chairman's Letter to Shareholders	8
CEO's Review	10
About UAB – Vision, Mission & Values	12
UAB at a Glance	14
Year in Review – 2024	18
Shareholders' Information	20
Our Business Model	22
Our Strategic Imperatives	24

Corporate Governance

Introduction	28
Governance Development in 2024	28
UAB's Corporate Governance Framework	28
Transparency and Disclosure	28
UAB'S Board of Directors	30
Board Secretay	38
Role of the Board of Directors	38
Directors Obligations and Duties	39
Board Composition and Nomination	39
Board of Directors' Remuneration	40
Board Activities in 2024	40
Summary of Board Resolutions by Circulation in 2024	41
Board Committees	41
Related Party Transactions During 2024	42
UAB's Organisation Structure	43
Senior Management	44
Management Committees & Management Sub-Committees	51
External Auditors	54
Internal Control Structure	54
Details of Violations in 2024	59
Details of the Contributions for the Community in 2024	59
Share Price Information & Shareholding Details	59
Statement of Special Resolutions Presented in 2024 AGM and the Related Action Points	60
Details of Major Events and Disclosures in 2024	60
Details of Transactions Conducted with Related Parties in 2024 Of 5% or More of the Bank's Capital	61
Emiratization	61
Details of Projects and Initiatives in 2024	61

Islamic Banking & Shari'ah Governance

Islamic Banking & Shari'ah Governance	66
Annual Report of the Internal Shari'ah Supervisory Committee of United Arab Bank	68

Business Performance & Operational Review

CFO's Financial Review	72
Wholesale Banking	74
Treasury & Capital Markets	76
Retail Banking	78
Islamic Banking	80
Risk Management	82
Our People	86

ESG Strategy & Double Materiality Assessment

92

Financial Summary

96

Contact Us & Other Useful Links

98



UAB PROFILE & STRATEGIC REVIEW

Chairman’s Letter to Shareholders	8
CEO’s Review	10
About UAB – Vision, Mission & Values	12
UAB at a Glance	14
Year in Review – 2024	18
Shareholders’ Information	20
Our Business Model	22
Our Strategic Imperatives	24

Chairman's Letter to Shareholders



H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi
Chairman of UAB

Dear Shareholders,

It is an honor to present this Annual Report to you in my capacity as the Chairman of United Arab Bank (UAB), marking the beginning of a transformational chapter in our journey. I would like to begin by extending my deepest gratitude to the esteemed founding Chairman, H.H. Sheikh Faisal Bin Sultan Bin Salem Al Qassimi, whose visionary guidance over five decades has laid the foundation for the bank's growth, resilience, and reputation as a trusted financial institution. On behalf of the Board of Directors and all stakeholders, I pay tribute to his exceptional leadership and the enduring legacy that His Highness Sheikh Faisal has bestowed upon UAB.

Building on this rich foundation, 2024 marked another significant milestone in UAB's evolution of excellence. We delivered double-digit growth across key financial indicators, highlighting the success of our strategic focus and the strength of our operating model. Net profits before tax increased by an impressive 30%, and this growth was driven by strong revenue generation, disciplined cost control, and prudent risk management. At the same time, our relentless pursuit of superior customer service, product innovation,

and tailored financial solutions contributed to a 22% increase in total assets. These results are a testament to the dedication and skill of our management and staff, and the enduring trust placed in us by our clients and stakeholders.

Reinforcing our strong financial performance, Moody's upgraded UAB's rating to Baa3, recognizing our improved asset quality and profitability metrics. The rating agency also highlighted our enhanced governance practices and risk mitigation framework, reflecting our dedication to long-term sustainability and responsible growth. The positive outlook maintained on the rating further signals continued confidence in our strategic direction. With this upgrade, UAB now holds an investment-grade rating from both Fitch and Moody's — a significant endorsement of our progress and market positioning.

Our achievements in 2024 were also underpinned by a robust domestic economic environment. The UAE's economy is estimated to have grown by 4%, maintaining its lead among GCC economies. This growth was driven by sustained momentum in key non-oil sectors such as real estate, construction, financial services, trade and tourism, even as OPEC-mandated oil

production cuts remained in effect. Looking ahead, the outlook remains positive, with 2025 growth projected between 4% and 5% by global agencies and the Central Bank of the UAE. This resilient and diversified economic foundation presents significant opportunities for institutions like UAB to both support and benefit from the country's ambitious future aspirations.

Our performance over the past year reflects the successful execution of our strategic growth plan, and more importantly, our steadfast pledge to delivering sustainable value to our shareholders. We are confident in the strength of our business model, which enables us to manage risks effectively while remaining agile in capitalizing on emerging opportunities. As we look to the future, our priorities remain clear: to deepen customer relationships, accelerate our digital transformation, strengthen governance, and contribute meaningfully to the UAE's economic development.

In my role as Chairman, I am committed to working closely with our Esteemed Board, executive management team, and employees to script the next chapter in UAB's history. Together, we are committed

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to steering the Bank into a new era of growth and impact, guided by our core values and a clear future-focused vision. At the heart of our strategy lies an unwavering commitment to elevating the banking experience — combining personalised service with cutting-edge innovation and a broad range of financial solutions that meet the evolving needs of our clients.

None of our achievements would have been possible without the trust and support of our stakeholders. To our customers, suppliers, investors, and regulators — thank you for your continued confidence in our vision. Your loyalty is the foundation of our success and motivates us to pursue for excellence every day. I also wish to express my genuine appreciation to my fellow Board members for their invaluable counsel, to the executive management for their steadfast leadership, and to every member of the UAB family for their professionalism, dedication, and contributions.

As we move forward, we do so with renewed confidence, clear purpose, and unwavering optimism — committed to building on our legacy and delivering sustainable, long-term value for our shareholders and the broader UAE community.

Looking ahead with confidence and gratitude, and on behalf of the Board of Directors, we extend our deepest appreciation and profound gratitude to His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of UAE, Ruler of Abu Dhabi, and Supreme Commander of the UAE Armed forces for his leadership, vision, and inspiring guidance. We also would like to express our deep appreciation to His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai; and His Highness Sheikh Dr. Sultan bin Mohammed Al Qassimi, Supreme Council Member and Ruler of Sharjah, for their continued support and invaluable counsel.

Sincerely,

H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi
Chairman of the Board of Directors



Shirish Bhide
Chief Executive Officer

Dear Shareholders,

I am delighted to present United Arab Bank's (UAB) performance for the financial year 2024 — a year that marks a transformative chapter in our journey. Against a competitive but encouraging operating landscape, we have delivered exceptional results, powered by the disciplined execution of our strategy and a steadfast commitment to delivering excellence in everything we do.

Our net profit before taxes has surged at an impressive compound annual growth rate of 68%, rising from AED 70 million in 2021 to AED 331 million in 2024. This performance underscores the strength of our business fundamentals and our ability to translate vision into measurable outcomes. Throughout the year, UAB remained focused on sustainable growth across all core segments, anchored by prudent risk management and rigorous cost discipline. Our consistent execution has driven strong momentum across all lines of business. Total assets have grown at a double-digit CAGR of 12%, rising from AED 15.2 billion in 2021 to AED 21.5 billion in 2024 — significantly outpacing the broader banking sector.

We are especially proud of the remarkable improvement in our asset quality. Our non-performing loans (NPL) ratio has dropped below 4%, a significant reduction from 11.6% in 2021. Simultaneously, we strengthened our provision coverage to 118%, up from sub-70% levels during the same period. These metrics, complemented further by a robust liquidity and capital profile, position us amongst the most resilient banks in the UAE and are a direct result of our proactive credit management and robust risk framework.

As a testament to our enhanced governance practices, risk mitigation efforts, and continued profitability improvement, our credit rating was upgraded by Moody's to investment-grade (Baa3) with a continued 'Positive' outlook. This recognition also affirms our commitment to financial strength and resilience. The Bank is now rated investment-grade or better by Fitch, Moody's and Capital Intelligence, enhancing our ability to further optimise our liquidity and funding structure.

Customer-centricity and agility remain at the core of our strategy. In 2024, we introduced a suite of new products —

including enhanced credit card offerings, tailored lending, supply chain financing and cash management solutions — while accelerating digital transformation across touchpoints. These enhancements have significantly improved turnaround times and elevated customer satisfaction, making banking with UAB faster, easier, and more intuitive. We continue to embed innovation as a key growth lever, developing bespoke, sustainable financial solutions to meet evolving customer needs.

Looking ahead, we are committed to deepening our investments in digital capabilities, technology infrastructure, and data analytics — ensuring we remain at the forefront of industry evolution. At the same time, we are investing in our people. Attracting, developing, and retaining high-caliber talent — particularly UAE Nationals — remains a strategic priority as we build a future-ready organization.

Sustainability and ESG principles are fully woven into our long-term strategy. Our actions reflect a balanced approach to driving financial performance while



Our progress has been underpinned by a strong governance framework, which continues to serve as the foundation for our ambitions. It enables us to deliver above-industry growth, create long-term value, and uphold the trust of all our stakeholders.



delivering positive outcomes for the community, environment, and broader economy. Among our many initiatives this year, we partnered with Canon Middle East in a tree-planting programme to offset the carbon footprint from our printing operations. We also actively contributed to programmes supporting people of determination, employee well-being, and climate resilience.

Our progress has been underpinned by a strong governance framework, which continues to serve as the foundation for our ambitions. It enables us to deliver above-industry growth, create long-term value, and uphold the trust of all our stakeholders. I would like to express my sincere gratitude to our Chairman, Vice Chairman, and the Board of Directors for their unwavering support and guidance. A special note of appreciation goes to our former Chairman, H.E. Sheikh Faisal Bin Sultan Al Qassimi, whose vision and principled leadership have guided UAB for over five decades since its inception.

To our employees — thank you. Your commitment, resilience, and passion are the true engine behind UAB's success.

And finally, we are deeply thankful to the Central Bank of the UAE, our regulators, and the Government of the UAE for their continuous support and trust.

We step into the future with renewed confidence, sharper focus, and a bold ambition — to redefine the banking experience and continue delivering exceptional value to you, our shareholders.

Sincerely,

Shirish Bhide
Chief Executive Officer
United Arab Bank

About UAB

United Arab Bank P.J.S.C. (UAB) was established in 1975 in the Emirate of Sharjah as a joint venture between key UAE and international investors, and its shares are publicly traded on the Abu Dhabi Securities Exchange (ADX).

UAB offers a wide range of Wholesale Banking, Retail Banking, Treasury & Financial Markets, as well as Shari'ah compliant products, services and flexible solutions, to meet the ever-evolving needs of our clients and the markets. Today, UAB is recognized as one of the few home-grown banks in the UAE, striving to enhance the lives of people by humanizing banking through impeccable service and tailored financial support.

UAB is rated investment grade, both, by Moody's (Baa3/P-3/Positive) and Fitch (BBB+/F2/Stable).

Vision

United Arab Bank will be the trusted partner and the UAE bank of choice for our customers, shareholders, and employees, leading the way to greater financial prosperity while remaining committed to the highest integrity standards.

Mission

United Arab Bank is committed to build sustainable long-term partnerships with our key stakeholders, offering a superior customer experience, creating shareholder value, and adopting an innovative banking approach while remaining loyal to our nation's heritage and contributing to the overall development of the UAE.



Our Customers

Committed to consistently deliver a superior customer experience and adopt an innovative banking approach, sharing in the success of our customers.



Our People

Committed to help our people grow within a high performance culture that attracts, develops, and rewards talent and contribution.



Our Community

Committed to contribute to our community and to make a difference.



Our Shareholders

Committed to create consistent long-term shareholder value and ensure sustainable growth.



Our Regulators

Committed to apply the highest standards of corporate governance and work ethics.

Values



Integrity

in conducting our business and managing stakeholder relationships.



Customer Focus

in orienting our activities to achieve optimum customer satisfaction.



Competence

in conducting our business and managing stakeholder relationships.



Consistency

to deliver enhanced levels of performance.

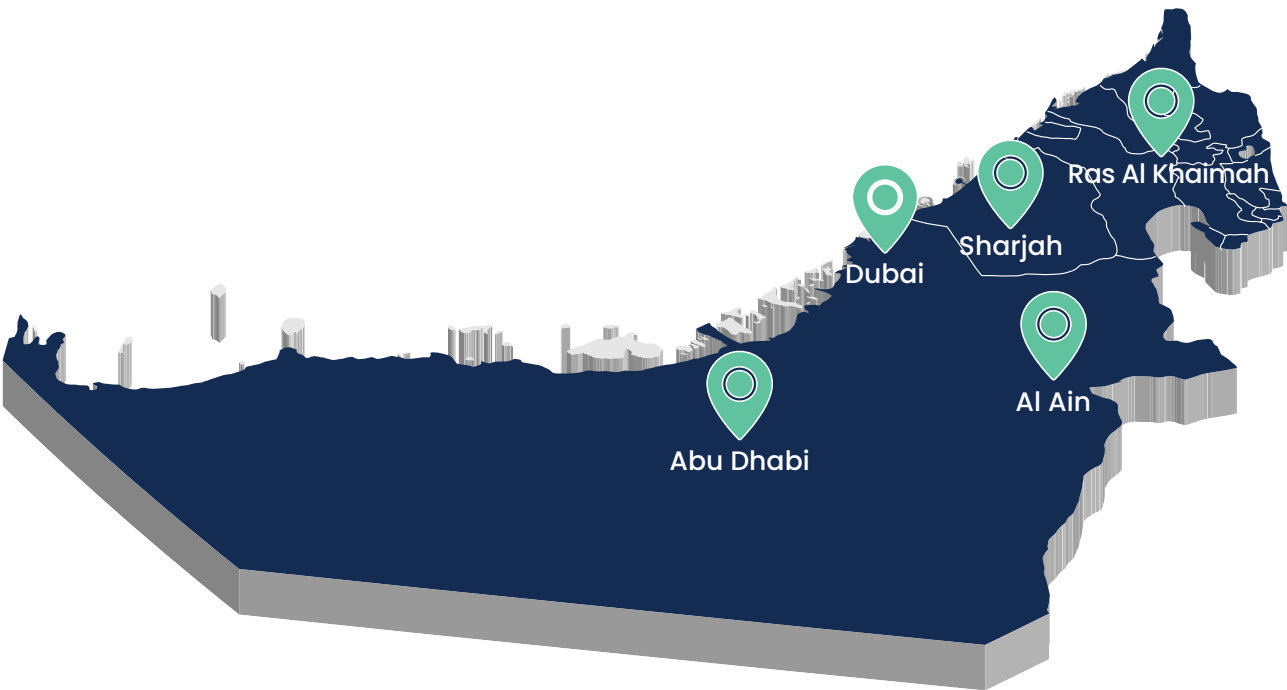


Courteousness

as the primary benchmark for our behavior and conduct.

UAB at a Glance

Network coverage across UAE with 6 branches/offices



Positive trends in Credit Ratings

FitchRatings

BBB+

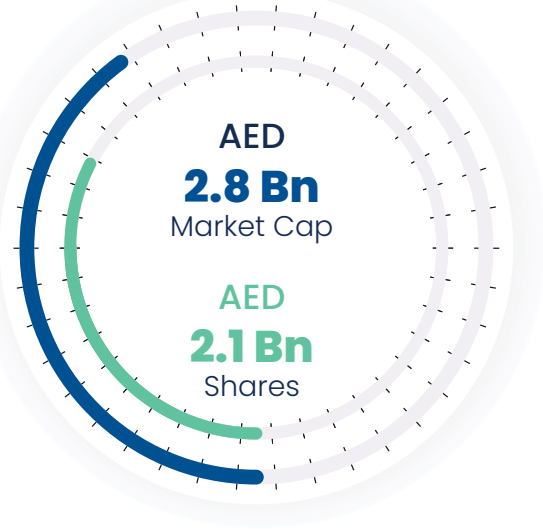
Outlook: Stable

MOODY'S

Baa3

Outlook: Positive

Well supported by top shareholders



40.00%	The Commercial Bank (P.S.Q.C.)
11.13%	Sheikh Faisal Sultan Salem Al Qassimi
10.79%	Al Majid Investment Company (LLC)
5.20%	Sheikh Sultan Saqr Sultan Salem Al Qassimi
32.88%	Others

Listed on Abu Dhabi Securities Exchange (ADX)

Prominent and diversely skilled Board of Directors

18%

Board comprises of 11 members. All members are non-executive.

2 female directors representing 18% on the Board



4 independent directors representing 36% on the Board

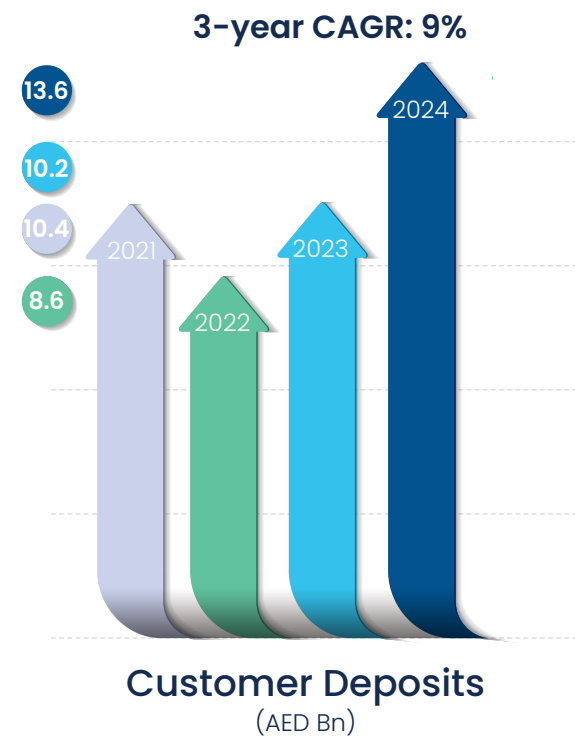
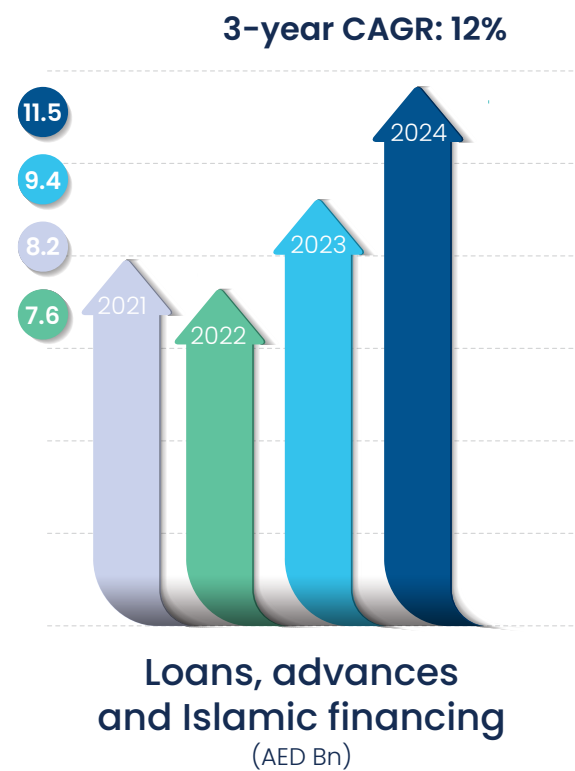
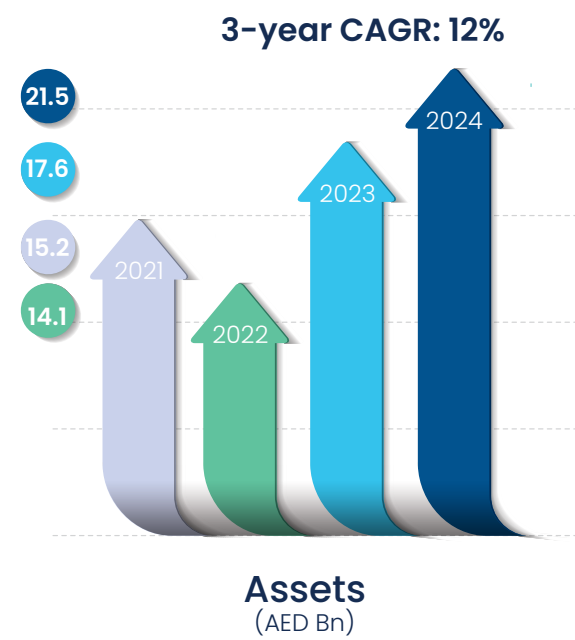
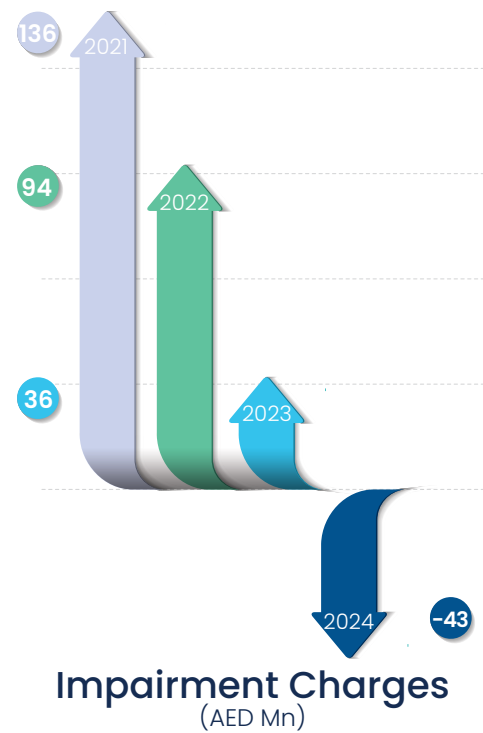
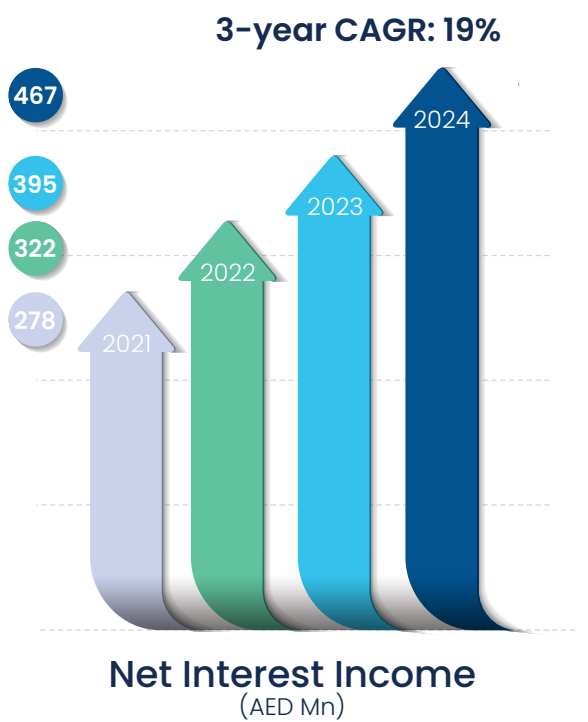
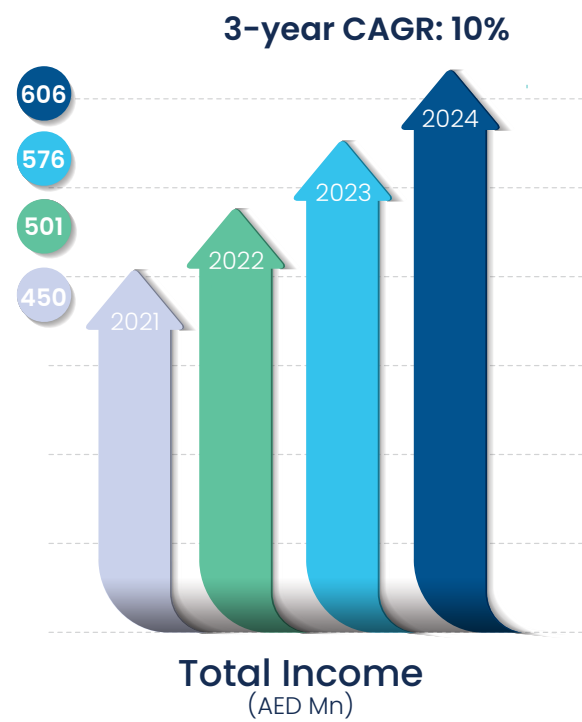
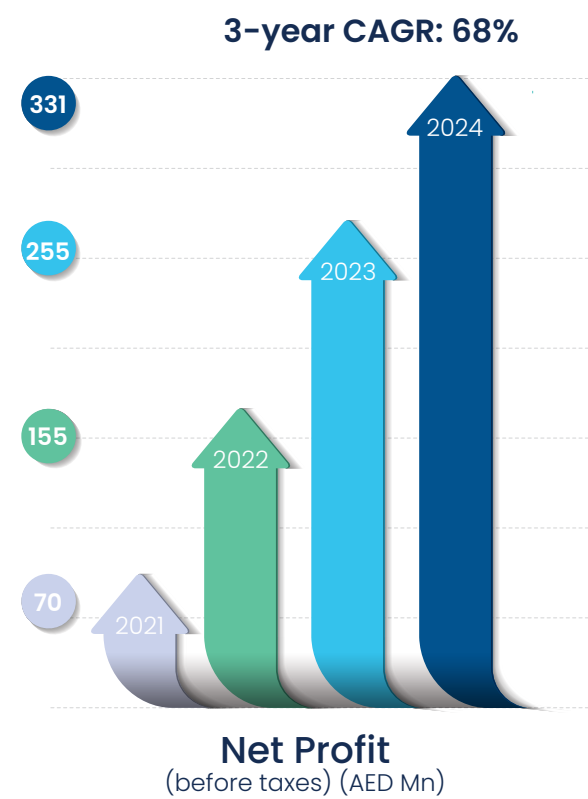
The Board collectively possesses professional knowledge, business expertise, industry knowledge, diversity and financial awareness to carry out its oversight responsibilities

36%

Highly qualified senior management team with decades of expertise in the banking industry

14 members in the senior management team with an average 25 years of experience, across industries – primarily banking and FI and across geographies – regional and international

UAB at a Glance



Ratios			
	2022	2023	2024
Return on Shareholders' Equity	10.3%	15.7%	16.1%
Capital Adequacy ratio	14.5%	19.0%	17.4%
Cost of Risk	1.14%	0.39%	-0.47%
Non-performing loans ratio	8.2%	5.0%	3.9%
Provision coverage	94%	132%	118%

Year in Review – 2024



March 2024

UAB Board elects
its new Chairman



May 2024

UAB renews payment processing
deal with Network International



May 2024

UAB collaborates with Network
International for its omnichannel
payment solutions in the UAE



July 2024

National Bonds onboards UAB to its
Innovative AI Manassah Platform



September 2024

Moody's upgrades UAB's ratings to
'Baa3', outlook remains 'positive'



September 2024

UAB participates in
Ru'ya Careers UAE 2024



November 2024

Deutsche Bank recognizes UAB with
the prestigious Straight Through
Processing (STP) award



December 2024

UAB & Canon to deliver impactful
carbon compensation for business
printing in UAE



December 2024

UAB participates in the 2nd Future
Sustainability Forum 2024

Shareholders' Information

21 January 1975 Date of incorporation	21 March 2005 Listing date
Abu Dhabi Securities Exchange (ADX) Exchange	UAB Symbol
AEU000601010 ISIN	2,062,550,649 Number of shares issued
AED 1.37 Closing price as of 31 December 2024	AED 2.8 billion (USD 769 million) Market cap as of 31 December 2024
0.97 (Dec-2024) Tangible Book Value	0.15 (FY'24) Tangible Earnings per share (AED)
1.4x Tangible Price to Book	9.1x Tangible Price to Earnings

Financial Calendar

6 March 2024	General Assembly Meeting
25 April 2024	Q1 2024 results
25 July 2024	Q2 2024 results
20 October 2024	Q3 2024 results
4 February 2025	Q4 2024 results

UAB Shareholders meet at least once a year during the Annual General Assembly (AGA), the supreme governance body of the Bank. The Articles of Association provides the statutory framework for the calling and the conduct of the AGA.

Major shareholders

Shareholders owning more than 5% of the outstanding shares

Name	Number of shares held	Shares (%)
The Commercial Bank (P.S.Q.C)	825,020,255	40.00%
Sheikh Faisal Sultan Salem Al Qassimi	229,515,634	11.13%
Al Majid Investment Company (LLC)	222,454,095	10.79%
Sheikh Sultan Saqr Sultan Salem Al Qassimi	107,192,034	5.20%

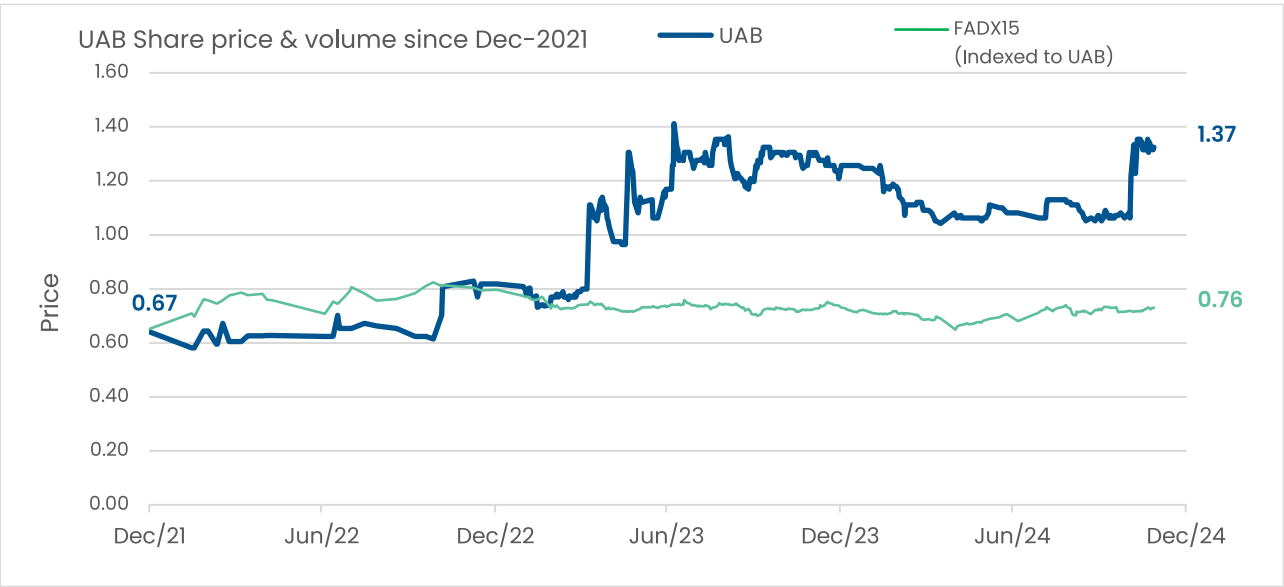
Shareholders by Nationality

Country/Region	Shares (%)
UAE	56.01%
GCC	43.86%
Arabs (ex-GCC)	0.05%
Others	0.08%

Shareholders by Investor Category

Investor category	Shares (%)
Corporate	64.53%
Individual	35.47%

Share price performance



(in AED)	31 Dec 2021	31 Dec 2022	31 Dec 2023	31 Dec 2024	3-year CAGR%
UAB	0.67	0.85	1.35	1.37	27%
ADX (indexed to UAB share price as of 31 Dec 2021)	0.67	0.82	0.76	0.76	4%

Our Business Model

Our Strengths

- Nationwide Presence:**
Strategic UAE branch and ATM network supported by advanced digital channels (6 branches, 22 ATMs).
- Solid Balance Sheet:**
AED 21.5 bn in assets (+22% YoY) and AED 11.5 bn in loans & advances (+23% YoY)
- Robust Financials:**
Strong capital, liquidity and funding position and healthy asset quality metrics.
- Strong Shareholders:**
Backed by CBQ and other key investors.
- Experienced Leadership:**
- a. Prominent and diversely experienced Board members.
 - b. 350+ years of combined senior management expertise.
- Customer-focused and agile business model:**
- a. Transforming the bank into an agile and customer-centric institution.
 - b. Embedding ESG/ sustainability in our DNA.
 - c. Convenient banking through multiple physical and digital customer touch-points

Wholesale Banking



- Bespoke financial advice and solutions to medium and large companies, including select sovereigns and GREs**
- Deepening share of wallet with existing client relationships
 - Enhancing cross-sell via:
 - FX products | Cash management | Trade finance business
 - Employee banking propositions to corporate clients
 - Providing enhanced levels of service with minimal TAT (turnaround time), focusing on onboarding profitable and credible customers
 - Digital banking solutions: onboarding, mobile app, platforms to facilitate cash, trade, FX and VAM
 - Continue to innovate, enhance and provide a comprehensive suite of products and services to meet the customer needs

Treasury & Capital Markets



- Comprehensive suite of treasury products for institutional and corporate clients, and high net worth individuals**
- Enhance cross-sell across wholesale banking clients
 - Launch innovative deposit products
 - Rationalize our liabilities and optimize funding costs
 - Diversify funding profile - across tenors and sources (short-term/medium-term)
 - Active management of the investment portfolio to optimize liquidity, enhance yield and ensure prudent risk management

Retail Banking



- Be the bank of choice for families seeking simple, convenient, and transparent banking services**
- Expand the customer base by leveraging scalable sales capabilities across all channels, including direct sales, branches, staff-assisted, and self-service digital platforms
 - Introduce innovative retail products and services catering to focused target segments such as mortgages, personal loans, and credit cards
 - Maximize cross-selling opportunities by offering retail products to employees of corporate clients through Employee Banking Solutions
 - Build partnerships to strengthen and differentiate the Premium Banking proposition

Value Added to Stakeholders

- Customers:**
We place our customers at the core of our transformation agenda, delivering personalized experiences and value-driven solutions guided by transparency, digital simplicity, and service excellence.
- Enhanced mobile app and UX improvements
 - Upgrades to our customer touchpoints ongoing (branches, ATMs, contact centre)
- Investors:**
We are committed to delivering consistent returns and strengthening long-term shareholder value through sustainable profitability and disciplined execution.
- Earnings per Share (EPS): AED 0.15 (↑25% YoY)
- Employees:**
We foster a merit-based, inclusive environment.
- a. Employee benefits adjustments
 - b. Continuous staff training program
 - c. Performance-linked culture
- Suppliers & Partners:**
We build long-term, transparent partnerships with local suppliers to drive national economic growth.
- a. Efficient procurement
 - b. Digitized vendor onboarding
 - c. Ethical sourcing practices
- Regulators:**
Our strategy is aligned with the UAE's economic vision, supporting national development goals
- Community:**
We engage in charity initiatives that empower local communities and promote long-term social impact.

Islamic Banking (window)

- Be the preferred partner of our customers for Shari'ah compliant products and services**
- Focus on cross-sell to existing clients by launching new and innovative Shari'ah-compliant banking solutions
 - Increase new-to-bank clients including high net worth clients through Sadara banking
 - Automation initiatives to enhance productivity and optimise costs by streamlining processes in line with Shari'ah guidelines

Enablement Functions



Our Strategic Imperatives

UAB's long-term vision and objectives are guided by a set of strategic imperatives that define its critical goals, priorities and actions. The strategic imperatives focus on growing and transforming the Bank and establishing a leadership position amongst the chosen peer group, by being obsessed with customer centricity, nurturing its talent pool, embedding sustainability and prudent risk practices across the organisation, and continuously enhancing operational efficiency to deliver sustainable value to all the stakeholders.



UAB's turnaround strategy has delivered a strong foundation ensuring sustainable growth and stability ahead

Revamped our organisation and governance structure, and promoted a performance-oriented culture

- Operating models redefined** to align with strategic growth goals
 - Implemented **comprehensive oversight** on business and (right) decision-making across Board and Management-levels
- Bolstered our operational resilience** through implementation of new systems & technologies to enhance our architecture, monitoring and controls
 - Constantly **exploring optimal utilization of AI/ML capabilities** to improve our processes such as credit underwriting, AML/CFT and records management to elevate client experience and mitigate risk
- Onboarded new clients coupled with new product launches** across business segments, including green sustainable finance products, helping to raise new CASA deposits and improving client connectivity
 - Setup a new Customer Contact Centre** to deliver on our promise of client centricity and 24x7 availability
- Promoted a performance-oriented culture** with a focus on strong ethics, doing the right thing and implementing a balanced scorecard across the organization, along with clearly defined benefits and rewards policies

Strengthened our financial foundation to deliver sustainable growth

- Achieved significant improvements in asset quality**, contributing to our better credit profile and outlook
- Investment grade credit ratings:** upgraded by Moody's to Baa3/Positive, affirmed by Fitch at BBB+/Stable
- Successfully raised Additional Tier1 capital in 2023; Rights issue planned for 2025 to further **strengthen capital position and enhance resilience** to any adverse macro-financial events
- Ensured a robust liquidity position with access to diversified sources of funding at all times
- Diligently and responsibly executed our business strategy to reignite UAB's growth journey with an **optimized level of risk** to generate and **deliver sustainable returns to our shareholders**

Transformation efforts ongoing in alignment with the strategic imperatives

CORPORATE GOVERNANCE

Introduction	28
Governance Development in 2024	28
UAB's Corporate Governance Framework	28
Transparency and Disclosure	28
UAB'S Board of Directors	30
Board Secretay	38
Role of the Board of Directors	38
Directors Obligations and Duties	39
Board Composition and Nomination	39
Board of Directors' Remuneration	40
Board Activities in 2024	40
Summary of Board Resolutions by Circulation in 2024	41
Board Committees	41
Related Party Transactions During 2024	42
UAB's Organisation Structure	43
Senior Management	44
Management Committees & Management Sub-Committees	51
External Auditors	54
Internal Control Structure	54
Details of Violations in 2024	59
Details of the Contributions for the Community in 2024	59
Share Price Information & Shareholding Details	59
Statement of Special Resolutions Presented in 2024 AGM and the Related Action Points	60
Details of Major Events and Disclosures in 2024	60
Details of Transactions Conducted with Related Parties in 2024 Of 5% or More of the Bank's Capital	61
Emiratisation	61
Details of Projects and Initiatives in 2024	61

Introduction

Sound Corporate Governance plays a fundamental role in the culture and business practices of United Arab Bank. The Bank's Corporate Governance structure and framework relates to the way the business and activities of the Bank are directed and managed taking into account all stakeholders and the role of the Bank in the community we have served since 1975.

On behalf of the Board of Directors (Board) of United Arab Bank (UAB or Bank), we are pleased to present the 2024 Corporate Governance Report. This Report has been prepared in compliance with the requirements of our market regulators, Central Bank of The UAE (CBUAE), Securities and Commodities Authority (SCA), as set out in its Chairman's Decision No. 3 of 2020 on the Joint Stock Companies Governance Guide (Governance Guide).

Governance Development in 2024

The Board is committed to adopting the highest standards of corporate governance across UAB and continuously identifying improvements in UAB's governance practices. In 2024, UAB progressed on its journey to become a leader on governance amongst its corporate peers. Some notable achievements are as follows:

- 1. Greater Diversity at Board-level:** In 2024, the General Assembly approved the election of eleven Board members, two of whom are women. This process resulted in broader diversity of gender and experience at Board level, noting that the Board consists of new members bringing deep expertise from international banking, financial and industrial sectors as well as relevant functional expertise such as Technology and Entrepreneurship.
- 2. Establishment of Corporate Governance Function:** The Board established corporate governance as a sub-function under the Bank's Compliance department, which among other mandates, will focus on the developing, enhancing and harmonising governance practices across the Bank.

- 3. Bank Governance Reform:** The Bank continued the journey to enhance and harmonize its governance policy which included development of policies covering Board of Directors' appointments, on-boarding, remuneration, and evaluation.
- 4. Board Trainings and Continuous Development:** Supported by the Governance and Remuneration Committee, numerous topical training program for the Board and each of its committees were conducted.

UAB's Corporate Governance Framework

Adopting the applicable regulatory requirements and following the best practices in corporate governance are the key elements of United Arab Bank's sustained track record of healthy financial and operational performance. It is the cornerstone of our Bank's growth strategy and ambition for the future. It ensures that our organization follows the processes and relevant controls, and monitoring is embedded, and that we have an adequate oversight. UAB is committed to continuously reviewing and enhancing our corporate governance approach to ensure we remain at the forefront of best practice, adapting to changes as per the regulatory expectations and the market that we serve.

Our focus in 2024 was on assuring that the Corporate Governance Framework and policies were reviewed and revamped. This initiative was supported by providing continuous education and training. The Board and Board Committee charters were updated and standardised ensuring alignment with the Bank's new Management Committee structure as well as current best practices (for example the enhanced focus on sustainability).

The Governance Framework ensures adequate Board oversight over the risks inherent to our business. It focuses on the separation of the Board of Directors, the Executive Management's duties and responsibilities, the effectiveness of the Board and Management Committees, role of the external and internal auditors, and the transparency, accuracy and timely disclosure of information. In addition, it aids cooperation with supervisory and regulatory authorities to ensure full compliance with applicable regulations.

UAB has a strong Board with extensive corporate leadership experience, diverse skill sets, a disciplined approach to governance and a deep understanding of the market and banking industry. The Bank also benefits from an experienced and committed Executive Management team, with a strong track record of operational excellence and embedding a compliance culture across the organisation.

We understand this approach reinforces the trust and confidence in our shareholders, customers, partners and the community we serve.

Transparency and Disclosure

As part of our efforts to continuously enhance disclosures and transparency, the delivery of accurate and timely information to our stakeholders represents a key priority of the Bank. Information about the Bank is distributed through a number of channels including media, press releases and other various avenues.

The Bank has a dedicated personnel for correspondence, positioned as Head of Investor Relations, in addition to all material disclosures being made available on the Bank's website (www.uab.ae) through which financial and non-financial reports are cascaded.

Financial reports include published annual reports and financial statements, both, in English and Arabic. Other important documents and information to shareholders such as the Memorandum and Articles of Association, shareholder structure, share price performance and latest credit ratings are also available on the Bank's website.



UAB's Board of Directors



H.H. Sheikh Faisal Bin Sultan Bin Salem Al Qassimi

Former Chairman, Non-executive
First elected to the Board in 1975
Chairman until March 2024

Founder of United Arab Bank, H.H. Sheikh Faisal Bin Sultan Bin Salem Al Qassimi has served as the Chairman of the Board of Directors since the Bank's inception in 1975 and has since then remained the largest single individual shareholder of the Bank.

Beyond his instrumental role at UAB, H.H. Sheikh Faisal is currently the Chairman of the Board of Directors of a number of private companies. He also formerly served as the Chairman of the Board of Arab Organization of Industries and Establishment.

H.H. served in the UAE Armed Forces in different capacities prior to retiring at the rank of Major General including Under Secretary of the Ministry of Defense, Chief of Staff, and Chairman of the Court of Crown Prince at the time – H.H. Sheikh Khalifa Bin Zayed Al Nahyan.

H.H. Sheikh Faisal Bin Sultan Bin Salem Al Qassimi graduated from the Jordanian Officer Cadet School and Mons Officer Cadet School in UK.

External Board Appointments:

- Chairman – GIBCA Group of Companies
- Chairman – Faisal Holding LLC
- Chairman – Grand Stores
- Chairman – Hospitality Management Holdings LLC



H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi

Chairman, Non-executive
First elected to the Board in 2011
Elected as Chairman of the Board of Directors in March 2024

H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi is the Chairman of the Board of Directors of United Arab Bank, and was elected in March 2024. He has been a member of the Board of Directors since 2011, chaired the Board Credit Committee (BCC) since 2016, and was a member of the Board Corporate Governance & Remuneration Committee (GRC) since 2017.

H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi has eminent experience of more than 30 years in many industries, including the financial & banking, private equity investment, capital market investments, real estate, hospitality, tourism, and retail sector.

Educated at Webster University in Switzerland, H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi holds a bachelor's degree in Business Administration and Accounting.

His Highness holds prominent directorship and senior positions at various business groups and associations including:

- MANAFA LLC
- Hospitality Management Holding LLC
- Marketing Projunction LLC
- Reef Real Estate Investment Co. LLC
- Marafq General Services LLC
- Reef Serviced Offices LLC
- Italian Industry & Commerce Office in the UAE & GCC
- Member of Certified Management Accountant – CMA
- Member of the Society of Technical Analysts of the UK

UAB’s Board of Directors



Mr. Omar Hussain Alfardan

Vice Chairman of UAB, Non-executive
Chairman – Board Governance & Remuneration Committee
First elected to the Board in 2007
Re-elected to the Board in 2024 for a term of 3 years

Mr. Alfardan is serving as Vice Chairman of the Board of Directors and represents The Commercial Bank (P.S.Q.C.), the largest corporate shareholder of United Arab Bank.

Mr. Alfardan holds a Bachelor’s Degree in Business Administration and a Master’s Degree in Finance from Webster University in Geneva, Switzerland.

External Board Appointments

- Chairman of the Board of Directors at Alternatif Bank in Turkey
- Managing Director – The Commercial Bank (P.S.Q.C.)
- President and CEO – Alfardan Group and its subsidiaries (Automotive, Property, Hospitality, Jewelry, Investment and Marine Services)
- Board Member – Qatar Red Crescent
- Advisory Board Member – Qatar Financial Centre Authority
- Managing Director at Marsa Arabia
- Member of the Board of Trustees of Hamad Bin Khalifa University
- Founder and Board Member of Family Business Council Gulf
- Vice Chairman of the Gulf Qatari Classic Cars Association
- Member of the Qatari Businessmen Association



H.E. Sheikh Abdulla Bin Ali Bin Jabor Al Thani

Director, Non-executive
Member – Board Risk and Compliance Committee
First elected to the Board in 2008
Re-elected to the Board in 2024 for a term of 3 years

Sheikh Abdulla has served on the Board of Directors of United Arab Bank since February 2008 as a representative of The Commercial Bank (P.S.Q.C.), the largest corporate shareholder of UAB. He holds a BA in Social Science from Qatar University.

External Board Appointments:

- Chairman – The Commercial Bank (P.S.Q.C.)
- Deputy Chairman – National Bank of Oman

Other External Appointments:

- Owner – Vista Trading Company, Qatar
- Partner – Integrated Intelligence Services, Qatar



H.E. Ms. Najla Al Midfa

Director, Non-executive
Member – Board Audit Committee
Member – Board Governance and Remuneration Committee
First elected to the Board in 2012
Re-elected to the Board in 2024 for a term of 3 years

H.E. Ms. Najla Al-Midfa is the Vice-Chairperson of the Sharjah Entrepreneurship Center (Sheraa), a government-supported entity with a mandate to build the entrepreneurial ecosystem in Sharjah, and support entrepreneurs in developing innovative startups that contribute positively to the region’s economy.

Between 2016 and 2024, Najla served as the Founding CEO of Sheraa. During her tenure, Sheraa cultivated a robust portfolio of over 450 startups. These startups have collectively raised over USD 290 million in investment, created over 2000 jobs, and generated over USD 274 million in cumulative revenue.

In 2017, Sheraa launched the annual Sharjah Entrepreneurship Festival (SEF), which has become one of the premier entrepreneurial events in the region. Since its inception, SEF has featured over 1,100 distinguished speakers and drawn more than 40,000 attendees from around the world. In her current role as Vice-Chair, Najla serves as the nexus between the Chairperson and the executive management, focusing on crafting a long-term growth strategy to reinforce Sheraa’s position as a leading platform for entrepreneurs and to further shape the future of entrepreneurship in Sharjah and beyond.

Najla is a board member of several prominent organizations, including two public-listed companies – namely, Dana Gas and United Arab Bank. She serves on the Board of Directors of Emirates Development Bank, Sharjah Research, Technology and Innovation Park, and the Sharjah Education Academy, contributing her governance expertise to various sectors. She is also the Vice-Chair and Managing Director of the Emirates Growth Fund.

Najla holds an MBA from Stanford University. She is also a fellow of the Aspen Institute’s Middle East Leadership Initiative and an Eisenhower Global Fellow, highlighting her commitment to leadership and global engagement.

UAB’s Board of Directors



Mr. Ahmed Mohamad Bakheet Khalfan
Director, Non-executive
Member – Board Credit Committee
Member – Board Governance and Remuneration Committee
First elected to the Board in 1995
Re-elected to the Board in 2024 for a term of 3 years

Mr. Khalfan previously served as the Deputy General Manager of Emirates Industrial Bank and was Chairman of the Board of Directors of Emirates Modern Poultry Company and Vice Chairman of Emirates Rawabi. He also served as Board Member for various companies in the UAE including ALICO, Gulf Glass, and Takaful Re.

Mr. Khalfan graduated with a Bachelor of Science in Economics with honor from the North Eastern University, Boston.



Mr. Joseph Abraham
Director, Non-executive
Member – Board Governance and Remuneration Committee
Member – Board Audit Committee
Member – Board Credit Committee
First elected to the Board in 2017
Re-elected to the Board in 2024 for a term of 3 years

Mr. Abraham has extensive banking experience across both developed and emerging markets. Before joining Commercial Bank in June 2016, he was CEO of ANZ Indonesia (Australia and New Zealand Banking Group) based in Jakarta, a position he served in from 2008 to 2016.

Mr. Abraham has an MBA from the Graduate School of Business, Stanford University, California and has worked in Indonesia, Singapore, Hong Kong, Ghana, UK and India in various country and regional banking roles with a successful track record covering general management, corporate banking, strategy, product management as well as acquisitions and integrations.

External Board Appointments:

- Group Chief Executive Officer of The Commercial Bank (P.S.Q.C)
- Vice Chairman of the Board of Alternatif Bank, Turkey
- Director, National Bank of Oman



Mr. Fahad Abdulrahman Badar
Director, Non-executive
Member –Board Credit Committee
Member – Board Risk and Compliance Committee
First elected to the Board in 2016
Re-elected to the Board in 2024 for a term of 3 years

Mr. Fahad Badar is a member of the Bank’s Board of Directors and joined in July 2016.

Mr. Badar’s career at The Commercial Bank (P.S.Q.C.) spans over 18 years. Prior to his current role as Executive General Manager, International Banking, Mr. Badar held a number of key roles in the International Banking, the Government and Public Sector Relations and the Wholesale Banking Divisions.

Mr. Badar holds an MBA from Durham University, United Kingdom and a Bachelors of Arts degree in Banking & Finance from the University of Wales.

Other External Appointments:

- Executive General Manager, International Banking –The Commercial Bank (P.S.Q.C.)
- Board Member – National Bank of Oman (NBO), Oman



H.E. Dr. Mohamed Omar Abdulla
Director, Non-executive, Independent
Chairman – Board Risk & Compliance Committee
First elected to the Board in 2023
Re-elected to the Board in 2024 for a term of 3 years

H.E Dr. Mohamed Omar Abdulla has held key positions with government authorities in Abu Dhabi, UAE, and serves as a board member for various organizations.

With over four decades of experience and expertise in areas such as economic development, human resources, and banking, H.E Dr. Mohamed Omar Abdulla is well-known in government, diplomatic, and corporate circles.

He previously served as the UAE Ambassador to Singapore, where he assisted in promoting bilateral relations between the two countries.

Prior to that, he served the Abu Dhabi Department of Economic Development, the Abu Dhabi Chamber of Commerce and Industry, the National Bank of Abu Dhabi, and the National Drilling Company.

UAB’s Board of Directors



Ms. Asma Alqaseer

Director, Non-executive, Independent
Chairlady – Board Audit Committee
First elected to the Board in 2023
Re-elected to the Board in 2024 for a term of 3 years

Ms. Asma Alqaseer is an accomplished Emirati professional with extensive experience in investments, tech startups, portfolio management, and fund management. She excels in spearheading projects that require strategic partnerships and investments in the technology sector.

Ms. Alqaseer specialises in portfolio management, deal structuring and execution, macro analysis, investor relations, fund management, leadership, and strategic mentorship. She possesses exceptional research and analytical capabilities and has cultivated an extensive network of entrepreneurs and investors across the region.

Ms. Alqaseer served leading institutions in different capacities prior to joining UAB. She is currently the founder of a startup in the UAE, FirmFox.com and leads Business Development in the region for MUFG Investor Services. She previously represented Société Générale, Emirates Investment Authority, BNP Paribas and Twofour54.

Ms. Asma Alqaseer holds a degree in Business Administration with a major in Management and a minor in Psychology from the American University of Sharjah.

Other External Appointments:

- Beyond View – A San Francisco based software company



Mr. Nureddin S. Sehweil

Director, Non-executive, Independent
Chairman – Board Credit Committee
Member – Board Risk and Compliance Committee
First elected to the Board in 2023
Re-elected to the Board in 2024 for a term of 3 years

Nureddin Sehweil serves as the President and Chief Executive Officer of Uni-Arab Group and its subsidiaries and partnerships in the Oil and Gas Engineering, Services and Supplies. He also serves as a board member of several companies, including Sprint Oil & Gas, New Line Oil & Gas Services and Aqua Treat Water Technology. Technical experience extends more than 48 years in the E&P areas. He started his oil & gas career with Mobil Oil Corporation and Consolidated Natural Gas in the Gulf of Mexico area and has experience of over 10 years in the Nuclear Power generation business and Water Technology.

He has also served on the:

- Board of Dana Gas and been a member of the Audit & Compliance Committee, the Corporate Governance, and the Reserves Committee;
- Board of Gulf Navigation and been a member of its Investment Committee, the Corporate Governance Committee and the Audit & Compliance Committee;
- Board of Trustees of the Geneva-based The Welfare Association from 1995 – 2012.

Nureddin Sehweil holds a BSC Degree in Petroleum Engineering & Economics from Louisiana State University, USA.



H.E. Mr. Khaled Al Huraimel

Director, Non-executive, Independent
Member – Board Audit Committee
First elected to the Board in 2024 for a term of 3 years

Khaled Al Huraimel is Group Chief Executive Officer and Vice Chairman of BEEAH, a company that has grown at an incredible rate from its origins in waste management to a diversified conglomerate operating across industries that are critical to shaping a sustainable, smart future and elevating quality of life.

Since August 2009, Khaled Al Huraimel’s transformational leadership has enabled the company to achieve tenfold growth in just over a decade. Today, the company has scaled to a workforce of over 13,000, entered new geographies including the Kingdom of Saudi Arabia and Egypt, and diversified into various sectors such as waste management, recycling, clean energy, environmental consulting, education, green mobility, technology, healthcare, and real estate. Under his leadership, Group has achieved unprecedented landmarks in sustainability, driving towards zero waste to landfill and pioneering waste to energy innovations. His zero waste strategies have helped position Sharjah as the city with 90% landfill waste diversion, which is the highest in the Middle East, supported by advanced integrated recycling and the region’s first commercial-scale waste-to-energy plant. Khaled has forged strategic alliances with global corporations such as Masdar, PIF, Microso, Johnson Controls, SAP, and Tesla, which have further broadened BEEAH’s potential for positive impact and innovation locally, regionally, and international.

Khaled’s commitment to growth and innovation has contributed significantly to BEEAH’s regional growth and diversification. He founded and enabled the success of several digital ventures that have transformed technological infrastructure across sectors and disrupted industries, notably implementing track and trace technologies for medicinal supply chains through EVOTEQ, driving

the trade of recyclables for the circular economy through re.life and developing plans for the region’s first data center powered by waste-to-energy through Khazna Sharjah. He also led the vision for the development of the iconic BEEAH Headquarters, the Middle East’s first AI-integrated building, in partnership with Zaha Hadid Architects, showcasing a model for future smart offices of the future.

In addition to his role at BEEAH, Mr. Al Huraimel’s strategic insight and leadership are recognised across various sectors. He holds the position of Chairman at the Emirates Waste to Energy Company and re.life, and serves on the boards of Evoteg and the Sharjah Research, Technology and Innovation Park, among others.

Khaled’s educational background, with a bachelor’s degree in Marketing and an MBA, complemented by leaderships programs at Harvard Business School and Wharton Business School, forms the foundation of his strategic and visionary leadership. As a co-author of “Reimagining Business with AI,” Khaled Al Huraimel embodies the essence of a futurist leader, pioneering the intersection of sustainability, technology, and innovation to forge a future where BEEAH Group stands as a critical player in the global narrative of progress and sustainability.

Other external positions:

- Chairman of Emirates Waste to Energy Company, re.life, ION, and Evoteg
- Board Member at Sharjah Research, Technology and Innovation Park (SRTIP), Wekaya and CapitalH
- Council Member of the UAE-France Business Council

Board Secretary



Sereen Makahleh
Board Secretary & Head of Corporate Affairs

Sereen Makahleh joined United Arab Bank in 2016 and was later appointed as the Board Secretariat & Head of Corporate Affairs, where she plays a pivotal part in ensuring the bank's compliance, transparency, and operational efficiency.

With over 15 years of experience in the UAE's corporate and administrative sectors, Sereen brings extensive expertise in governance and project coordination.

Ms. Makahleh's expertise encompasses corporate governance, secretarial support for board and committee meetings, policy management, and regulatory compliance. She ensures seamless coordination with key regulatory authorities, including the UAE Securities and Commodities Authority (SCA), Abu Dhabi Securities Exchange (ADX), and the Central Bank of the UAE.

She started her career at du Telecommunication in 2006, gaining six years of experience in multiple roles before joining esteemed organizations such as Mubadala and Dubai Design District (d3). These roles allowed her to hone her skills in governance, project coordination, and operational excellence, setting a strong foundation for her career at UAB.

At UAB, Ms. Makahleh manages critical governance frameworks, including shareholder relations, quorum facilitation for annual general meetings, and policy and power of attorney management. She is also instrumental in publishing corporate disclosures on digital platforms, reinforcing transparency and stakeholder trust.

Ms. Makahleh is a certified board secretary by Hawkamah Corporate Governance Institute and holds an executive certification in corporate governance from INSEAD Business School. Additionally, she holds certifications in anti-money laundering, fraud risk, and data privacy, reflecting her commitment to the highest ethical and operational standards.

Her dedication, leadership, and strategic insight continue to support UAB's vision of robust corporate governance and sustainable growth.

Direct telephone: +97165075917
Email: sereen.makahleh@uab.ae

Role of the Board of Directors

The Board of Directors are empowered, under the Bank's Articles of Association, with the widest powers necessary to carry out the activities and functions required to fulfill the objectives of the Bank and is the principal decision-making forum.

The Board responsibilities outlined in the Board Charter include establishing the Bank's strategy, annual budget, organisation structure and ensuring that the Bank manages risk effectively through approving and monitoring the Bank's risk appetite and risk strategy.

Adopting the Bank's Corporate Governance framework and corporate value falls within the responsibilities of the Board to help ensure the implementation of solid internal controls and disclosures, the establishment of adequate policies and procedures necessary for the Bank's sound operations and compliance with applicable regulatory and statutory requirements at all times.

The Charter of the Board of Directors and all Board Committees set out their respective process, duties and responsibilities. Moreover, the Board is responsible for providing oversight and effective challenge to senior management across a range of matters including its execution of the agreed strategy and risk management. The Board is also responsible for Board and executive management succession planning.

Directors' Obligations and Duties

- Board Members commit to the following obligations in carrying out their duties as Directors of the Board, in accordance with the highest Corporate Governance standards:
- In line with the Bank's Articles of Association, the directors shall assume the necessary powers, responsibilities and authorities for management of the Bank. The exercising of Directors duties and responsibilities is subject to integrity, honesty, credibility, loyalty and prioritization of the Bank's and its shareholders' interests as well as the keenness to comply in content and form with all regulations governing authorized person's business.
 - Protect shareholder rights and achieve rewarding and regular return. A Board director represents all shareholders; he shall undertake any action to secure the Bank's interests in general, but not his personal interests or the interests of the group he represents or the person who voted in favor of his appointment on the Board of Directors
 - Observe and comply in form and spirit with all rules and regulations, legislations and guidelines organizing the business in the United Arab Emirates
 - Observe confidentiality, conflict of interest and transparency requirements when assuming their responsibilities as Directors.
 - Not being convicted of any crime or felony or a crime involving moral turpitude;
 - Disclose any direct or indirect interests that they may have in connection with the Bank and which could conflict with the proper performance of their duties; and
 - To manage the bank with full faith, honesty and loyalty and devote the time to attend regularly and participating effectively in Board & Committee meetings and general meetings of the shareholders.

Board Composition and Nomination

- The Board is composed of 11 non-executive¹ Board members. 1 new member was elected in 2024 ensuring regulatory compliance with the applicable laws and regulations.
- Existing members were re-elected at the Annual General Assembly in March 2024. Members are eligible for re-election.
- 4 members represent The Commercial Bank, being the major shareholder, 1 member represents the founders of the Bank with the remaining representing the private sector and minority shareholders.
- The Board collectively possesses professional knowledge, business expertise, industry knowledge, diversity and financial awareness to carry out its oversight responsibilities. All Board members are in regular attendance of the meetings.

Board of Directors' Transactions in the Bank's Securities

The following table shows the shares of the Bank held by the members of the Board during 2024:

Director name	Shares held as at Dec 31 2024	Total sale transactions	Total purchase transactions
H.H. Sheikh Faisal Bin Sultan Bin Salem Al Qassimi*	229,515,634	-	-
H.H. Sheikh Mohammed Bin Faisal Al Qassimi	1,621,533	-	-
Mr. Omar Hussain Alfardan	-	-	-
H.E. Sheikh Abdullah Bin Ali Bin Jabor Al Thani	-	-	-
Mr. Ahmed Mohamad Bakheet Khalfan	-	-	-
Ms. Najla Al Midfa	4,543,059	-	-
Mr. Fahad Abdulrahman Badar	-	-	-
Mr. Joseph Abraham	-	-	-
H.E. Dr. Mohamed Omar Abdulla	-	-	-
Ms. Asma Alqaseer	-	-	-
Mr. Nureddin S. Sehweil	-	-	-
H.E. Mr. Khaled Al Huraimel	-	-	-

* Chairman until 6th March 2024

¹ A non-executive director is a member of a company's board of directors who does not hold an executive office. Non-executive directors act as independent advisors and are not responsible for the daily operations of the company.

Board of Directors’ Remuneration

- The Board of Directors will be paid a remuneration of AED 16.6 million for 2024, subject to AGM approval (as per the below table) (2023: AED 10.7 million)
- The Board of Directors will be paid a total of AED 1.5 million as an allowance for attending the Board committees in 2024, subject to AGM approval (as per the below table) (2023: AED 1.2 million)

Board Member	Committee	Director’s Remuneration (AED ‘000)	Attendance Fees (AED ‘000)	Attendance (%)
H.H. Sheikh Faisal Bin Sultan Al Qassimi*	Ex-Chairman	375	0	NR
H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi	BOD	1,500	80	100%
Mr. Omar Hussain Alfardan	GRC	1,500	70	100%
H.E. Sheikh Abdulla Bin Ali Bin Jabor Al Thani	BRCC	1,500	10	70%
Mr. Ahmed Mohamad Bakheet Khalfan	BCC, GRC	1,500	250	100%
H.E. Ms. Najla Al Midfa	BAC, GRC	1,500	140	100%
Mr. Fahad Abdulrahman Badar	BCC, BRCC	1,500	250	100%
Mr. Joseph Abraham	BAC, GRC, BCC	1,500	280	100%
H.E. Dr. Mohamed Omar Abdulla	BRCC	1,500	60	90%
Mr. Nureddin S. Sehweil	BCC, BRCC	1,500	230	100%
Ms. Asma Alqaseer	BAC	1,500	80	90%
H.E. Mr. Khaled Al Huraimel**	BAC	1,250	60	80%
Total		16,625	1,510	

*Chairman until 6th March 2024
** Director’s remuneration pro-rata based on appointed date
NR – not relevant

Board Activities in 2024

The Board of Directors met 7 times in 2024 and received information in between meetings on regular basis from the Board and Management Committees in relation to the Bank’s business developments.

2024 Board Meetings Calendar

08 th February 2024	Board of Directors meeting to discuss and approve FY 2023 financial results
6 th March 2024	Board meeting to approve Board Election 2024 & Committees Composition 2024
25 th April 2024*	Board meeting to discuss and approve 1st Quarter financial results
3 rd May 2024	Board meeting to review, discuss and approve various routine and business matters on the agenda
25 th July 2024	Board meeting to discuss and approve 2nd Quarter financial results
20 th October 2024	Board meeting to discuss and approve 3rd Quarter financial results
9 th December 2024	Board meeting to review, discuss and approve various routine and business matters on the agenda

*By circulation

2024 Board membership and number of meetings held

Board Member	BOD	GRC	BAC	BCC	BRCC
H.H. Sheikh Faisal Bin Sultan Bin Salem Al Qassimi ¹	C				
H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi	C				
Mr. Omar Hussain Alfardan	VC	C			
H.E. Sheikh Abdulla Bin Ali Bin Jabor Al Thani	M				M
Mr. Ahmed Mohamad Bakheet Khalfan	M	M		M	
H.E. Ms. Najla Al Midfa	M	M	M		
Mr. Fahad Abdulrahman Badar	M			M	M
Mr. Joseph Abraham	M	M	M	M	
H.E. Dr. Mohamed Omar Abdulla	M				C
Ms. Asma Alqaseer	M		C		
Mr. Nureddin S. Sehweil	M			C	M
H.E. Mr. Khaled Al Huraimel ²	M		M		
Number of Meetings in 2024	7	7	7	19	5

1 H.H. Sheikh Faisal Bin Sultan Bin Salem Al Qassimi was the Chairman until 6th March 2024
2 H.E. Mr. Khaled Al Huraimel was appointed as Board member on 6th March 2024.
C: Chairman, VC: Vice Chairman M: Member, BOD: Board of Directors, GRC: Board Governance & Remuneration Committee, BAC: Board Audit Committee, BCC: Board Credit Committee, BRCC: Board Risk & Compliance Committee
- During 2024, there were one (1) Joint BAC-BRCC meeting and four (4) Internal Shari’ah Supervision Committee meetings held.

Summary of Board Resolutions by Circulation in 2024

There were 32 Board resolutions taken up for review or approval by circulation in 2024.

Board Committees

The Board of Directors established Board Committees to assist the Board in carrying out its duties and obligations and offer a more detailed review of important areas of business and control.

Board Governance & Remuneration Committee (GRC)

Board Governance & Remuneration Committee (GRC) acts on behalf of the Board on all matters related to governance, remuneration, nomination and strategic plans, except for those powers and actions that are restricted to the Board on the basis of legal provisions or the Articles.

The GRC is responsible for supporting the Board in overseeing the remuneration scheme, in order to ensure that the subject remuneration is appropriate and consistent with the Bank’s culture, long-term business and risk appetite, performance and control environment as well as with any legal or regulatory requirements.

GRC shall provide recommendations to the Board for new Board and Senior Management members. GRC will also provide support and directions to the Board in terms of strategic and budgetary initiatives, plans and decisions.

GRC is required to meet at least four (4) times a year. The committee held seven (7) meetings in 2024. Committee members:

- Mr. Omar Alfardan – Chairman
- Mr. Ahmed Khalfan – Member
- H.E. Ms. Najla Al Midfa – Member
- Mr. Joseph Abraham – Member

- H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi was a member until 6th March 2024, prior to being elected as Chairman of UAB

Board Audit Committee (BAC)

The Board Audit Committee (BAC) is responsible for monitoring, reviewing and reporting to the Board on the formal arrangements relating to the financial and narrative reporting of the Bank, internal controls, compliance, internal and external audit processes.

The internal audit function has a direct reporting line to the BAC.

BAC is required to meet at least four (4) times a year. The committee held seven (7) meetings in 2024.

Committee members:

- Ms. Asma Alqaseer – Chairlady
- H.E. Ms. Najla Al Midfa – Member (Chairlady until 6th March 2024)
- Mr. Joseph Abraham – Member
- H.E. Mr. Khaled Al Huraimel – Member

Board Credit Committee (BCC)

The Board Credit Committee (BCC) has the responsibility to establish credit strategy and monitor the overall credit process within the Bank for maintaining a diversified portfolio, avoiding undesired risk concentrations, improving the overall asset quality of the portfolio, and complying with Credit Policy and regulatory guidelines.

BCC held nineteen (19) meetings in 2024.

Committee members:

- Mr. Nureddin S. Sehweil – Chairman
- Mr. Ahmed Mohamad Bakheet Khalfan – Member
- Mr. Fahad Abdulrahman Badar – Member
- Mr. Joseph Abraham – Member

- H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi – Chairman until 6th March 2024, prior to being elected as Chairman of UAB

Board Risk & Compliance Committee (BRCC)

The Board Risk & Compliance Committee (BRCC) has the overall responsibility for the development of the risk strategy and implementing principles, frameworks, and policies for enhancing the Bank's risk and compliance management framework to best practices standards. This includes, but is not limited to, ensuring effective control structures and the monitoring of aggregate risk exposures (including but not limited to credit, market, liquidity, operational, and legal). Additionally, the BRCC is accountable for fostering a culture of compliance, including financial crime compliance matters and overseeing adherence to relevant regulatory requirements, ethical standards, and internal policies.

BRCC is required to meet at least four (4) times a year. The committee held five (5) meetings in 2024.

Committee members:

- H.E. Dr. Mohamed Omar Abdulla – Chairman
- H.E. Sheikh Abdulla Bin Ali Bin Jabor Al Thani – Member (Chairman until 6th March 2024)
- Mr. Nureddin Sehweil – Member
- Mr. Fahad Abdulrahman Badar – Member

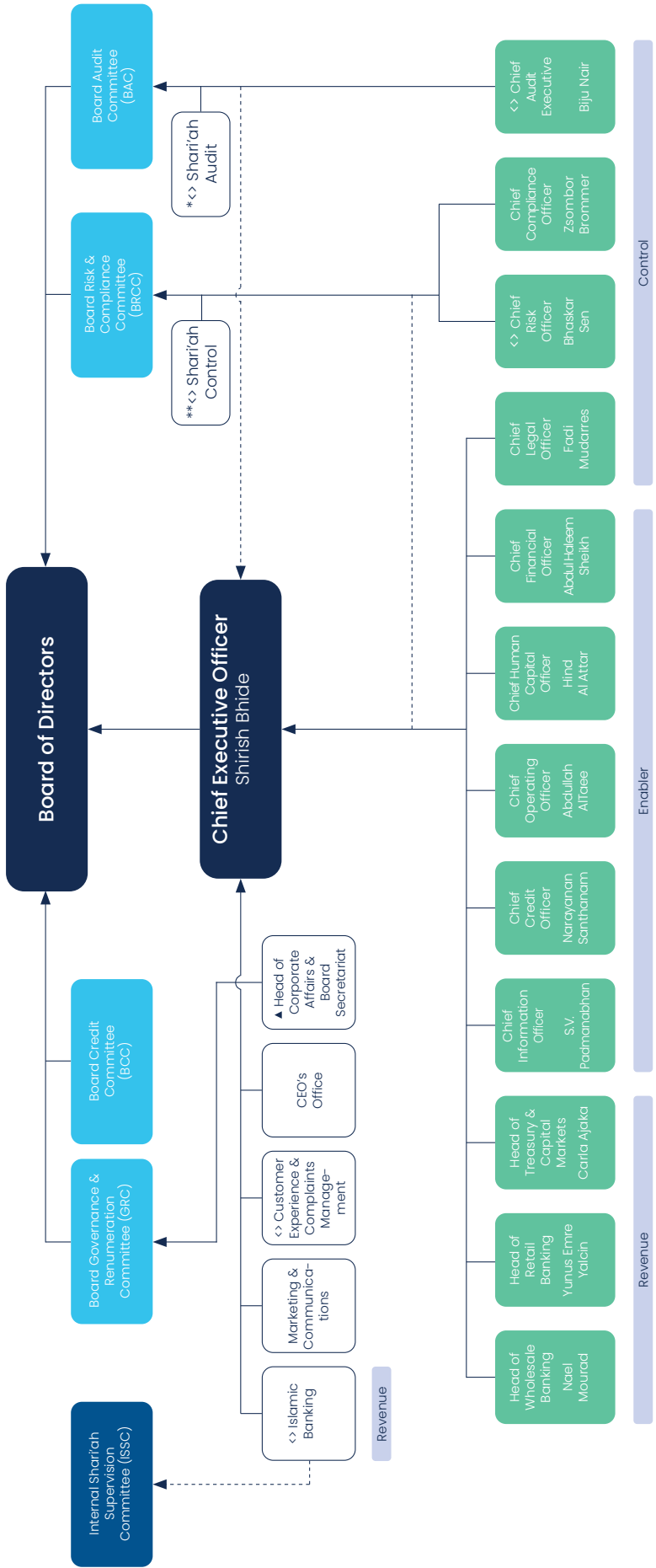
Related Party Transactions During 2024

UAB consistently discloses the related party transactions in the financial statements which are audited/ reviewed by external auditors. The management reviews the related party transactions as and when the deals are conducted.

The Bank discloses the transactions and dealings with the related parties according to the relevant accounting standards and are verified by our external auditors through their quarterly reviews and audits. During the year 2024, there were no transactions with related party which amounts to more than 5% of the Bank's capital.

Detailed related party disclosures for the year 2024 are available in the audited financial statements.

UAB's Organization Structure



Matrix Reporting
* Shariah Audit will have a dotted reporting to ISSC
** Shariah Control will have a dotted reporting to ISSC
Head of Corporate Affairs & Board Secretariat will have dual reporting line to CEO and CTO
↳ Central Bank mandated reporting

Senior Management



Shirish Bhide
Chief Executive Officer

Shirish Bhide is the Chief Executive Officer (CEO) of United Arab Bank (UAB) and brings 35 years of leadership experience in corporate and retail banking, finance, and risk management. He is recognized for his ability to drive organizational change, strengthen risk frameworks, and deliver sustainable financial results in an evolving banking environment.

Before joining UAB, Shirish held key leadership roles, including Group Head of Corporate, Commercial & International Banking at First Abu Dhabi Bank (FAB) and Group Chief Credit Officer/Chief Credit Officer at FAB and First Gulf Bank (FGB) respectively. His career also includes four years at The National Commercial Bank in Jeddah, where he led international risk management and eighteen years at Citibank, in India and Africa.

Shirish holds a Postgraduate Diploma in Accounting & Finance from The London School of Economics and an MBA from the University of Poona (India). His strategic vision and deep multi-geography industry expertise helps drive UAB's continuing growth and innovation in the banking sector.



Abdul Haleem Sheikh
Chief Financial Officer

Abdul Haleem Sheikh is a seasoned finance and banking professional with over 35 years of experience, including more than two decades at Samba Financial Group/Saudi National Bank in Riyadh, where he served as Group Chief Financial Officer and Head of Financial Control. He also spent more than 10 years with PricewaterhouseCoopers before moving to the Banking and Financial Service sector.

A Chartered and Management Accountant by profession, his expertise spans over commercial banking, financial services, strategic financial management and transformation, financial policy and control, and public accounting services. He has collaborated closely with regulatory authorities on financial and accounting policy matters and has twice served as Chairman of the finance leadership committee for Saudi banks under the banking regulator's guidance. With his leadership skills and experience in strategic stewardship, he is a key driver in leading the Bank's transformational progress.



Nael Mourad
Head of Wholesale Banking

Nael Mourad has over 35 years of experience in Corporate Banking, having held senior positions at leading banks in the UAE and Egypt, including First Abu Dhabi Bank (FAB), Abu Dhabi Islamic Bank (ADIB), Mashreq, Arab Bank, and Commercial International Bank (CIB). His leadership has been instrumental in driving profitability, asset growth, and operational efficiency, with extensive expertise in credit restructuring and remediation.

Nael holds a Business Administration degree from Ain Shams University, Cairo, and has advanced certifications from Omega Performance Corporation (USA), Columbia University (USA), and Michigan Ross School of Business (USA).



Emre Yalcin
Head of Retail Banking

Emre Yalcin brings 22 years of experience in Retail Banking and Wealth Management across renowned global banks, including HSBC, Barclays, and GE Capital & Garanti Bank BBVA. He has a proven track record of building, managing, and transforming retail banking businesses across the UAE, MENA, and Europe.

Most recently, Emre served as the Head of Retail Financing Assets at Al Hilal Digital Bank, part of ADCB Group, where he led the digital transformation and commercialization of retail asset businesses. Throughout his career, he has held leadership roles spanning product and sales, digital banking, strategic marketing, risk management, and advanced analytics.

Emre holds a Bachelor's Degree in Electronics & Communication Engineering from Istanbul Technical University and a Master's Degree in Economics and Finance from Bosphorus University. He also completed the prestigious GE Banking Leadership Academy (2009 – 2010), at GE's Global Research Centre in Germany, a highly regarded leadership development program.

His deep industry experience and expertise in retail banking strategies make him a valuable leader in driving the growth and enhancement of UAB's retail banking business.

Senior Management



Mohamed El Desouky
Head of Islamic Banking

Mohamed is a seasoned professional with over two decades of experience in the dynamic field of Shari’ah-compliant Corporate and Retail Banking. With an extensive and comprehensive knowledge of Islamic banking, he has successfully navigated the full spectrum of this specialized industry and currently, entrusted with the management of the UAB’s Islamic Banking Divisions.

Throughout his career, Mohamed has held key positions at distinguished financial institutions, showcasing his expertise and leadership. His remarkable journey includes influential roles at renowned UAE banks such as Abu Dhabi Islamic Bank, First Gulf Bank, Emirates NBD and Union National Bank, where he made significant contributions to the Islamic banking sector. A distinguished professional in the realm of Islamic finance, Mohamed holds the prestigious certification of AAOIFI Certified Islamic Banker.

Mohamed is known for cultivating strong relationships with vital entities in the Islamic banking landscape. He currently serves as the Vice Chairman and a dedicated member of UBF’s (UAE Banks Federation) Islamic Banking Committee. His current responsibilities encompass the pivotal task of expanding the revenue of UAB’s Islamic Banking business through a diverse range of Sharia’ah-compliant banking solutions tailored to various business segments. Mohamed maintains a vigilant eye on the performance of Islamic Retail and Corporate offerings at the branch level, ensuring that they consistently meet the highest standards of excellence.



Carla Ajaka
Head of Treasury and Capital Markets

Carla Ajaka has been leading UAB’s Treasury and Capital Markets business since August 2020, playing a pivotal role in managing the bank’s balance sheet, investment portfolio, foreign exchange, and corporate sales activities. With over 30 years of experience, Carla brings extensive expertise in risk management solutions, fixed-income portfolio management, and foreign exchange strategies.

Before joining UAB, Carla spent over two decades at HSBC Middle East, where she held key leadership positions, including Head of Global Markets for Lebanon, Kuwait, Algeria, and Jordan. She was a crucial part of HSBC Middle East’s decision-making process, serving on key committees such as the Executive Management Committee, Asset and Liability Committee, and Risk Management Committee.

Carla holds a Bachelor’s degree in Business Administration from the American University of Beirut and a Master’s degree in Business Administration from Notre Dame University. Her educational background complements her practical experience, making her a well-rounded leader in the world of finance.



Hind Al Attar
Chief Human Capital Officer

Hind Al Attar brings over 20 years of experience in Human Resources and Corporate Banking at leading banks in the UAE, including Noor Bank and HSBC. She has extensive expertise in strategic human capital management, building a compelling Employee Value Proposition (EVP) to attract, engage, and retain employees while fostering a culture of empowerment and engagement.

Hind is a graduate of the Young Leaders Program launched by H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Ruler of Dubai. She has been recognized by Womani Cambridge International Financial Advisory as one of the top 50 women in the Islamic Business and Finance sector internationally. She also holds a certification from Hofstede Insights in “Culture Change and Transformation” and is a member of the Technical Committee under the Emirates Institute for Banking and Financial Studies (EIBFS). Her dedication and leadership make her a valuable asset to UAB.



Dr. Abdullah AlTae
Chief Operating Officer

Dr. Abdulla is a dynamic Emirati leader, serving as Chief Operating Officer at United Arab Bank since 2022. With two decades of cross-functional experience in banking and financial services, he possesses expertise across Operations, Branch Banking, Treasury, Retail, Corporate, Credit Administration, Strategy, and IT.

Previously, he held leadership roles at Al Masraf Bank, First Abu Dhabi Bank (FAB), National Bank of Abu Dhabi (NBAD), and Emirates NBD. Throughout his career, he has led major transformation projects, driving sustainable growth through operational excellence and large-scale team management. Under his leadership, Al Masraf’s net profit grew from AED 250 Mn to AED 482 Mn, fueled by initiatives like Core Banking modernization and e2e digitization.

Dr. Abdulla holds an honorary doctorate from Glory International University and various certifications in Leadership & Management, Banking & Finance, and Project Management (PMP). In 2024, he obtained a Strategy Leadership Certificate from Said Business School, Oxford University.

A strong advocate of industry best practices, he actively participates in the Tafawouq Project and serves as Board Secretary of the Swift User Community at the UAE Banks Federation (UBF), contributing to National banking initiatives under the Central Bank of UAE (CBUAE). His leadership and contributions continue to enhance the banking sector in the UAE.

Senior Management



SV Padmanabhan
Chief Information Officer

S.V. Padmanabhan (Paddy) brings over 30 years of technology experience in the financial services sector across global markets. He has led key technological transformations, optimizing IT platforms to align with enterprise strategy and vision. Before joining UAB, he held senior executive roles at HDFC Bank (India), Citibank, First Data Singapore, and Noor Investment Group, where he played a vital role in modernizing banking infrastructure.

Paddy's expertise includes digital banking transformation, large-scale service delivery, IT governance, cybersecurity, and financial technology strategy.

He holds a Bachelor's degree in Engineering from Mumbai University and has extensive experience in managing IT budgets, optimizing digital platforms, and implementing innovative financial technology solutions.



Bhaskar Sen
Chief Risk Officer

Bhaskar Sen is a seasoned risk management professional with over 24 years of experience in corporate strategy, enterprise risk, and consulting services within the banking sector. He has extensive expertise in developing risk frameworks, regulatory compliance, and financial governance.

Before joining UAB in August 2022, Bhaskar served as Group Head of Enterprise Risk Management (ERM) at the largest bank in the UAE, overseeing enterprise-wide risk management across multiple jurisdictions. His career spans key leadership roles at financial institutions in the UAE, USA, Japan, and India, giving him a comprehensive global perspective on financial risk.

Recognized for his ability to transform risk frameworks into pragmatic solutions, Bhaskar has been instrumental in driving innovation and resilience in risk management. His leadership ensures UAB remains well-positioned to mitigate emerging risks while supporting the bank's long-term growth strategy.

He holds an MBA from the Indian Institute of Management (Ahmedabad) and a Bachelor's Degree in Engineering from the National Institute of Technology, India. His diverse expertise and strategic insights continue to strengthen UAB's risk governance and financial stability.



Biju Nair
Chief Audit Executive

Biju brings over 28 years of experience in Internal Audit, Risk Management, Internal Controls, Governance, and Digital Banking at leading banks in the UAE and India, including Zand Bank (UAE's first fully independent digital bank), Noor Investment Group, Noor Bank, Sharjah Islamic Bank, Emirates Bank, and Federal Bank (India).

Prior to joining UAB, Biju served as the Chief Audit Officer at Zand Bank, where he was responsible for developing and leading the Internal Audit function in the Middle East.

Biju is a qualified engineer and has completed the Management Development Program (MDP) at the Indian Institute of Management Ahmedabad (IIMA). He holds a range of certifications and credentials, including CIA, CISA, CFE, CISSP, CRMA, CRISC, and ISO 27001 Lead Auditor. An established international speaker and trainer, Biju specializes in the future of Internal Audit, Digital Banking, Cybersecurity, Fraud, and Corporate Governance. He has also published various articles on these topics.

With his extensive experience and expertise in Audit, Biju is undoubtedly an asset to the bank as he leads this critical function for our shareholders and customers.



Zsombor Brommer
Chief Compliance Officer

Zsombor Brommer has over 22 years of experience in Compliance, Financial Crime Risk Management, and Regulatory Oversight at renowned global banks, including ADCB, HSBC, Citibank, and Volksbank. He specializes in anti-money laundering (AML), fraud risk assessment, and digital compliance frameworks.

Zsombor holds a Bachelor's Degree in Economics and Communications from Kodolanyi Janos University and has completed the HSBC Top 500 Leaders program by Deloitte and Dublin. He has been a member of the International Compliance Association and the Association of Certified Anti-Money Laundering Specialists (ACAMS), contributing to global best practices in banking compliance.

Zsombor's skills and expertise will reinforce UAB's commitment to operating with integrity and transparency whilst serving our customers with competence, consistency and care.

Senior Management



Narayanan Santhanam
Chief Credit Officer

Narayanan Santhanam is the Chief Credit Officer of the Bank and brings to table 34 years of banking practice as a consummate career banker. He built his career ground up with best-in-their-class financial institutions like American Express Bank, Mashreq Bank, Standard Chartered, HSBC, National Bank of Abu Dhabi progressing into First Abu Dhabi Bank. He has had extensive experience in Relationship Management, Credit, Risk and Operations in his working life and brings to table strong product expertise in Wholesale, Retail and Private Banking domains and market plus industry knowledge.

In his role as the Chief Credit Officer, he is primarily responsible for the Credit Management function of the Bank to uphold and maintain credit standards and ensure there is a healthy business growth accompanied by optimal risk-reward ratio. In this leadership position, his role ensures that UAB maintains strong credit governance supporting the bank’s long-term financial health and stability.

Narayanan is a Chartered Accountant and also holds a Bachelor’s degree in Commerce from India and is a Certified Treasury Professional.



Fadi Mudarres
Chief Legal Officer

Fadi Mudarres has over 25 years of multijurisdictional legal experience in the financial services sector. He has worked at leading international law firms in the US, UK and Saudi Arabia advising companies and banks on a broad range of corporate and finance matters ranging from private equity and funds formation to bilateral, syndicated lending and project finance transactions.

He was previously General Counsel at a leading UAE bank where he implemented legal policies and transformational frameworks to optimize efficiency in the legal risk function. In his role there he also managed complex litigation and provided extensive advice to all business groups including wholesale, retail, international banking as well as treasury and capital markets.

He also Chaired the UAE Banking Federation legal committee where he contributed positively to various initiatives as part of the legal reforms affecting the UAE banking sector. Fadi holds a Juris Doctor degree from the Washington College of Law of the American University in Washington D.C. and a Master of Laws in Banking and Finance from University College London. He is a member of the New York Bar and a solicitor of the courts of England and Wales.

His diverse multi-disciplinary and leadership experience, both in-house and in private practice, are instrumental in supporting the bank navigate the legal landscape and pursue its strategic goals.

Total compensation includes salaries and other short-term benefits as well as employees’ end of service benefits accrued:

Position	Total Compensation in AED ‘000
Chief Executive Officer	
Head of Wholesale Banking	
Chief Financial Officer	
Chief Risk Officer	
Chief Information Officer ¹	
Head of Financial Markets	
Chief Human Capital Officer	
Chief Audit Executive	21,883
Chief Compliance Officer	
Head of Retail Banking	
Chief Credit Officer	
Chief Operating Officer	
Head of Islamic Banking	
Chief Legal Officer ²	

¹ Includes the compensation of current (July - December 2024) and former CIO (until August 2024)
² Starting from September 2024

Management Committees & Management Sub-Committees

The Board level committees are further supplemented by key management committees to ensure comprehensive risk management and governance. The Bank has 9 Management Level Committees that report regularly to the Board, or the relevant Board committee as follows:

Management Committee (MANCOM)

Management Committee (ManCom) assists the Board, Board committees and CEO in fulfilling its responsibilities towards setting and execution of overall strategy of the Bank and ensuring that the Bank’s values are embedded in its day-to-day activities to ensure sustained growth, profitability and commensurate returns for its stakeholders.

Asset and Liability Committee (ALCO)

Asset Liability Committee (ALCO) assists the Board in fulfilling its responsibility towards ensuring a strong and stable balance sheet and to oversee Bank’s Asset and Liability Management (ALM) strategies. The objective of ALCO will also be to maintain vigilant oversight of liquidity risk and interest rate risk with the primary goal of achieving optimal return while ensuring adequate levels of liquidity within an effective risk control framework.

Credit Portfolio Committee (CPC)

The Credit Portfolio Committee (CPC) is responsible for developing and establishing credit strategy, credit policies, setting risk acceptance criteria for underwriting and monitoring the portfolio to ensure it remains within acceptable risk levels and address any emerging credit issues or trends. The CPC works in conjunction with and assists the Board and BCC to manage credit strategy, policies, and procedures.

Credit Committee (CC)

- The Credit Committee (CC) is responsible for making credit-related decisions. The CC is charged with:
- a. Reviewing and approving loan proposals, taking into account factors such as the borrower’s creditworthiness, repayment capacity, and collateral.
 - b. Ensuring compliance with credit policies and procedures as part of ongoing underwriting process.

Risk Committee (RC)

The Risk Committee (RC) assists the Board and Board Risk and Compliance Committee (BRCC) towards ensuring a sound risk profile of the Bank and instilling a culture of risk optimised decision making through implementation of comprehensive and integrated risk framework, embedding a strong internal control mechanism and ensuring compliance with all applicable regulatory requirements (including Higher Shari'ah Authority regulations).

Compliance Committee

The Compliance Committee assists the Board and the BRCC towards ensuring a strong compliance culture and adherence to all applicable compliance requirements.

Business Technology Steering Committee (BTSC)

The Business Technology Steering Committee (BTSC) assists the Board in fulfilling its responsibilities pertaining to outlining and execution of overall IT strategy and managing IT related and projects, related budgets, expenditures and service operation status.

Human Capital Committee (HCC)

The Human Capital Committee (HCC) assists the Governance and Remuneration Committee (GRC) in fulfilling its responsibilities relating to the outline and monitor matters related to the Bank's people strategy which includes Emiratization strategy, performance and rewards, talent acquisition, management and succession planning, learning & development, HCM policies & procedures, people risk, corporate governance and statutory matters etc.

Charity Committee

The Charity Committee assists the Board and Internal Shari'ah Supervisory Control (ISSC) in fulfilling its responsibilities in managing activities pertaining to Charity.

Management Sub-committees

The bank has following management sub-committees to assist management committees and senior management in discharging their duties and responsibilities:

Client Experience Forum (CEF)

The Customer Experience Forum (CEF) supports the ManCom towards ensuring achievement of Bank's desired customer experience levels and fulfilment of related regulatory norms. The CEF is responsible for:

- Overseeing the bank's customer service policies and procedures, including the measurement and monitoring of customer satisfaction levels.
- Monitoring customer feedback and using this information to make recommendations for improvements to the bank's products and services.
- Ensuring that the bank's customer service standards are met and addressing any customer complaints in a timely and effective manner.

Investment Committee (IMCO)

The Investment Committee (IMCO) supports the Asset Liability Committee (ALCO) and is responsible for overseeing Bank's investment strategy and execution. The IMCO is charged with:

- Reviewing and approving investment proposals, ensuring that they align with the bank's overall investment strategy and risk tolerance.
- Monitoring the performance of the bank's investments, including returns, market conditions, and economic indicators.
- Ensuring that the bank's investment policies and procedures are in compliance with all applicable regulations and are regularly updated to reflect changes in the market or regulatory environment.
- Overseeing the management of investment risks, including interest rate, credit, and market risks, and ensuring that the bank's investment portfolio is well-diversified.

ERM Committee (ERMC)

The ERM Committee (ERMC) supports the Risk Committee (RC) by implementing and overseeing the bank's enterprise risk management framework. The ERMC is charged with:

- Overseeing the bank's risk management framework, including the identification, assessment, and

management of risks across the bank.

- Reviewing and approving risk limits for various types of risks, including credit, capital, market & liquidity, strategic & reputational risk etc.
- Monitoring the bank's risk exposure and ensuring that it remains within acceptable levels, taking into account economic conditions, market trends, and internal controls.
- Ensuring that the bank's risk management policies and procedures are in compliance with all applicable regulations and are regularly updated to reflect changes in the market or regulatory environment.

Provisioning Committee (PC)

The Provisioning Committee supports the Risk Committee (RC) and Credit Portfolio Committee (CPC) by reviewing and approving the provisions based on SICR criteria, transition of ratings, necessary overlays and over-rides, macro-economic variables as per IFRS 9 etc. in compliance with regulatory guidelines and credit/IFRS 9 policy. The Provisioning Committee also recommends the accounts proposed for write off as applicable, in compliance with regulatory guidelines and credit policy.

Operational Risk Management Committee (ORMC)

The Operational Risk Management Committee (ORMC) supports the Risk Committee (RC) and assists the RC in fulfilling its objectives of overseeing Bank's Operational and Fraud Risk Management strategy, initiatives, profile and ensuring sound Business Continuity. The ORMC is responsible for:

- Monitoring Operational and Fraud Risks to ensure they are within acceptable levels.
- Overseeing the implementation of Operational and Fraud Risk Management policies and procedures.
- Ensuring that Operational and Fraud risks are identified and addressed in a timely manner.
- Ensuring that Bank's Business Continuity strategy and plans are conducted in an effective manner.
- Supports RC in the effective implementation of New Product Approval Policy.
- Identify and manage Operational and Fraud risks in all new products, processes and activities.
- Overseeing and supporting RC on complying to the Outsourcing Risk Policy and relevant regulatory obligations.

IT Risk and Information Security Committee

The IT Risk and Information Security Committee supports the Risk Committee (RC) and assists the RC towards ensuring that Bank's information technology systems and data are secure. This includes:

- Overseeing the bank's information security policies and procedures to ensure they are effective.
- Monitoring cyber threats and ensuring the bank's systems are protected against them.
- Ensuring that the bank's information technology systems are secure and operate effectively.

Model Risk Management Committee (MRMC)

The Model Risk Management Committee supports the Risk Committee (RC) and assists the RC in overseeing Bank's model risk management framework. This includes:

- Responsible for defining and implementing the Model Risk Management framework for the bank.
- Review and approve the methodology, processes and governance framework for the development, implementation, use and maintenance of models.
- Ensure models are developed, validated and used in compliance with the regulatory and internal standards.
- Monitor and report on the effectiveness of model risk management and provide recommendations for improvement.

Disciplinary Committee (DC)

The Disciplinary Committee (DC) supports the Human Capital Committee (HCC) towards dealing with employee misconduct and violations of Bank's policies and procedures. The DC reviews the investigation findings, evaluates employee misconduct and approves commensurate disciplinary action as per HR policy. The DC ensures that the disciplinary process is fair, transparent, and consistent and provides guidance and support to the HCM department on disciplinary matters. The DC ensures that the Bank's disciplinary policies and procedures are followed and that employees are held accountable for their actions.

Sustainability Committee (SC)

The Sustainability Committee (SC) is formed to assist the Management Committee and the Board of Directors by overseeing and advising on sustainability related strategies, practices, and policies. The

Committee is committed to advancing the Bank’s sustainability objectives, ensuring that the bank operates in an environmentally responsible and socially conscious manner while considering the governance aspects that align with the Bank’s strategy and risk management framework.

External Auditors

Name of audit firm for the period (January 1, 2024 – December 31, 2024)	Ernst & Young (EY)
Audit Partner	Ben Wareing
Number of years served as an external auditor for the Bank	6
	AED 892,236 consists of:
Total fees for auditing and reviewing the financial statements of 2024	<ul style="list-style-type: none">• Q1 2024 – AED 146,002• Q2 2024 – AED 146,002• Q3 2024 – AED 146,002• YE 2024 – AED 454,230
	AED 59,483 for:
Fees and costs of services other than auditing and reviewing the financial statements for 2024	<ul style="list-style-type: none">• Arabic translation of financial statements – AED 21,630• Annual BRF review as per Central Bank of the UAE regulations – AED 37,853
Any other services	Nil

* All fees are inclusive of VAT, Technology fees and OPE

Internal Control Structure

Introduction

The Bank recognises the importance of effective risk management in achieving its strategic goals and maintaining its stability and resilience. Risk is inherent in all of the Bank’s activities but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. This process of risk management is critical to the Bank’s continuing profitability and each individual within the Bank is accountable for the risk exposures relating to their responsibilities.

Risk Management covers all risks including strategic, capital, credit, market & liquidity, operational, fraud, information technology and information security, model risk, ESG & climate risk, reputation risk, compliance risk, outsourcing risk etc., and processes from origination and assessment of risks to ongoing monitoring, control, review, maintenance and reporting of risks. It also covers roles and responsibilities of Board and Management level committees, sub-committees and authorities and processes relating to risk management, internal controls, compliance and internal audit functions.

The Bank’s Risk Management Strategy includes comprehensive Enterprise-wide Risk and Compliance Risk Frameworks, which are fully aligned with our Bank’s Vision to drive consistent value for all stakeholders. The key strategic imperatives that drive Bank’s vision include the following:

- Sound Fundamentals and Strong Risk Bearing Capacity: Maintaining strong financial and operational fundamentals serves as a foundation for effective risk management and supports risk bearing capacity.
- Strategic Alignment and Enduring Partnership with Business Lines: A risk management approach that is strategically aligned with business goals ensures a close partnership between risk management and business units to effectively manage risks.
- Efficient Deployment of Capital, Liquidity and Provisioning: Efficient deployment of capital, liquidity, and provisioning supports sustainable growth and minimises risks.
- Comprehensive and Integrated Corporate & Risk Governance Framework: A robust corporate and risk governance framework ensures effective risk management, independent oversight, and accountability.

- Resilient Risk Infrastructure and Strong Risk Culture: A strong risk infrastructure and culture promotes transparency, accountability, and a proactive approach to risk management.

The Bank places a strong emphasis on the following key imperatives to ensure sound risk management practices:

1. Strong and Robust Governance:

The Bank has a strong and robust governance framework in place to ensure that its risk management framework is effective and that risks are managed in a controlled and transparent manner. This is achieved through the different Governance Levers in the Bank that includes committees at Board and Management levels, clear rules and directions, policies and procedures, regular reporting and monitoring, and independent oversight from internal and external stakeholders.

1.1 Corporate Governance Framework

Corporate governance framework is a set of rules, processes, policies and practices by which an organization is managed and controlled by its Board of Directors and Senior Management. Implementation and maintenance of good corporate governance helps robust decision-making and improves strategy, performance, compliance and accountability supported by ongoing monitoring and assessment. Sound corporate governance plays a fundamental role in the culture and business practices of the Bank. The Bank’s corporate governance framework relates to the way the business activities of the Bank are directed and managed considering all stakeholders and role of the Bank in the community. The Bank has a well-considered and established corporate governance framework which facilitates effective decision making and builds a strong relationship with stakeholders through a transparent structure that supports high quality and timely disclosures.

1.2 Risk Management Framework (Three Lines of Defense)

The Bank’s risk management framework is built on three lines of defense, which work together to ensure that risks are effectively identified, assessed, monitored, and controlled:

- The First line of defence is the business unit, which is responsible for identifying, assessing, and managing risks in its day-to-day activities.
- The Second line of defense provides oversight and support to the business units in managing risks.
- The Third line of defense is the internal audit function, which independently assesses the effectiveness of the Bank’s risk management framework and provides recommendations for improvement.

As part of the three lines of defense, the Board and Management committees are further supplemented by functions who are responsible for day-to-day monitoring of risks.

1.2.1 First Line of Defense

The first line of defense is responsible for identifying risks as part of their day-to-day business operations. This includes assessing the risks associated with each of the bank’s business lines and implementing policies and procedures to manage those risks.

1.2.2 Second Line of Defense

1.2.2.1 Finance Department

Finance Department’s key responsibilities as part of Second Line of Defense include monitoring and controlling financial risks, ensuring regulatory compliance, and facilitating effective risk reporting. The finance function supports a strong risk management culture within the organization by proactively identifying, measuring, and managing risks.

1.2.2.2 Credit Department

The Credit Department is responsible for spearheading overall credit strategy of the bank, reviewing and approving credit proposals, ensuring compliance with credit policies and procedures, and providing assistance in ongoing monitoring of credit risk.

1.2.2.3 Risk Management Department

The Risk Management Department is responsible for implementing and maintaining risk related procedures to ensure an independent control process. It works closely with the First Line to support their activities, while safeguarding the risk profile of the Bank. It institutes prudent risk monitoring and control mechanisms (processes and systems) to ensure compliance of individual risk assets and portfolios to agreed terms and policy parameters.

1.2.2.4 Compliance Department

The Compliance Department is responsible for defining, implementing and maintaining financial crime compliance, regulatory compliance and compliance assurance related policies and procedures to ensure independent oversight, monitoring and control processes are embedded throughout the organization. It works closely with all three lines of defense to support their activities, while challenging back and making sure the Bank operates in a compliant manner. It implements prudent compliance monitoring and control mechanisms (processes and systems) to ensure compliance with the applicable laws and regulations as well as Global best practices..

1.2.3 Third Line of Defense – Internal Audit

Risk management processes throughout the Bank are audited annually by the internal audit function that examines both the adequacy of, and the Bank's compliance with, its procedures. Internal Audit discusses the results of all assessments with management and reports its findings and recommendations to the Board Audit Committee.

Central Bank of the UAE has issued a number of standards and regulations on the various elements of overall Risk Management, Consumer Protection Regulation, Anti-Money Laundering, Capital adequacy and Capital Management Framework. The standards and regulations including but not limited to financial reporting, external audit, internal controls, compliance & internal audit, operational, country and transfer risk, market risk and interest rate and rate of return risk have been affected and the Bank had taken measures to adhere to the aforementioned standards and regulations to ensure compliance.

1.3 Roles of Board and the Executive Management

The Board of Directors is responsible for the stewardship of the Bank and providing effective leadership to supervise the Management of the bank to grow value in a profitable and sustainable manner. The Board is collectively responsible for the short term and long-term success of the Bank and delivery of sustainable value to the shareholders and wider stakeholders. It sets the strategy and the risk appetite for the Bank and approves capital and operating plans presented by Management for the achievement of strategic objectives set by the Board. The Board of Directors also define the risk tolerance of the Bank, its primary business activities and its overall strategy and plan. The roles of Board and the Executive Management are detailed below:

1.3.1 Board Level Committees

The Board of Directors are ultimately responsible for identifying and controlling risks; however, there are separate Board Committees responsible for managing, overseeing and monitoring risks namely Board Credit Committee (BCC), Governance and Remuneration Committee (GRC), Board Risk and Compliance Committee (BRCC) and Board Audit Committee (BAC). Additionally, joint meetings between BAC and BRCC also are undertaken to ensure effective coordination and collaboration between the two committees in managing risks. (Please refer to the prior sections for more details on their roles and responsibilities).

1.3.2 Internal Shari'ah Supervision Committee (ISSC)

The ISSC is the central independent committee which is responsible for the overall monitoring of and compliance by the Islamic Financial Institution with Islamic Shari'ah and resolutions, fatwas, regulations and standards issued by HSA. The ISSC, accordingly, is responsible for supervising and approving all businesses, activities, products, services, contracts, documents and codes of conduct of the Bank pertaining to Islamic activities. ISSC must monitor, through internal Shari'ah control division or section and internal Shari'ah audit, the Bank's compliance with Islamic Shari'ah.

1.3.3 Management Level Committees

The Board level committees are further supplemented by key management committees to ensure comprehensive risk management and governance. These committees include Management Committee (MANCOM), Asset Liability Committee (ALCO), Credit Portfolio Committee (CPC), Credit Committee (CC), Risk Committee (RC), Compliance Committee, Business Technology Steering Committee (BTSC), Human Capital Committee (HCC) and Charity Committee (as described in the previous section).

1.3.4 Management Sub-Committees

The bank has following management sub-committees to assist management committees and senior management in discharging their duties and responsibilities. These include Client Experience Forum (CEF), Investment Committee (IMCO), ERM Committee (ERMC), Provisioning Committee (PC),

Operational Risk Management Committee (ORMC), IT Risk and Information Security Committee, Model Risk Management Committee (MRMC), Disciplinary Committee (DC) and the Sustainability Committee (as described in the previous section).

2. Risk Measurement and Reporting Systems

Monitoring and controlling risks is primarily performed based on limits established by the Bank. These limits reflect both the business strategy and market environment of the Bank as well as the level of risk that the Bank is willing to accept, with additional emphasis on selected industries. In addition, the Bank monitors and measures the overall risk bearing capacity in relation to the aggregate risk exposure across all risk types and activities.

Information compiled from all the businesses is examined and processed in order to identify, analyse and control at an early stage. The Board receives a comprehensive credit risk report once a quarter which is designed to provide all the necessary information to assess and conclude on the credit related risks of the Bank. The report includes aggregate credit exposure, liquidity ratios and risk profile changes. Senior management assesses the appropriateness of the allowance for credit losses on a monthly basis.

For all levels throughout the Bank, specifically tailored risk reports are prepared and distributed in order to ensure all business divisions have access to extensive, necessary and up-to-date information.

Regular briefings are given to the Chief Executive Officer, Risk Committee and all other relevant members of management on all aspects of risk taken by the Bank including the utilisation of limits, proprietary investments and liquidity, plus any other risk developments.

3. Risk Mitigation

The Bank has implemented a comprehensive risk mitigation framework that aims to minimise the impact of potential risks on its operations, financial performance, and reputation. This includes identifying and evaluating risk, implementing risk mitigation strategies, and regularly monitoring the effectiveness of these strategies.

The Bank actively uses collateral to reduce its credit risks. Also, as part of its overall risk management, the Bank uses derivatives and other instruments to manage exposures resulting from changes in interest rates and foreign currencies.

4. Robust Business Continuity Framework:

The Bank's well-structured Business Continuity Framework and Policy, along with a comprehensive Crisis Management Framework and supplementary emergency plans and incident response protocols provide a strong foundation of organizational resilience against major disruptions or unexpected events, such as the COVID-19 pandemic and the unprecedented rain in UAE. These frameworks and procedures are subjected to regular testing, with a minimum frequency of annual assessments, with regards to Business Impact, which provides assurance on operational resilience and its effectiveness and readiness in such scenarios.

5. Compliance

The Bank is committed to ensure full compliance with regulations issued by the Central Bank of the UAE as well as applicable regulations of the Securities and Commodities Authority of the UAE, in line with our long-standing approach to fair treatment of customers and transparency to protect the integrity of the market.

We understand the regulatory risk implications associated with non-adherence to the local and applicable global laws and regulations, and we continuously look for ways to improve our policies and procedures, processes and ways of working, enhance the overall compliance culture in the Bank.

As an independent second line of defense function, Compliance helps to protect the Bank by establishing a control environment that mitigates key risks. Specifically, Compliance provides regulatory guidance and operates a risk-based program designed to prevent, detect, and address breaches and potential violations of applicable laws, rules, regulations, policies, and procedures.

Compliance function is also responsible to assess and mitigate the risk of the Bank being used to facilitate any financial crime activities.

One of the key responsibilities of the Compliance function is to provide consultative and advisory support and enable oversight to the Senior Management towards effectively mitigating and managing the compliance risks faced by the Bank.

Corporate Governance (continued)

Independence of the Compliance function is ensured at all times, along with unrestricted access to all necessary data, information and systems across the Bank. The Chief Compliance Officer who reports into the CEO, has direct access to the Board. Compliance also maintains an efficient oversight, monitoring and reporting structure that enables prompt escalation, follow-up and resolution of issues.

With significant continuing regulatory changes and developments, the criticality of the Compliance function and the need for an effective Compliance framework within a financial institution is unprecedented. The vulnerability of financial institutions has significantly increased with extra-territorial enforcement of overseas regulatory bodies creating a more complex environment. Consequently, the need for Senior Management to fully understand and effectively mitigate evolving Compliance risks is of paramount importance. The Bank remains fully cognisant as well as vigilant towards such local and international risks regarding our banking activities and services.

The Board and the Senior Management continuously promote and uphold a strong Compliance culture across the Bank while setting the desired “Tone from the Top”. As a result, we continue to undertake the required actions to maintain an environment that is conducive towards employee empowerment and transparency in relation to effective risk management across the entire Bank. The Bank’s approach is centered on the foundation that our employees understand their duties, take full responsibility and accountability for compliance with all regulations to protect our customers and our reputation. In that sense, we provide adequate training and awareness to our employees on different areas on a regular basis.

As part of the commitment to strengthen its Corporate Governance, the Bank enhanced its governance framework by reviewing the policies and procedures and introducing new ones to ensure full coverage of the regulatory requirements set up by the Central Bank of the UAE. Risk Management and Compliance functions’ related Policies and Procedures were revamped as well as documents related to Conduct risk such as the Code of Conduct, the Conflict of Interest Policy, Related Party Transactions Policy, the Personal Trading and Insider Information Policy, and the Anti-bribery and Corruption Policy.

Financial Crime Compliance and FATCA & CRS related documents were also reviewed and updated during the year.

In 2024, the Bank significantly invested in people and technology within the Risk and Compliance functions. The Compliance function was strengthened, by creating a dedicated Regulatory Compliance & Assurance team, as well as segregating the position of Money Laundering Reporting Officer from the Chief Compliance Officer role. These initiatives further strengthened robustness of our overall Compliance risk management culture and ensures that the Bank adapt Global best practices.

The Bank has enhanced its risk management framework and has zero appetite for negligent non-compliance, including financial crime, corruption and internal fraud. There is also zero tolerance for activities and behaviors that are against the Code of Conduct.

The Bank was subject to multiple reviews by the Central Bank of the UAE in 2024 that assessed its policies, processes and procedures on a variety of themes. These reviews included the Corporate Governance; FATCA & CRS; AML-CFT; Pillar 1 & Pillar 2; Stress Testing, Large Exposure; Liquidity; and the follow-up review of the 2021 Baseline and 2023 Thematic Examinations.

Under the guidance of the Board, the Bank has taken the necessary actions to continue strengthening its governance model, its control environment and the implementation of operational best practices. As the Management is committed to address observations and recommendations made by the Central Bank of the UAE, significant enhancement of existing frameworks and controls were achieved.

The Chief Compliance Officer ensures a regular and comprehensive update to the Executive Management and to the Board on all Compliance related matters, including but not limited to activities related to the Annual Compliance Plan, regulatory developments, reviews and examinations performed by the Central Bank of the UAE, as well as tasks and initiatives to ensure compliance with newly issued regulations and addressing any potential gaps that may arise in regards to existing regulations.

At an industry level, the Bank continues to play an active role with regards to collaboration with the UAE Banks Federation (UBF) as a member bank and membership of important advisory committees of the UBF, working on important initiatives, proposals and priorities.

Details of Violations in 2024

The Bank is committed to comply with all applicable laws and regulations and has a strong governance in place to identify, manage and address any regulatory breach, violation or instance of non-compliance. The Bank was not subject to any penalties in 2024.

Details of the Contributions for the Community in 2024

The Bank made social contributions (including donation and charity) of AED 210 thousand in projects directed to foster culture, arts, youth empowerment, and for people of determination.

Share Price Information & Shareholding Details

UAB’s share price on ADX at the end of each month during the year 2024 and performance versus ADX FTSEI5 & ADX Financials Index:

Year	Month	High	Low	Close	Value (AED '000)	Volume (000)	#Trades	Change (AED)	% Change (UAB)	% Change (ADX FTSEI5)	% Change (ADX Financials)
2024	Jan	1.35	1.25	1.30	27,918	21,134	96	(0.05)	(3.7)	(0.0)	0.9
2024	Feb	1.30	1.29	1.29	382	294	14	(0.01)	(0.8)	(2.3)	(2.0)
2024	Mar	1.30	1.17	1.18	24,392	19,983	49	(0.11)	(8.5)	(0.3)	(0.7)
2024	Apr	1.17	1.10	1.13	1,501	1,324	63	(0.05)	(4.2)	(2.7)	(0.7)
2024	May	1.13	1.08	1.10	213	192	22	(0.03)	(2.7)	(3.8)	(0.3)
2024	June	1.15	1.08	1.10	1,397	1,262	90	-	-	3.0	1.6
2024	July	1.15	1.10	1.12	268	238	20	0.02	1.8	4.6	2.9
2024	Aug	1.12	1.10	1.10	225	203	13	(0.02)	(1.8)	0.7	(1.5)
2024	Sep	1.17	1.10	1.16	564	489	40	0.06	5.5	1.3	0.9
2024	Oct	1.16	1.09	1.11	4,764	4,317	228	(0.05)	(4.3)	(0.8)	(0.8)
2024	Nov	1.14	1.06	1.10	91,647	83,321	274	(0.01)	(0.9)	(0.9)	(0.2)
2024	Dec	1.43	1.09	1.37	76,403	64,324	670	0.27	24.5	2.2	2.2
2024	FY/Total	1.43	1.06	1.37	229,673	197,083	1,579	0.02	1.5	0.5	2.2

UAB’s shareholding distribution by Citizenship as at 31 December 2024

Shares category	Company	Individual	Grand Total
UAE	425,166,717	730,067,062	1,155,233,779
GCC	904,678,049	1,451	904,679,500
Foreign	1,028,895	1,608,475	2,637,370
Grand Total	1,330,873,661	731,676,988	2,062,550,649

UAB’s major shareholders as at 31 December 2024

Investor Name (Arabic)	Investor Name (English)	# of shares owned	Holding percentage (%)
البنك التجاري (ش.م.ع.ق)	The Commercial Bank (P.S.Q.C)	825,020,255	40.00%
الشيخ فيصل سلطان سالم القاسمي	Sheikh Faisal Sultan Salem Al Qassimi	229,515,634	11.13%
شركة الماجد للاستثمارات (ذ.م.م)	Al Majid Investment Company (LLC)	222,454,095	10.79%
الشيخ سلطان صقر سلطان سالم القاسمي	Sheikh Sultan Saqr Sultan Salem Al Qassimi	107,192,034	5.20%

UAB’s distribution of shareholding as at 31 December 2024

# of shares held	Count	Total shares	% of Total issued shares
5,000,000 or more	32	1,984,451,349	96.21%
500,000 to less than 5,000,000	41	68,084,847	3.30%
50,000 to less than 500,000	51	8,922,027	0.44%
Less than 50,000	101	1,092,426	0.05%
Total	225	2,062,550,649	100.00%

UAB has a dedicated Investor Relations section on its corporate website which makes available the following information for all existing and potential investors:

- Material disclosures
- Interim and annual financial reports
- Presentations, management discussion and analysis reports
- Updated Credit ratings
- Sustainability reports

Investor Relations contact details:

Mr. Abhishek Kumat
Head of Investor Relations, Strategy & ESG
Direct telephone: +971-6-5075784
Mobile number: +971-50-6614913
Email: ir@uab.ae

Statement of Special Resolutions Presented in 2024 AGM and the Related Action Points

At the General Assembly Meeting held on 6th March 2024, following agenda item was approved by a Special resolution by the shareholders:

- To consider and approve the issuance for an amount not exceeding USD 1,000,000,000 (or the equivalent thereof in any other currency) Euro Medium term note Programme (non-convertible to shares) and the issuance of any bonds under the Programme which should be completed within one year from the date of the Annual General Assembly Meeting, with delegation of the Board of Directors to decide on the modalities of such issuance and the amendment of any document related to the Programme, subject to obtaining the necessary approvals from the relevant regulatory authorities as applicable, and in accordance with the provisions of the Bank’s Articles of Association.

Details of Major Events and Disclosures in 2024

- H.H. Sheikh Mohammed Bin Faisal Bin Sultan Al Qassimi elected as Chairman for UAB (March 2024)
- H.E. Mr. Khaled Al Huraimel elected as Director to UAB’s Board for a term of 3 years (March 2024)
- Capital Intelligence upgraded UAB’s Long-term Foreign Currency Rating to ‘BBB+’ and Bank Standalone Rating to ‘bbb-’ (July 2024)
- Moody’s Ratings upgraded UAB’s credit ratings to ‘Baa3’ and maintained the outlook at ‘Positive’ (September 2024)

Details of Transactions Conducted with Related Parties in 2024 of 5% or More of the Bank’s Capital

During the year 2024, there were no transactions with related party which amounted to more than 5% of the Bank’s capital.

Emiratisation

Year	Ratio
2020	20.8%
2021	18.7%
2022	23.3%
2023	26.3%
2024	28.2%




Details of Projects and initiatives in 2024

Technology continues to be the key enabler, improving digital experience for customers remains a strategic priority for UAB. 2024 theme was around four key driver categories namely – Customer, Efficiency, Revenue, Security and Regulatory.

SI No	Project Name	Description
1	NPSS implementation	UAB implemented the NPSS program of UAECB with both core and overlay service. All the AED domestic transaction below 50k is now processing via NPSS platform within 10 seconds. UAB also supporting the UAECB AANI app to process payments using proxy such as mobile number, email and emirates id.
2	Middleware Migration	UAB implemented New Middleware WSO2. Current middleware is outdated and it is in the SOAP over XML format. New middleware is enabling the microservices and it is supporting different type of communication protocols including XML, JSON etc..
3	NPSS integration with Mobile APP	All the NPSS features are integrated with UAB Mobile application, Customer can do all the transactions available in AANI app can be executed from UAB mobile app also.
4	Moody’s Basel Implementation	As part of this initiative, Moody’s Risk Authority (RAY) is being implemented for automated computation and reporting of Pillar 1 RWA and Capital Adequacy ratios in the required CBUAE BRF-95 template. In addition, this solution will also generate the tables required for Pillar 3 disclosures.
5	CRRM – Customer Risk Rating Methodology	As per the regulation adherence and risk management for financial crime, this approach assists in determining the risk level of each customer based on a number of parameters relevant to anti-money laundering (AML) and Know Your Customer (KYC) compliance. The idea is to identify/quantify the risk methodology of client & finding potentially dangerous clients and putting them under the proper risk classification
6	FATCA – CRS Regulatory Changes	This project would allow the bank to ensure that new on-boarding of customers and KYC updates are able to capture necessary information and missing data for existing customers. This will enable the bank to report accurate submission of FATCA and CRS annual report with data quality, as long as the complete data is captured. This would also facilitate the monitoring of customers under FATCA and CRS regulations and will significantly automate the process and therefore limiting any human interventions for the annual reporting submissions.
7	Personal Loan – STP Automation	“STP – Personal Loans – Top Up (Conventional)” . In this project, automated booking/disbursement will be enabled once application is approved by Retail Credit. Funds will be credited to customer account but will be on hold till the physical documents are submitted by Business to Loan OPS. Once the physical documents are verified by OPS the funds will be released to customer after settling the existing UAB PL
8	CCDM Enhancement	CCDM integration with ICCS Application has been implemented. The integration of CCDM with ICCS application has been achieved using new API. This API used to upload the cheques in ICCS and to introduce the cheques scanned directly from ATM. The cheques will further be processed by Maker/checker in new CCDM process introduced in ICCS application and same will be presented to CBUAE in OCE/ACE envelopes on respective due dates.

SI No	Project Name	Description
9	SAP on cloud	Phase 1: Lift and Shift of current On-premise SAP systems (S/4HANA) into SAP Rise Cloud system (S/4HANA) for HR, Finance and Production applications, workflows and Data. Phase 2: New Modules implementation in SAP Rise Cloud system Employee Central & Compensation Ariba Sourcing.
10	Tawasul Intranet Portal	Intranet portal for UAB employees for new letters, announcements, policy documents, trainings.
11	Moody's RAROC Implementation	• RAROC: The model focusses on calculation of 12M as well as lifetime RAROC as a parameter of risk-based pricing measure to assist credit approval and decision-making processes at the Bank. To maintain the audit trail and automate the computation that will be system-driven for the 12M and lifetime RAROC in order to align with industry best practices and to enhance client's risk-based pricing capabilities.
12	Moody's Impairment calculation Implementation	• IC: Credit Risk Function on Impairment Calculation (computation for regulatory reporting/expected loss reserves on UAB's Asset Book) is being automated through Moody's Analytics. The requirement is to compute Expected Credit Loss on Asset book of UAB comprising of Wholesale, Retail and Investment Portfolio, will all key input parameters (Loss Given Default – LGD, Probability of Default Term Structure, Macro Economic Variables). To automate the input parameters/set logics as per regulatory requirement/link the computation with other reporting areas i.e. RAROC, Capital, BRF etc. Alignment with other reports to avoid inconsistencies/duplication of efforts/strong data foundation/inventory.
13	Automation of Financial Statements	New COA classification of Balance sheet, Off balance sheet, Income Statement,
14	CCSYS 2.0	Implementation of enhancement of the existing Central Bank Risk Bureau's Commercial Credit System (CCSYS), to "Central Bank Risk Bureau's Commercial Credit System 2.0" (CCSYS 2.0)
15	Secure Remote Access	Implementation of ZSCALER to provide a secure Remote Access Simplify Secure Remote Access: Replacing legacy VPNs with a Zero Trust model Blocking threats in real-time and preventing lateral movement within the network Full visibility into user traffic, applications, and threats across the enterprise, enhancing control and incident response
16	End Point Central	Automated Patch management with multiple reports and dashboard providing insight of each assets and overall footprint. Protect and streamline with automated patching, asset intelligence, remote troubleshooting and more from a single console.
17	Enhanced Monitoring Solution	Enhance operational performance and improve service reliability and availability by implementing a comprehensive monitoring solution. End-to-end application monitoring and Application JourneyPerformance and Capacity management through monitoring tool.
18	Microsoft M365	Moving to complete suite of M365 will enable all the features available on M365 which includes MDM solution, OneDrive, Security and compliance, Secure Score, Compliance management, Team insight using VIVA, Cloud access security broker, DLP for emails, files and Teams chat, Information protection, Identity and access management, Endpoint and app management, Threat protection, Data lifecycle management, eDiscovery and auditing, Insider risk management, Automation, app building, and chatbots, SharePoint, storage, and migration, Power Platform, MFA, SSO. These advance features designed to help meet our organization's needs for robust security, reliability, and user productivity.
19	Datacenter Re-structuring	Proper Labelling and re-structring of cables in DR data Center. Implementing DCIM to collect, monitor, and manage information from a data center's physical infrastructure, including IT hardware, electrical systems, and cooling equipment.
20	Additional Switches for Mgmt. Segregation	The current management switches were fully utilised and some ports were used from the core switches which ideally is not recommended architecture; hence we are adding additional management switch to cater the current and future growth.

SI No	Project Name	Description
21	Out of Band Management Infra in HDC, KDC and Branches	Out of band management will help us to manage the complete network infrastructure even when the complete network is down. This access to the systems will be over 4G network.
22	IP Phone & Voice Gateway Replacement	We are also integrating the new IP Telephony solution with MS TEAMS which will enable the user to call and receive their extension on Mobile office laptops. The current voice gateway and IP telephony servers are EOSL since 2023 and the IP phones which are currently being used are EOSL since 2020. The replacement will enable us with the latest technology and secure voice communication.
23	Corporate Wifi	This solution will enable the user to access the corporate network without connecting to LAN cable. This will allow the users to use their devices from anywhere in UAB premises.
24	Laptop & Desktop Replacement	<ul style="list-style-type: none">Replace all the old devices which are more than 4 years oldEnable encryption on devicesOne Device Policy: Simplify WFH Enabling seamless BCM processTo ensure we are up to date with all security patches and encryption

Chairman of the Board	Audit Committee Chairman	Board Governance & Remuneration Committee Chairman
		
Date: March 6, 2025	Date: March 6, 2025	Date: March 6, 2025

ISLAMIC BANKING & SHARI'AH GOVERNANCE



Islamic Banking & Shari’ah Governance

United Arab Bank (UAB) offers Shari’ah-compliant products and services through UAB Islamic Banking, an Islamic window licensed by the CBUAE. This business unit applies a robust Shari’ah governance mechanism to ensure that all products and services offered are duly accredited and in line with Shari’ah principles and the CBUAE Higher Shari’ah Authority (HSA) guidelines and regulations.

In line with the CBUAE Shari’ah Governance Standards, the Islamic window has established its Shari’ah Governance Framework (SGF). In 2023, UAB Islamic revised and updated its Shari’ah Governance Framework in accordance with the requirements set out in the CBUAE Shari’ah Governance Standards. The SGF outlines the reporting framework, accountability, responsibilities of all relevant stakeholders involved. It is based on the three lines of defence approach. While the business acts as the first line of defence, an independent and separate Shari’ah Control Department, led by the Head of Shari’ah Control, is the second line of defence, which oversees Shari’ah governance. A separate and independent Internal Shari’ah Audit Department, led by the Head of Internal Shari’ah Audit, represents the third line of defence, undertaking the Shari’ah audit of Islamic products and services offered by UAB Islamic Banking. The Internal Shari’ah Audit Department submits the Shari’ah audit reports to the ISSC and BAC. To ensure complete independence from the business, heads of Shari’ah Control and Internal Shari’ah Audit report to the ISSC and the Board of its committees in relation to promotion, bonus, performance appraisal and removal.

UAB Islamic Banking is governed by the Internal Shari’ah Supervision Committee (ISSC) comprising independent Shari’ah scholars. Members of the ISSC are appointed by the shareholders in the AGM, upon nomination by the Board and approval from the CBUAE HSA. UAB Islamic Banking has well-established policies, procedures and controls that are approved by the ISSC and facilitate business activities in a manner that is Shari’ah-compliant.

The ISSC operates in accordance with the resolutions, standards and guidelines issued by the CBUAE HSA, and undertakes supervision of all Shari’ah-compliant businesses, activities, products and services. The ISSC has an approved charter that covers the framework for referring matters to the ISSC, issuance of fatwas and the decision-making process. The fatwas and resolutions issued by the ISSC are binding upon UAB Islamic Banking.

The ISSC issues an annual report on its activities, including assurance that UAB Islamic Banking consistently complied with the Shari’ah principles and agreed fatwas, and outlining any instances of non-compliance. The report is approved by the CBUAE HSA and is also presented to the General Assembly in its AGM. In 2024, four meetings were held by the ISSC with 100% attendance in which various Shari’ah guidelines, approvals and resolutions were issued covering various business groups and product segments across the Bank.

Current Internal Shari’ah Supervision Committee (ISSC) Members:



Sheikh Moosa Tariq Khoory

Chairman and Executive Member of Internal Shari’ah Supervisory Committee

Sheikh Moosa Khoory is currently a member of various Shari’ah boards and committees in a number of Islamic banks, Takaful companies and a financial market entity in the UAE. He is also the Founder of the ‘Shari’ah Professionals Association’. Sheikh Moosa is the former Chairman of the Internal Shari’ah Audit Committee (ISAC) at UAE Banks Federation (UBF), and a former member of AAOIFI’s Governance and Ethics Board and AAOIFI’s Education Board. He is also an Islamic financial arbitrator and a member in a couple of schools’ Board of Governors and universities’ Consultancy Councils in the UAE. He holds dual Master’s degrees in Islamic Law & Legal Theory from University of Sharjah and Masters in International Business Law from Paris 2 University.



Sheikh Dr. Aziz Bin Farhan Al Anzi

Member of Internal Shari’ah Supervisory Committee

Sheikh Dr. Aziz Al Enezi was born in Saudi Arabia in 1967. He is a PhD holder in Islamic Jurisprudence from King Saud University in Riyadh. He is also a member of Sharjah Permanent Board of Fatwa, Shari’ah consultant for Awqaf Department in Sharjah, member of Supreme Board of Promulgation of Awqaf Law in Sharjah, Chairman of the Arbitration Board of Sharjah Institute for Holy Quran and Sunna, Chairman of the Academic and Da’wah Board at Sheikh Hamdan Heritage Center in Dubai, and Sharjah Electricity & Water “Rahma” Committee. He is also an associate lecturer at Shari’ah College, University of Sharjah, Al Qasimia University of Sharjah, Dar Al Ber of Dubai, and Sharjah Police Academy. He is an author of many books such as: Conclusion of Disposal of Ill-Gotten Funds, Provisions of Occupation and Its Effects in Islamic Jurisprudence, Issues of Scholarly Consensus related to Will and Inheritance, and many other books besides several books being under printing.



Syah Nazrin Hashim

Head of Shari’ah Control and Secretary to the Internal Shari’ah Supervisory Committee

Syah Nazrin holds a Bachelor’s degree in Shari’ah from Yarmouk University, Jordan and was also conferred with dual Master’s degrees in Islamic Jurisprudence and its Legal Theory (Fiqh and Usul Fiqh) and Masters of Laws (LLM) from International Islamic University in Malaysia under the Central Bank of Malaysia’s Scholarship Award.

He is a Certified Shari’ah Advisor and Auditor by Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) as well as a Shari’ah professional banker with over 13 years of global banking experience. He currently holds the position of the Head of Shari’ah Control and the Secretary to the Internal Shari’ah Supervisory Committee (ISSC) of United Arab Bank (UAB). He is also a member of Association of Shari’ah Advisors in Islamic Finance (ASAS) and had successfully completed the Certified Qualification in Islamic Finance (CQIF) programme from Islamic Banking & Finance Institute Malaysia (IBFIM). Prior to joining UAB, he worked in the world’s largest Islamic banks, Al Rajhi Bank and Dubai Islamic Bank (DIB).

Annual Report of the Internal Shari’ah Supervisory Committee of United Arab Bank

Issued on: 30 January 2025

To: Shareholders of United Arab Bank (the Institution)

After greetings,

Pursuant to requirements stipulated in the relevant laws, regulations and standards (the Regulatory Requirements), the Internal Shari’ah Supervisory Committee of the Institution (ISSC) presents to you the ISSC’s Annual Report regarding Shari’ah-compliant businesses and operations of the Institution for the financial year ending on 31 December 2024 (Financial Year).

Responsibility of the ISSC

In accordance with the Regulatory Requirements and the ISSC’s charter, the ISSC’s responsibility is stipulated as to:

- a. undertake Shari’ah supervision of all businesses, activities, products, services, contracts, documents and business charters of the Institution; and the Institution’s policies, accounting standards, operations and activities in general, memorandum of association, charter, financial statements, allocation of expenditures and costs, and distribution of profits between holders of investment accounts and shareholders (Institution’s Activities) and issue Shari’ah resolutions in this regard, and
- b. determine Shari’ah parameters necessary for the Institution’s Activities, and the Institution’s compliance with Shari’ah within the framework of the rules, principles, and standards set by the Higher Shari’ah Authority (HSA) to ascertain compliance of the Institution with Shari’ah.

The senior management is responsible for compliance of the Institution with Shari’ah in accordance with the HSA’s resolutions, fatwas, and opinions, and the ISSC’s resolutions within the framework of the rules, principles, and standards set by the HSA (Compliance with Shari’ah) in all Institution’s Activities, and the Board bears the ultimate responsibility in this regard.

Shari’ah Standards

In accordance with the HSA’s resolution (No. 18/3/2018), and with effect from 01/09/2018, the ISSC has abided by the Shari’ah Standards issued by the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) as minimum Shari’ah requirements, in all fatwas, approvals, endorsements and recommendations, relating to the Institution’s Activities without exception.

Duties Fulfilled by the ISSC During the Financial Year

The ISSC conducted Shari’ah supervision of the Institution’s Activities by reviewing those Activities, and monitoring them through Internal Shari’ah Control Department and Internal Shari’ah Audit Department in accordance with the ISSC’s authorities and responsibilities, and pursuant to the Regulatory Requirements in this regard. The ISSC’s activities included the following:

- a. Convening four (4) meetings during the year.
- b. Issuing fatwas, resolutions and opinions on matters presented to the ISSC in relation to the Institution’s Activities.
- c. Monitoring compliance of policies, procedures, accounting standards, product structures, contracts, documentation, business charters, and other documentation submitted by the Institution to the ISSC for approval.
- d. Ascertaining the level of compliance of allocation of expenditures and costs, and distribution of profits between investment accounts holders and shareholders with parameters set by the ISSC.

- e. Supervision through Internal Shari’ah Control Department and Internal Shari’ah Audit Department of the Institution’s Activities including supervision of executed transactions and adopted procedures on the basis of samples selected from executed transactions, and reviewing reports submitted in this regard.
- f. Providing guidance to relevant parties in the Institution – to rectify (where possible) incidents cited in the reports prepared by Internal Shari’ah Control Department and Internal Shari’ah Audit Department – and issuing of resolutions to set aside revenue derived from transactions in which non-compliances were identified for such revenue to be disposed towards charitable purposes.
- g. Approving corrective and preventive measures related to identified incidents to preclude their re-occurrence in the future.
- h. Communicating with the Board and its subcommittees, and the senior management of the Institution (as needed) concerning the Institution’s compliance with Shari’ah.

The ISSC sought to obtain all information and interpretations deemed necessary in order to reach a reasonable degree of certainty that the Institution is compliant with Shari’ah.

Independence of the ISSC

The ISSC acknowledges that it has carried out all of its duties independently and with the support and cooperation of the senior management and the Board of the Institution. The ISSC received the required assistance to access all documents and data, and to discuss all amendments and Shari’ah requirements.

The ISSC’s Opinion on the Shari’ah Compliance Status of the Institution

Premised on information and explanations that were provided to us with the aim of ascertaining compliance with Shari’ah, the ISSC has concluded with a reasonable level of confidence, that the Institution’s Activities are in compliance with Shari’ah, except for the incidents of non-compliance observed, as highlighted in the relevant reports. The ISSC also provided directions to take appropriate measure in this regard. It is noteworthy to mention that no Zakat obligations on the Islamic Banking since all Islamic Assets are being financed by Islamic depositors and there is no contribution from United Arab Bank shareholders.

The ISSC formed its opinion, as outlined above, exclusively on the basis of information perused by the ISSC during the financial year.



Sheikh Moosa Tariq Khoory
Chairman and Executive Member



Sheikh Dr. Aziz Farhan AlEnezi
Member

An aerial photograph of a city skyline, likely Dubai, featuring a river or canal in the foreground. A large, white, domed mosque is situated on the riverbank. The background is filled with numerous high-rise buildings, some with blue glass facades. A small, sandy peninsula with lush green trees is visible in the lower-left corner. The sky is clear and blue.

BUSINESS PERFORMANCE & OPERATIONAL REVIEW

CFO's Financial Review	72
Wholesale Banking	74
Treasury & Capital Markets	76
Retail Banking	78
Islamic Banking	80
Risk Management	82
Our People	86

CFO's Financial Review



Abdul Haleem Sheikh
Chief Financial Officer

The Bank recorded net profit (after tax) exceeding AED 300 million, highest since 2014, for the financial year ended 31 December 2024, driven by strong business momentum, prudent risk management and diligent execution on our turnaround strategy.

331

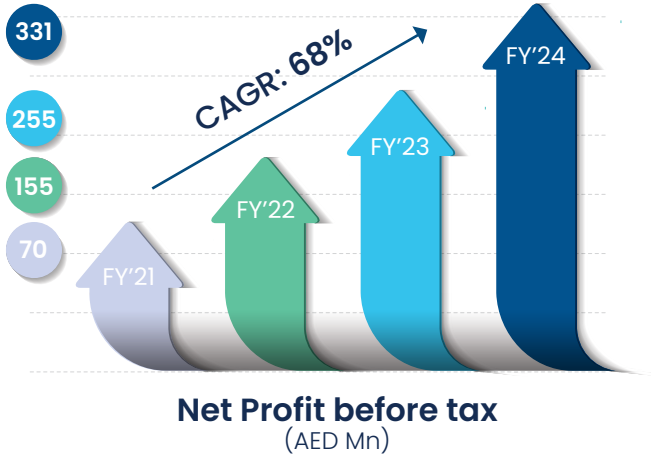
Million

↑

30%

yoy

Net Profit before tax (AED)



Growth in operating income driven primarily by increase in core business income; strong recoveries complement core income growth leading to robust profitability

Total Income (AED) – FY 2024	NIM	CoR	RoSE
606 Million, +5% yoy	2.7%	-47 bps	16.1%

- Operating income** in FY 2024 increased to AED 606 million, up 5% year-on-year (yoy), primarily driven by higher net interest income.
- Net interest income (NII)** maintained its double-digit growth throughout the year, increasing by 20% yoy, led by strong growth in lending, and benefitting from higher interest rates, as compared to prior year period, in line with the market. Balance sheet continues to be managed efficiently with effective deployment of liquidity in high-quality liquid assets to enhance yields. Net interest margin (NIM) was 2.73% for FY 2024 as compared to 3.06% for FY 2023, declining slightly year-on-year primarily due to higher funding costs.
- Core non-interest income in the form of **fees and commissions** income as well as **FX (foreign exchange)** income were higher by 18% yoy and 24% yoy, respectively, as our focus on customer-centricity and cross-sell led to increased business volumes. Absence of non-recurring income from

- gains on sale of fixed assets realised in FY 2023 drove the decline in total **non-interest income** in FY 2024.
- With significant investments across people, products and systems, as we strengthen our foundation for future growth, **operating expenses** rose by 12% yoy, translating into a cost-income ratio of 52% for FY 2024.
 - Throughout the year, positive macroeconomic conditions and efforts towards resolving impaired loans, have led to strong recoveries and provision writebacks, leading to a **net reversal in impairment charges** of AED 43 million for FY 2024 as compared to net impairment charges of AED 36 million in FY 2023. Annualised cost of risk (CoR) on loans and advances, hence, was -47bps. The bank continues to prudently manage risk and maintain focus on asset quality, even as it continues to grow the balance sheet.
 - AED 30 million have been taken as accruals for **corporate taxes** in FY 2024 – the Bank’s completion of first financial year post-implementation of corporate taxation in UAE.

Onboarding of new clients, strong customer-driven demand and healthy liquidity in the markets drive all-round growth in balance sheet

Total Assets (AED) – FY 2024	Gross NPL ratio	Provision Coverage	ASRR	CAR
21 Billion, +22% yoy	3.9%	118%	76%	17.4%

- Total assets** increased 22% yoy to AED 21.5 billion, driven by increase in loans and investments book.
- Investments** portfolio grew 18% yoy to AED 6.0 billion, as liquid resources were deployed efficiently to support yield enhancement amidst prudent ALM (asset-liability management) practices.
- Net loans, advances and Islamic financing** increased to AED 11.5 billion, up 7% in the fourth quarter to register a sector leading growth of 23% yoy for FY 2024. The growth was primarily driven by retail mortgages, clients in financial institutions and, transport & communications sector. Growth outlook continues to remain robust across all business segments on strong customer demand and an existing healthy business pipeline.
- Customer deposits** at AED 13.6 billion, grew by 13% in the fourth quarter, resulting in a strong growth of 33% for FY 2024. Innovative campaigns, new-to-bank customers and convenient digital banking channels drove a 22% yoy increase in CASA (current and savings accounts) to AED 4.6 billion, representing 34% of total deposits.
- Liquidity and funding** remain solid and well within regulatory requirements, with eligible liquid asset ratio (ELAR) at 17% and advances to stable resources ratio (ASRR) at 76%. The Bank remains focused on rationalizing and optimizing its funding costs through a judicious mix of deposits from customers, short- and medium-term borrowings, in line with asset growth.
- One of the prominent indicators of the success of our turnaround strategy is the remarkable improvement achieved in our asset quality metrics. Our **Gross NPL ratio** at 3.9% compares favourably amongst the top banks in UAE, and has improved from 11.6% at the beginning of FY 2022. **Provision coverage** remains adequate at 118% (172% including collaterals) as of December-end 2024.
- Total Equity** at AED 2.6 billion, including USD 150 million AT1 issued in March 2023, improved by 11% yoy, primarily led by growth in profits. **Capital position** remains robust with CET1, Tier1 and CAR ratio at 12.7%, 16.2% and 17.4% as compared to 13.5%, 17.8% and 19.0% at the beginning of the year, and remains above minimum regulatory requirements.
- Return on shareholders’ equity** was 16.1% and **return on assets** was 1.5% for FY 2024 as compared to 15.8% and 1.6%, respectively for FY 2023.

UAB is currently rated investment-grade at Baa3/P-3/Positive by Moody’s and BBB+/F2/Stable by Fitch. The ratings were affirmed by Fitch and upgraded one-notch by Moody’s earlier this year in recognition of the Bank’s efforts towards strengthening its financial position and the successful execution of its turnaround strategy.

The Bank remains committed to its growth strategy, building further upon the robust foundation that has been set, while staying agile and resilient to deliver superior and sustainable returns to its shareholders and enhanced value to all stakeholders.

Wholesale Banking

Driving Growth through Client Connectivity, Innovation and Strategic Focus

Wholesale Banking (WB) delivered a strong performance in 2024, underpinned by deeper client engagement, strengthened product offerings, and a resilient economic backdrop.

The business recorded a profit before tax of AED 212 million, reflecting a 54% year-on-year growth, driven by sustained business momentum and significant recoveries. Operating profit increased by 11% YoY, supported by 12% growth in revenues, which reached AED 362 million. Cost discipline remained a hallmark, with expenses growing in line with revenues, ensuring continued operating leverage. Wholesale Banking contributed 60% of the Bank's total operating income and 64% of profit before tax in 2024, reinforcing its pivotal role in the Bank's financial performance.

The business capitalized on strong macroeconomic conditions and a constructive credit environment, benefiting from robust recoveries and successful resolution of legacy exposures. The loan book expanded by 15% year-on-year, with increased disbursements across key sectors including financial institutions, real estate, and transport & communications. Client-led momentum also drove a 32% increase in total deposits, supported by a 25% rise in CASA balances, a testament to improved relationship depth and trust.

Enhanced client experience and operational efficiency

A significant focus in 2024 was enhancing client experience and operational efficiency. The business introduced multiple process and system enhancements, including:

- Real-time integration with core systems for account services and reporting
- Tailored remote payment solutions
- Activation of online term deposit modules
- Automated routing for AANI payments

These initiatives collectively improved service delivery and reduced turnaround times, positioning the Bank as a more agile and responsive financial partner.

Profit (before tax)

AED 212 million,
up 54% yoy

Operating Income

AED 362 million,
up 12% yoy

Contribution to Operating Income

60%

Loans, advances & Islamic financing

AED 9.5 billion,
up 15% yoy

Customer deposits
(including Islamic deposits)

AED 10.9 billion,
up 32% yoy

Wholesale Banking's vision is to be the first-choice bank for corporate clients, fostering strong relationships with large and prominent family offices, local corporates, multinationals, governmental organizations, and financial institutions. Through dedicated teams across Abu Dhabi, Dubai, Sharjah and Northern Emirates.

Wholesale Banking provides bespoke financial advice and solutions supported by Treasury & Capital Markets (TCM), Transaction Banking, and Islamic Banking specialists.

Wholesale Banking product suite includes short-term working capital solutions, overdrafts, term loans, project and structured finance, commercial mortgages, syndications, trade finance, cash management services, and treasury services, delivered seamlessly through online and in-person channels.

Building on the foundation laid in previous years, Wholesale Banking deepened its offering in Cash Management and Trade & Supply Chain Finance, focusing on value-added products and cross-sell opportunities. In Corporate Finance, several high-quality clients—including corporates, government-related entities, and financial institutions from across the region (e.g. Saudi Arabia, Qatar, Egypt, and Turkey)—were onboarded through bespoke bilateral and syndicated financing solutions, further diversifying and strengthening the portfolio.

Digitalization and sustainability were central to the 2024 strategy. Enhanced features on the corporate mobile banking platform and targeted campaigns drove greater digital adoption. On the ESG front, the Bank had AED 513 million of ESG/Sustainable-linked finance lending portfolio, continuing to support clients in their sustainability transition journeys.

Strategic Priorities for 2025 and Beyond

Looking forward, Wholesale Banking will continue to focus on expanding its client base while deepening existing relationships through enhanced cross-sell of FX, treasury, and cash management solutions, and promoting initiatives such as UAB@Work among corporate clients. Increasing CASA balances, growing non-interest income, and expanding the Islamic banking proposition will also be key priorities.

Efforts to further digitize client journeys, streamline documentation and processes, and simplify service delivery will be intensified to enhance speed, efficiency, and overall customer experience. Investments in data, technology, and talent will support these objectives and sustain the momentum achieved.

With a strategic focus on high-impact sectors, innovative products, and enduring client relationships, Wholesale Banking remains a critical growth engine for UAB, committed to supporting the broader UAE economy while driving value for shareholders and stakeholders alike.



Treasury & Capital Markets

Enhancing Returns, Optimising Liquidity, and Supporting Franchise Growth

In 2024, Treasury & Capital Markets (TCM) delivered another year of solid performance, marked by strong core income growth and enhanced balance sheet optimisation.

Operating income increased by 6% year-on-year to AED 189 million, contributing 31% of the Bank's total operating income. Growth was primarily driven by higher net interest income from a well-positioned investment portfolio, along with an increase in FX and trading income across client and proprietary activities. Proactive cost management supported profitability, with profit before tax rising to AED 109 million, reflecting a net 3% year-on-year growth despite market volatility and competitive pressures.

A key driver of TCM's performance was the continued expansion and active management of the Bank's high-quality and liquid investment portfolio, which grew by 18% year-on-year. This aligns with the Bank's broader strategy of enhancing liquidity deployment efficiency and achieving superior risk-adjusted returns through disciplined yield management.

Strengthening Collaboration and Cross-Sell

Throughout the year, TCM played a critical enabling role across the Bank's franchise, particularly through deeper collaboration with Wholesale and Retail Banking teams. Relationship Managers were actively supported through targeted product training and awareness sessions, aimed at expanding their understanding of treasury solutions and enhancing cross-sell effectiveness. These initiatives successfully led to greater penetration of deposit and FX products across client segments.

One notable success was the launch of a flexi-deposit campaign, which significantly boosted deposit inflows and broadened the Bank's funding base. This directly supported both liquidity and franchise growth objectives.

Profit (before tax)

AED 109 million,
up 3% yoy

Operating Income

AED 189 million,
up 6% yoy

Contribution to Operating Income

31%

Investments Portfolio (UAB)

AED 6.0 billion,
up 18% yoy

TCM complements the Wholesale Banking and Retail Banking businesses by offering its clients foreign exchange and risk management solutions to corporate clients. It also manages the Bank's fixed income investment portfolio, generating a secondary stream of interest income as well as all liquidity and interest rate exposures.

ESG and Sustainable Finance Commitment

In line with the Bank's sustainability ambitions, TCM increased investments in ESG-linked and green bonds by USD 65 million during the year. These investments not only support the Bank's environmental and social commitments, but also align with the evolving expectations of clients and stakeholders for responsible banking.

Strategic Priorities for 2025 and Beyond

Looking ahead, TCM remains focused on enhancing its contribution to the Bank's revenue diversification, particularly by increasing non-interest income through an expanded suite of treasury products. The business aims to:

- Launch new and innovative solutions across deposits, derivatives, and structured products
- Increase the share of CASA deposits through targeted campaigns
- Further optimise funding costs and rationalise the liabilities mix
- Strengthen management of the investment portfolio and excess liquidity to maximise yield within prudent risk parameters

To support these objectives and further enhance operational agility, a comprehensive system upgrade is planned, which will significantly improve product delivery, client servicing capabilities, and risk management frameworks.

TCM continues to serve as a strategic enabler of growth across the Bank's businesses, supporting Wholesale and Retail Banking by delivering tailored funding, risk management, and investment solutions. With its consistent focus on innovation, collaboration, and disciplined balance sheet management, Treasury & Capital Markets remains a key pillar to UAB's ongoing success and resilience in a dynamic operating environment.



Retail Banking

Sustained Momentum and Transformation-led Growth

The year 2024 marked the first full year of Retail Banking's (RB) growth phase, following a year-long transformational journey that redefined its strategic direction, strengthened operational frameworks, and significantly advanced service delivery and digital capabilities.

Retail Banking delivered strong performance across all key metrics, underpinned by these foundational enhancements. After 17 consecutive quarters of decline in the retail balance sheet, the business successfully arrested the degrowth in the last quarter of 2023. Subsequently, loans, advances, and Islamic financing registered an exceptional 83% year-on-year growth, supported by a 35% increase in customer deposits. Residential mortgage disbursements more than doubled, while personal lending volumes also recorded a double-digit growth, driven by investments in an expanded distribution network and strengthened channel partnerships. The customer base continued to grow, supported by the successful launch of a refreshed credit card offering and ongoing savings campaign targeting new-to-bank customers.

In 2024, Retail Banking achieved AED 55 million in operating income and AED 10 million in profit before tax. Fee and commission income saw a significant uplift, reflecting greater product penetration, higher customer activity, and enhanced cross-sell efforts.

A core focus area during the year was the continued enhancement of the customer experience across all touchpoints. A revamped Mobile Banking application was introduced to a trusted pilot group, with a public launch scheduled for mid-2025. The new app offers a seamless digital interface featuring straight-through onboarding and sales origination, aligned with our vision to make digital the primary service and sales channel.

In parallel, the Bank launched a concept branch at the Sharjah Head Office—completely redesigned and refurbished as part of our branch modernization program—and continued the phased upgrade of the ATMs/CDMs network.

Loans, advances and Islamic financing

**AED 2.0 billion,
up 83% yoy**

Customer deposits

**AED 2.7 billion,
up 35% yoy**

Operating Income

AED 55 million

Contribution to Operating Income

9%

Retail Banking at UAB is driven by its vision to be the preferred bank for families, guided by the principles of simplicity, convenience, transparency and sustainable growth. It aims to offer exceptional customer experiences across all channels with enhanced digital capabilities, focusing on select high-impact products and propositions to meet customer needs effectively.

While the pace of growth was impressive, strengthening the operational foundation remained a priority. The Bank maintained a strong focus on regulatory compliance, operational excellence, and risk management, in full alignment with CBUAE directives. The E-KYC platform, first launched in 2023, was further optimized in 2024 to deliver greater process efficiency, improved customer convenience, and strengthened compliance controls.

Customer Service and Sustainability Commitment

Delivering exceptional customer service is a strategic imperative and a key differentiator for Retail Banking. Investments in training, service protocols, and performance monitoring have delivered measurable improvements in customer satisfaction scores across channels. Dedicated customer support teams were strengthened, and turnaround times for key services were reduced, contributing to higher engagement and retention.

In parallel, Retail Banking reinforced its commitment to sustainability and ESG principles. Paperless banking initiatives, energy-efficient branch upgrades, facilitating convenient access for people of determination and digital-first product journeys reflect our intent to reduce our environmental footprint and promote responsible and inclusive banking practices.

Strategic Priorities for 2025 and Beyond

Looking ahead, Retail Banking will focus on accelerating sales capabilities through the expansion of variable and digital-assisted channels. The commercial launch of the new mobile banking platform is expected to enhance customer engagement and drive cost efficiency, positioning it as the Bank's primary service interface and a key alternate sales engine.

Key initiatives for 2025 include:

- Launch of differentiated credit card propositions offering relevant rewards and benefits tailored to target customer segments
- Strengthen the Premium Banking proposition, supported by strategic partnerships
- Continue the modernisation of the branch network and ATM/CDM infrastructure
- Investments in core technology platforms to enable straight-through processing (STP) for asset products and drive operational efficiency

Retail Banking is well-positioned to capitalize on its transformation gains and further cement its role as a growth engine for the Bank. By prioritizing innovation, service excellence, and compliance, the business remains committed to achieving sustainable, long-term growth in the dynamic and competitive UAE retail banking market.



Islamic Banking

Driving Growth Through Innovation and Engagement

The Islamic Banking Division (IBD) delivered robust performance in 2024, contributing meaningfully to the Bank's overall growth trajectory. This was underpinned by strengthened client relationships, enhanced product offerings, and disciplined cost management.

Gross Islamic financing surged by 58% year-on-year, reaching AED 1.3 billion, now representing 10.4% of the Bank's total gross loans, advances, and Islamic financing portfolio. Islamic customer deposits rose by 46% to AED 2.1 billion, supported by a 19% increase in CASA deposits, reflecting growing customer trust and engagement.

IBD achieved double-digit growth in both operating income and profit, fueled by the expansion of Islamic assets. Operating costs remained well-contained, with year-on-year growth aligned to business performance.

Key Initiatives and Milestones

- Launched a compelling Islamic credit card proposition and an Islamic escrow account tailored for corporate clients
- Accelerated cross-sell of fee-generating products to deepen client relationships
- Expanded the client base with a focus on new-to-bank and high-net-worth individuals through Sadara banking
- Advanced automation initiatives to streamline operations, enhance productivity, and optimize cost structures

Strategic Priorities for 2025 and Beyond

Looking ahead, IBD is committed to launching innovative Shari'ah-compliant products and services to broaden its customer base and strengthen market presence. Strategic collaborations with e-commerce platforms, CRM systems, and automated customer support tools will be key enablers in enhancing customer experience and driving sustainable growth.

Gross Islamic financing
**AED 1.3 billion,
up 58% yoy**

Islamic customer deposits
**AED 2.1 billion,
up 46% yoy**

UAB offers Shari'ah-compliant products and services through its UAB Islamic Banking (IBD), an Islamic window licensed by the CBUAE. This business unit applies a robust Shari'ah governance mechanism to ensure that all products and services offered are duly accredited and in line with Shari'ah principles and the CBUAE Higher Shari'ah Authority (HSA) guidelines and regulations.

It is well supported by the Bank's other business segments namely Wholesale Banking, Treasury & Capital Markets and Retail Banking segments.

IBD aims to be the preferred partner for its customers for Shari'ah compliant products and services. It caters to the needs of corporate, institutional and retail customers with a wide range of tailored and off-the-shelf products and services.



Risk Management

Embedding risk management culture across the organisation

The Bank recognises the importance of effective risk management in achieving its strategic goals and maintaining its stability and resilience. Risk is inherent in all of the Bank's activities but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. This process of risk management is critical to the Bank's continuing profitability and each individual within the Bank is accountable for the risk exposures relating to their responsibilities.

Risk Management covers all risks including strategic, capital, credit, market & liquidity, operational, fraud, information technology and information security, model risk, ESG & climate risk, reputation risk, compliance risk, outsourcing risk etc., and processes from origination and assessment of risks to ongoing monitoring, control, review, maintenance and reporting of risks. It also covers roles and responsibilities of Board and Management level committees, sub-committees and authorities and processes relating to risk management, internal controls, compliance and internal audit functions.

The Bank's Risk Management Strategy includes comprehensive Enterprise-wide Risk and Compliance Risk Frameworks, which are fully aligned with our Bank's Vision to drive consistent value for all stakeholders. The key strategic imperatives that drive Bank's vision include the following:

- **Sound Fundamentals and Strong Risk Bearing Capacity:** Maintaining strong financial and operational fundamentals serves as a foundation for effective risk management and supports risk bearing capacity.
- **Strategic Alignment and Enduring Partnership with Business Lines:** A risk management approach that is strategically aligned with business goals ensures a close partnership between risk management and business units to effectively manage risks.
- **Prudent Deployment of Capital, Liquidity and Provisioning:** Efficient deployment of capital, liquidity, and provisioning supports sustainable growth and minimises risks.
- **Comprehensive and Integrated Corporate & Risk Governance Framework:** A robust corporate and risk governance framework ensures effective risk management, independent oversight, and accountability.

- **Resilient Risk Infrastructure and Strong Risk Culture:** A strong risk infrastructure and culture promotes transparency, accountability, and a proactive approach to risk management.

The Bank places a strong emphasis on the following key imperatives to ensure sound risk management practices:

1. Strong Governance:

The Bank has a strong governance framework in place to ensure that its risk management framework is effective and that risks are managed in a controlled and transparent manner. This includes committees at Board and Management levels, clear policies and procedures, regular reporting and monitoring, and independent oversight from internal and external stakeholders.

a. Corporate Governance Framework

Corporate governance is a framework of rules, processes, policies and practices by which an organization is managed and controlled by its Board of Directors (BoD) and Senior Management. Implementation and maintenance of good corporate governance helps robust decision-making and improves Strategy, Performance, Compliance and Accountability supported by ongoing monitoring and assessment. Sound corporate governance plays a fundamental role in the culture and business practices of the Bank. The Bank's corporate governance framework relates to the way the business activities of the Bank are directed and managed considering all stakeholders and role of the bank in the community. The Bank has a well-considered and established corporate governance framework which facilitates effective decision making and builds a strong relationship with stakeholders through a transparent structure that supports high quality disclosures.

b. Risk Management Framework (Three Lines of Defense)

The Bank's risk management framework is built on three lines of defense, which work together to ensure that risks are effectively identified, assessed, monitored, and controlled:

- The First line of defense is the business unit, which is responsible for identifying, assessing, and managing risks in its day-to-day activities.
- The Second line of defense provides oversight and support to the business units in managing risks.
- The Third line of defense is the internal audit function, which independently assesses the effectiveness of the Bank's risk management framework and provides recommendations for improvement.

As part of the three lines of defense, the Board and Management committees are further supplemented by functions who are responsible for day-to-day monitoring of risks.

c. Roles of Board and the Executive Management

The Board of Directors defines the risk tolerance of the Bank, its primary business activities and its overall strategy and plan. The roles of Board and the Executive Management are detailed below:

i. Board Level Committees

The Board of Directors are ultimately responsible for identifying and controlling risks; however, there are separate board sub-committees responsible for managing and monitoring risks, namely Board Credit Committee (BCC), Governance and Remuneration Committee (GRC), Board Risk & Compliance Committee (BRCC), Board Audit Committee (BAC). Joint meetings between BAC and BRCC are also held regularly in accordance with the Central Bank of the UAE (CBUAE) guidelines to ensure effective coordination and collaboration between the two committees in managing risks. This joint meeting enhances the overall risk management framework by providing a platform for robust discussions and effective decision-making in matters relating to risk management.

ii. Management Level Committees

The Board level committees are further supplemented by key management committees to ensure comprehensive risk management and governance. These committees include Management Committee (MANCOM), Asset Liability Committee (ALCO), Credit Portfolio Committee (CPC), Credit Committee (CC), Risk Committee (RC), Compliance Committee, Business Technology Steering Committee (BTSC), Human Capital Committee (HCC), and the Charity Committee. The Bank also has various management subcommittees to assist management committees and senior management in discharging their duties and responsibilities.

For more details on the Board-level, Management-level committees and sub-committees, please refer to the Corporate Governance section in this report.

2. Risk Measurement and Reporting Systems

Monitoring and controlling risks is primarily performed based on limits established by the Bank. These limits reflect both the business strategy and market environment of the Bank as well as the level of risk that the Bank is willing to accept, with additional emphasis on selected



industries. In addition, the Bank monitors and measures the overall risk bearing capacity in relation to the aggregate risk exposure across all risk types and activities.

Information compiled from all the businesses is examined and processed in order to identify, analyse and control at an early stage. The Board receives a comprehensive credit risk report once a quarter which is designed to provide all the necessary information to assess and conclude on the credit related risks of the Bank. The report includes aggregate credit exposure, hold limit exceptions, liquidity ratios and risk profile changes. Senior management assesses the appropriateness of the allowance for credit losses on a quarterly basis.

For all levels throughout the Bank, specifically tailored risk reports are prepared and distributed in order to ensure all business divisions have access to extensive, necessary and up-to-date information.

Regular briefings are given to the Chief Executive Officer, Risk Committee and all other relevant members of management on all aspects of risk taken by the Bank including the utilisation of limits, proprietary investments and liquidity, plus any other risk developments.

3. Risk Mitigation

The Bank has implemented a comprehensive risk mitigation framework that aims to minimise the impact of potential risks on its operations, financial performance, and reputation. This includes identifying and evaluating risk, implementing risk mitigation strategies, and regularly monitoring the effectiveness of these strategies.

The Bank actively uses collateral to reduce its credit risks. Also, as part of its overall risk management, the Bank uses derivatives and other instruments to manage exposures resulting from changes in interest rates and foreign currencies.

4. Robust Business Continuity Framework

The Bank's well-structured Business Continuity Framework and Policy, along with our comprehensive Crisis Management Framework and supplementary emergency plans and incident response protocols, provide a strong foundation of organisational resilience against major disruptions or unexpected events, such as the recent COVID-19 pandemic. These frameworks and procedures are subjected to regular testing, with a minimum frequency of annual assessments, to guarantee their effectiveness and readiness in such scenarios.

5. Risk Appetite Framework

Bank has established a risk appetite framework to ensure that its risk-taking activities are aligned with its strategic goals and risk tolerance. The framework includes clear definitions of the Bank's risk appetite and limits for various types of risks, as well as regular monitoring and reporting to ensure that these limits are not exceeded.

6. Sustainability and ESG-Risk Framework

UAB is committed to incorporating sustainability considerations into its risk management framework, including environmental, social, and governance (ESG) risks.

Aligned with the CBUAE regulation Principles for the Effective Management of Climate-related Financial Risks, Bank is actively enhancing its financial risk practices to encompass ESG factors. The Bank is in the advanced stages of finalizing an ESG risk framework, which includes the development of an ESG risk rating and scorecard. This initiative represents a significant step toward quantifying and managing ESG risks systematically across the bank's operations.

In addition, Bank has proactively engaged in climate stress testing, submitting its impact assessment and finalizing a climate stress testing methodology as part of the Financial Stability Unit (FSU) stress testing requirements set by the CBUAE. This process involves assessing the Bank's resilience to various climate-related scenarios, ensuring that the Bank is well-prepared for potential ESG-related challenges.

The bank has made progress in data collection in line with the ESG risk framework and is actively integrating ESG considerations into its overall risk assessment and decision-making processes, in accordance with regulatory guidelines on ESG and climate risk.

Sustainability Committee (SC) was formed in early 2024 to assist the Management Committee and the Board of Directors by overseeing and advising on sustainability related strategies, practices, and policies. The Committee is committed to advancing the Bank's sustainability objectives, ensuring that the bank operates in an environmentally responsible and socially conscious manner while considering the governance aspects that align with the Bank's strategy and risk management framework.



Our People

UAB is committed to attracting and retaining top talents. The Bank recognises that its employees are key to its success and works to create a supportive and engaging work environment that fosters growth and career development.

UAB invests in its employees through training and development programmes, flexible work arrangements, and competitive compensation package. The Bank also prioritises creating a diverse and inclusive workplace, where all employees feel valued and respected.

In addition to its internal initiatives, UAB is actively involved in the wider community, supporting programmes that promote education and career development. The Bank collaborates with local universities to attract UAE National talents by participation at job fairs and collaborate to build UAB employer brand and showcase the bank culture and values.

UAB's commitment to attracting and retaining top talent is a key factor in its long-term sustainability and success. The Bank will continue to invest in its employees and create a positive workplace culture to attract and retain the best talent in the industry.

Reward & Recognition

UAB continuously observes the achievements of its employees and recognises their contribution to the Bank's success. To recognise our high-achieving employees, the Bank allocates AED 200,000 annually for its Reward and Recognition initiatives, such as the Annual and Quarterly Awards.

Driving People Development

UAB Human Capital Management (HCM) training team oversees defining the competencies development framework every year, in line with

the strategic priorities and values in UAB's Annual Business and Strategic Plan. This framework helps the team in designing guidelines for all parties involved in the process (coach, mentor, supervisor, assessor, and learning and development).

Individual development plans are established based on the framework and the standards against which the employee will be assessed. These are identified through a multi-source mechanism that captures the learning and development needs that are shared by a group of employees. Our performance review process is the main tool used to recognize and plan learning and development. The HCM training team reviews the plans, expectations, and results with senior management while direct managers are responsible for ensuring that individuals' training requirements are met.

To ensure the effectiveness of our training, we perform a pre and post-assessment for technical skills programmes, extract a report, determine the effectiveness of the training, and define improvements if needed. Further, we collect feedback from participants to evaluate their satisfaction and analyse how the training is helping with their career advancement path. Various assessment methods are used, such as exercises, role play, and case studies.

In 2024, the Bank conducted 10 training programs for the senior management on:

- Regulatory programs on compliance (AML/CTF, Sanctions)
- Data Leakage Prevention
- Security Awareness
- Risk Management
- Sharia Fundamentals
- Consumer Protection Regulation
- Anti-bribery and Corruption
- Leadership Program

Learning & Development Programmes		
Programme	Description	Number of Beneficiaries
LinkedIn Learning	Behavioral & Technical Programs	72 staff attended 441 programs
Third-party Training	Technical & Behavioral Program, Conferences/ workshops/Seminars	180 staff attended 48 programs
EIBFS Training Programmes	Technical & Behavioral Program, Pathway Programs	508 staff attended 183programs
UAB Programmes (Regulatory + Soft skills)	Regulatory Required Programs, Technical Awareness, Behavioral Training	491 staff attended 65 programs

Diversity, Inclusion, and Emiratisation

UAB believes that diversity and inclusion spur innovation and foster a dynamic work culture where people can learn from each other and thrive on their differences. The increase in percentage of Emiratis amongst newly hired employees (41% in FY2024 vs 32% in FY2023) reflects our focus on Emiratisation, as well as our efforts to create a more diverse and inclusive culture.

Gender Equality

As we continue promoting diversity and inclusion within our Bank, we focus on increasing female employee participation and development to occupy leadership positions in the Bank. In line with the UAE Central Bank Corporate Governance Regulations and Standards, UAB is working on improving the gender balance by developing a conscious hiring process based on our gender balance goals. Accordingly in 2024, and in line with the percentage in 2023 as well, 39% of our newly hired employees were females. Additionally, in 2024, female employees were provided with an average of three days more training hours than male employees. Our median male compensation to median female compensation was still a healthy 117% in 2024 as compared to a 5-year average of 122% (2019–2023).

Emiratisation

United Arab Bank envisions a future where UAE Nationals are well represented at all levels of the bank's workforce, from entry level positions to senior management roles. UAB recognizes its responsibility to employ UAE Nationals in various roles. Therefore, UAB aims to ensure success for UAE Nationals wishing to pursue a career in the financial services industry. The biggest resource of the nation is the growing youth who will eventually be the future leaders of this fine country. It is our core belief that the development of UAE National talent will accelerate growth and ensure continued achievements.

Our ultimate goal is to identify, assess, develop and provide opportunities to those UAE Nationals who exhibit outstanding talent through our Emiratisation program. It is vitally important to the success of the United Arab Bank to have the pipeline of future leaders from the region, which can be developed through our extensive training and development programs.

Besides meeting the regulatory requirements, the emphasis is on offering career advancement opportunities to UAE Nationals. Efforts are made to ensure that UAE Nationals are given every possible opportunity for career progression and filling management positions in the business.



Our People (continued)

Our Emiratisation ratio increased in 2024 to 28% from a 5-year average of 21% (2019-2023). The latter was achieved by having a strategic focus on recruiting and retaining UAE National talent through the following efforts:

- The Bank aims to attract UAE National talents from reputable educational institutions as high potential candidates by participation at local career fairs and job fairs, and collaboration with different universities and colleges to build our employer brand and showcase our culture and values.
- Enrolment and Participation on Nafis platforms, through posting jobs, reviewing applications, hiring through the platform and availing the advantages of Nafis pension funds, to support Emiratisation initiatives in the bank.
- Actively seeking out UAE National candidates for open positions and attract UAE National talents through targeted recruitment campaigns, partnerships with educational institutions, and participation in job fairs and career events.
- Giving priority to UAE National employees for internal vacancies as part of developing their overall domain skills that is essential for future leadership roles.
- Placing Emiratisation as a key pillar in the people quadrant of the senior management Balanced Scorecard.
- Investing in the training and development of the UAE National employees through, on job training, mentorship, leadership development, job rotation and career pathing.

- Creating a culture of inclusion and engagement that makes UAE National employees feel valued and connected to the organization through regular communication from senior leadership, opportunities for employees to provide feedback and suggestions, being engaged in the Emiratisation events and activities such as, career fair, National Day, and HCM events.
- Emphasizing a culture of work-life balance to support the well-being and retention of UAE National employees through flexible work arrangements, remote work options, and promoting the importance of taking regular breaks and vacations.
- Offering opportunities for fresh graduate UAE Nationals through Tomouh program, which is uniquely designed program to equip them in the relevant disciplines within the financial services industry. A blend of in-depth technical qualifications and critical career integration workshops will set them up for success and ensure their seamless integration in to teams and culture. Purpose of the program is for them to become the pipeline of the future leaders in the banking sector.
- Offering competitive compensation (including UAE National allowance) package that aligns with the market.

Furthermore, to support the advancement of their careers in the Bank, we offer a variety of training programmes dedicated to Emirati employees and customised to their career development needs.

Training Programmes for Emirati Employees				
Programme	Description & Activities conducted under the program in 2024	Number of Beneficiaries		
		2022	2023	2024
Leadership	Leadership and Management Skills Program	21	21	38
Mandatory/Regulatory	Mandatory/Regulatory programs on Operational Risk Awareness, Fraud Risk Awareness, Anti-bribery and Corruption	66	66	121
Industry specific	Shipping Documentations & Trade Frauds, Fraud Prevention, RCSA & KRI, Security Awareness, Code of Conduct)	48	48	120
Technical skills	FATCA/CRS, Risk Adjusted Return on Capital (RAROC), Credit Risk, Money Market, Counterfeit Currencies and Document Verification	64	64	118
Soft Skills	Emotional Intelligence, Critical Thinking & Decision Making, Time Management, Art of Networking, Presentation Skills, Communication Skills, Public Speaking skills	72	72	42
Fresh Graduate Program	Certified Banking Operations CBO, Specialization Pathway boot camps, International Professional Certification	17	34	17
Certification Program	CITF, CFE, ICA Diploma in Compliance, Certificate in: HR, Treasury & Compliance	6	19	6

Workplace Health and Safety

Helping our employees maintain and lead healthy lives is important for our Bank as we believe their well-being directly impacts their productivity and success. In line with the latter, UAB conducts different initiatives to raise awareness about critical health issues such as Breast Cancer and engages its employees in different physical activities where they can bring their families to spend quality time together and bond with others.

In 2024, we delivered the following initiatives:

Breast and Cervical Cancer Awareness 2024

UAB conducted breast and cervical cancer awareness sessions for all UAB female employees, discussing healthy nutrition, lifestyle, and how to regularly check on their health. These sessions were conducted in collaboration with NMC Healthcare.

Health Checkup and Health Talks 2024

UAB facilitated comprehensive several health check-up sessions for all employees in partnership with Life Pharmacy, NMC and American Spine Center. Additionally, wellness talks were conducted by experts from American Spine Center and Zia Medical Centre focusing on boosting immunity and spreading awareness on ergonomics in the workplace and common work-related musculoskeletal disorders.

UAB Fitness Challenge 2024

In line with the Sheikh Mohammad initiative Dubai Fitness Challenge in November, UAB conducted a fitness challenge for all employees and their families, started with a 10Km run with UAE CEO, followed by physical activities and games led by 6 professional fitness instructors and ended the day with healthy snacks.

In conclusion, UAB remains committed to fostering a healthy and supportive work environment for our employees. By prioritizing initiatives like Breast Cancer Awareness and the UAB Fitness Challenge, we not only promote physical health but also strengthen our community and enhance team spirit. We will continue to invest in our employees' well-being, recognizing that their health is integral to our collective success. Together, we aim to create a workplace where everyone can thrive, both personally and professionally.



ESG STRATEGY & DOUBLE MATERIALITY ASSESSMENT



ESG Strategy & Double Materiality Assessment

At United Arab Bank (UAB), we recognise the integral role that sustainability plays in the long-term resilience of our institution, the prosperity of our communities, and the achievement of national climate and economic goals. In line with our strategic transformation agenda, UAB has undertaken a robust **Double Materiality Assessment (DMA)** as a foundational step in the development of our ESG strategy.

This initiative is part of our broader ambition to align with **UAE Vision 2031**, the **Net Zero 2050 roadmap**, the **ADX ESG Disclosure Guidelines**, the **CBUAE Sustainability Principles**, and leading international frameworks including **GRI, TCFD, SASB, and IFRS S1/S2**.

Purpose and Approach of the Double Materiality Assessment

The DMA process evaluates ESG topics based on two equally important lenses:

- Impact Materiality (Inside-Out):** How UAB's operations and activities affect the environment, society, and economy.
- Financial Materiality (Outside-In):** How ESG-related risks and opportunities may affect the bank's financial position, performance, and strategy.

We employed a rigorous five-stage methodology that included:

- Topic Identification** using global standards and UAE-specific ESG regulations;
- Stakeholder Engagement** with over five key internal and external groups (e.g., regulators, Board, employees, clients, suppliers);
- Weighted Scoring and Tagging** of impact and financial relevance using a 1-5 scale and stakeholder-weighted system;
- Consolidation and Ranking** of topics using quantitative analytics and qualitative validations;
- Materiality Matrix Development**, visualising prioritised ESG topics based on dual-materiality scores.

This approach allowed us to tailor our ESG priorities in a manner that is analytically rigorous, market-aligned, auditable and strategically actionable.

ESG Topics Selected as Most Material to UAB

Based on our Double Materiality Assessment, UAB has identified the following **nine ESG topics** as the most material across both financial and impact dimensions. These topics will serve as the foundation for our ESG strategy, KPIs, targets, and reporting moving forward:

1. Sustainable Finance	
2. Customer Experience	
3. Risk Assessment & Management	
4. Corporate Governance, Compliance & Code of Conduct	
5. Financial Crime Prevention	
6. Data Privacy & Cybersecurity	
7. Emiratisation	
8. Employee Well-being & Workplace Health and Safety	
9. Climate Change	

These topics reflect UAB's dual responsibility: to safeguard value for shareholders and to contribute meaningfully to national and societal objectives.

Strategic Response: Policy Development, KPI Integration, and ESG Roadmap

As a result of the DMA, UAB has initiated the development of a **comprehensive ESG strategy**, which will address the nine priority topics through:

- The formulation and finalisation of supporting policies.
- The establishment of topic-specific **KPI frameworks and quantitative targets**, to be published in the next reporting cycle.
- The implementation of governance oversight via the **Sustainability Committee**, chaired by the CEO, which reports to the Management Committee, with oversight by the Board-level Governance and Remuneration Committee.

Our strategy will be fully embedded across the enterprise, with ongoing review mechanisms, capacity-building through employee training, and accountability measures linked to ESG-linked remuneration metrics.

Regulatory and Market Alignment

The strategic topics identified through UAB's Double Materiality Assessment are not only material to our stakeholders and business operations but also closely aligned with national and regulatory imperatives. This alignment ensures that our ESG agenda responds directly to the expectations set forth by the **CBUAE Sustainability Principles**, the **Net Zero 2050 Strategy**, and the **ADX ESG Disclosure Guidelines**, among others.

By anchoring our ESG priorities in both stakeholder input and regulatory direction, UAB is advancing a strategy that integrates compliance, risk resilience, and long-term sustainability. Our ongoing efforts are further guided by international reporting frameworks, including **GRI, TCFD, SASB**, and **IFRS S1/S2**, reinforcing our commitment to transparency, governance, and forward-looking disclosure.

Emissions Tracking: Scope 1, Scope 2, and Scope 3

UAB has made measurable progress in emissions tracking and transparency:

- Scope 1 emissions** (direct): Tracked through actual fuel consumption from owned vehicles and diesel generators, totalling **19.92 tCO₂e** in 2024.
- Scope 2 emissions** (indirect from electricity use): Tracked using UAE grid emissions factors, totalling **2,226 tCO₂e** in 2024.
- Scope 3 emissions** (indirect – partial coverage): In 2024, we began disclosing non-financed Scope 3 categories such as business travel, water consumption, and employee commuting.

We are also working towards establishing the foundation to estimate **financed emissions** under the **Partnership for Carbon Accounting Financials (PCAF)** methodology. Our goal is to pilot financed emissions calculations in 2026 across high-impact lending portfolios (e.g., real estate and manufacturing), and to set science-based targets in alignment with IFRS S2 and the UAE's Net Zero ambitions.

Progress to Date and Forward-Looking Improvements

Through peer benchmarking and internal gap assessments, UAB has enhanced its ESG posture in several key areas, and we are committed to further aligning with regional leaders in sustainability. Notable improvements include:

- Governance & Oversight:** A cross-functional Sustainability Committee has been established to embed ESG across strategy, risk, operations, and disclosure.
- Policy Advancements:** Multiple policies are under finalization to reflect best practice, including formal Human Rights and Environmental Policies.
- Training and Engagement:** Training programs and ESG aligned policies are being planned for roll out across the organization, with further plans to track participation and engagement going forward.
- Operational Footprint Management:** Energy efficiency programs led to a **1.6% YoY reduction in energy intensity**; paperless onboarding and smart building systems are being scaled.
- Data Transparency:** We aim to align our ESG disclosures, Strategy and Approach to local and international regulations and reporting frameworks, allowing for transparent and auditable reporting.

Looking ahead, we will introduce:

- Formal **ESG-linked KPIs and targets** for each of the nine material topics.
- Enhanced disclosure of **Scope 3 financed emissions**.
- Regular **DMA updates**, factoring in evolving risks, stakeholder expectations, and regulatory requirements.

Committed to enhance our ESG practices

UAB's ESG agenda is both ambitious and pragmatic. The outcomes of the Double Materiality Assessment have allowed us to focus our efforts where they matter most – to our business, our stakeholders, and the communities we serve. In the next reporting cycle, we will look to disclose:

- ESG strategy details**, including KPIs, targets, and roadmaps for the nine material topics;
- Expanded emissions coverage**, including **financed emissions disclosures** under PCAF;
- Improved ESG performance metrics**, integrated into business operations and governance oversight.

We remain committed to enhancing our ESG practices, strengthening transparency, and playing an active role in supporting the UAE's transition to a sustainable, inclusive, and low-carbon economy.

For more information on UAB's sustainability strategy, governance practices and disclosures, please refer to the latest Sustainability Report.

FINANCIAL SUMMARY



Balance Sheet					
(AED Million)	2020	2021	2022	2023	2024
Cash & Balances with Central Bank of the UAE	1,406	2,010	1,208	2,001	2,225
Due from banks, net	297	379	303	457	585
Loans, advances and Islamic financing receivables, net	9,014	8,213	7,604	9,357	11,526
Investments and Islamic financing, net	3,282	3,530	3,887	5,090	6,005
Property, equipment and capital work-in-progress	328	303	296	181	204
Customer acceptances	241	390	357	204	423
Other assets, net	282	355	426	358	493
Total Assets	14,849	15,180	14,080	17,648	21,461
Due to banks	1,233	2,411	3,272	3,729	3,596
Customer deposits and Islamic customer deposits	11,247	10,406	8,569	10,238	13,577
Medium-term borrowings	-	-	-	735	735
Customer acceptances	241	390	357	204	423
Other liabilities	673	461	383	453	575
Equity	1,455	1,512	1,499	2,290	2,555
Total Liabilities and Equity	14,849	15,180	14,080	17,648	21,461

Income statement					
(AED Million)	2020	2021	2022	2023	2024
Interest income and income from Islamic financing products	642	478	584	922	1,193
Interest expense and distribution to Islamic depositors	(349)	(200)	(263)	(527)	(726)
Net interest income and income from Islamic financing products net of distribution to depositors	293	278	322	395	467
Net fee and commission income	42	47	67	77	91
Foreign exchange income	17	19	19	28	34
Other operating income	50	106	93	77	14
Total operating income	403	450	501	576	606
Employee benefit expenses	(150)	(141)	(146)	(181)	(205)
Depreciation and amortisation	(28)	(25)	(23)	(22)	(22)
Other operating expenses	(84)	(78)	(82)	(81)	(91)
Total operating expenses	(262)	(244)	(252)	(285)	(318)
Operating profit before impairment loss	141	206	249	292	288
Net impairment reversal/(loss)	(808)	(136)	(94)	(36)	43
Net profit before tax	(667)	70	155	255	331
Tax expense	-	-	-	-	(30)
Net profit	(667)	70	155	255	301
<i>Earnings per share (AED)</i>	(0.32)	0.03	0.08	0.12	0.15

Key Ratios					
Percent (%)	2020	2021	2022	2023	2024
Net Interest Margin (NIM)	1.9	2.2	2.6	3.1	2.7
Cost-Income ratio	65.0	54.2	50.3	49.4	52.5
Cost of Risk (CoR) ¹	5.6	1.5	1.0	0.4	(0.5)
Return on Shareholders' Equity (RoSE) ²	(36.9)	4.7	10.3	15.8	16.1
Return on Assets (RoA)	(3.8)	0.5	1.1	1.6	1.5
Non-performing loans ratio (NPL) ³	15.7	11.6	8.2	5.0	3.9
Provision coverage	98.7	67.7	94.3	131.8	117.7
Provision coverage (incl collaterals)	118.2	127.3	162.8	200.1	171.5
Advances to Stable Resources ratio (ASRR)	80.5	80.7	86.9	75.7	75.5
Eligible Liquid Assets ratio (ELAR)	16.4	19.1	17.6	20.0	17.0
CASA% ⁴	25.7	29.8	36.0	36.5	33.6
Common Equity Tier 1 (CET1) ratio	12.5	12.6	13.3	13.5	12.7
Tier 1 ratio	12.5	12.6	13.3	17.8	16.3
Capital Adequacy ratio (CAR)	13.7	13.8	14.5	19.0	17.4

- Notes
- Cost of risk (CoR) is defined as net impairment charges related to loans and advances and contingent liabilities as a percentage of average gross loans and advances
 - Return on Shareholders' Equity (RoSE) is defined as Net profit for the year as a percentage of average Shareholders' Equity; Shareholders' Equity is defined as Total Equity less Additional Tier 1 capital and Intangible assets
 - Non-performing loans ratio (NPL) is net of interest in suspense
 - CASA% is defined as ratio of current and savings account balances to total customer deposits

Contact Us & Other Useful Links



Sustainability (ESG) Reports

<https://www.uab.ae/Investor-Relations/Sustainability>



Integrated Reports (incl. Corporate Governance Reports)

<https://www.uab.ae/Discover-Us/Corporate-Governance/Corporate-Governance>



UAB Financial Reports

<https://www.uab.ae/Investor-Relations/Financial-Information/Financial-Highlights>

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Our success
depends on the loyalty
of our customers by providing
innovative offers that meet
their desires and reflect
our commitment
to the UAE community.