

An aerial night view of the Dubai skyline, featuring numerous illuminated skyscrapers and a complex network of highways with traffic. The scene is lit up with city lights, creating a vibrant urban atmosphere.

# The Banking Industry in the UAE

Operational Insights, Digital Trends, and Market Analysis

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# Foreword

It is my distinct privilege to present the foreword for this comprehensive report on the UAE banking industry. This report delves into various facets of the banking sector within the United Arab Emirates, a nation that has shown remarkable economic resilience and innovation, particularly in the financial services sector.

According to the International Monetary Fund (IMF) report, the UAE's Gross Domestic Product (GDP) stood at \$509 billion in 2023 and is projected to grow at a robust rate of 4% in 2024. This economic vitality is a testament to the country's diversified economic policies and its strategic position as a global business hub. The banking sector, a cornerstone of this economic landscape, mirrors this growth trajectory and dynamism.

A notable feature of the UAE banking landscape is the strong presence of international banks from 21 countries, including those from the world's leading economies. This global integration not only enhances the financial ecosystem within the UAE but also underlines the country's role as a pivotal financial center in the Middle East. Furthermore, the presence of major international corporations like MasterCard and Visa, coupled with investments from tech giants such as Uber and Amazon in Emirati startups, has catalyzed the development of a vibrant startup and technology ecosystem.

The expansion of UAE national banks beyond Asia into European and African markets is a striking trend. These banks are not only extending their geographical footprint but are also innovating through strategic initiatives. This includes acquiring new banking entities in countries like Turkey, by innovating with products such as neobanks, forming partnerships with fintechs and startups, and adopting cutting-edge technologies such as artificial intelligence and blockchain. Such endeavors are reshaping the banking landscape, offering novel services and enhancing customer experiences.

While the national banks headquartered in Abu Dhabi boast the largest total assets within the UAE banking system, it is noteworthy that banks based in Dubai have shown greater advancement in digital innovation. This dichotomy highlights the concentrated nature of the UAE banking system, predominantly in Abu Dhabi and Dubai. However, it also presents an untapped potential for digital growth in banks across other emirates, indicating room for widespread digital transformation.

This report, therefore, offers a comprehensive analysis of the UAE banking industry, covering key areas such as the banking landscape, operations statistics, financial metrics, credit distribution trends, deposit landscape, digital footprint, and strategic partnerships in AI, blockchain, and fintech. It is designed to provide valuable insights to stakeholders and contribute to the strategic planning and decision-making processes within the banking industry.



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# Executive Summary

The UAE banking sector has experienced significant transformation, becoming a vibrant and innovative player on the global financial stage. As of January 2024, the sector boasts 61 licensed banks, including 23 national and 38 foreign banks, highlighting the UAE's role as an attractive global financial hub for international banking entities.

There's been a notable shift towards optimizing physical infrastructure, with the branch network decreasing from 960 in December 2015 to 564 in September 2023. Meanwhile, digital banking has flourished, with applications from UAE national banks on Google Play jumping from 17 in 2015 to 123 by the end of 2023. This surge in digital services reflects a broader trend towards innovation and the adoption of technology-driven banking solutions.

Financial indicators also point to healthy growth. Total deposits rose from AED 1.47 trillion in December 2015 to AED 2.44 trillion by November 2023. Corporate deposits saw a significant uptick, moving from AED 606 billion in December 2020 to AED 924 billion by November 2023. Moreover, deposits with a minimum balance exceeding AED 20 million increased from AED 883 billion in December 2016 to AED 1390 billion in September 2023. Total assets within the sector grew impressively from AED 2.61 trillion in December 2015 to AED 4.03 trillion by November 2023.

The growth strategy of the UAE banking sector is anchored in three main pillars: hosting and licensing international banks, forging strategic partnerships and collaborations, and pursuing mergers, acquisitions, and global expansion. These pillars have supported the sector's seamless integration into the international banking community, with UAE banks establishing a significant presence worldwide through branches, mergers, and acquisitions.

Digitalization and innovation have predominantly been led by the top five banks, presenting an opportunity for smaller banks to follow suit. Key strategic movements like the formation of First Abu Dhabi Bank through the merger of NBAD and FGB, along with Emirates NBD's acquisition of DenizBank, have not only broadened their market reach but also underscored their digital prowess.

In summary, the UAE banking industry is at an important intersection of traditional banking and digital innovation. For sustained growth and competitiveness, it's crucial for banks of all sizes to adopt these strategic measures. Looking ahead, the industry is poised for further innovation and growth, ensuring the UAE banking sector's prominent position in the global financial landscape.

# 01

## UAE Banking Landscape: Licenses, Branches, Workforce, and ATMs





## A Comprehensive Analysis of the UAE Banking Sector (2015-2023)

The chapter 'Overview of Branches, Licensed Banks, and Banking Workforce in the UAE' provides a comprehensive analysis of the banking sector in the United Arab Emirates, highlighting its dynamic nature and key trends from 2015 to 2023. The UAE's banking landscape exhibits a notable dichotomy between national and foreign banks, each adopting distinct operational strategies and market approaches.

National banks in the UAE, with 23 licenses, have established a dominant presence through a robust network of 492 branches. This expansive reach signifies a deep market penetration strategy, likely driven by a profound understanding of local market dynamics and strong customer relationships. In contrast, foreign banks, despite holding more licenses (38), maintain a modest network of 72 branches. This limited expansion suggests a focus on niche markets or digital banking, possibly influenced by regulatory challenges or market entry barriers.

The banking sector's categorization further underscores the dominance of conventional retail banking, with 40 licenses, indicating a mature and competitive market. Other segments like conventional wholesale and Islamic retail banking, although less saturated, show potential for growth. Specialized and investment banking areas appear to be niche or underdeveloped.

Trends from 2015 to 2023 reveal a shift towards digital banking, with both national and foreign banks reducing their number of physical branches. This transformation is echoed in the growing preference for automated banking services, as evidenced by the resilience and expansion of the ATM network despite an initial decrease around 2020.

The digital banking landscape, characterized by the number of applications published by national banks, has seen overall growth but with significant yearly fluctuations. This pattern indicates an adaptive market responsive to technological advancements, economic conditions, and consumer preferences.

Employment trends in the sector have also been dynamic. National banks experienced fluctuations, particularly in 2016 and 2020, but showed recovery by 2023. Foreign banks, on the other hand, displayed consistent growth in employee numbers, especially post-2017, highlighting their expanding influence in the UAE.

The analysis of electronic banking service units further differentiates the strategies of national and foreign banks. National banks exhibited significant growth in this area, while foreign banks faced a notable decline and stabilization, reflecting the challenges and competitive nature of the market.

Geographically, there is a substantial concentration of banking branches in major economic hubs like Dubai and Abu Dhabi, with other emirates showing minimal presence. This distribution underscores the economic vibrancy of these emirates and points to potential growth in less developed regions.

The international presence in the UAE banking sector is significant, with notable participation from countries like England, France, and Pakistan, especially in Dubai and Abu Dhabi. This global involvement emphasizes the UAE's role as a financial hub in the Middle East.

In summary, the UAE's banking sector is characterized by a strong dominance of national banks, a cautious expansion approach by foreign banks, a shift towards digital and automated solutions, and a diverse and dynamic banking environment with varying degrees of market penetration and specialization across different regions and banking categories.

## A Comprehensive Analysis of National and Foreign Banks

The United Arab Emirates banking sector exhibits a distinct dichotomy between national and foreign banks, alongside varied banking categories, each with its unique market footprint. Analyzing the distribution of bank licenses and branches in the UAE reveals these key trends and disparities.

National banks, with 23 licenses, have established a dominant presence through an extensive network of 492 branches, illustrating a deep market penetration strategy. This robust presence is indicative of national banks effectively leveraging their licenses, likely supported by a deep understanding of local market dynamics, strong customer relationships, and favorable regulatory conditions. In contrast, foreign banks hold a greater number of licenses 38 but maintain a modest network of just 72 branches. This modest expansion strategy of foreign banks may reflect a focus on niche markets, digital banking, or challenges in market entry and regulatory compliance.

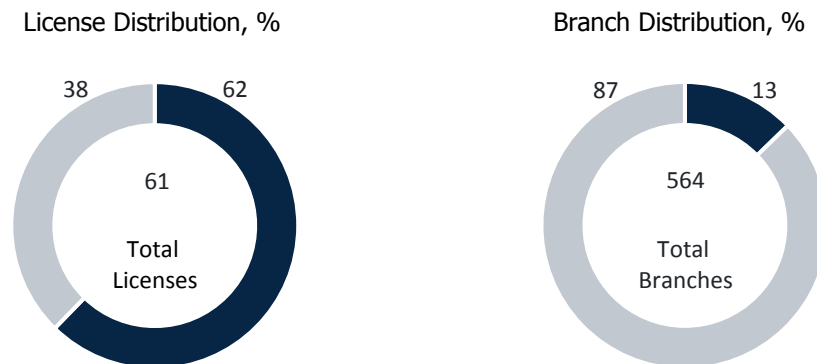
Further analysis of banking categories in the UAE highlights the dominance of conventional retail banking, which holds 40 licenses, indicating a highly competitive and mature retail banking market. In comparison, conventional wholesale banking, with 11 licenses, shows a significant but less saturated market presence, suggesting potential growth opportunities in this sector. The presence of Islamic retail banking with 8 licenses underscores the demand for Sharia-compliant financial products, marking it as a significant segment. Meanwhile, conventional specialized and conventional investment banking categories, each with only one license, indicate these are either niche or underdeveloped areas within the UAE's banking landscape.

Overall, the UAE's banking sector is characterized by a strong dominance of national banks in terms of branch network, a cautious expansion approach by foreign banks, a highly developed conventional retail banking market, and distinct segments in wholesale, Islamic, and specialized banking areas. This landscape presents a diverse and dynamic banking environment, with varying levels of market penetration and specialization across different banking categories.

### Exhibit 1

#### License and Branch Distribution in the UAE's National and Foreign Banks

■ Foreign Banks ■ National Banks



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE (Nov 2023)

<https://centralbank.ae/en/licensing/>

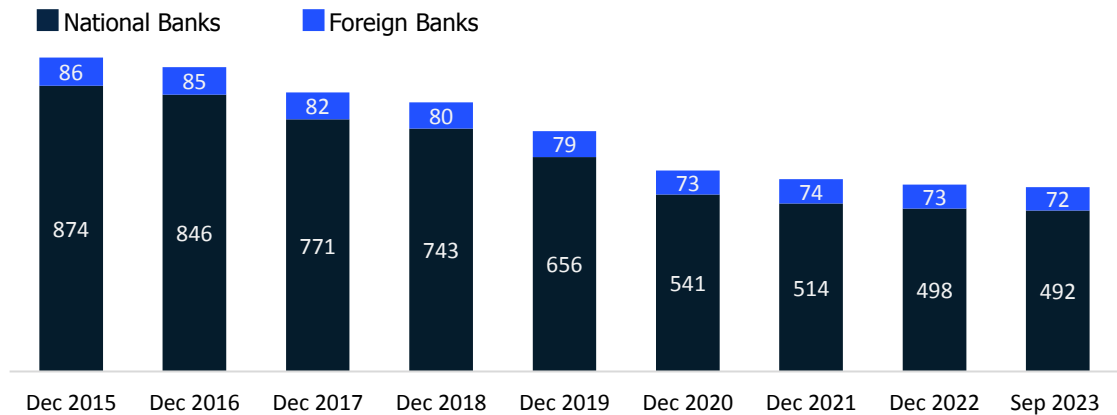
## A Comprehensive Analysis of the Total Number of Branches and ATMs (2015-2023)

The banking sector in the UAE has undergone significant transformations between 2015 and 2023, showcasing a trend towards sector-wide consolidation and a shift in operational strategies. Data analysis reveals a continuous decrease in the number of physical branches for both national and foreign banks. National banks have experienced a more pronounced decline in their branch networks, with a particularly steep reduction of 17.53% in 2020, indicating a strategic move possibly towards digital banking platforms. Foreign banks, while also reducing their number of branches, show a less dramatic but still noticeable downward trend.

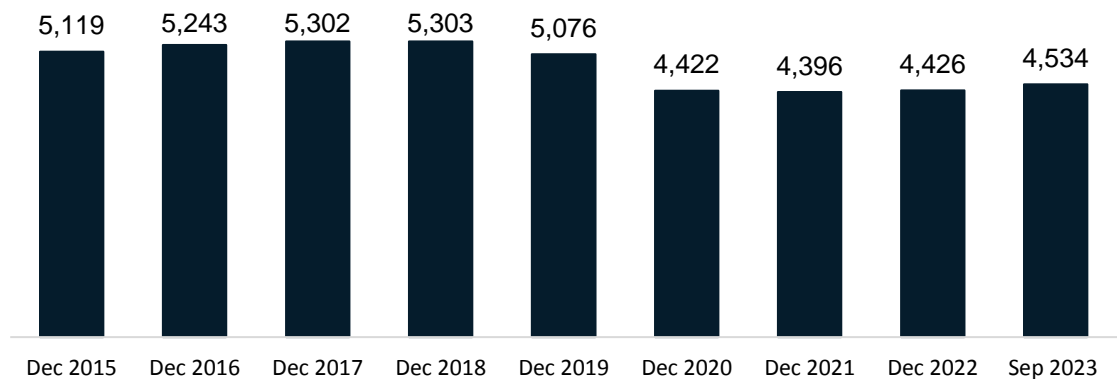
In contrast to the reduction in physical bank branches, the ATM network in the UAE has shown a degree of resilience. After an initial period of growth, there was a significant decrease in the number of ATMs around 2020, followed by a recovery in 2023. This fluctuation, along with the increasing ATM-to-branch ratio, points to a growing preference for automated banking services among consumers. The consistent rise in this ratio over the years reflects a shift in customer behaviors and the banking sector's adaptation to technological advancements.

### Exhibit 2

#### Trends in Bank Branch Network in the UAE (2015-2023)



#### Trends in ATM Network in the UAE (2015-2023)



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2023)

UAE Monetary Banking Financial Markets Developments Report, issued by the CBUAE(2020-2023)



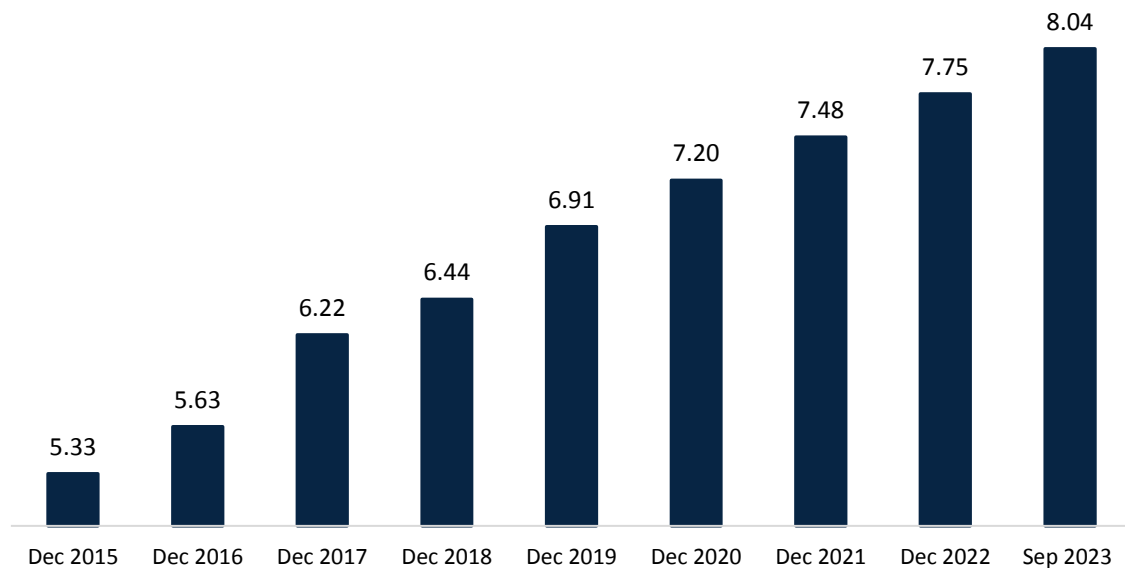
## Advancing Towards Automation and Digitalization

The banking landscape in the UAE has demonstrated a marked shift towards automated services, as evidenced by the consistent rise in the ATM to branch ratio from 2015 to 2023. In 2015, there were 5.33 ATMs per bank branch, which grew by approximately 50.7% to reach 8.04 ATMs by 2023. Notably, the period between 2019 and 2020 showed a notable increase from 6.91 to 7.20, indicating a 4.2% jump within a year, which is suggestive of a strategic pivot towards digital banking solutions, potentially spurred by changing consumer behaviors or cost optimization strategies. The steady year-over-year increase, with no observed decline over the nine-year span, underscores a robust trend towards digitalization and automation in the UAE's banking sector.

These trends highlight a banking landscape that is gradually transitioning from traditional branch-based operations to a model that favors digital and automated solutions. The shift in the UAE's banking sector dynamics is characterized by the decreasing reliance on physical branches and the increasing emphasis on digital banking capabilities and automated services, responding to evolving market needs and consumer preferences without making specific strategic recommendations.

### Exhibit 3

#### Annual Trend of ATM-to-Branch Ratios in the UAE



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2023)  
UAE Monetary Banking Financial Markets Developments Report, issued by the CBUAE(2020-2023)

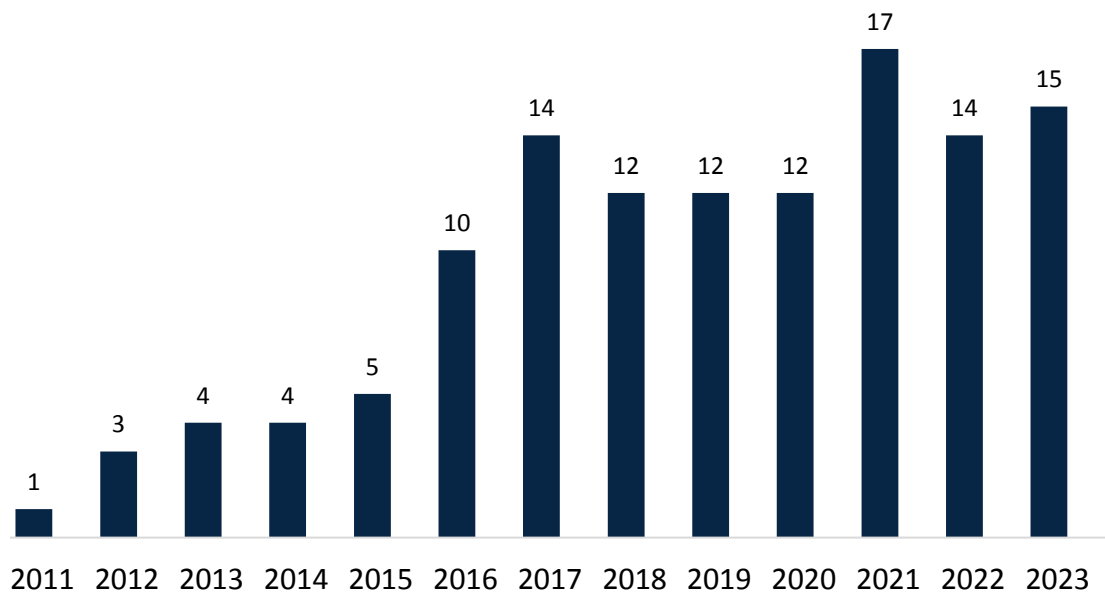
## Navigating the Waves of Change: The UAE Banking Sector's Journey through Digitalization

The UAE's banking sector, as depicted through data on applications published by national banks from 2011 to 2023, demonstrates a dynamic and evolving digital banking landscape. Analysis of annual trends in application publications reveals a pattern of overall growth, characterized by notable yearly fluctuations. Key years such as 2012 and 2016 stand out, showing remarkable increases of 200% and 100%, respectively, signaling periods of intense digital expansion and innovation. This growth, however, has not followed a consistent trajectory. There have been years like 2014 and 2022 where the sector experienced significant declines, with reductions of 25% and 26.67% in the number of applications published.

The cumulative trend in application numbers indicates a steadily growing demand for digital banking services, suggesting a market that is increasingly adapting to and embracing digital solutions. Despite the overall upward trend, the year-over-year variability points to a market that is responsive to changes, potentially influenced by factors such as technological advancements, economic conditions, and evolving consumer preferences. The data portrays a banking industry in the UAE that is progressively shifting towards digitalization, marked by phases of rapid growth and adaptation, interspersed with periods of slower activity. This evolving nature of the market reflects a landscape open to new technological solutions and digital banking approaches, yet also subject to the ebbs and flows of market dynamics and external influences.

Exhibit 4

### Strategic Trends and Evolution in Digital Banking: UAE National Banks' Google Play App Publications



Source: Google Play

## A Comprehensive Analysis of the Number of Employees in Banks from 2015 to 2023

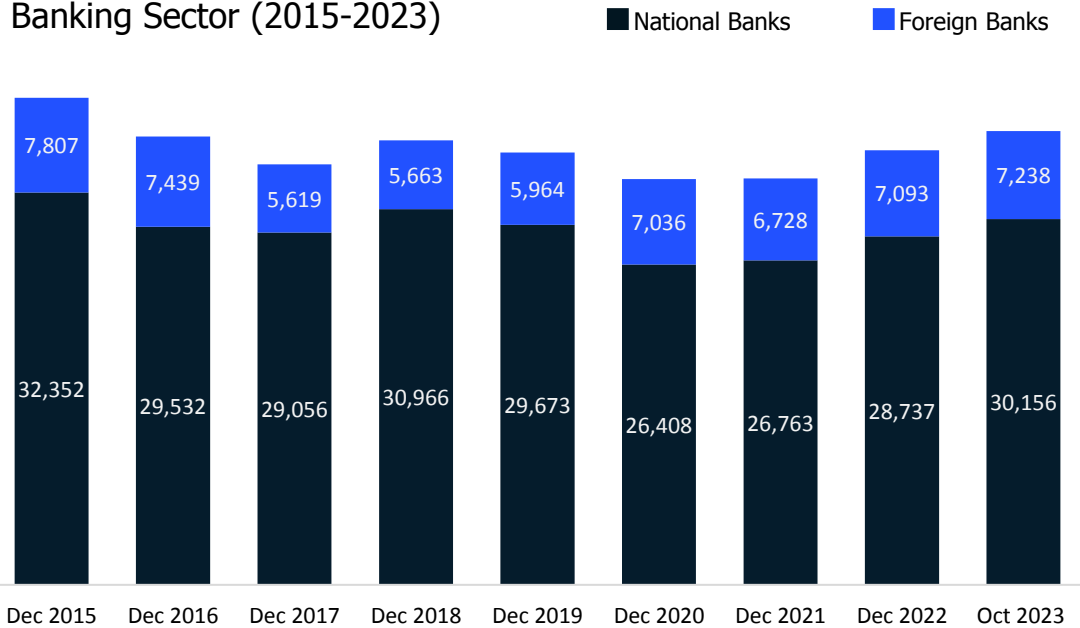
The United Arab Emirates' banking sector from 2015 to 2023 has exhibited dynamic employment trends, characterized by resilience and growth amidst global and regional economic shifts. National banks experienced fluctuations in employee numbers, particularly with noticeable downturns in 2016 and 2020. However, they demonstrated a strong capacity for recovery, suggesting a robust and adaptable domestic banking landscape. By 2023, a positive upward trend in employment was evident in these national banks, underscoring their stability and adaptability in a changing environment.

In contrast, foreign banks in the UAE displayed a distinct pattern of growth, especially after 2017. A marked and significant increase in their employee numbers was observed, reaching a peak in 2020. This surge suggests a growing influence and expansion of foreign banks within the region. The consistent upward trajectory in the employment numbers of foreign banks since 2017 indicates their strengthening presence and potential opportunities in the UAE market.

The year 2020 emerged as a pivotal point for both national and foreign banks, likely influenced by the COVID-19 pandemic and associated global economic challenges. Despite these challenges, the continued growth in both sectors by 2023 highlights the evolving and competitive nature of the UAE banking sector. This period marks a phase of significant change and development in the banking landscape of the UAE, reflective of both the resilience of national banks and the growing prominence of foreign banks in the region.

### Exhibit 5

#### Analyzing Workforce Trends: Total Number of Employees in the UAE Banking Sector (2015-2023)



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

## Electronic Banking Service Units in the UAE

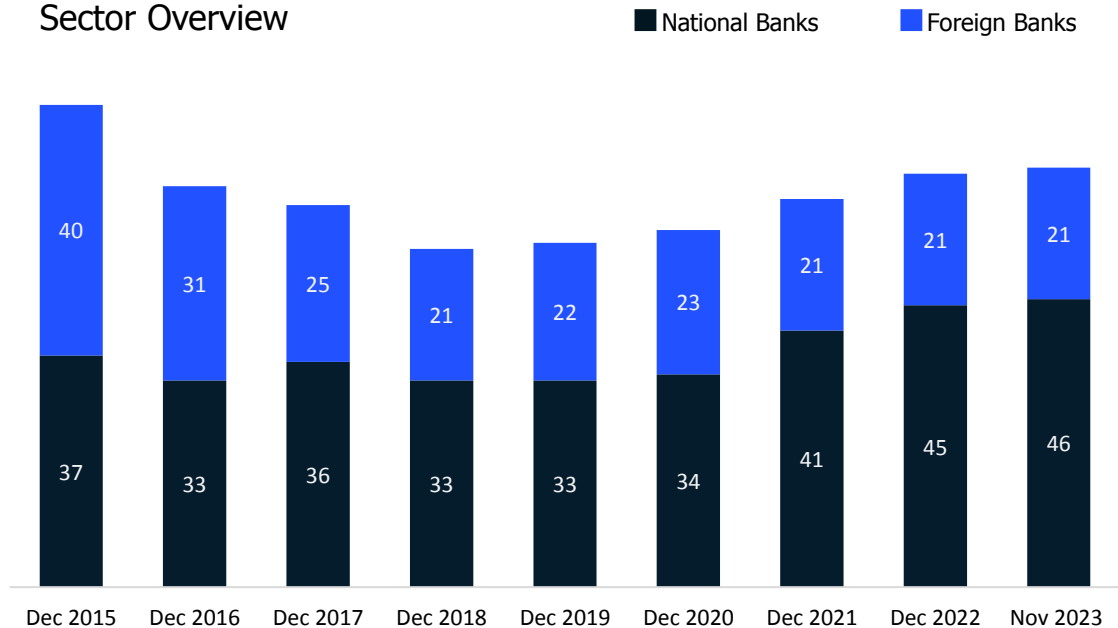
In the UAE's evolving banking landscape, a comprehensive analysis of electronic banking service units offers vital insights into market dynamics. National banks have exhibited a strong growth trajectory in their electronic banking services, with an increase from 33 to 46 units, translating to a significant rise of approximately 39%. This trend highlights the robust expansion and market penetration within the national banking sector, driven by increasing customer adoption and technological advancements.

In stark contrast, foreign banks in the UAE have encountered more varied fortunes. Their electronic banking service units initially peaked at 40 but subsequently experienced a notable downturn, eventually stabilizing at around 21-22 units in recent years. This represents a substantial decrease of about 45-48% from their peak. The marked decline and subsequent stabilization indicate a challenging landscape, possibly due to market saturation or regulatory complexities, and signify a shift in market dynamics for foreign banks.

The distinct trends between national and foreign banks in the UAE's electronic banking sector depict a story of growth and challenge, with national banks capitalizing on market opportunities and foreign banks navigating a more complex and competitive environment.

Exhibit 6

### Evolution of Electronic Banking Service Units in the UAE: 2015-2023 Sector Overview



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

## A Comprehensive Overview of Banks and Branches Network Statistics

The banking sector in the United Arab Emirates presents a varied landscape, characterized by a significant concentration of branches in its major economic hubs, Dubai and Abu Dhabi, and a notable disparity in branch distribution across other emirates. Dubai stands as the leading banking center with 208 branches, closely followed by Abu Dhabi, which hosts 194 branches. This concentration underscores their roles as central economic areas within the UAE.

In contrast, other emirates such as Umm Al Quwain and Ajman display a minimal banking presence, with only 6 and 17 branches respectively. This uneven distribution of banking services across the emirates highlights the disparities in economic development and urbanization within the UAE. Sharjah, Ras Al Khaimah, and Fujairah exhibit a moderate presence in the banking sector, with 87, 28, and 24 branches respectively, indicating a more balanced, though still limited, banking landscape compared to Dubai and Abu Dhabi.

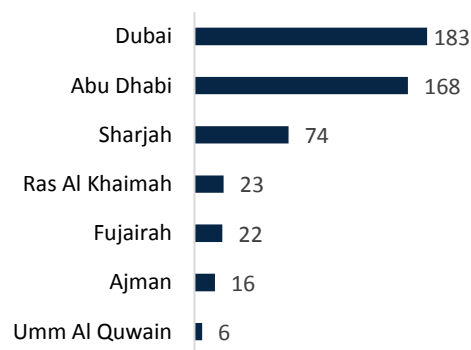
The dominance of national banks is a prominent feature across all emirates. In particular, Umm Al Quwain shows a complete market share held by national banks, evidencing their overwhelming presence in less developed regions. On the other hand, foreign banks, while having a more significant presence in Dubai and Abu Dhabi, constitute a relatively minor segment of the market overall. The total branch distribution includes a mix of 492 national and 72 foreign bank branches, demonstrating the dominance of national banks in the UAE's banking sector.

This banking landscape in the UAE reveals not only the economic vibrancy of Dubai and Abu Dhabi but also the potential for market growth in the less developed emirates. The stark contrast in the number of banking branches between the major and minor emirates indicates differing levels of banking service accessibility and economic development across the UAE.

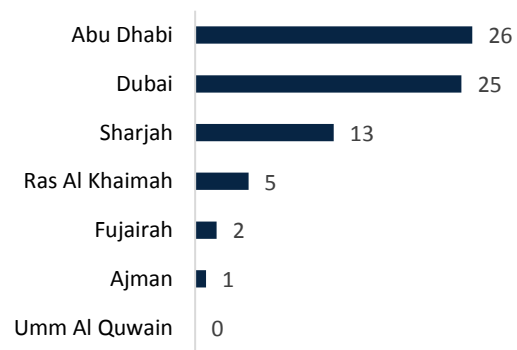
### Exhibit 7

#### Comparative Analysis of National and Foreign Bank Branch Distribution Across the Emirates in the UAE

National Bank Branch Distribution Across UAE



Foreign Bank Branch Distribution Across UAE



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE (Sep 2023)

## Comprehensive Analysis of Digital Banking in the UAE Emirates

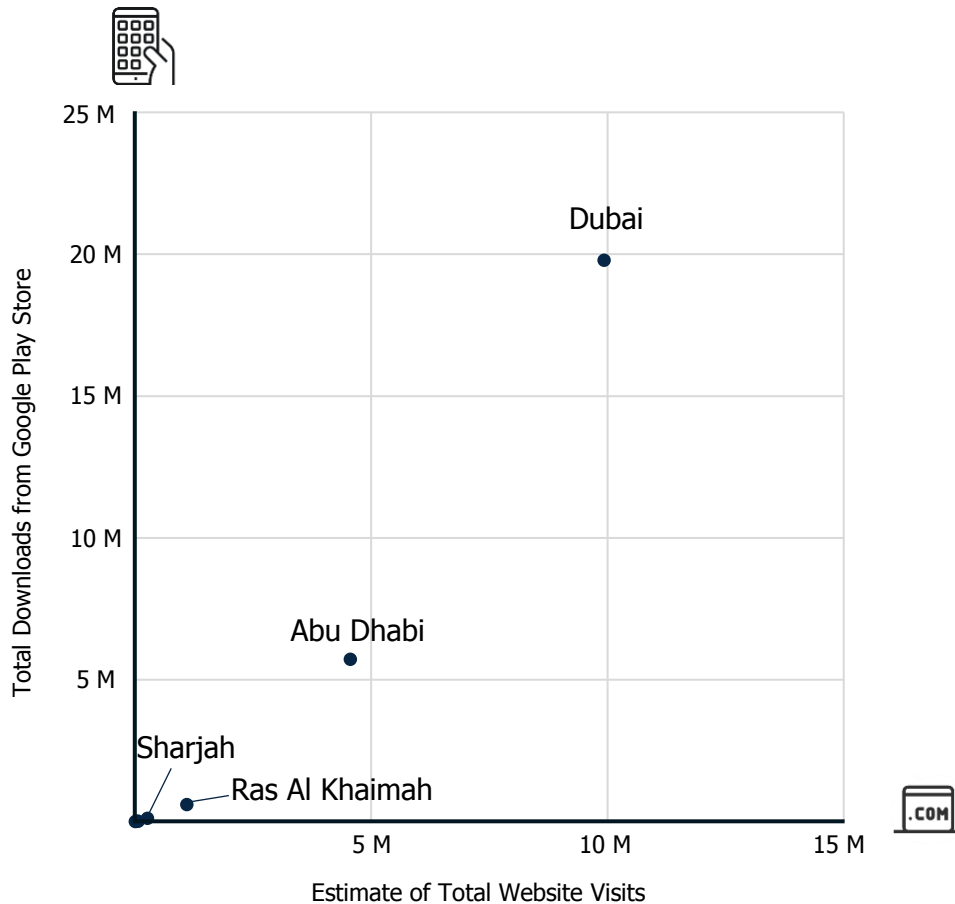
In this landscape, to identify which emirates are leading in digital banking, our study is exclusively focused on the national banks of the UAE. We initially identified all the national banks with their head offices registered in each emirate. Then, we gathered website traffic data from SimilarWeb tools and the total number of application downloads from the Google Play Store for the banks of each emirate and their subsidiaries. Finally, through the analysis of the extracted data, the digital banking status of each emirate is outlined in this chart.

The digital banking landscape in the United Arab Emirates presents a market highly concentrated in specific regions, particularly in Dubai and Abu Dhabi. An in-depth analysis of application downloads and website visits underscores this trend

In stark contrast, other emirates within the UAE exhibit considerably lower levels of digital banking engagement. This distribution is also reflected in the number of licensed banks, with Dubai and Abu Dhabi together hosting 15 out of the 23 banks in the entire region. The disparity in digital banking usage across the UAE highlights a clear divide, with the bulk of activity centered in Dubai and Abu Dhabi, while other emirates present much lower engagement figures.

### Exhibit 8

#### Leading Emirates in Digital Banking



Source : Google Play Store, December 2023

Similarweb, Average monthly visits (Oct - Dec 2023)

Note: If you are interested in receiving the full details of the analyzed information as an Excel file, please scan the QR code at the beginning of the chapter.



## Foreign Banks in the UAE

The UAE banking sector demonstrates a rich and diverse international presence, marked by significant participation from several countries. Leading this global representation are England, France, and Pakistan, each with four banks. This extensive international involvement highlights the UAE's role as a prominent financial hub in the Middle East. The sector predominantly leans towards conventional retail banking, as evidenced by 25 banks operating under this license. In contrast, the presence in conventional wholesale banking is less pronounced with 11 banks, and Islamic retail banking is relatively minimal, represented by only two banks. This scenario indicates a robust market for traditional banking services, while also suggesting potential growth opportunities in the less saturated segments like wholesale and Islamic banking.

Geographically, Dubai and Abu Dhabi are the focal points of foreign banking activities in the UAE. Dubai, in particular, stands out as the primary financial center, hosting the head offices of 24 foreign banks, while Abu Dhabi follows with 14. The concentration of these banks in Dubai and Abu Dhabi underscores the strategic significance of these emirates as central nodes in the region's financial landscape. This distribution reflects the roles of Dubai and Abu Dhabi not just as key financial centers but also as gateways for international banks looking to establish a presence in the Middle East. The diversity in the banking sector, with a mix of various banking models and international players, paints a comprehensive picture of the UAE's dynamic and multifaceted banking environment.

### Exhibit 9

#### Licensed Foreign Banks in the UAE

No	Institution Name	License Category	Head Office
1	CitiBank N.A.	Conventional Retail	Dubai
2	Agricultural Bank of China Ltd.	Conventional Wholesale	Dubai
3	Bank of China Limited	Conventional Wholesale	Abu Dhabi
4	Industrial & Commercial Bank of China	Conventional Wholesale	Abu Dhabi
5	Deutsche Bank AG	Conventional Wholesale	Abu Dhabi
6	Bank of Baroda	Conventional Retail	Dubai
7	HSBC Bank Middle East Limited	Conventional Retail	Dubai
8	Standard Chartered Bank	Conventional Retail	Dubai
9	Barclays Bank PLC	Conventional Wholesale	Dubai
10	Natwest Markets Plc	Conventional Retail	Dubai
11	Al Khaliji (France) S. A.	Conventional Retail	Dubai
12	Banque Banorient France	Conventional Retail	Dubai
13	BNP Paribas	Conventional Retail	Abu Dhabi
14	Credit Agricole-Corporate and Investment Bank	Conventional Retail	Dubai
15	Intesa Sanpaolo S.P.A	Conventional Wholesale	Abu Dhabi
16	KEB Hana Bank	Conventional Wholesale	Abu Dhabi

## Licensed Foreign Banks in the UAE (continued)

No	Institution Name	License Category	Head Office
17	The Saudi National Bank	Conventional Retail	Dubai
18	Habib Bank A.G Zurich	Conventional Retail	Dubai
19	Arab African International Bank	Conventional Retail	Dubai
20	Banque Misr	Conventional Retail	Dubai
21	Janata Bank Limited	Conventional Retail	Abu Dhabi
22	Bank Saderat Iran	Conventional Retail	Dubai
23	Bank Melli Iran	Conventional Retail	Dubai
24	Habib Bank Ltd.	Conventional Retail	Dubai
25	United Bank Ltd.	Conventional Retail	Dubai
26	MCB Bank Limited	Conventional Wholesale	Dubai
27	Bank Al Falah Limited	Conventional Wholesale	Dubai
28	Doha Bank	Conventional Retail	Dubai
29	Rafidain Bank	Conventional Retail	Abu Dhabi
30	International Development Bank for Investment & Finance	Conventional Wholesale	Dubai
31	Al Ahli Bank of Kuwait	Conventional Retail	Dubai
32	National Bank of Kuwait	Conventional Retail	Dubai
33	National Bank of Oman S.A.O.G.	Conventional Retail	Abu Dhabi
34	Arab Bank PLC	Conventional Retail	Abu Dhabi
35	El Nilein Bank	Islamic Retail	Abu Dhabi
36	Gulf International Bank	Conventional Wholesale	Abu Dhabi
37	National Bank of Bahrain	Conventional Retail	Abu Dhabi
38	BOK International Bank	Islamic Retail	Abu Dhabi

Source: <https://centralbank.ae/en/licensing/>

## National Banks in the UAE

The "National Banks in the UAE" dataset presents a comprehensive view of the UAE's banking sector, marked by a diverse array of banking institutions predominantly operating under 'National Bank' licenses. This sector is characterized by a clear division between 'Conventional Retail' and 'Islamic Retail' banking services, illustrating the unique coexistence of traditional and Islamic banking principles within the UAE. The data reveals a banking landscape where these two distinct types of banking cater to a broad spectrum of customer preferences and financial requirements.

A notable feature of the UAE banking sector, as indicated by the dataset, is the geographic concentration of bank head offices in major urban centers, particularly in emirates like Abu Dhabi and Dubai. This concentration points to a strong focus of banking activities within the economic hubs of the UAE, suggesting a highly competitive market in these urban areas.

The diverse nature of the sector, with its range of conventional and Islamic banking services, and the clustering of banks in key economic regions, highlights the multifaceted and dynamic nature of the UAE banking landscape. This diverse distribution of banks indicates not just a competitive environment in major cities, but also potential for growth and expansion in areas that are less saturated by banking services. The dataset thus paints a picture of a banking sector that is deeply integrated into the economic fabric of the UAE, serving a wide array of customer needs across its various regions.

### Exhibit 10

#### Licensed National Banks in the UAE

No	Institution Name	License Category	Head Office
1	Emirates NBD Bank P.J.S.C	Conventional Retail	Dubai
2	Mashreq Bank P.S.C.	Conventional Retail	Dubai
3	First Abu Dhabi Bank P.J.S.C	Conventional Retail	Abu Dhabi
4	Commercial Bank of Dubai P.J.S.C	Conventional Retail	Dubai
5	Bank of Sharjah P.J.S.C	Conventional Retail	Sharjah
6	Dubai Islamic Bank P.J.S.C	Islamic Retail	Dubai
7	Sharjah Islamic Bank P.J.S.C.	Islamic Retail	Sharjah
8	United Arab Bank P.J.S.C	Conventional Retail	Sharjah
9	InvestBank P.J.S.C	Conventional Retail	Sharjah
10	Arab Bank for Inv.& Foreign Trade	Conventional Retail	Abu Dhabi
11	Emirates Islamic Bank P.J.S.C.	Islamic Retail	Dubai

## Licensed National Banks in the UAE (continued)

No	Institution Name	License Category	Head Office
12	National Bank of R.A.K P.J.S.C	Conventional Retail	R.A.K
13	Emirates Investment Bank (PJSC)	Conventional Investment	Dubai
14	National Bank of U.A.Q PSC	Conventional Retail	U.A.Q
15	National Bank of Fujairah PSC	Conventional Retail	Fujaira h
16	Abu Dhabi Commercial Bank P.J.S.C	Conventional Retail	Abu Dhabi
17	Commercial Bank International P.J.S.C	Conventional Retail	Dubai
18	Abu Dhabi Islamic Bank	Islamic Retail	Abu Dhabi
19	Al Hilal Bank P.J.S.C	Islamic Retail	Abu Dhabi
20	Ajman Bank P.J.S.C	Islamic Retail	Ajman
21	Al Maryah Community Bank L.L.C.	Conventional Specialized	Abu Dhabi
22	WIO Bank P.J.S.C	Conventional Retail	Abu Dhabi
23	Zand Bank P.J.S.C	Conventional Retail	Dubai

Source: <https://centralbank.ae/en/licensing/>

# 02

## UAE Banking Operations Statistics Analysis: FTS, ICCS, and Cash Transactions



## Banking Operations Statistics

The UAE banking industry report for 2015-2023 reveals significant trends and shifts in the country's financial sector. A key observation is the pronounced growth in the retail banking segment, especially in customer-to-customer transfers, indicating a surge in consumer engagement and a shift towards digital banking. This growth reflects increased consumer confidence and an expanding market for retail banking services. In contrast, the bank-to-bank transfer segment, though growing, shows a more moderate pattern, suggesting a mature, stable interbank market.

The data further highlights a distinct shift in transaction patterns. There is a consistent increase in the share of customer-to-customer transfers, emphasizing a growing preference for personal and retail banking activities. Conversely, the share of bank-to-bank transfers has steadily decreased, indicating a potential shift away from traditional corporate banking.

In terms of cheque clearing activities, there was a significant decrease in both the number and value of cheques cleared in 2020, attributed to the economic impact of the COVID-19 pandemic and a shift towards electronic payment methods. Although there was a recovery in 2021 and 2022, the decline resumed in 2023, reflecting a broader trend towards digital banking solutions.

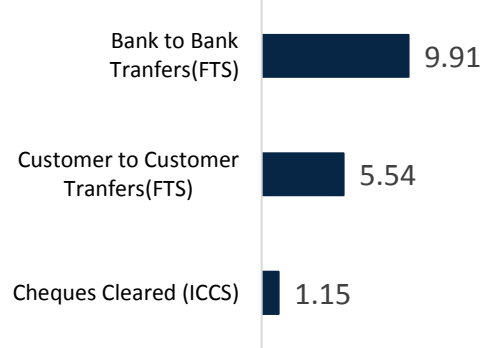
An analysis of cash withdrawals and deposits shows a general decrease in transaction volumes from 2019 to 2023, with a significant dip in 2021. This trend suggests a shift in economic conditions, consumer behavior, and regulatory environments.

Overall, the UAE banking sector from 2015 to 2023 is characterized by a dynamic, evolving landscape. Retail banking is rapidly expanding, driven by digital adoption and changing consumer behaviors, while the interbank sector remains stable yet less dynamic. The sector's responsiveness to external economic factors and technological innovations is evident, marking a period of significant transformation in the UAE's banking industry.

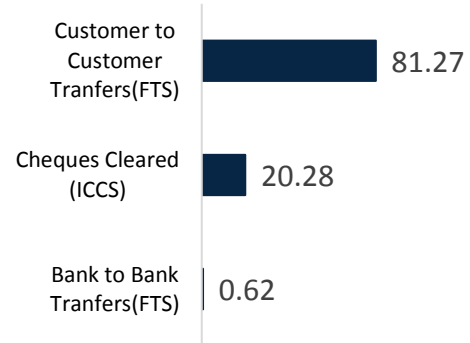
### Exhibit 1

## Comprehensive Analysis of UAE Banking Transactions for Jan-Nov 2023: A Dual Perspective on Volume and Value by Operation Type

Amount Distribution by Operation Type, AED Trillion



Number Distribution by Operation Type, Millions



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE (Nov 2023)



## UAE Domestic Fund Transfer System Statistics

The analysis of the UAE's Domestic Fund Transfer System from 2015 to 2023, including data up to November 2023, reveals significant trends in the banking sector. Notably, the retail banking segment, marked by customer-to-customer transfers, has seen remarkable growth in transaction volume and value. This surge underscores an increasing shift towards digital banking, driven by economic development and growing consumer confidence. It suggests a widening market for retail banking services as more individuals adopt banking services.

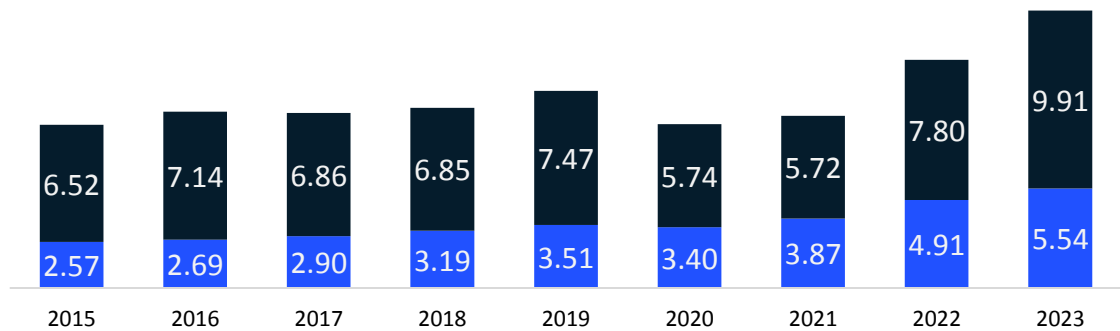
In contrast, the bank-to-bank transfer segment has grown at a more moderate pace, indicating a mature and stable interbank market. This segment's steady growth signifies a well-established area ripe for consolidation.

These trends highlight the UAE banking sector's dynamic nature, with a rapidly expanding retail banking segment fueled by technological advancements and a stable interbank market. The data reflects the sector's adaptability to economic changes and technological progress, presenting a dual outlook: a vibrant retail banking sphere and a solid, mature interbank landscape.

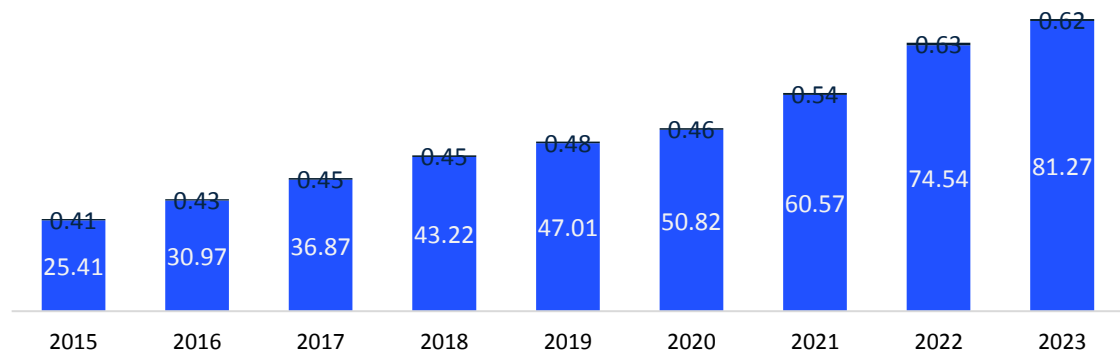
### Exhibit 2

#### Annual Trends in UAE Domestic Fund Transfer Values, AED Trillion

■ Bank-to-Bank ■ Customer-to-Customer



#### Annual Trends in Number of UAE Domestic Fund Transfers, In Millions



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Note: The data for 2023 only includes the first eleven months of the year.

## A Comprehensive Analysis of the Shift Towards customer-to-customer Transactions (2015-2023)

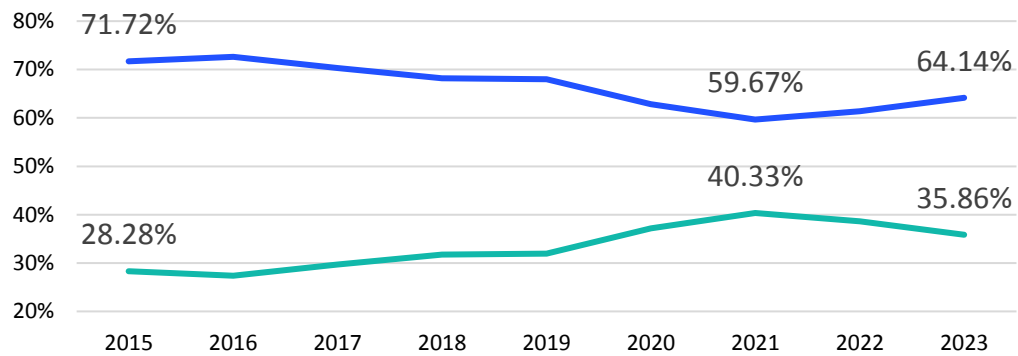
The UAE banking sector's data from 2015 to 2023 showcases a significant transformation in transaction dynamics. There is a marked rise in customer-to-customer transfers, emphasizing a pivot towards personal and retail banking services. This evolution reflects a broader consumer shift towards individualized banking preferences, suggesting an increasing demand for personal banking offerings.

Concurrently, the data reveals a discernible decline in the proportion of bank-to-bank transfers, hinting at a possible decrease in corporate or interbank activities. This trend suggests a reorientation of the banking landscape away from traditional corporate banking towards more personalized banking services.

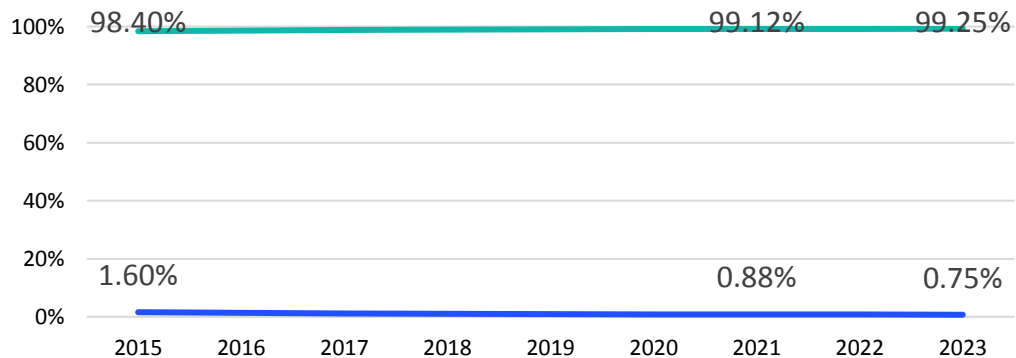
Moreover, customer-to-customer transactions have not only dominated the market share but have also seen incremental growth, underscoring the overwhelming preference for personal banking services in the UAE. Even with data up to November 2023, these patterns persist, highlighting an ongoing shift to retail and personal banking, which is likely to influence the sector's future direction.

### Exhibit 3

#### Trend in Share of Total Amount of Customer-to-Customer and Bank-to-Bank Transfers (2015-2023)



#### Trend in Share of Total Number of Customer-to-Customer and Bank-to-Bank Transfers (2015-2023)



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Note: The data for 2023 only includes the first eleven months of the year.

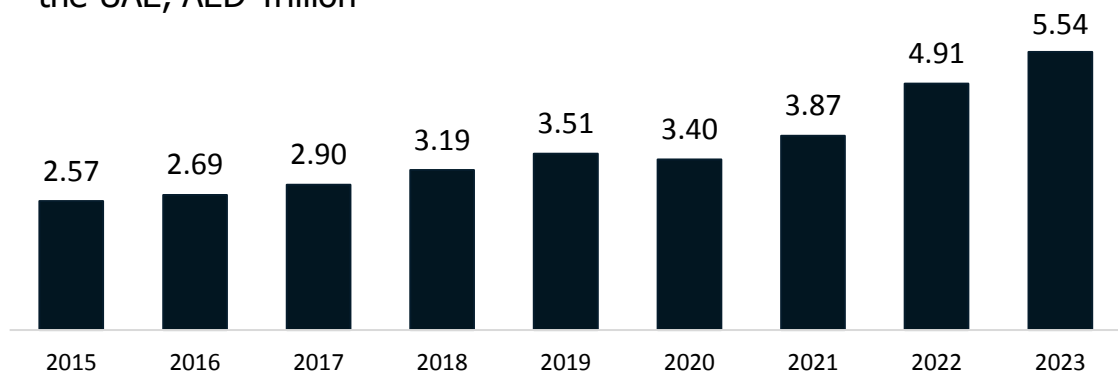
## Dynamic Growth in UAE's Customer to Customer Transfers

The banking data from the United Arab Emirates for the period 2015 to 2023 illustrates a marked growth in the customer-to-customer transfer market, showcasing a sector in expansion. Throughout these years, there has been a consistent increase in both the total amount transferred and the number of transactions. This pattern is evident even in 2023, where, despite the data accounting for only the first 11 months, the transaction volume and value remain considerably high, suggesting that the growth trend continues unabated.

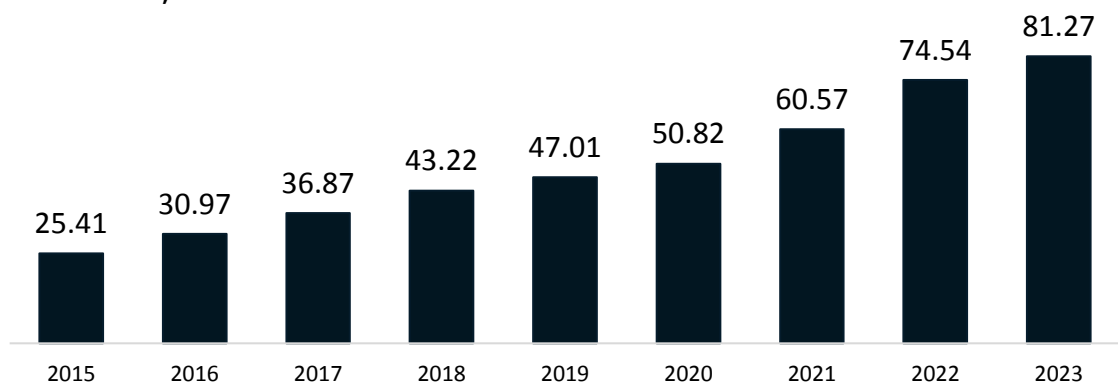
A significant shift is noted in the average transaction size, which has been steadily declining over the years. This decrease points to a change in consumer behavior, with a tendency towards smaller and more frequent transactions. This trend indicates a diversification in the customer base and an evolution in transactional needs. The dynamic and evolving financial landscape in the UAE is highlighted by these changes, reflecting a market that is not only growing but also changing in its characteristics.

Exhibit 4

### Annual Trends of Customer-to-Customer Fund Transfer Amounts in the UAE, AED Trillion



### Annual Trends in Number of Customer-to-Customer Transfers in the UAE, In Millions



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Note: The data for 2023 only includes the first eleven months of the year.

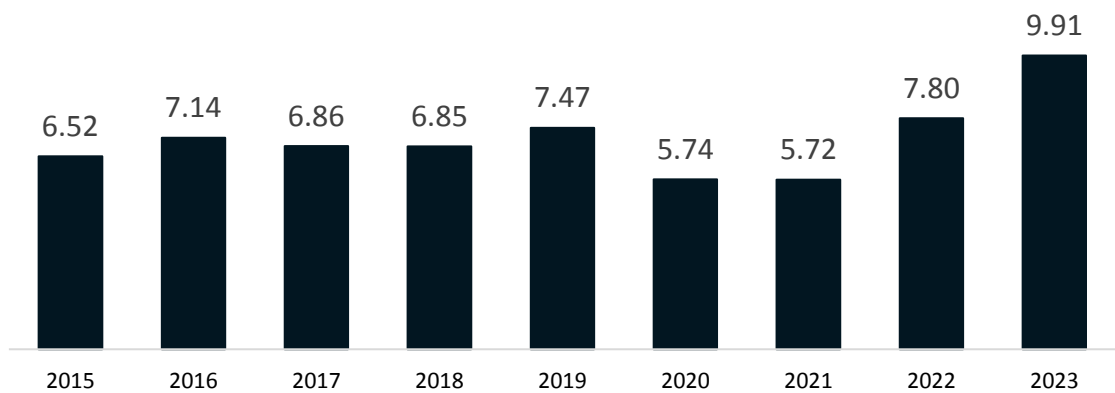
## Bank to Bank Transfers in the UAE

The analysis of the UAE banking data from 2015 through the estimated figures for 2023 indicates a robust and expanding banking market. Despite fluctuations, there is a discernible upward trend in the total amount of bank-to-bank transfers, peaking with a significant estimated increase for 2023. This year alone, with data covering only the first 11 months, there is a remarkable projected rise in both the amount transferred, reaching approximately AED 9.91 trillion, and the number of transactions, estimated at around 615,732. This growth trajectory suggests a strong recovery and potential expansion in the sector, indicating increased banking activities and resilience of the market.

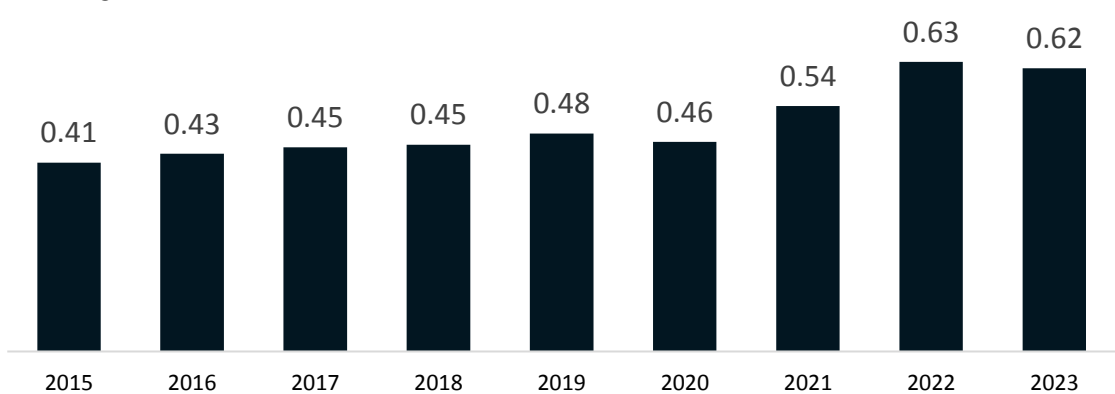
The trend analysis over these years, particularly the substantial growth observed in 2023, underscores the dynamic nature of the UAE banking sector. Despite potential impacts from global events like the COVID-19 pandemic, the banking sector has shown remarkable adaptability and growth, highlighted by the significant rise in both the volume and value of bank-to-bank transfers.

Exhibit 5

### Annual Trends of bank-to-bank Fund Transfer Amounts in the UAE , AED Trillion



### Annual Trends in Number of bank-to-bank Transfers in the UAE , In Million



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Note: The data for 2023 only includes the first eleven months of the year.

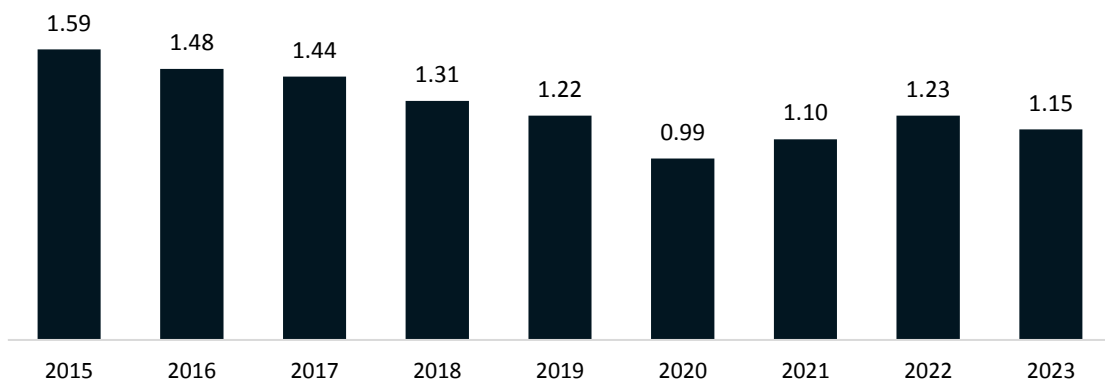
## A Comprehensive Analysis of the Image Cheque Clearing System (ICCS) Report (2015-2023)

The comprehensive analysis of banking data from the UAE, spanning 2015 to 2023, illuminates key trends in cheque clearing activities and broader financial transaction behaviors. Notably, there was a significant decrease in both the value and number of cheques cleared in 2020, a trend observed across multiple financial institutions. This decline is largely attributed to the economic ramifications of the COVID-19 pandemic, which accelerated a shift towards digital and electronic payment methods.

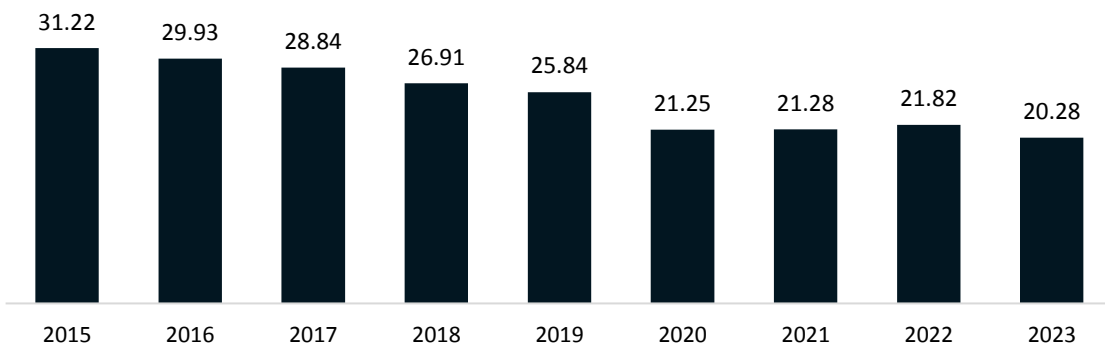
In the subsequent years of 2021 and 2022, a pattern of recovery emerged, suggesting a degree of resilience within the UAE banking sector. However, this rebound was not sustained into 2023. The data from the first 11 months of 2023 show a renewed downturn. This persistent decline highlights an ongoing shift away from traditional cheque-based transactions, reflecting evolving consumer preferences and the increasing adoption of modern banking solutions.

### Exhibit 6

#### Annual Trends of Cheques Cleared Amounts in the UAE , AED Trillion



#### Annual Trends in Number of Cheques Cleared in the UAE , In Millions



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Note: The data for 2023 only includes the first eleven months of the year.

# A Comprehensive Analysis of Cash Deposits and Withdrawals at the Central Bank of the UAE

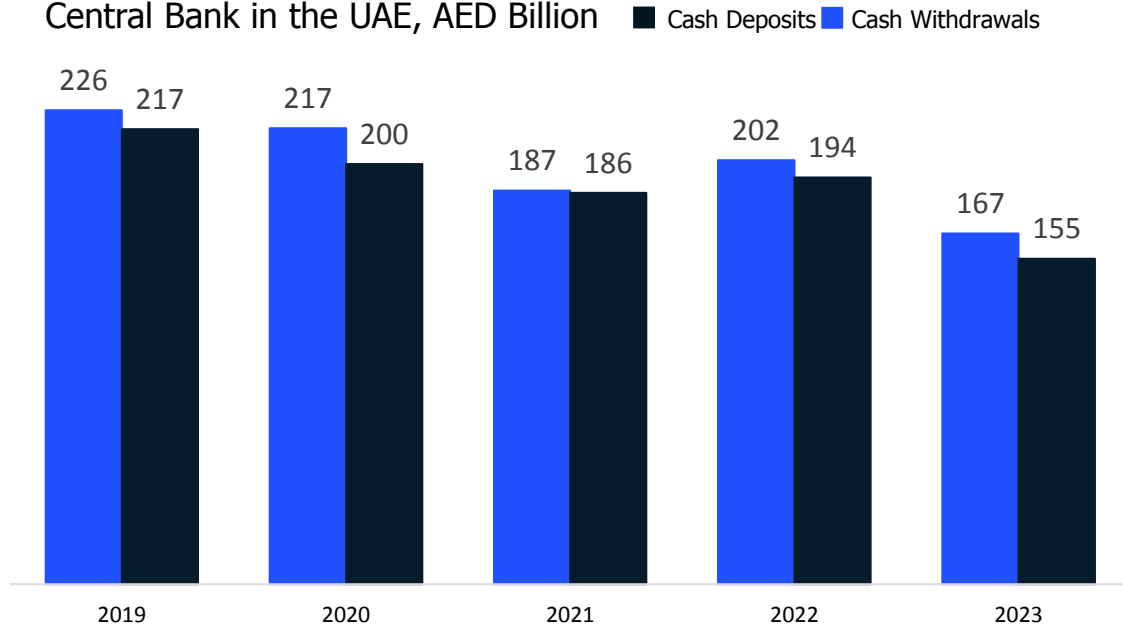
The analysis of cash withdrawals and deposits at the Central Bank of the UAE from 2019 to 2023 presents a clear trend in the banking sector, marked by a general decrease in transaction volumes. Notably, 2019 recorded the highest levels of banking activity, with both withdrawals and deposits reaching their peak. However, there was a significant decline in 2021, representing the lowest point in this period. This downturn was followed by a slight recovery in 2022, but the data for 2023, which includes only the first 11 months, indicates a resumption of the downward trend.

The figures for 2023, based on this partial data, suggest withdrawals at approximately AED 167 billion and deposits around AED 155 billion. These figures, lower than the preceding years, underscore a continued reduction in banking transactions. This pattern of activity might be attributed to broader shifts in economic conditions, evolving consumer behavior, and changes in the regulatory environment within the UAE's banking sector.

Overall, the banking trends from 2019 to 2023 highlight a dynamic financial landscape in the UAE, characterized by fluctuating transaction volumes and a general trend of decreasing banking activities after a peak in 2019. The data reflects the evolving nature of the banking sector, possibly influenced by various external factors affecting consumer and market behavior.

Exhibit 7

## Annual Trends of Cash Deposits and Withdrawals Amounts at the Central Bank in the UAE, AED Billion



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Note: The data for 2023 only includes the first eleven months of the year.



# 03

## UAE Banking Metrics: Money Supply, Monetary Base, Balance Sheets



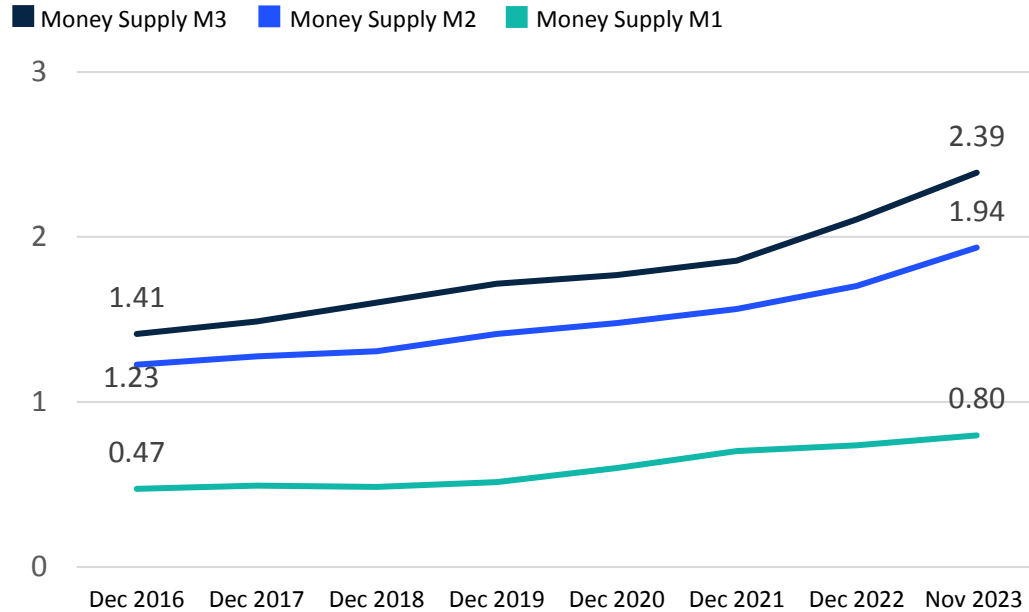
## Money Supply Indicators and Growth Trends

The comprehensive analysis of the UAE's banking data from 2016 to 2023 uncovers notable trends in Money Supply M1, M2, and M3, shedding light on the evolving economic landscape of the UAE. M1, reflecting immediate liquidity, exhibited a steady growth from AED 474 billion in 2016 to AED 797 billion in 2023. This increase denotes a robust rise in liquid assets and immediate spending power within the economy. More significant growth was observed in M2 and M3; M2 escalated from AED 1.23 trillion to AED 1.94 trillion, while M3 saw a surge from AED 1.41 trillion to AED 2.39 trillion. These figures indicate a substantial expansion in broader monetary aggregates, encompassing quasi-monetary and government deposits, pointing to an expanding and diversifying economic base.

The year-over-year growth analysis of these categories revealed significant variability, with certain years marking notable spikes in growth rates. This fluctuation underscores the dynamic and responsive nature of the UAE's financial sector to both internal economic policies and global economic events. The variable growth rates across M1, M2, and M3 reflect the economy's dynamic character, with certain periods showing heightened growth, potentially in response to specific economic policies or external factors. These insights paint a picture of a growing financial market in the UAE, characterized by its responsiveness and evolving nature.

Exhibit 1

### UAE Money Supply Indicators Growth Trend, AED Trillion



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Money Supply (M1): Consists of currency in circulation outside banks plus monetary deposits in local currency with banks (all short-term deposits on which bank customer can withdraw without prior notice)

Money Supply (M2): Consists of Money Supply (M1) plus quasi-monetary deposits (Resident Time and Savings Deposits in Dirham + Resident Deposits in foreign currencies)

Money Supply (M3): Consists of Money Supply (M2) plus Resident Government deposits with Banks & Central Bank

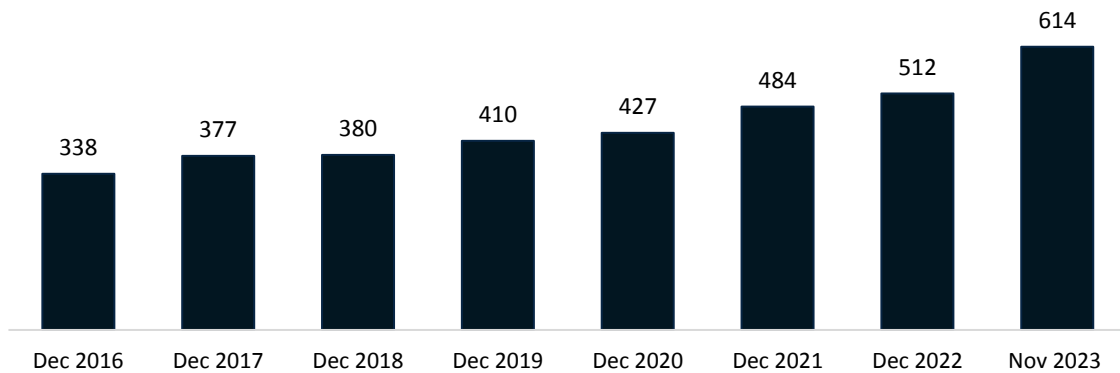
## The UAE Monetary Base

The banking sector in the United Arab Emirates has shown robust growth and diversification from 2016 to 2023. Currency Issued has significantly increased by approximately 72%, from AED 77.6 billion in 2016 to AED 133.8 billion in 2023, indicating an expanding monetary supply and a buoyant economy. Reserve Requirements have also grown by 46.8%, rising from AED 116.9 billion to AED 171.6 billion, which could suggest tighter regulatory measures or increased banking activities. The Banks & OFCs Current Accounts at the Central Bank of the UAE reached AED 95.5 billion in 2023, reflecting the sector's dynamic liquidity needs.

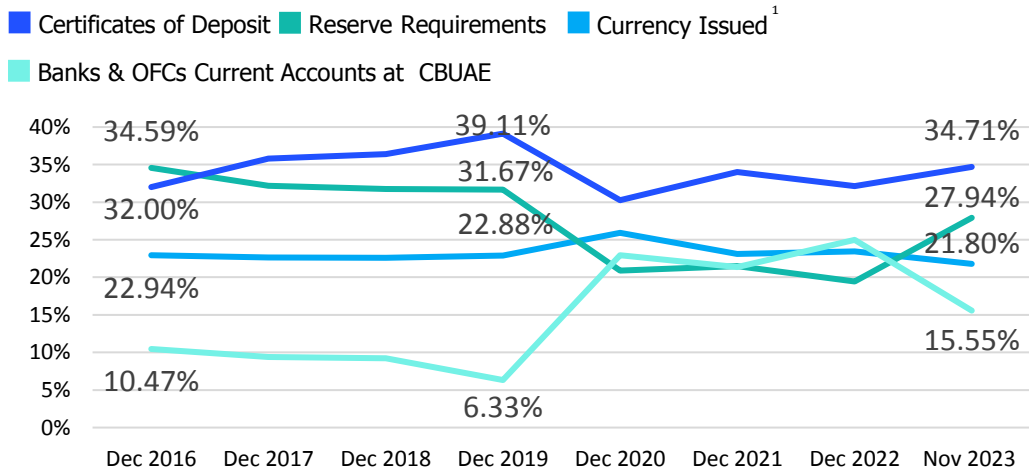
Furthermore, Certificates of Deposit witnessed a substantial rise of 97%, from AED 108.2 billion to AED 213.1 billion, pointing towards a shift towards diverse investment strategies within the sector. These trends collectively underscore a period of significant growth and transformation in the UAE's banking sector, highlighting an environment of enhanced monetary supply and evolving financial activities.

### Exhibit 2

#### UAE Monetary Base Growth Trend (2016-2023) , AED Billion



#### Trends in UAE Monetary Base Composition (2016-2023)



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

<sup>1</sup> Currency Issued = currency in circulation plus cash at banks

## Analysis of the Aggregated Balance Sheet of Banks - Assets

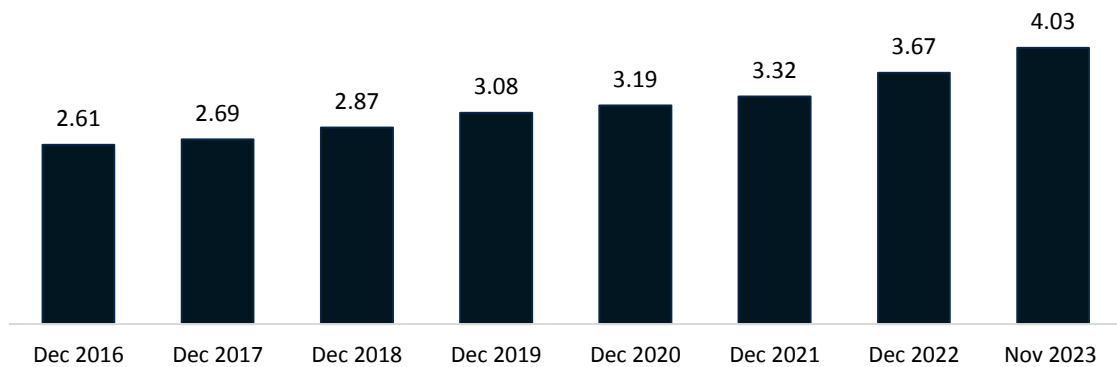
From 2016 to 2023, the UAE banking sector showcased remarkable growth and diversification, with total assets reaching AED 4.03 trillion by November 2023. Credit facilities, a key asset component, represented 43.52% of total assets, totaling AED 1.75 trillion by November 2023. Foreign assets comprised 32.32% of the total, amounting to AED 1.3 trillion, with a notable 8.69% growth in 2023, indicating aggressive international market engagement.

Cash and deposits with the Central Bank accounted for 12.17% of total assets, or AED 490 billion, showcasing prudent liquidity management. Domestic investments made up 4.99% of total assets, totaling AED 201 billion, signifying sustained interest in local markets. The UAE banking sector's evolution emphasizes a strategic balance between lending, international expansion, and domestic investment, alongside careful liquidity management, demonstrating a robust and dynamic industry trajectory.

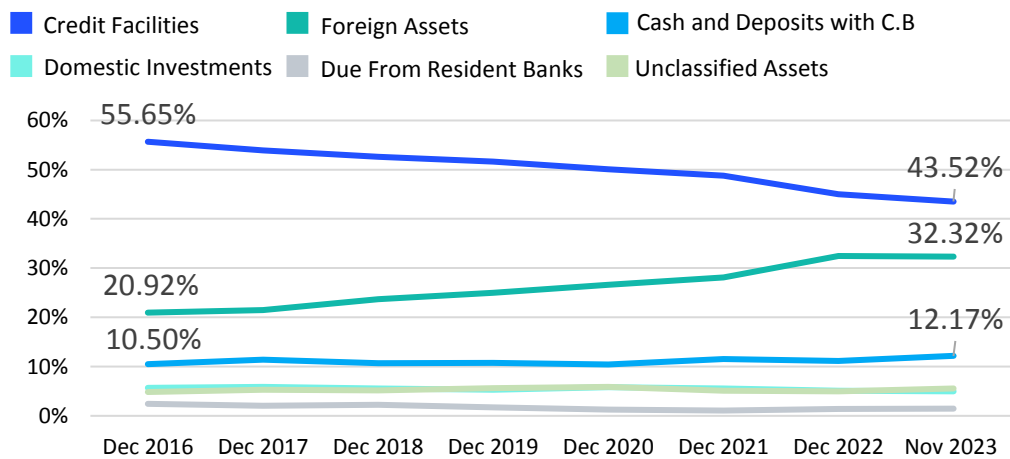
A noteworthy observation is the consistent escalation in the proportion of foreign assets relative to the sector's total assets. This metric has impressively expanded from 21% to 32%. This trend underscores the sector's strategic pivot towards bolstering its international market presence, reflecting a deliberate and successful diversification of its asset portfolio.

### Exhibit 3

#### Total Assets Growth Trend in UAE Banks (2016-2023) , AED Trillion



#### Trends in Asset Composition of UAE Banks (2016-2023), %



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

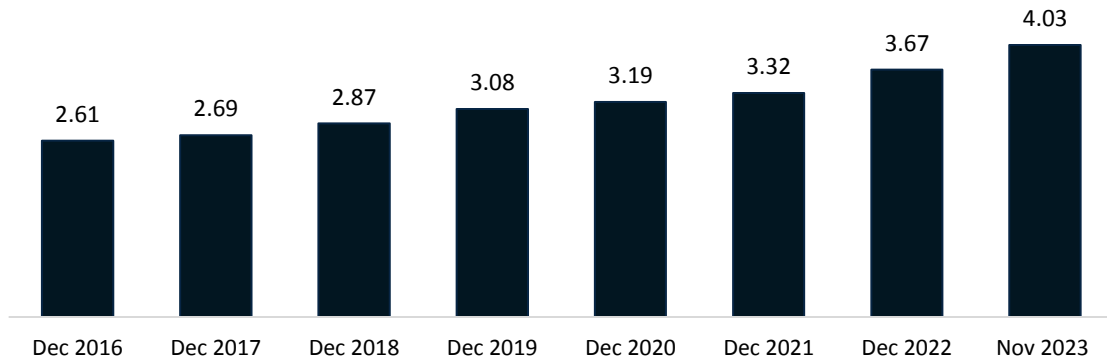
## Analysis of the Aggregated Balance Sheet of Banks - Liabilities

The analysis of the UAE banking sector's aggregated balance sheet from 2016 to 2023 reveals significant growth and evolving dynamics. Notably, monetary deposits increased from AED 411.8 billion in 2016 to AED 505.3 billion by 2020, while quasi-monetary deposits rose from AED 750.9 billion to AED 878.1 billion during the same period. By 2023, total liabilities reached AED 4,995.7 billion, with quasi-monetary deposits constituting AED 1,122.3 billion or 28% of this, underscoring their importance as a stable funding source. Foreign liabilities accounted for 10.43% or AED 833.3 billion, highlighting significant international exposure and dependence on foreign funds. Monetary deposits comprised 8.60% or AED 687.2 billion, emphasizing the importance of liquid assets. Government deposits also played a vital role, peaking at AED 288.4 billion in 2018 and standing at AED 432.5 billion in 2023, or 5.41% of total liabilities.

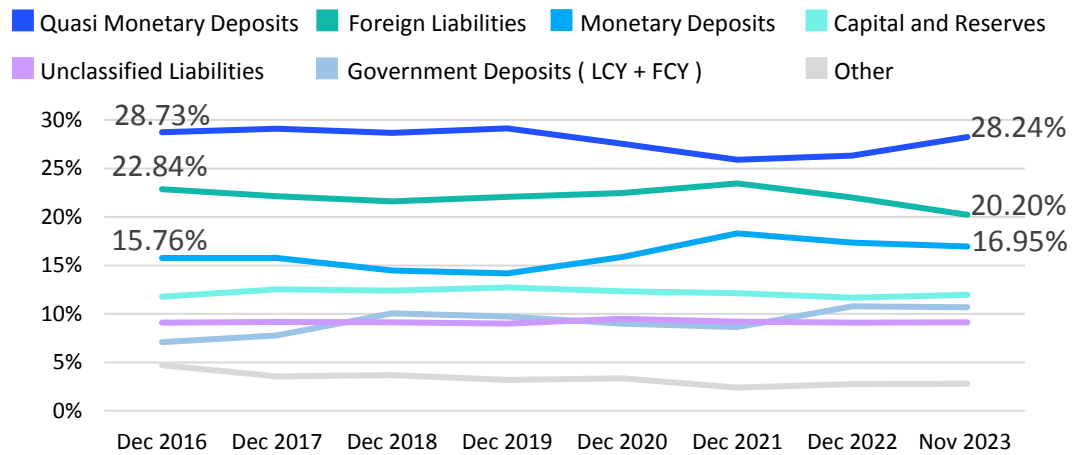
The sector has seen diverse growth rates across different categories, with government deposits and capital and reserves experiencing volatility. Capital and reserves reached AED 469.9 billion in 2023, making up 5.88% of total liabilities. This analysis highlights the UAE banking sector's liquidity, foreign exposure, and significant government interaction, indicating a robust and expanding global footprint.

Exhibit 4

### Total Liabilities Growth Trend in UAE Banks (2016-2023) , AED Trillion



### Trends in Liabilities Composition of UAE Banks (2016-2023)



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

# 04

## UAE Banking Credit Distribution Trends



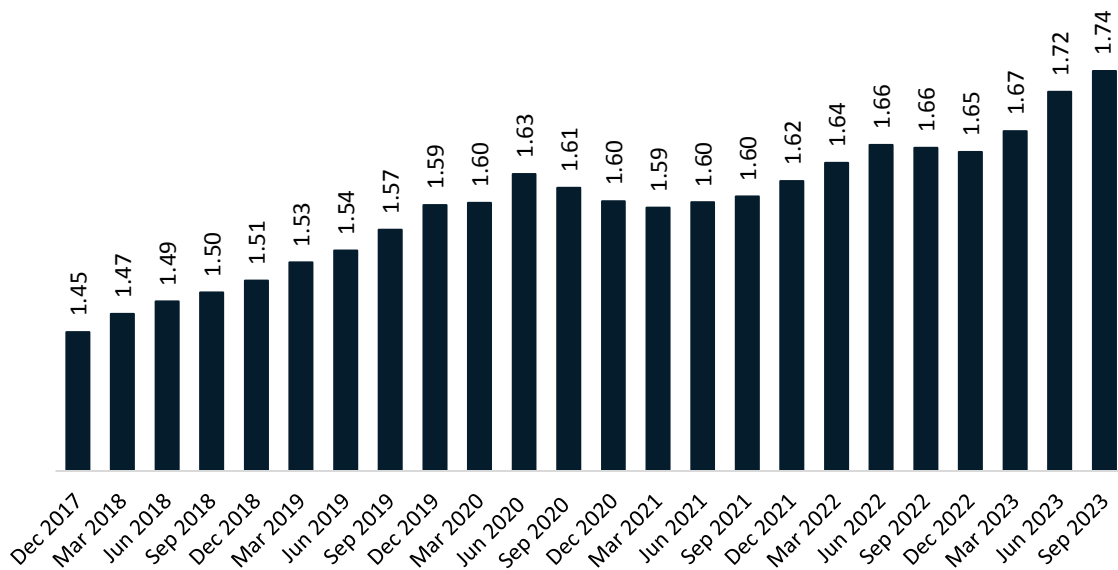
## Domestic Credit Landscape in the UAE

The analysis of UAE banking data from 2017 to September 2023 provides comprehensive insights into the region's financial landscape. The data indicates a robustly growing credit market, with a significant focus on various sectors, contributing to a dynamic financial environment. Generally, credit allocation has increased but experienced fluctuations in the years 2020 and 2021.

Overall, the UAE's credit market has shown remarkable growth, with the total volume of credit increasing from AED 1.45 trillion to AED 1.74 trillion. This growth reflects the flourishing financial environment in the region and underscores the diverse range of credit activities across different sectors. The insights gathered from this analysis offer a detailed view of the UAE's banking sector, showcasing a landscape characterized by varied and significant financial engagements.

Exhibit 1

Bank Credit to Residents by Economic Activity ( Quarterly ), AED Trillion



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

## Diverse Sector Contributions to UAE Domestic Credit Growth

The UAE banking data from 2017 to September 2023 highlights a dynamic credit market, showing strong growth across diverse sectors. The Private Corporate sector leads, growing from AED 767 billion to AED 839 billion, constituting approximately 48% of total credits in September 2023. This dominance underscores a solid demand for corporate credit, with a consistent growth pattern.

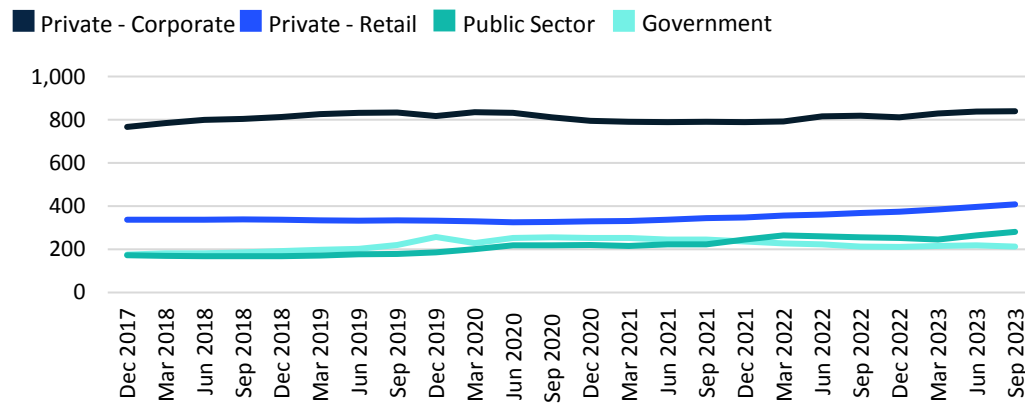
The Government and Public sectors also play a significant role, with their combined credit reaching around AED 493 billion in September 2023, or 28% of the total. This reflects deep financial interactions with state entities.

Additionally, the Private Retail sector has shown significant expansion, growing from AED 337 billion to AED 408 billion, constituting approximately 23% of total credits in September 2023. This sector's growth indicates a rising trend in consumer finance.

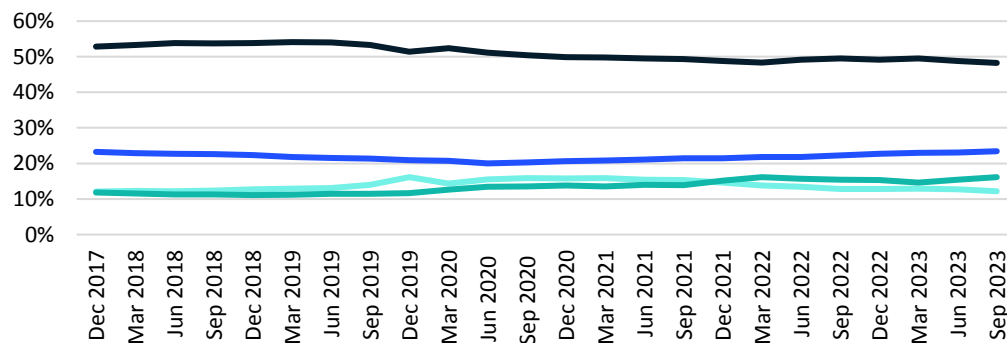
A significant trend in the credit sector is the share of the public sector, which has undergone a steady growth trend since 2018, starting from approximately 11 percent and reaching a share of 16 percent, showing the best growth in share among all sectors.

### Exhibit 2

#### Sectoral Domestic Credit Allocation Trends , AED Billion



#### Domestic Credit Distribution Trends Across Key Sectors



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)



## Analyzing Bank Credit to Residents by Economic Activity

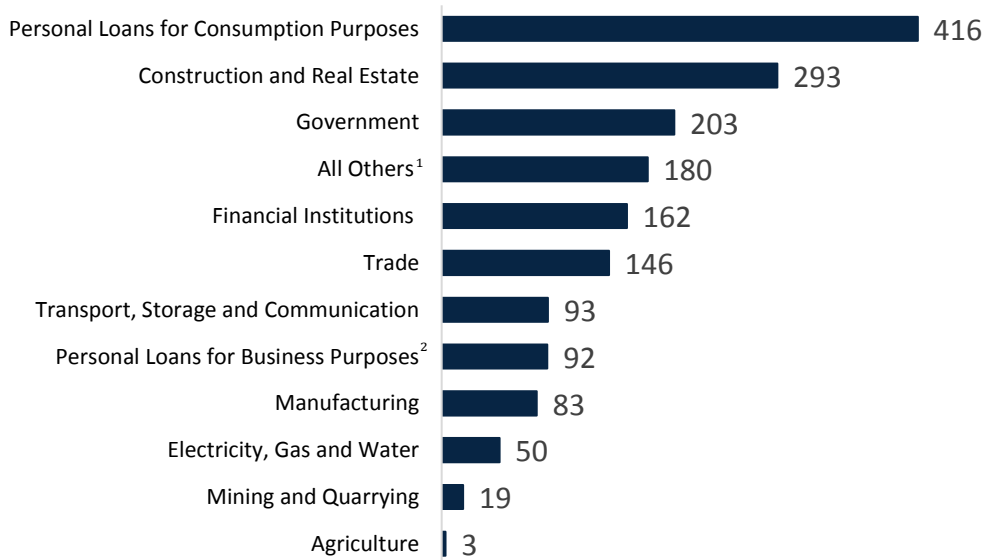
The analysis of the UAE banking sector data consistently highlights a strong emphasis on consumer lending, particularly in the "Personal Loans for Consumption Purposes" sector. This sector leads the way in both credit allocation and share, signifying a robust consumer finance market in the UAE. It's followed by significant investments in the "Construction and Real Estate" and "Government" sectors, which are also major recipients of credit. These sectors represent critical areas of economic activity and investment within the country.

The data reveals substantial credit allocation to these sectors, indicating their prominence in the UAE's banking landscape. "Construction and Real Estate" and "Government" sectors, in particular, reflect significant investments in infrastructure and government-backed projects, alongside the dominant consumer lending market. This distribution of credit suggests a banking sector that is heavily focused on financing personal consumption, real estate development, and government initiatives.

The market dynamics, as depicted by this data, show a concentration of credit in specific sectors, which outlines the current state of the UAE banking sector. This concentration demonstrates the areas of high demand and activity within the UAE's economy, with a notable focus on consumer lending, real estate development, and government projects. The data provides a clear view of these prevailing market trends in the UAE's banking sector, reflecting the existing economic and financial landscape.

### Exhibit 3

#### Bank Credit to Residents by Economic Activity ( Sep 2023 ), AED Billion



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

<sup>1</sup> Including Credit to the Service Sector and Non-Profit Institutions

<sup>2</sup> Including credit to High Net-Worth Individuals.

## Analyzing Bank Credit to Residents by Economic Activity in the UAE

The comprehensive analysis of bank credit to residents by economic activity in the UAE until September 2023 illustrates significant trends and fluctuations across key sectors, painting a detailed portrait of the country's banking landscape. Notably, the "Personal Loans for Consumption Purposes" sector has shown exceptional growth, with the highest average credit allocation. From 2017 to 2020, credit in this sector ranged from AED 324 billion to AED 333 billion, surging to 415 billion AED by 2023, indicating a robust consumer market with stable and sustained growth.

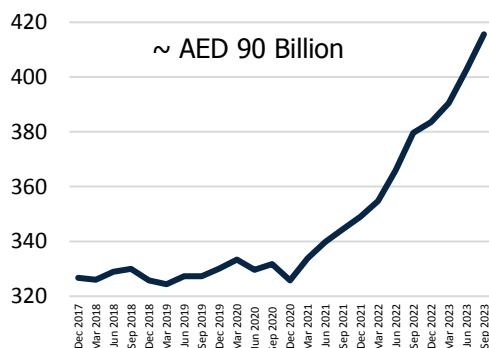
The "Construction and Real Estate" sector, while traditionally a top recipient of credit, has seen a downtrend since 2022, from a peak of AED 336 billion to AED 293 billion, yet it remains a significant player in the banking sector. On the other hand, the Government sector has witnessed a rise in credit allocation, averaging around AED 212 billion, albeit with a higher volatility of 5.51%, reflecting the impact of changing government policies and economic conditions.

A standout growth has been observed in the "Electricity, Gas, and Water" sector, which saw its credit share increase from 1.15% to 2.9%, marking a 152% growth—the highest among all sectors. This analysis underlines the dynamic and evolving nature of the UAE's economic landscape, identifying areas of potential growth and sectors facing challenges, thereby offering a comprehensive overview of the banking sector's contributions to the economy.

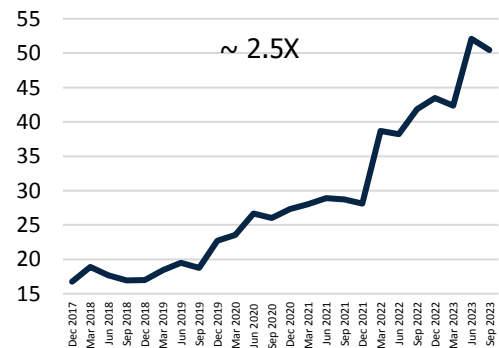
### Exhibit 4

## Surging Sectors

Personal Loans for Consumption Purposes Sector Credit Allocation Trends, AED Billion



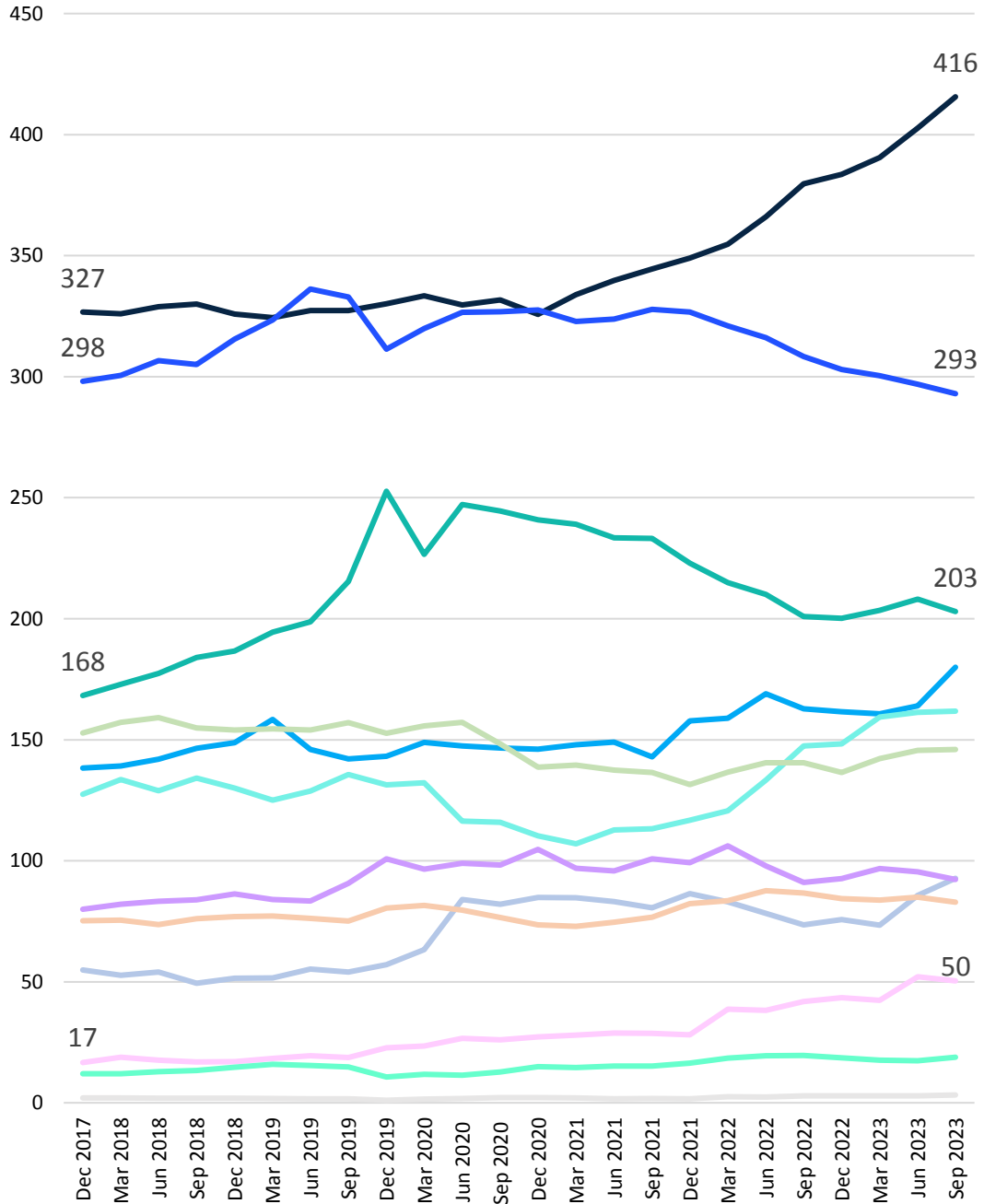
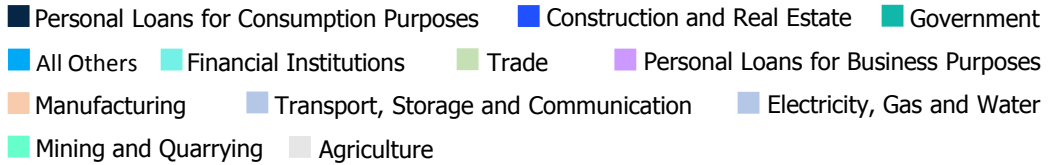
Electricity, Gas and Water Sector Credit Allocation Trends, AED Billion



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Exhibit 5

Bank Credit to Residents by Economic Activity ( Quarterly )  
, AED Billion

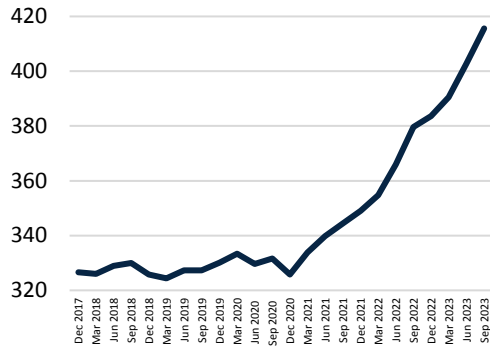


Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

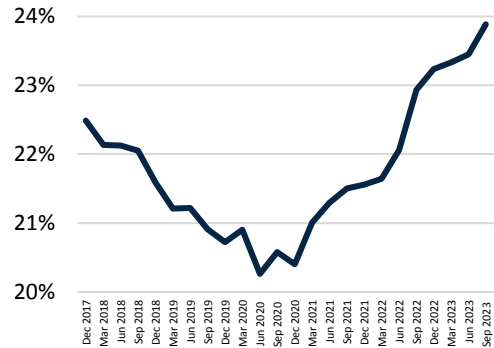
Exhibit 6

Bank Credit to Residents by Economic Activity ( Quarterly )

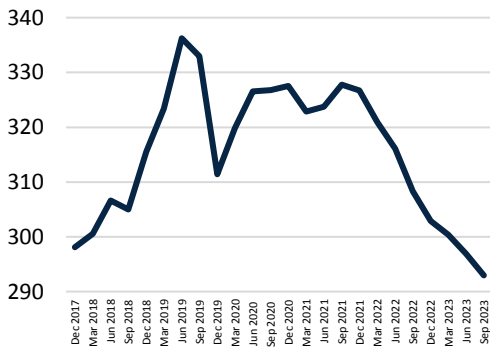
Personal Loans for Consumption Purposes Sector Credit Allocation Trends, AED Billion



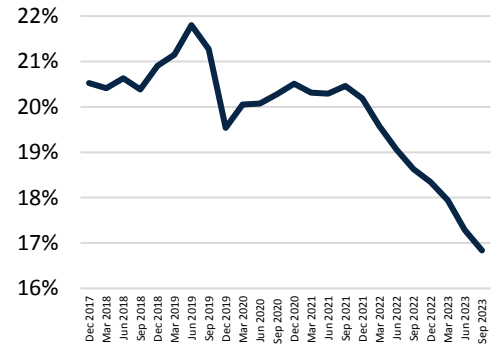
Share of Total Credits to Personal Loans for Consumption Purposes Sector



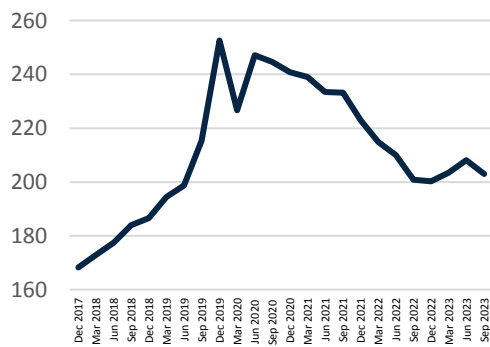
Construction and Real Estate Sector Credit Allocation Trends, AED Billion



Share of Total Credits to Construction and Real Estate Sector



Government Sector Credit Allocation Trends, AED Billion



Share of Total Credits to Government Sector

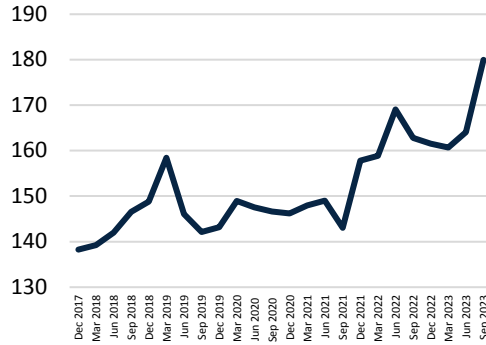


Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

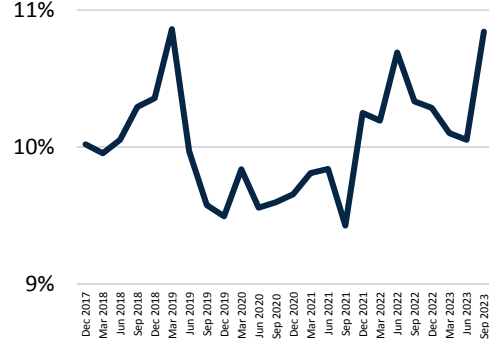
Exhibit 7

Bank Credit to Residents by Economic Activity ( Quarterly )

All Others Sector Credit Allocation Trends, AED Billion



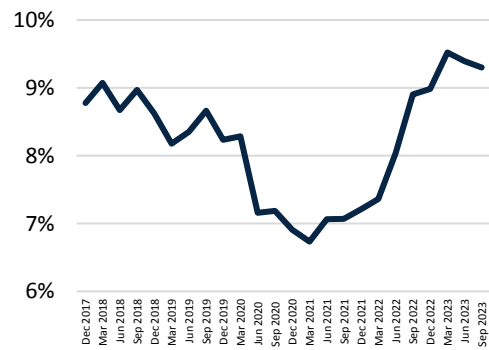
Share of Total Credits to All Others Sector



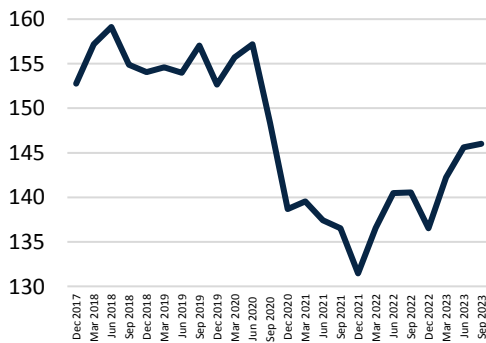
Financial Institutions Sector Credit Allocation Trends, AED Billion



Share of Total Credits to Financial Institutions Sector



Trade Sector Credit Allocation Trends, AED Billion



Share of Total Credits to Trade Sector

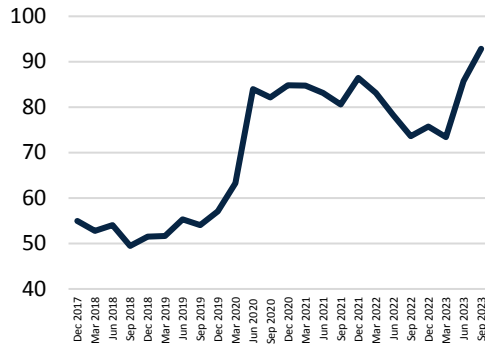


Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

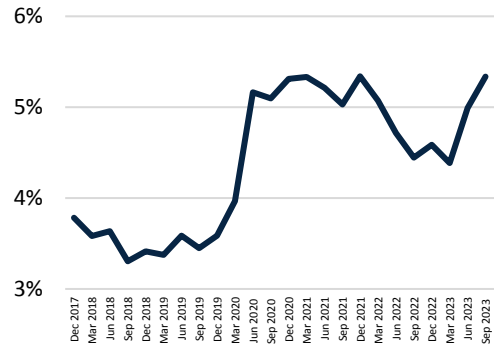
Exhibit 8

Bank Credit to Residents by Economic Activity ( Quarterly )

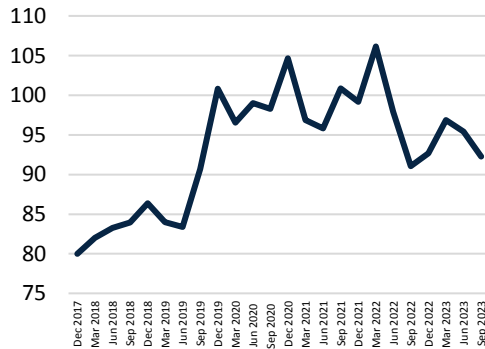
Transport, Storage and Communication Sector Credit Allocation Trends, AED Billion



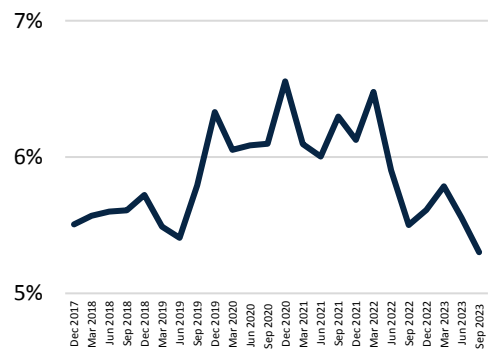
Share of Total Credits to Transport, Storage and Communication Sector



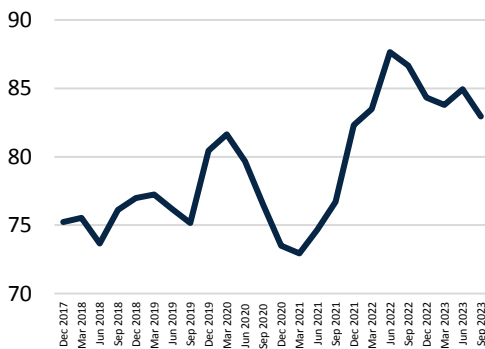
Personal Loans for Business Purposes Sector Credit Allocation Trends, AED Billion



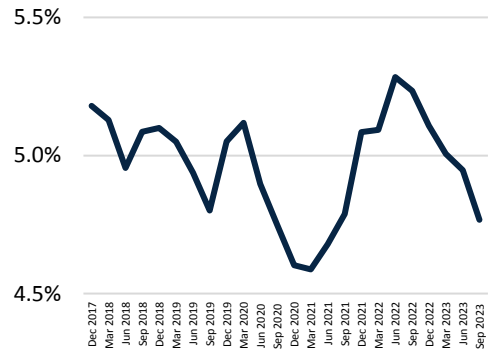
Share of Total Credits to Personal Loans for Business Purposes Sector



Manufacturing Sector Credit Allocation Trends, AED Billion



Share of Total Credits to Manufacturing Sector

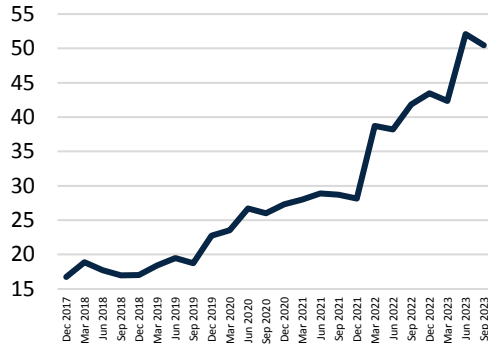


Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

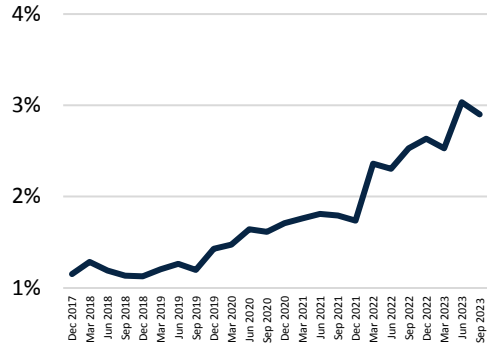
Exhibit 9

Bank Credit to Residents by Economic Activity ( Quarterly )

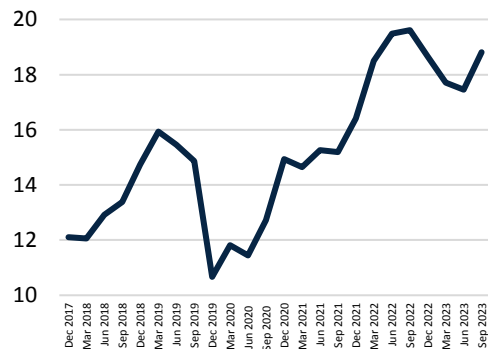
Electricity, Gas and Water Sector Credit Allocation Trends, AED Billion



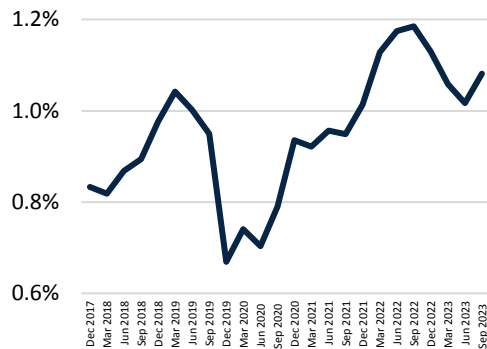
Share of Total Credits to Electricity, Gas and Water Sector



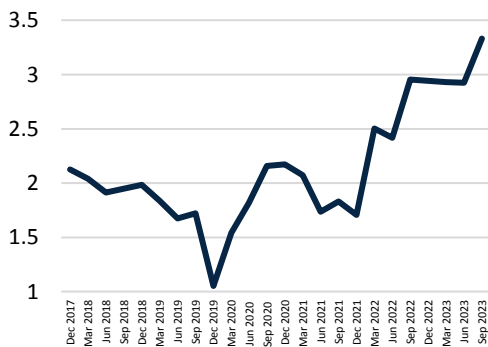
Mining and Quarrying Sector Credit Allocation Trends, AED Billion



Share of Total Credits to Mining and Quarrying Sector



Agriculture Sector Credit Allocation Trends, AED Billion



Share of Total Credits to Agriculture Sector



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

## Analyzing Bank Credit to Non-Residents by Economic Activity

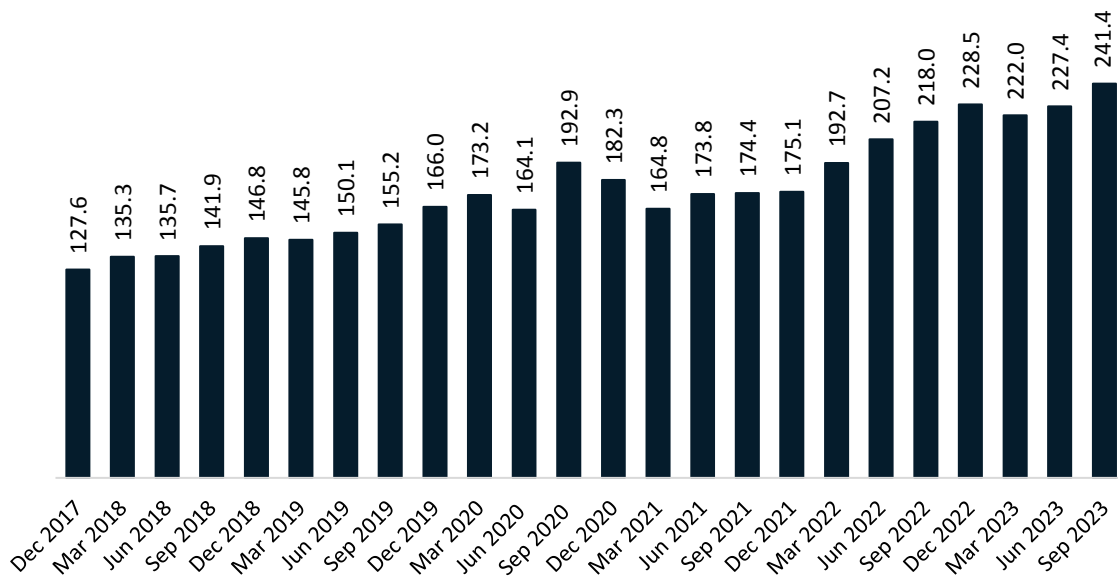
Analyzing UAE banking data from December 2017 to September 2023, we've identified pivotal trends in credit extension to non-residents, essential for strategic planning in global financial institutions. During this period, sectors like Financial Institutions and Transport, Storage, and Communication emerged as major credit attractors, with peak credits of AED 56 billion and AED 41 billion respectively. This indicates their strong sectoral appeal and the vibrant economic activities within these areas. Conversely, the Agriculture sector exhibited minimal credit engagement, pointing towards a concentrated investment interest by non-residents in more dynamic sectors.

Notably, the Manufacturing sector, initially ranked fourth in credit allocation, has shown significant growth, ascending to the third position. Its credit allocation surged from a low of AED 13 billion in 2018 to an impressive AED 29 billion in 2023, highlighting its rising importance in the non-resident investment portfolio.

The total bank credit in the UAE saw substantial fluctuations, with a marked dip and recovery around 2020, mirroring the impact of global economic conditions. These findings are crucial for financial institutions to devise adaptable, sector-specific strategies. Understanding market shifts, economic confidence across sectors, and seasonal banking patterns is vital for navigating the UAE's evolving market landscape effectively.

Exhibit 10

### Bank Credit to Non - Residents by Economic Activity ( Quarterly ) , AED Billion

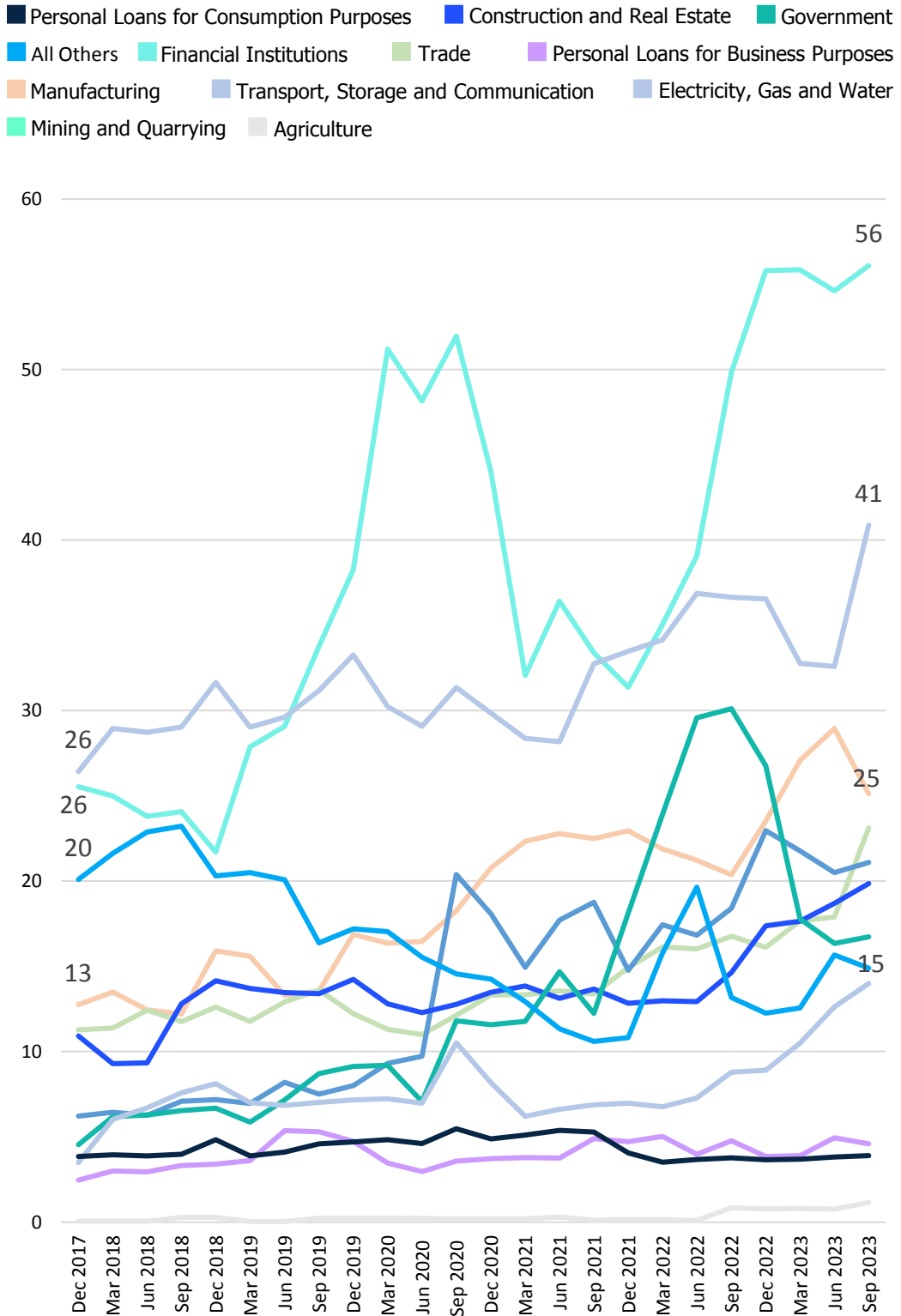


Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)



Exhibit 11

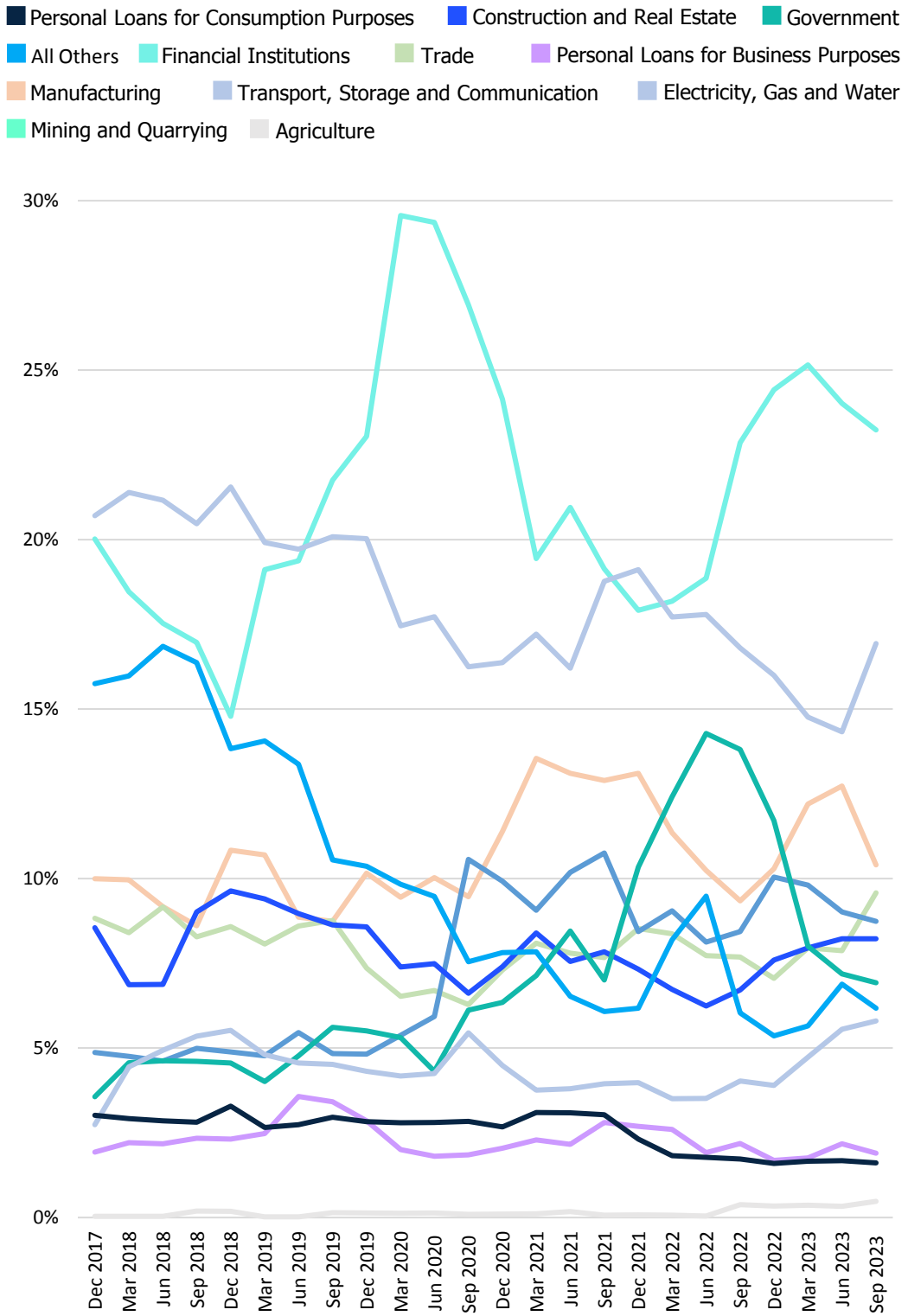
### Bank Credit to Non - Residents by Economic Activity ( Quarterly ) , AED Billion



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

Exhibit 12

Bank Credit to Non - Residents by Economic Activity ( Quarterly ) ,%



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

# 05

## UAE Deposit Landscape: Resident vs Non-Resident, Size Segmentation



# A Comprehensive Analysis of Deposits Distributed Among Residents/Non-Residents (2015-2023)

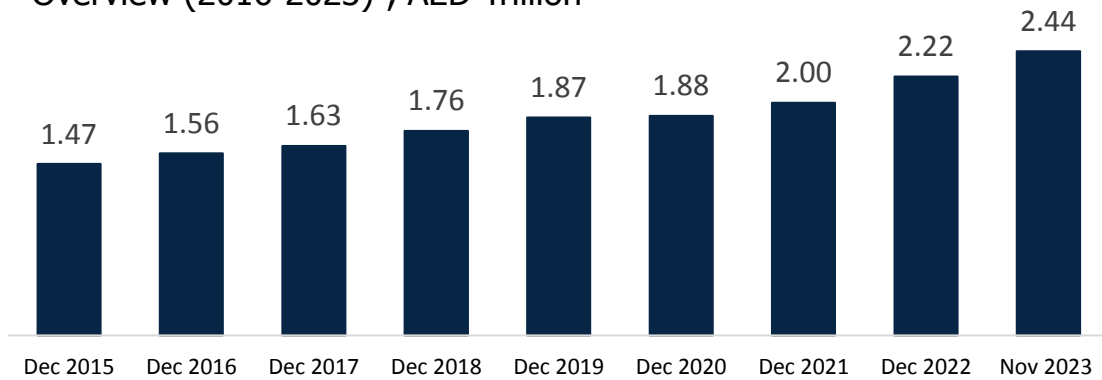
The analysis of UAE banking data spanning from 2015 to 2023 has revealed significant trends in the banking sector, crucial for understanding the market dynamics. The total deposits across the sector have shown robust growth, rising from AED 1.47 trillion in 2015 to AED 2.44 trillion in 2023, which translates to an impressive 66% increase over the period. This growth is predominantly attributed to the surge in residents' deposits, which escalated from AED 1.3 trillion in 2015 to AED 2.26 trillion in 2023, a notable increase of 74%.

Concurrently, the proportion of residents' deposits in the total banking deposits has grown significantly, rising from 88.35% in 2015 to 92.43% in 2023. This change underlines a strong and expanding engagement of the resident population within the UAE banking sector. In contrast, the non-residents' deposits, while increasing in absolute terms from AED 0.17 trillion in 2015 to AED 0.18 trillion in 2023, have witnessed a relative decline in their share of the total deposits, dropping from 11.65% to 7.57% during the same period.

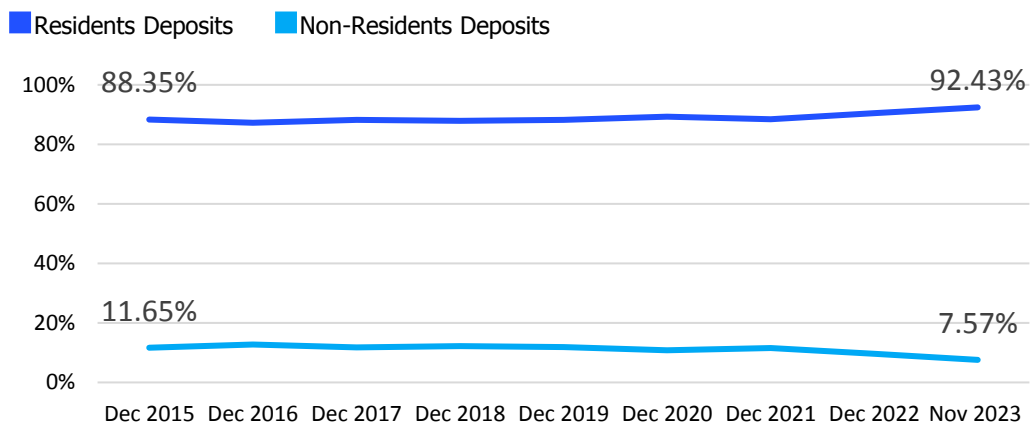
This data collectively highlights a dynamic and evolving banking environment in the UAE, marked by a growing emphasis on the resident customer base and a shift in the composition of banking deposits.

## Exhibit 1

### Deposit Growth Trends in the UAE Banking Sector: A Comprehensive Overview (2016-2023) , AED Trillion



### Deposits distributed Residents / Non – Residents



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

## Deposits Distributed Among Residents

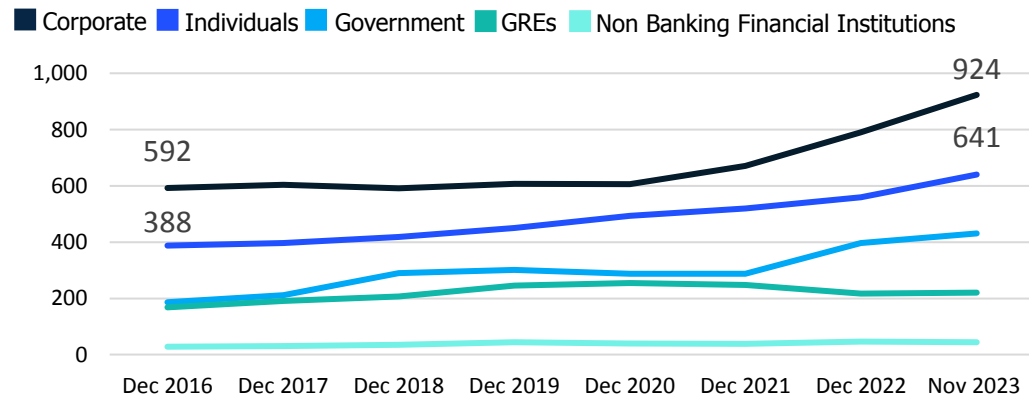
The UAE banking sector data from 2016 to 2023 presents a comprehensive picture of the market dynamics, crucial for understanding the evolving financial landscape. Corporate deposits have shown a remarkable growth trajectory, escalating from AED 592.2 billion in 2016, reflecting a robust expansion in the corporate banking sector. This consistent increase highlights the sector's burgeoning potential. Simultaneously, individual deposits have also seen a steady surge, beginning at AED 388.3 billion in 2016. This consistent growth pattern points to increasing affluence and savings habits among the UAE residents, thereby emphasizing the growing significance of the retail banking sector.

Government deposits have exhibited fluctuations over the years, suggesting a market that is highly responsive to policy shifts and economic cycles. This variability presents a nuanced picture of the sector's responsiveness to external factors. On the other hand, deposits from Government Related Entities (GREs) have registered a significant increase, particularly post-2018, indicating an expanding influence in the banking sector.

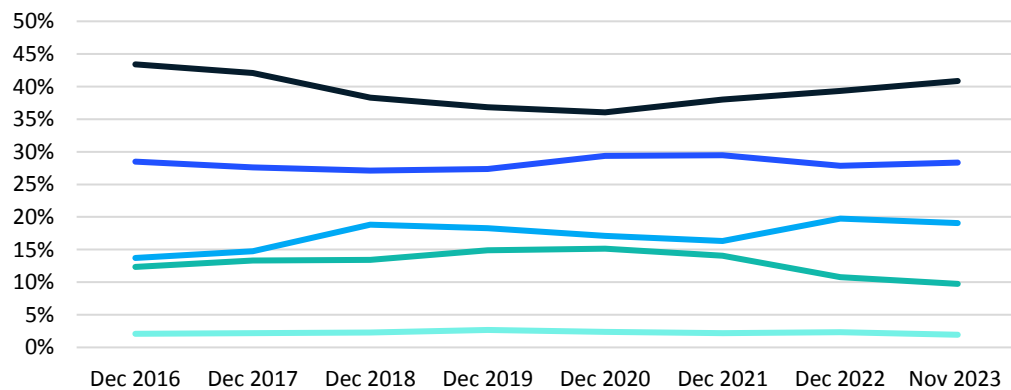
Moreover, Non-Banking Financial Institutions, though smaller in scale compared to other categories, have displayed a consistent upward trend, growing from AED 31.1 billion in 2016. This steady growth suggests the emergence of this sector as a niche but evolving market segment. The data across these categories paint a diverse and dynamic picture of the UAE banking sector, marked by significant growth in key areas and variability in others.

### Exhibit 2

#### Deposits Distributed Among Residents, AED Billion



#### Deposits Distributed Among Residents, %



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

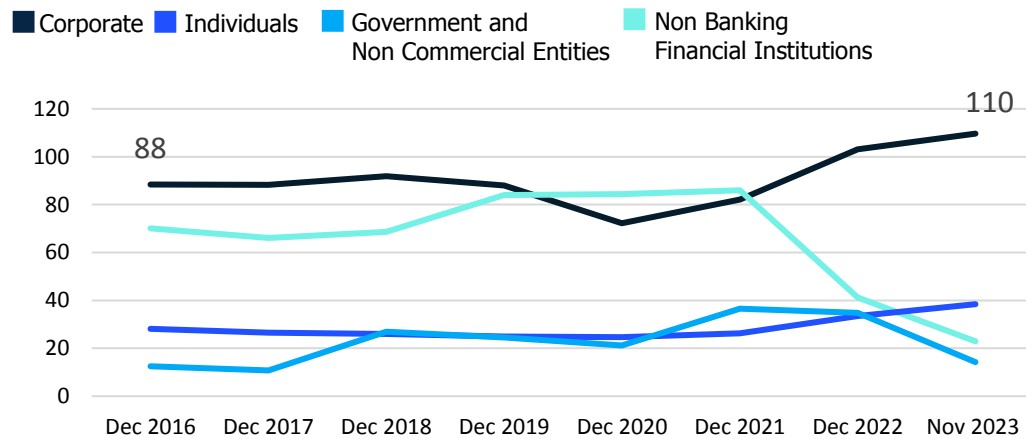
## Deposits Distributed Among Non-Residents

From 2016 to 2023, the UAE banking sector witnessed significant growth in non-resident deposits, highlighting a dynamic and expanding market. Corporate deposits showcased an impressive upward trend, establishing themselves as a dominant force in the sector. By 2023, they constituted a major portion of the total non-resident deposits, reflecting a heightened corporate engagement and interest in the UAE’s banking services. This growth trajectory indicates a burgeoning area for business banking development.

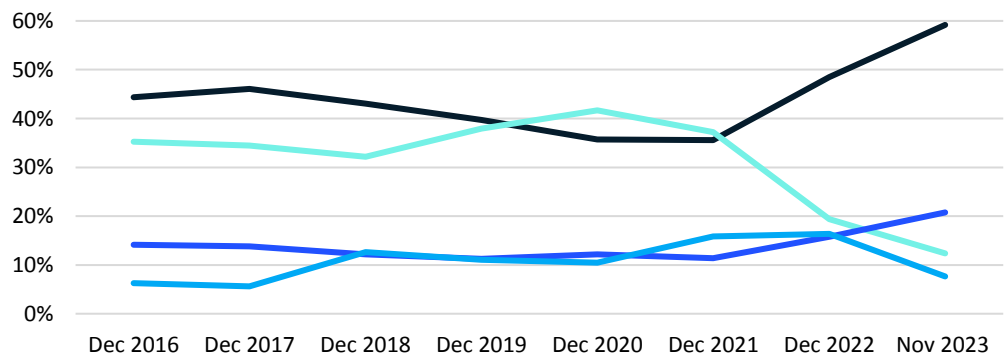
Overall, the UAE banking sector's total non-resident deposits saw a steady year-on-year increase. This consistent growth highlights an expanding market and suggests enhanced trust and confidence in the UAE banking system among non-residents. The sector's diversification, indicated by the significant participation from various depositor categories, reveals a multifaceted and evolving financial environment.

Exhibit 3

### Deposits Distributed Among Non-Residents, AED Billion



### Deposits Distributed Among Non-Residents, %



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

## Classification of Deposits by Size

The banking data analysis for the UAE from 2016 to 2023 offers a detailed view of the evolving financial landscape, essential for understanding market dynamics. A key observation is the dominance of high-value deposits. The "Above AED 20 Million" category notably comprises 57.42% of the total deposits in 2023, illustrating a strong presence of affluent clients in the banking sector. This segment has shown a steady growth trajectory, with an increase of 11.45% in 2022 and 6.06% in 2023, emphasizing its growing importance in the market.

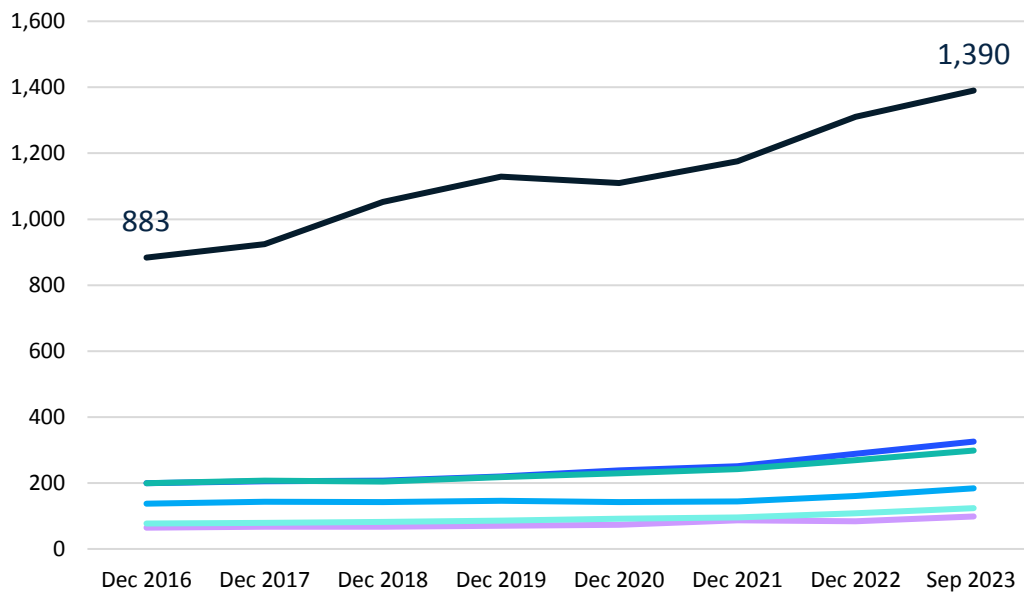
On the other end of the spectrum, the smallest deposit segment, "0 to AED 250,000," accounts for 7.60% of the total deposits. Despite its smaller share, this category has experienced remarkable growth, particularly in 2023, with an increase of 14.34%. This trend suggests an expanding base of smaller-scale depositors. Similarly, the mid-range deposit categories, specifically "AED 500,001 to AED 1,000,000," have also displayed consistent growth, reaching a significant 14.45% in 2023.

These patterns across various deposit sizes highlight the diversity of the UAE's banking sector. The considerable market share of high-value deposits points to the prevalence of high-net-worth individuals, while the growth in smaller and mid-range deposits indicates a broader and dynamic customer base. The data underscores a banking market with potential for growth across different deposit sizes, shaped by a spectrum of customer segments from affluent clients to small-scale depositors.

### Exhibit 4

#### Trends in the Classification of Deposits by Size, AED Billion

■ Above AED 20 Million  
 ■ AED 5 Million to AED 20 Million  
 ■ AED 1,000,001 to AED 5,000,000  
■ 0 to AED 250,000  
 ■ AED 250,001 to AED 500,000  
 ■ AED 500,001 to AED 1,000,000



Source: Monthly Statistical Bulletin - Banking & Monetary Statistics, issued by the CBUAE(2020-2024)

# 06

M&As, Joint Ventures, Banking  
Subsidiaries, Fintech Investments





# Strategic Growth: UAE Banks Go Global

The United Arab Emirates' banking sector is a dynamic and robust aspect of its economy, emblematic of the nation's global business acumen and financial innovation. As we embark on a detailed exploration of this industry, it is crucial to recognize the pivotal role that strategic mergers and acquisitions (M&A) have played. Over the years, a pattern of consolidation has emerged, with key national banks not only merging within the country to augment their domestic strength but also acquiring entities beyond the UAE's borders, demonstrating a clear vision for international expansion.

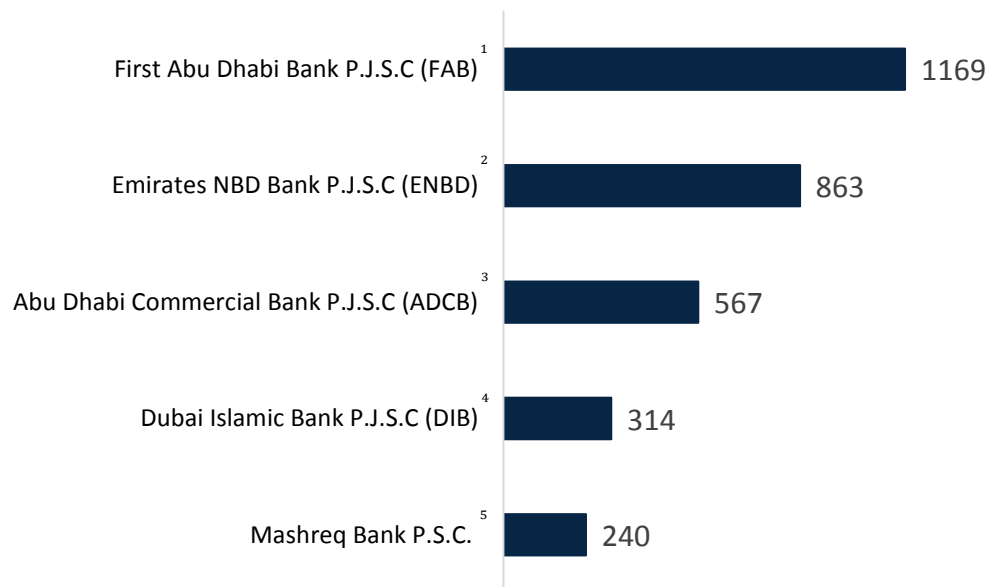
A remarkable facet of this trend is the significant international presence of UAE banks, with operations spanning across all five continents, underscoring their ambition and reach. The drive towards globalization is not only apparent through M&A activities but also through judicious investments in startups, propelling the UAE to the forefront of financial technology and innovation.

Furthermore, it is essential to note the importance of five major UAE national banks, which stand out for their substantial total asset index. This distinction is a direct consequence of their historical involvement in both domestic and international M&As, startup investments, and the establishment of branches in various countries around the world. These strategic movements have not only bolstered their asset base but also diversified their services, risk portfolio, and global impact.

As we proceed, this chapter will provide a comprehensive review of these developments, scrutinizing the strategic imperatives that drive such decisions, the implications for the banks' operational scale and scope, and the resultant positioning of the UAE banking sector on the global financial stage. Through this lens, we will gain insight into the evolution of the UAE banking landscape, a journey marked by calculated expansion, innovation, and a steadfast commitment to financial excellence.

## Exhibit 1

### 2023 Total Assets Leaders: Ranking UAE's Top National Banks, AED Billion



<sup>1</sup> <https://www.bankfab.com/v1/-/media/fabgroup/home/about-fab/investor-relations/pdfs/investor-relations/2023/fab-fs-q4-2023-english.pdf?view=1>

<sup>2</sup> [https://www.emiratesnbd.com/-/media/enbd/files/investor-relations/financial-information/annual-reports/emiratesnbd\\_annualreport\\_2023.pdf](https://www.emiratesnbd.com/-/media/enbd/files/investor-relations/financial-information/annual-reports/emiratesnbd_annualreport_2023.pdf)

<sup>3</sup> <https://www.adcb.com/en/multimedia/pdfs/2023/december/FinancialStatements-FY-2023.pdf>

<sup>4</sup> <https://www.dib.ae/docs/default-source/financial-reports/dib-fs-2023-fy-english.pdf>

<sup>5</sup> <https://www.mashreq.com/en/uae/about-us/investors/financial-information/financial-overview-and-ratios/>

Exhibit 2  
National Banks Local M&A: A Historical Snapshot

	Acquirer Entity	Merged or Acquired Entities	Year	M&A Summary
1	Dubai Islamic Bank (DIB)	Noor Bank	2020	The acquisition further enhances DIB's position as one of the largest Islamic banks in the world with total assets exceeding AED 300 billion. <sup>1</sup>
2	Abu Dhabi Commercial Bank (ADCB)	-Union National Bank (UNB) -Al Hilal Bank	2019	ADCB, UNB, and Al Hilal Bank have merged to form the ADCB Group. This strategic alliance aims at enhancing services and fostering economic development across the region. In this merger, Al Hilal Bank PJSC will retain its distinct brand and continue to operate as a separate Islamic entity within the larger ADCB Group. <sup>2</sup>
3	First Abu Dhabi Bank	National Bank of Abu Dhabi (NBAD) First Gulf Bank (FGB)	2017	National Bank of Abu Dhabi (NBAD) and First Gulf Bank (FGB) merged to create First Abu Dhabi Bank (FAB). FAB became the largest bank in the UAE and one of the largest financial institutions in the world. <sup>3</sup>
4	Emirates NBD	-Emirates Bank International PJSC (EBI) National -Bank of Dubai PJSC (NBD)	2007	The Bank was incorporated principally to give effect to the merger between Emirates Bank International PJSC (“EBI”) and National Bank of Dubai PJSC (“NBD”). The merger became effective from 16 October 2007, while the legal merger was completed on 4 February 2010. <sup>4</sup>

<sup>1</sup> <https://www.dib.ae/about-us/news/2020/11/02/a-new-chapter-unfolds-in-dib-s-rich-history-with-the-successful-integration-of-noor-bank>

<sup>2</sup> <https://www.adcb.com/en/about-us/media-centre/news/2019/may/adcb-unb-hilal>

<sup>3</sup> <https://www.bankfab.com/v1/en-us>

<sup>4</sup> <https://www.dfm.ae/the-exchange/market-information/company/EMIRATESNBD/profile>

Exhibit 3  
National Banks International M&A: A Historical Snapshot

	Acquirer Entity	Merged or Acquired Entities	Year	M&A Summary
1	Dubai Islamic Bank PJSC (DIB)	T.O.M. Group of Companies	2023	Dubai Islamic Bank acquires a significant minority stake in T.O.M. Group, enhancing its presence in Turkey's digital banking and financial technology sector and supporting financial inclusion and digital services. <sup>1</sup>
2	First Abu Dhabi Bank	Bank Audi sae (Egypt)	2020	First Abu Dhabi Bank (FAB) acquired Bank Audi sae (Egypt) to bolster its MENA presence, significantly grow FAB Egypt's assets, and enhance banking services, thereby driving regional trade and investment opportunities. <sup>2</sup>
3	Emirates NBD	DenizBank	2019	Emirates NBD completed the acquisition of DenizBank shares from Sberbank, marking a significant step in expanding its regional presence and enhancing services across the MENAT region. <sup>3</sup>
4	Dubai Islamic Bank PJSC (DIB)	PT Bank Panin Syariah Tbk	2015	Dubai Islamic Bank (DIB) acquired a stake (almost 40%) in PT Bank Panin Syariah Tbk, rebranding it to Panin Dubai Syariah Bank, targeting growth in Indonesia's Islamic banking sector and regional expansion. <sup>4</sup>
5	Dubai Islamic Bank PJSC (DIB)	Bank of Khartoum	2005	In 2005, the Islamic Bank of Dubai acquired 60% of the shares in Bank of Khartoum. Later, in 2008, Emirates and Sudan Bank merged into Bank of Khartoum, creating Sudan's largest bank and reducing DIB's stake to 28.4%. According to the Bank of Khartoum's 2022 financial year report, its shares have increased to 29.49%. <sup>5</sup>

<sup>1</sup> <https://www.dib.ae/about-us/news/2023/09/28/dubai-islamic-bank-a-leading-financial-institution-in-the-uae-enters-turkish-digital-banking-and-financial-technology-sector-via-an-equity-investment-in-tom-group-of-companies>

<sup>2</sup> <https://www.bankfab.com/v1/en-ae/about-fab/group/in-the-media/20210421-fab-initiates-share-transfer-process-for-acquiring-100-percent-of-bank-audi>

<sup>3</sup> <https://www.emiratesnbd.com/en/media-center/completion-of-the-sale-and-purchase-of-9985-of-the-shares-in-denizbank-as-by-emirates-nbd-from-sberb>

<sup>4</sup> <https://www.dib.ae/about-us/news/2017/03/28/dib-launches-panin-dubai-syariah-bank-in-indonesia>

<sup>5</sup> <https://bankofkhartoum.com/sudan/our-history/>

Exhibit 4  
Shareholders of UAE's Licensed Digital Banks

NO	Banking Entity	Shareholders Entities	Year	About
1	Wio Bank	-Abu Dhabi Development Company ADQ -Alpha Dhabi Holding -e& -First Abu Dhabi Bank (FAB)	2022	The all-in-one digital financial platform created to reboot banking for everyone. <sup>1</sup>
2	Zand	-Aditya Birla Group (Solfrid Investments Pte. Ltd) -Al Hail Holding LLC -Al Sayyah and Sons Investments LLC -Franklin Templeton Global Development Group,	2022	Zand, licensed in July 2022 by the Central Bank of the UAE, is the nation's first digital bank offering both retail and corporate banking services. <sup>2</sup>

<sup>1</sup> <https://www.wio.io/about/>

<sup>2</sup> <https://www.zand.ae/en/news/zand-announces-shareholders>

Exhibit 5  
UAE National Banks: Fintech Investment Portfolio

	Investing Entity	Investee Entities	Year	Investment Summary
1	Emirates NBD	Komgo	2023	Emirates NBD makes a strategic equity investment in Komgo, a blockchain-based trade finance platform, aiming to integrate advanced fintech solutions into its operations and strengthen its position in financial services. <sup>1</sup>
2	Emirates NBD	Erguvan Deniz Ventures	2023	Emirates NBD Group invests in Erguvan, a sustainability start-up, to advance climate fintech solutions, integrating ESG into its strategy and leveraging digital infrastructure for climate change impact management. <sup>2</sup>
3	Mashreq Bank	Cashew	2022	Mashreq Bank invests up to \$10 million in fintech firm Cashew to integrate BNPL services into its acquiring network NEOPAY and expand financial services in the UAE and Egypt. <sup>3</sup>
4	Mashreq Bank	NymCard	2022	Mashreq Bank has invested in NymCard, a banking-as-a-service provider, to enhance the fintech ecosystem in the UAE and support innovative fintech businesses with payment card functionality. <sup>4</sup>
5	Mashreq Bank	Touché	2022	Mashreq Bank invests in Touché, revolutionizing payment systems in the F&B and hospitality sectors with a streamlined, integrated mobile Android-based smart payment terminal. <sup>5</sup>

<sup>1</sup> <https://www.emiratesnbd.com/en/media-center/emirates-nbd-makes-a-strategic-equity-investment-in-komgo-through-its-innovation-fund>

<sup>2</sup> <https://www.emiratesnbd.com/en/media-center/emirates-nbd-group-makes-strategic-equity-investment-in-sustainability-start-up-erguvan>

<sup>3</sup> <https://www.thenationalnews.com/business/start-ups/2022/05/09/mashreq-invests-10m-in-uae-fintech-start-up-cashew/>

<sup>4</sup> <https://www.thenationalnews.com/business/technology/2022/02/24/mashreq-buys-stake-in-nymcard-to-support-uaes-fintech-sector/>

<sup>5</sup> <https://fintechnews.ae/11857/fintechdubai/mashreq-invests-in-fb-payment-fintech-touche/>

Exhibit 6  
UAE National Banks: Banking Subsidiaries

Banking Entity	Subsidiary banks	Country of Incorporation
1 First Abu Dhabi Bank <sup>1</sup>	First Abu Dhabi Bank USA N.V.	Curacao
	FAB Private Bank (Suisse) SA	Switzerland
	First Abu Dhabi Bank Misr S.A.E (“FAB Misr”)	Egypt
	First Gulf Libyan Bank	Libya
2 Emirates NBD <sup>2</sup>	Emirates Islamic Bank	UAE
	DenizBank	Turkey
	Emirates NBD Egypt S.A.E	Egypt
3 Abu Dhabi Commercial Bank (ADCB) <sup>3</sup>	Al Hilal Bank	UAE
	Al Hilal Islamic Bank JSC	Kazakhstan
	Abu Dhabi Commercial Bank – Egypt SAE	Egypt
	Abu Dhabi Commercial Bank Limited	UK
4 Dubai Islamic Bank (DIB) <sup>4</sup>	Dubai Islamic Bank Pakistan	Pakistan
	Panin Dubai Syariah Bank	Indonesia
	Bank of Khartoum	Sudan
	Bosna Bank International	Bosna
	DIB Bank Kenya Limited	Kenya
5 Mashreqbank <sup>5</sup>	Mashreq Bank Pakistan Limited	Pakistan

<sup>1</sup><https://www.bankfab.com/v1/-/media/fabgroup/home/about-fab/investor-relations/pdfs/investor-relations/2023/fab-fs-q4-2023-english.pdf?view=1>

<sup>2</sup>[https://www.emiratesnbd.com/-/media/enbd/files/investor-relations/financial-information/annual-reports/emiratesnbd\\_annualreport\\_2023.pdf](https://www.emiratesnbd.com/-/media/enbd/files/investor-relations/financial-information/annual-reports/emiratesnbd_annualreport_2023.pdf)

<sup>3</sup><https://www.adcb.com/en/multimedia/pdfs/2023/december/FinancialStatements-FY-2023.pdf>

<sup>4</sup><https://www.dib.ae/about-us/subsidiaries>

<sup>5</sup><https://www.dfm.ae/the-exchange/market-information/company/MASQ/profile>

07

# Digital Footprint: UAE Banks' Apps and Websites Analysis



# Maximizing International Reach: Strategic Insights from the UAE Banking Application Market

In the dynamic UAE banking application market, the distinction between main and international applications developed by banks and their subsidiaries becomes apparent. The market consists of a total of 95 main applications, significantly outnumbering the 28 international applications developed by the banks and their subsidiaries. Despite the numerical superiority of main apps, international applications exhibit a near-equal appeal in terms of downloads, with 12,701,810 downloads for international apps compared to 13,574,250 for main apps. The average download rates further emphasize this trend. Each international application, on average, secures about 453,636 downloads, remarkably exceeding the main applications' average of 142,886 downloads by 217%. This substantial difference underscores a strong user inclination towards international applications, even though they are less in number.

Emirates NBD Bank, a leading entity in this market, reflects this pattern. It has developed the highest number of main applications (16), resulting in a significant 3,258,050 downloads, denoting a solid domestic presence. In addition, its 5 international applications, a product of both the bank and its subsidiaries, have achieved a notable 11,250,000 downloads, highlighting the bank's successful global outreach. Moreover, the national banks of the UAE, given their widespread presence in other countries around the world, have developed dedicated websites for certain countries in addition to their main applications, or they have created a second dedicated site for some countries.

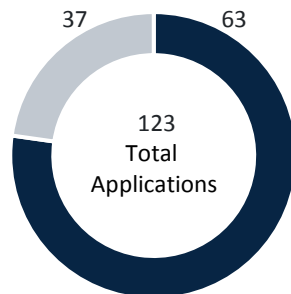
This expansion strategy not only caters to the local banking needs within the UAE but also addresses the requirements of international customers in those specific countries, further emphasizing the banks' global digital presence. This trend in the UAE's banking sector, reflecting the activities of banks and their subsidiaries, illustrates a competitive digital environment where the number and type of applications are closely linked to user engagement, thereby underlining the importance of a diversified digital presence in both local and international arenas.

## Exhibit 1

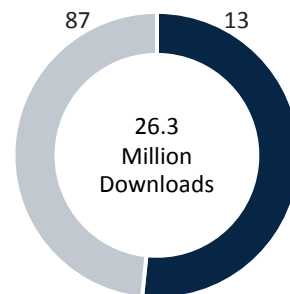
### Strategic Insights: Main vs. International Application Shares and Downloads in the UAE Banking Sector

■ Main Applications   ■ International Applications

Distribution of Application Numbers, %



Distribution of Application Downloads, %



Source: Google Play , December 2023



## Digital Banking Evolution in the UAE: Navigating the Growth of Main and International Applications

The comprehensive analysis of UAE banking application data from 2011 onwards reveals a significant upward trend in the release of both main and international banking applications. This trend signifies a dynamic and evolving digital banking market in the UAE. Main banking applications have shown a consistent increase, rising from just 1 in 2011 to multiple releases by 2023. This steady growth pattern underscores a robust demand for localized digital banking solutions, highlighting a strong market potential for region-specific financial services.

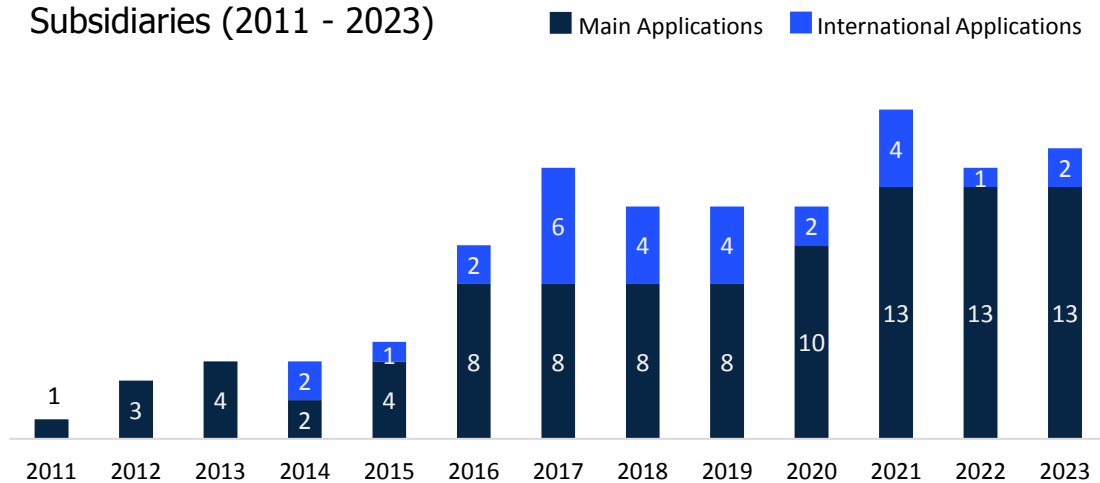
In contrast, international banking applications began appearing in 2014. Since their introduction, these applications have demonstrated an upward trajectory, though with variability in consistency compared to main applications. This indicates an emerging market receptive to global banking services, suggesting an evolving landscape for international banking entities in the UAE.

The year-over-year growth rates of these applications have exhibited significant fluctuations. Main applications, in particular, have shown varying growth rates, with periods of sharp increases and decreases. This pattern of fluctuation indicates a market that is highly responsive to innovation and rapidly changing conditions. International applications, post their introduction, have also experienced fluctuating growth rates, with certain years displaying substantial increases. This variability signifies a market in transition, open to international offerings and characterized by competitive dynamism.

Overall, the data highlights the growth and dynamism of the UAE's digital banking sector, marked by a strong demand for localized solutions and an increasing openness to international banking applications. The fluctuating growth rates further reflect the market's responsiveness to new developments and innovations in the banking application domain, alongside a strategic emphasis on both main and international digital presences.

### Exhibit 2

#### Google Play App Publication Trends by UAE National Banks and Their Subsidiaries (2011 - 2023)



Source: Google Play, December 2023

## Digital Banking Transformation and Real Estate Opportunity in the UAE: Navigating Future Growth Paths

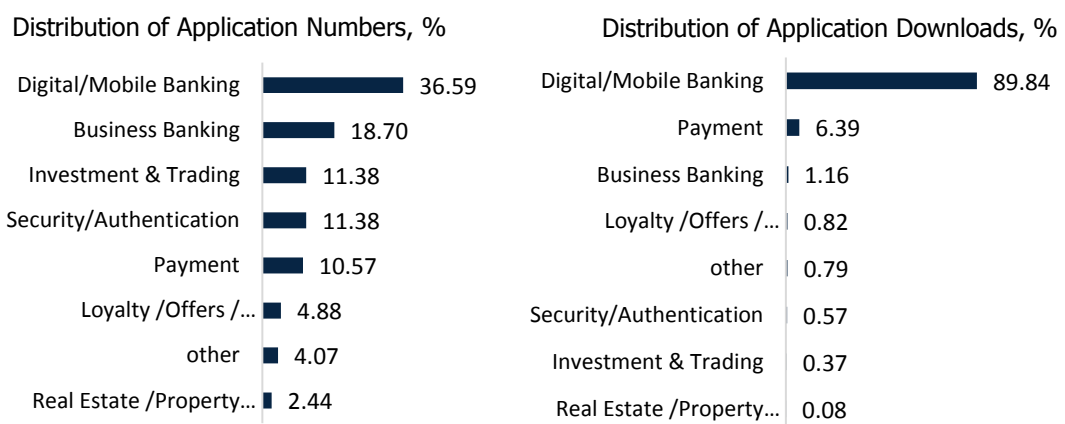
The applications developed by national banks offer a broad spectrum of services, which are divided into eight distinct categories for a detailed analysis of the banking services landscape. Among these, applications related to digital banking, mobile banking, and neobanks are grouped under the 'Digital Banking and Mobile Banking' category.

In the dynamic UAE banking app market, the "Digital Banking and Mobile Banking" category stands out prominently. This sector alone commands an impressive 12.44 million downloads, significantly outpacing other categories such as "Payment" and "Business Banking," which have garnered 562 thousand and 309 thousand downloads respectively. The 'Digital Banking and Mobile Banking' category dominates, with an impressive average of 327 thousand downloads per app, indicating a strong user preference and concentrated market focus on these services. In contrast, the "Payment" category, despite having only 6 apps, demonstrates considerable potential with an average of 93 thousand downloads per app, suggesting significant user interest in a smaller number of offerings. Other categories, including "Business Banking," "Loyalty/Offers/Rewards," and "Security/Authentication," have more modest download figures, pointing to a focused interest in specific functionalities. On average, apps in the 'Digital Banking and Mobile Banking' category receive 327% more downloads than apps in other categories, underscoring the overwhelming user inclination towards digital and mobile banking solutions. These statistics highlight a market that is heavily skewed towards digital and mobile banking services, with emerging interests in payment services and other specialized banking app categories.

Adding to the analysis, the categorization of real estate in the developed applications reveals an area ripe for expansion. Given the booming real estate market in the United Arab Emirates, significant investments in this sector, and the credits allocated to it, the potential for growth is substantial. Yet, this category appears to have been almost overlooked by banks. Services in the PropTech sector, as well as startups in this field and more broadly, startups in property management and real estate, should receive more attention and larger investments from banks. This oversight highlights a gap in the market that, if addressed, could lead to innovative banking solutions tailored to the burgeoning real estate sector, fostering growth and providing new avenues for banking engagement in the UAE.

### Exhibit 3

#### Analyzing the UAE Banking App Landscape: Application Distribution and Download Insights by Category



Source: Google Play , December 2023

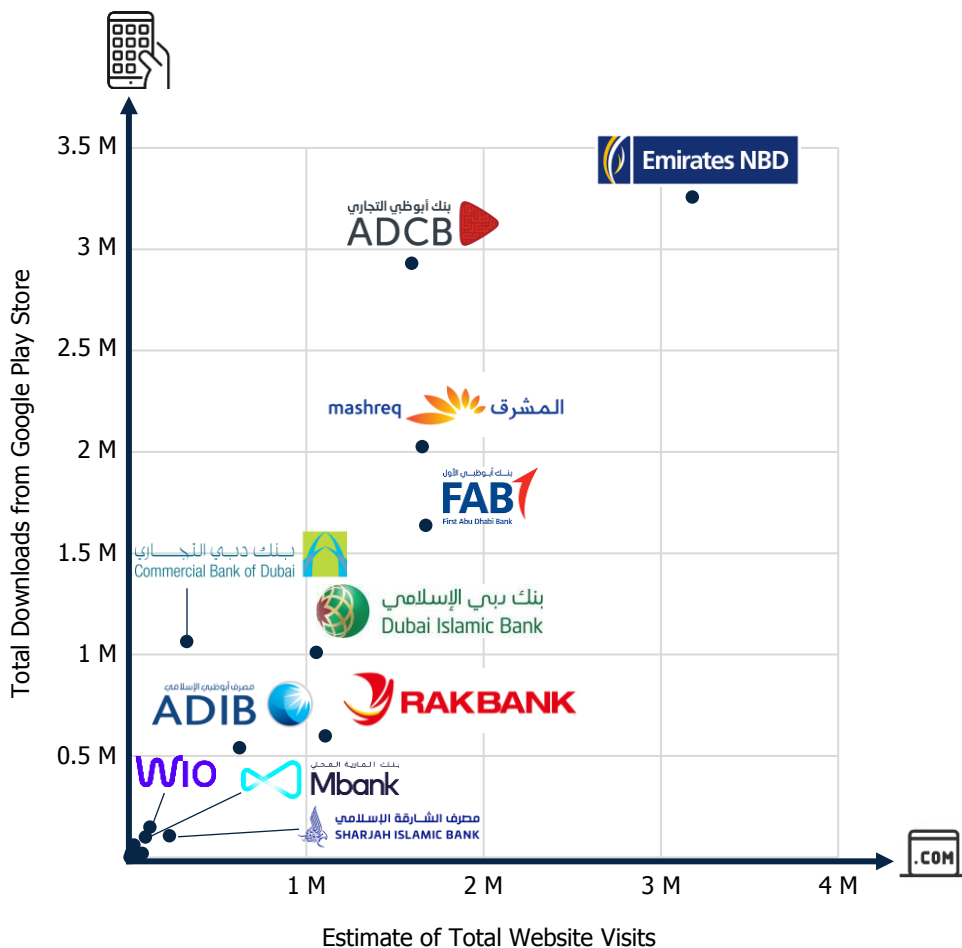
## The State of Digital and Mobile Presence among UAE Banks

To identify the leaders in digital banking within the UAE, we utilized SimilarWeb tools to gather website traffic data and sourced the total number of application downloads from the Google Play Store for the banks and their subsidiaries. It is essential to note that this analysis focused solely on the main websites and applications of the banks and their subsidiaries, with their international websites and applications being analyzed separately. Through this detailed examination, the digital banking status of each bank is clearly outlined in the provided chart.

The wide range in the number of app downloads and website visits, varying from as low as 500 to as high as several millions, points to diverse levels of digital strategy implementation among the banks. This variance underscores the existence of a highly engaged digital customer base within the sector, with top-performing banks achieving multi-million digital touchpoints, while others lag significantly behind. This scenario highlights the robust nature of digital engagement in the UAE's banking sector, revealing a market characterized by a digitally active and tech-savvy customer base.

Exhibit 4

### The State of Digital and Mobile Presence among UAE Banks



Note: Considering that this chart examines the status of banks and their subsidiaries, the data for Al Hilal Bank, as a subsidiary of ADCB, has been consolidated within it, and the data for Emirates Islamic Bank, as a subsidiary of Emirates NBD, has been consolidated within it.  
 Source : Google Play Store, December 2023  
 Similarweb, Average monthly visits (Oct - Dec 2023)

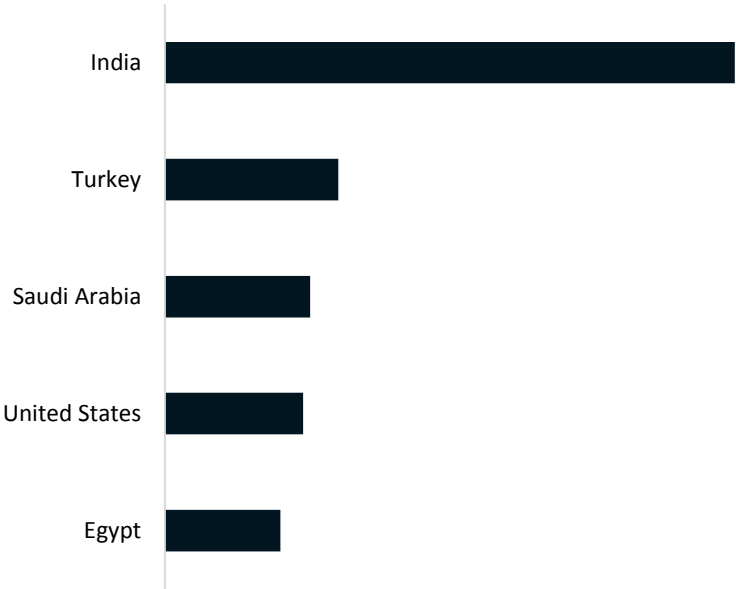
# Mapping the Digital Footprint: Analyzing the International Reach of UAE's National Banks

To understand the global reach and customer base of the UAE's national banks, an in-depth analysis was performed on the geographical distribution of visitors to their main websites. Given the international presence of these banks through physical branches or representative offices outside the Emirates, it's crucial to assess how effectively their digital platforms serve both domestic and international clients. Utilizing SimilarWeb tools, we analyzed traffic data from the main websites of the UAE's national banks.

The findings revealed that the majority of the website traffic originates from within the UAE, accounting for 73% of the total visits. This demonstrates a strong domestic engagement with digital banking services. Following the UAE, significant web traffic was observed from international markets, with India, Turkey, Saudi Arabia, the United States, and Egypt being the top countries in terms of site visits. These insights are visually represented in the accompanying chart, showcasing the proportional distribution of website visits from each country.

This analysis not only highlights the domestic dominance in digital engagement but also sheds light on the international appeal and reach of the UAE's banking sector, underlining its global connectivity and the diverse geography of its customer base.

Exhibit 5  
Top Five Countries Visiting UAE National Banks' Websites



Source: Similarweb (Oct - Dec 2023)

## Exhibit 6

### Top UAE National Banks' Mobile Applications Ranked by Download Counts on Google Play

	Application Name	Banking Entity	Released Date	Downloads
1	CBD - Instant digital banking	Commercial Bank of Dubai	2012	+1,000,000
2	Mashreq UAE - Mobile Banking	Mashreq Bank	2012	+1,000,000
3	ADCB Mobile	Abu Dhabi Commercial Bank	2013	+1,000,000
4	Emirates NBD	Emirates NBD Bank	2013	+1,000,000
5	DIB MOBILE	Dubai Islamic Bank	2014	+1,000,000
6	Mashreq Neo	Mashreq Bank	2017	+1,000,000
7	Liv Bank	Emirates NBD Bank	2017	+1,000,000
8	FAB Mobile	First Abu Dhabi Bank	2018	+1,000,000
9	ADCB Hayyak	Abu Dhabi Commercial Bank	2019	+1,000,000

### Leading UAE National Banks' Websites by Total Visits

	Website URL	Banking Entity
1	emiratesnbd.com	Emirates NBD Bank
2	adcb.com	Abu Dhabi Commercial Bank
3	bankfab.com	First Abu Dhabi Bank
4	mashreqbank.com	Mashreq Bank
5	dib.ae	Dubai Islamic Bank

Source : Google Play Store, December 2023

Similarweb, Average monthly visits (Oct - Dec 2023)

Note: If you are interested in receiving the full details of the analyzed information as an Excel file, please scan the QR code at the beginning of the chapter.

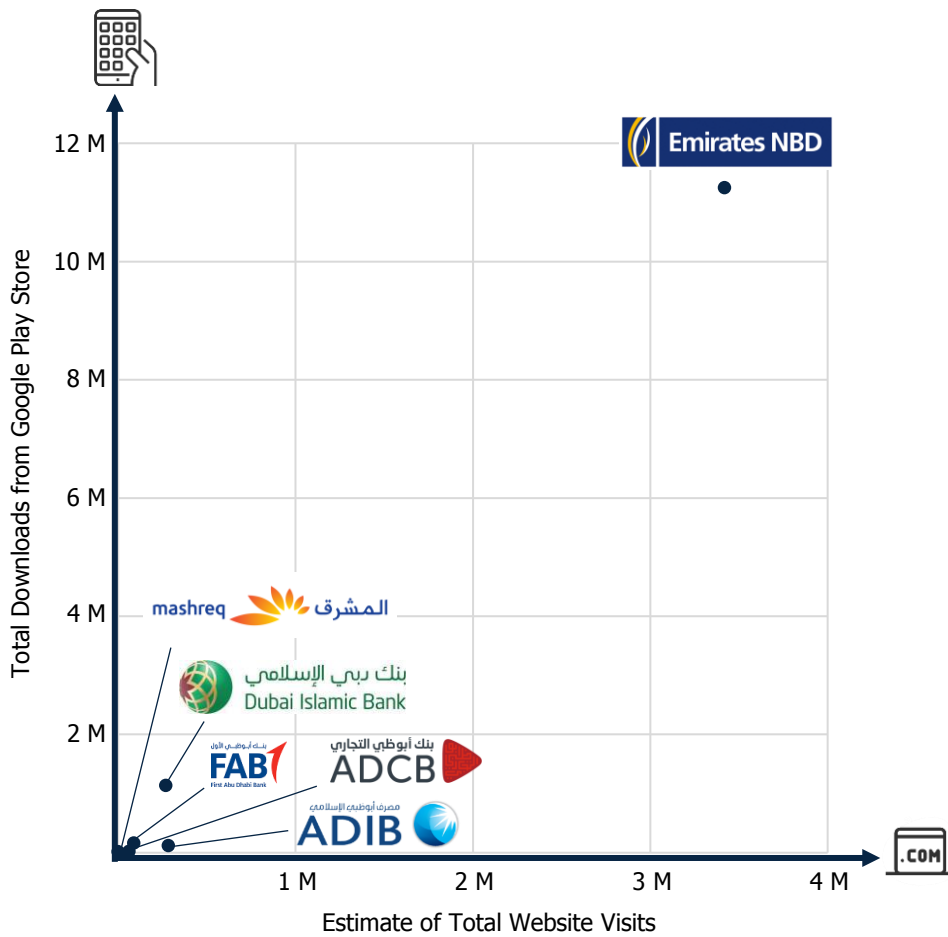
## Strategic Digital Expansion: Analyzing UAE National Banks' International Footprint

In our strategic analysis of the UAE's national banks' international expansion, we delved into their digital strategies to gauge their footprint in global markets. This comprehensive review spanned all national banks and their subsidiaries, focusing on the deployment of dedicated mobile applications and websites with country-specific domain suffixes. Our findings highlight that seven UAE national banks have significantly marked their presence in international markets, notably with Egypt as a primary focus where five banks have launched tailored digital offerings. Emirates NBD emerges as a standout, extending its digital services across seven countries.

Utilizing SimilarWeb for website traffic analysis and Google Play Store data for app downloads, we've mapped a digital landscape marked by stark disparities. This data underscores a polarized digital ecosystem within the UAE banking sector, indicating a spectrum of digital strategy effectiveness. Such disparities reveal a competitive field with distinct leaders and followers, highlighting the importance of robust digital engagement strategies for market dominance in the international banking arena.

Exhibit 7

### Digital Presence in the International Arena: Traffic and App Downloads of UAE National Banks



Source : Google Play Store, December 2023  
 Similarweb, Average monthly visits (Oct - Dec 2023)

## Exhibit 8

### Top UAE National Banks' International Mobile Applications Ranked by Download Counts on Google Play

	Application Name	Banking Entity	Released Date	Downloads
1	MobilDeniz	Emirates NBD Bank	2018	+10,000,000
2	Bankak / بنكك	Dubai Islamic Bank	2014	+1,000,000
3	DenizKartım	Emirates NBD Bank	2017	+1,000,000

### Leading UAE National Banks' International Websites by Total Visits

	Website URL	Banking Entity
1	denizbank.com	Emirates NBD Bank
2	adib.eg	Abu Dhabi Islamic Bank
3	bankofkhartoum.com	Dubai Islamic Bank

Source : Google Play Store, December 2023

Similarweb, Average monthly visits (Oct - Dec 2023)

Note: If you are interested in receiving the full details of the analyzed information as an Excel file, please scan the QR code at the beginning of the chapter.

# 08

## UAE National Banks: Strategic AI, Blockchain, and Fintech Partnerships





# Strategic Partnerships Transforming UAE's Banking Landscape

In analyzing the data on partnerships within the UAE banking sector, key insights have emerged that illuminate trends and strategic priorities. The chronological distribution of these partnerships showcases an unmistakable growth in collaboration, particularly pronounced in the most recent years. This pattern shows UAE banks increasingly recognize the importance of strategic alliances in fostering innovation and enhancing competitiveness. For example, the marked increase in collaborations in the last year alone signifies a significant shift toward more cooperative endeavors within the sector.

When considering bank participation, certain banks have distinguished themselves by engaging in a higher volume of partnerships. Emirates NBD, for instance, emerges as a standout, taking a leading role in pursuing collaborative opportunities. This prominent level of engagement suggests that certain banks are at the forefront of innovation and market adaptation, potentially guiding the sector's direction.

A thematic analysis of the partnerships reveals a rich tapestry of strategic focuses. The emphasis on 'Digital Innovation' is particularly striking, with a substantial portion of collaborations dedicated to this area. This focus reflects the banking sector's ambition to undergo digital transformation, utilizing cutting-edge technologies to refine operations and enrich customer experiences.

Similarly, the area of 'Fintech' collaboration is a significant focus, illustrating the sector's endeavor to incorporate advanced financial technologies. This movement toward more technologically advanced and user-friendly banking services is a testament to the industry's adaptation to modern demands.

'Sustainability' also emerges as a critical theme, aligning with worldwide environmental concerns and underscoring the sector's acknowledgment of its responsibility towards fostering sustainable practices. Additionally, the themes of 'Customer Experience' and 'Market Expansion' are notably significant, indicating a dual emphasis on enhancing customer engagement and exploring new market opportunities, both within the UAE and internationally.

In conclusion, the UAE banking sector is unmistakably advancing towards a model that is more collaborative, innovative, and customer-focused. This evolution is characterized by a significant drive towards digital transformation, fintech integration, and sustainability initiatives.

This analysis includes a detailed list of partnerships among UAE national banks in the realms of artificial intelligence, blockchain, fintech, and innovation, categorized accordingly. These partnerships, which span banks, major technology companies, consultancy firms, and startups from leading nations in banking and technology such as the USA, India, China, the UK, Singapore, and others, underscore the UAE banking industry's ambition to align with global standards and lead in this domain.

## Exhibit 1 Strategic AI Partnerships Overview

	Banking Entity	Partnership Entities	Year	Partnership Summary
1	Emirates NBD	Silent Eight	2024	Emirates NBD partners with Silent Eight to deploy an AI and machine learning platform for automating financial crime controls, enhancing compliance efficiency, and improving customer experience by reducing false positive alerts. <sup>1</sup>
2	Commercial Bank of Dubai (CBD)	PwC Middle East	2023	Commercial Bank of Dubai and PwC Middle East have signed an MOU to accelerate AI adoption in CBD's operations, focusing on customer experience, internal process optimization, and operational efficiency. <sup>2</sup>
3	Commercial Bank of Dubai (CBD)	Accenture	2023	Accenture partners with Commercial Bank of Dubai to drive its technology transformation, focusing on enhancing banking services through a development center of excellence featuring AI and hyper-automation solutions. <sup>3</sup>
4	Emirates NBD	Microsoft	2023	Emirates NBD collaborates with Microsoft to integrate generative AI into banking operations, aiming to enhance customer experience, operational efficiency, and foster innovation in the banking industry. <sup>4</sup>
5	RAKBANK	e&enterprise DataRobot	2022	RAKBANK partners with DataRobot and e&enterprise to deploy an AI platform, enhancing its analytics and machine learning capabilities to meet evolving customer needs and drive business transformation. <sup>5</sup>
6	Mashreq Bank	ThetaRay	2022	Mashreq Bank partners with ThetaRay to implement an AI-driven solution for safe, efficient cross-border payment transfers and enhanced protection against financial crimes in correspondent banking. <sup>6</sup>
7	Abu Dhabi Commercial Bank (ADCB)	Talisma Corporation Pvt. Ltd.	2021	Talisma Corporation has partnered with Abu Dhabi Commercial Bank to implement an AI-powered WhatsApp chatbot, aiming to enhance customer experience and optimize digital growth and efficiency. <sup>7</sup>

<sup>1</sup> <https://www.emiratesnbd.com/en/media-center/emirates-nbd-partners-with-silent-eight-to-automate-alert-disposition>

<sup>2</sup> <https://www.cbd.ae/wholesale/about-cbd/media-centre/press-room/2023/08/21/commercial-bank-of-dubai-and-pwc-middle-east-join-forces-to-elevate-customer-experience-and-drive-operational-efficiency-through-ai-collaboration>

<sup>3</sup> <https://newsroom.accenture.com/news/2023/accenture-to-drive-commercial-bank-of-dubai-technology-transformation-in-middle-east>

<sup>4</sup> <https://www.emiratesnbd.com/en/media-center/emirates-nbd-to-transform-business-operations-and-enhance-productivity-with-generative-ai>

<sup>5</sup> <https://www.rakbank.ae/globalassets/rakbank/all-pdfs/001---others/project-tranquil--base-offering-circular.pdf>

<sup>6</sup> <https://www.thetaray.com/mashreq-bank-chooses-thetaray-transaction-monitoring-solution-for-correspondent-banking/>

<sup>7</sup> <https://www.businesswire.com/news/home/20211123005817/en/Talisma-Announces-Partnership-with-Abu-Dhabi-Commercial-Bank-to-Implement-AI-Powered-WhatsApp-Chatbot-for-Superior-Customer-Experience>

Exhibit 2  
Strategic AI Partnerships Overview (continued)

	Banking Entity	Partnership Entities	Year	Partnership Summary
8	Mashreq Bank	Microsoft Azure	2021	Mashreq Bank partners with Microsoft Azure to enhance customer experience and operational efficiency using machine learning, AI, and data analytics, creating a unified data repository for better client visibility. <sup>1</sup>
9	Mashreq Bank	Kore.ai	2021	Kore.ai partners with Mashreq Bank to enhance customer digital engagement and support using conversational AI, enabling over 100 retail banking transactions through voice or text communication. <sup>2</sup>
10	Abu Dhabi Islamic Bank (ADIB)	Verloop.io	2021	ADIB collaborates with Verloop.io to integrate AI and data analytics, deploying a natural-language processing chatbot for enhanced customer service, aiming to personalize and streamline mobile banking services. <sup>3</sup>
11	Emirates NBD	Amazon Web Services (AWS)	2019	Emirates NBD partners with AWS to revolutionize retail banking through machine learning, data analytics, IoT, and NLP, aiming to enhance customer engagement and simplify banking experiences. <sup>4</sup>
12	Mashreq Bank	Avaya Koopid	2019	Mashreq Bank partners with Avaya and Koopid to deploy an AI-backed banking bot, enhancing digital customer engagement and transforming the customer service experience in the banking sector. <sup>5</sup>
13	RAKBANK	IBM	2018	RAKBANK introduces an AI-powered cognitive chatbot, developed in partnership with IBM, to assist employees with IT-related queries, enhancing efficiency and setting a foundation for future customer-facing applications. <sup>6</sup>
14	Mashreq Bank	Virtusa Corporation Blue Prism	2018	Mashreq Bank partners with Virtusa Corporation and Blue Prism to integrate artificial intelligence and robotic process automation in banking operations, enhancing customer service and operational efficiency. <sup>7</sup>

<sup>1</sup> <https://customers.microsoft.com/en-us/story/1450327890945979241-mashreq-bank-banking-capital-markets-azure-en-united-arab-emirates>

<sup>2</sup> <https://kore.ai/mashreq-bank-selects-kore-ai-to-elevate-customer-experience-through-conversational-ai/>

<sup>3</sup> <https://www.gccbusinessnews.com/uaes-adib-india-based-verloop-io-unite-to-improve-customer-services/>

<sup>4</sup> <https://press.aboutamazon.com/2019/5/emirates-nbd-building-artificial-intelligence-enabled-bank-of-the-future-with-aws>

<sup>5</sup> <https://www.avaya.com/en/about-avaya/newsroom/pr-ae-191008/>

<sup>6</sup> <https://www.tahawultech.com/news/rakbank-enhances-customer-service-with-ai/>

<sup>7</sup> <https://www.businesswire.com/news/home/20180911005014/en/Mashreq-Becomes-the-First-Private-Bank-in-the-UAE-to-Implement-Solutions-that-Utilize-Artificial-Intelligence-and-Machine-Learning>

## Exhibit 3 Strategic Blockchain Partnerships Overview

	Banking Entity	Partnership Entities	Year	Partnership Summary
1	Central Bank of the United Arab Emirates	Digital Currency Institute of the People's Bank of China	2024	The UAE and China have enhanced their financial collaboration by renewing a currency swap and signing an MoU to advance central bank digital currency (CBDC) development, focusing on innovation and efficiency. <sup>1</sup>
2	Emirates NBD	PwC FireBlocks	2023	Emirates NBD, PwC, and Fireblocks collaborate to launch the Digital Asset Lab, aiming to drive digital asset innovation in the financial services sector with a focus on Web 3.0 technologies. <sup>2</sup>
3	Emirates NBD	R3	2023	Emirates NBD welcomes R3 to its Digital Asset Lab Council, joining forces to innovate in digital assets, currencies, and banking services through distributed ledger technology and tokenization platforms. <sup>3</sup>
4	First Abu Dhabi Bank (FAB)	Bank of China (BoC)	2023	First Abu Dhabi Bank and Bank of China sign a digital currency agreement, focusing on digital yuan transactions and enhancing cross-border payment efficiencies under the Belt and Road initiative. <sup>4</sup>
5	First Abu Dhabi Bank (FAB)	JP Morgan	2023	First Abu Dhabi Bank pilots JP Morgan's blockchain-based payment system, focusing on instant cross-border payments, exploring further opportunities with JP Morgan Coin Systems. <sup>5</sup>
6	RAKBANK	RAK DAO	2023	RAK DAO and RAKBANK partnership focuses on providing banking solutions and streamlined services for Web3 companies, positioning Ras Al Khaimah as a global hub for digital asset innovation. <sup>6</sup>
7	Abu Dhabi Commercial Bank (ADCB)	Chainalysis Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications Office	2022	The AI Office, in collaboration with Chainalysis, organized a training program for ADCB employees, focusing on AI and blockchain applications in banking to enhance digital innovation and security. <sup>7</sup>

<sup>1</sup> <https://www.centralbank.ae/media/uqmntf04/cbuae-and-peoples-bank-of-china-renew-bilateral-currency-swap-agreement-and-sign-a-memorandum-of-understanding-on-digital-currency-development-en.pdf>

<sup>2</sup> <https://www.emiratesnbd.com/en/media-center/emirates-nbd-launches-digital-asset-lab-announces-founding-council-members>

<sup>3</sup> <https://www.finextra.com/newsarticle/43437/r3-joins-emirates-nbd-digital-asset-lab>

<sup>4</sup> <https://www.ledgerinsights.com/fab-bank-of-china-digital-currency/>

<sup>5</sup> <https://www.bankfab.com/v1/en-ae/about-fab/group/in-the-media/fab-successfully-completes-pilot-testing-with-jp-morgans-coin-systems-for-blockchain>

<sup>6</sup> <https://www.rakdao.com/ras-al-khaimah-digital-assets-oasis-rak-dao-welcomes-rakbank-as-its-first-banking-partner/>

<sup>7</sup> <https://www.binance.com/en/feed/post/137315>

Exhibit 4  
Strategic Blockchain Partnerships Overview (continued)

	Banking Entity	Partnership Entities	Year	Partnership Summary
8	Abu Dhabi Commercial Bank (ADCB)	e& enterprise UAE Trade Connect (UTC)	2022	ADCB joins UAE Trade Connect, a consortium utilizing a blockchain platform by e& enterprise, to de-risk trade finance, marking a move towards a digitized trade finance ecosystem in the UAE. <sup>1</sup>
9	RAK Bank	Bank Asia	2020	RAKBank partners with Bank Asia to provide swift cross-border payments to Bangladesh using Ripple's blockchain technology, aiming to benefit the Bangladeshi expatriate community with instant and secure transactions. <sup>2</sup>
10	Mashreq Bank	Norbloc Dubai International Financial Centre (DIFC)	2019	DIFC, Mashreq Bank, and Norbloc have formed a consortium to launch the Middle East's first blockchain-based KYC data-sharing platform, aiming to streamline banking processes and reduce costs. <sup>3</sup>
11	Mashreq Bank	Dubai Land Department (DLD)	2019	Dubai Land Department and Mashreq Bank introduced a blockchain-based e-mortgage system to enhance home loan registration, reduce paperwork, and digitize real estate transactions in Dubai. <sup>4</sup>
12	RAK Bank	Ripple Axis Bank (India)	2017	RAK Bank partners with Ripple for blockchain-powered instant remittances to India, connecting with Axis Bank to provide customers with quick, low-cost, and secure cross-border payment services. <sup>5</sup>
13	Emirates NBD	ICICI Bank	2016	Emirates NBD and ICICI Bank collaborate on a blockchain pilot project to enhance global remittances and trade finance, aiming to reduce transaction costs and time, and increase efficiency. <sup>6</sup>
14	Emirates NBD	Open Bank Project	2016	Emirates NBD partners with Open Bank Project to foster fintech innovation, focusing on customer acquisition, SMEs, Islamic finance, IoT, Blockchain, AI, biometrics, APIs, and social media banking. <sup>7</sup>

<sup>1</sup> <https://www.eand.com/en/news/19-04-2022-adcb-joins-uae-trade-connect-fintech-consortium.html>

<sup>2</sup> <https://www.coindesk.com/business/2020/05/12/uae-bank-opens-bangladesh-remittance-corridor-using-ripples-blockchain-tech/>

<sup>3</sup> <https://norbloc.com/difc-mashreq-bank-and-norbloc-to-launch-the-regions-first-production-blockchain/>

<sup>4</sup> <https://dubailand.gov.ae/en/news-media/dld-signs-license-agreement-with-mashreq-bank-for-e-mortgage-system/#/>

<sup>5</sup> <https://www.axisbank.com/docs/default-source/press-releases/axis-bank-launches-ripple-powered-instant-payment-service-for-retail-and-corporate-customers.pdf?sfvrsn=6>

<sup>6</sup> <https://www.infosys.com/newsroom/press-releases/2016/launch-blockchain-pilot-network.html>

<sup>7</sup> <https://www.financemagnates.com/fintech/news/emirates-nbd-partners-open-bank-project-fintech-program/>

## Exhibit 5 Strategic Fintech and Tech Partnerships Overview

	Banking Entity	Partnership Entities	Year	Partnership Summary
1	Mashreq	AI Etihad Payments	2023	Mashreq and AI Etihad Payments collaborate to introduce "Aani Instant Payment Services" in the UAE, revolutionizing the payment landscape for consumers, merchants, and visitors with advanced, secure, and flexible features. <sup>1</sup>
2	Abu Dhabi Commercial Bank (ADCB)	Mastercard Doconomy (Swedish fintech company)	2023	ADCB introduces the region's first Mastercard Carbon Calculator, in partnership with Mastercard and Doconomy, to help businesses assess the carbon footprint of corporate expenditures using ADCB corporate cards. <sup>2</sup>
3	Mashreq Bank	i2c	2023	Mashreq Bank partners with i2c to provide innovative digital payment solutions in the UAE, leveraging i2c's SaaS platform to offer new products to consumers, merchants, and FinTech companies. <sup>3</sup>
4	RAKBANK	Newgen Software	2023	RAKBANK partners with Newgen Software to digitize and optimize its business finance operations using Newgen's Trade and Supply Chain Finance solution, aiming for seamless customer experiences and operational efficiency. <sup>4</sup>
5	Abu Dhabi Commercial Bank (ADCB)	Nomo Bank	2023	Nomo Bank partners with ADCB and AI Hilal Digital Bank to enhance digital banking services in the UAE, offering customers innovative solutions like multicurrency accounts and property finance products. <sup>5</sup>
6	NEO PAY (powered by Mashreq)	Nymbl	2023	Nymbl and NEO PAY, powered by Mashreq, form a strategic partnership to transform SME commerce in the UAE by integrating advanced payment processing and digital store capabilities. <sup>6</sup>
7	Zand Bank	FOMO Pay	2023	FOMO Pay and Zand Bank partner to enhance B2B cross-border payments between Asia and MENA, focusing on cost-effectiveness, time efficiency, and fostering economic growth through digital payment solutions. <sup>7</sup>

<sup>1</sup> <https://ibsintelligence.com/ibsi-news/mashreq-al-etihad-payments-team-to-launch-aani-instant-payment-services/>

<sup>2</sup> <https://www.mastercard.com/news/eemea/en/newsroom/press-releases/press-releases/en/2023/december/adcb-introduces-the-region-s-first-mastercard-carbon-calculator-to-support-sustainability-ambitions-of-business-clients/>

<sup>3</sup> <https://www.pymnts.com/news/payment-methods/2023/mashreq-and-i2c-partner-to-aid-fintech-payments-in-uae/>

<sup>4</sup> <https://newgensoft.com/company/press-releases/rakbank-set-to-transform-its-business-finance-operations-selects-newgens-trade-and-supply-chain-finance-solution/>

<sup>5</sup> <https://www.adcb.com/en/about-us/media-centre/news/2023/april/adcb-nomo-press-release>

<sup>6</sup> <https://www.mashreq.com/en/uae/news/2023/october/mashreq-neo-pay-nymbl-collaborate/>

<sup>7</sup> <https://www.zand.ae/en/news/zand-to-facilitate-cross-border-payments>

Exhibit 6  
Strategic Fintech and Tech Partnerships Overview (continued)

	Banking Entity	Partnership Entities	Year	Partnership Summary
8	RAKBANK	UnionPay International	2023	RAKBANK and UnionPay International partner to enhance contactless mobile payments in the UAE, making it a leading contactless-ready market outside China, benefiting both UnionPay cardholders and local merchants. <sup>1</sup>
9	Wio Bank	Stripe	2023	Wio Bank and Stripe partner to enable SMEs in the UAE to easily access e-commerce by simplifying financial processes for online payments, payouts, and fraud mitigation, enhancing digital commerce. <sup>2</sup>
10	Wio Bank	LuLu Exchange	2022	LuLu Exchange partners with Wio Bank to enable Wio Business customers to deposit and withdraw money at LuLu's branches, transforming these into multi-purpose engagement centres and advancing digital banking. <sup>3</sup>
11	Emirates NBD	APIX Singapore	2022	Emirates NBD partners with APIX Singapore to access a network of financial institutions and fintechs, leveraging API technology for digital innovation and enhancing customer experiences in banking services. <sup>4</sup>
12	First Abu Dhabi Bank (FAB)	Coriolis Technologies	2022	First Abu Dhabi Bank partners with Coriolis Technologies to enhance sustainable supply chain solutions, leveraging data analytics and sustainability rating to support clients' transition to net-zero emissions. <sup>5</sup>
13	First Abu Dhabi Bank (FAB)	Komgo	2022	First Abu Dhabi Bank partners with Swiss fintech Komgo to offer digital trade finance and working capital solutions, enhancing trade secondary risk distribution and international transaction capabilities. <sup>6</sup>
14	First Abu Dhabi Bank (FAB)	LiquidX	2022	First Abu Dhabi Bank partners with LiquidX to enhance its Global Transaction Banking capabilities, offering advanced digital solutions in trade finance and working capital management to international clients. <sup>7</sup>

<sup>1</sup> <https://www.unionpayintl.com/en/mediaCenter/newsCenter/mediaReports/3015421.shtml>

<sup>2</sup> [https://assets.ctfassets.net/l65m9bcr2nac/1d6K4gerAVTTiW8kFDpme6/fd422cebdc58e062f3f8b8e9ef85a06/Wio\\_Bank\\_Announces\\_Partnership\\_With\\_Stripe.pdf](https://assets.ctfassets.net/l65m9bcr2nac/1d6K4gerAVTTiW8kFDpme6/fd422cebdc58e062f3f8b8e9ef85a06/Wio_Bank_Announces_Partnership_With_Stripe.pdf)

<sup>3</sup> [https://assets.ctfassets.net/l65m9bcr2nac/2tDyBmGtWwA0QOB2DxbwiR/b6f684212057851c477aa347b46c1660/LuLu\\_Exchange\\_repurposes\\_its\\_branches\\_partners\\_wi](https://assets.ctfassets.net/l65m9bcr2nac/2tDyBmGtWwA0QOB2DxbwiR/b6f684212057851c477aa347b46c1660/LuLu_Exchange_repurposes_its_branches_partners_wi)

<sup>4</sup> <https://www.retailbankerinternational.com/news/emirates-nbd-apix-singapore-partnership/>

<sup>5</sup> <https://www.bankfab.com/v1/en-ae/about-fab/group/in-the-media/20221011-fab-partners-with-coriolis-technologies>

<sup>6</sup> <https://www.bankfab.com/v1/en-ae/about-fab/group/in-the-media/fab-global-transaction-banking-announces-partnership-with-swiss-fintech-komgo>

<sup>7</sup> <https://www.liquidx.com/news/first-abu-dhabi-bank-p-j-s-c-partners-with-liquidx/>

Exhibit 7  
Strategic Fintech and Tech Partnerships Overview (continued)

	Banking Entity	Partnership Entities	Year	Partnership Summary
15	RAK Bank	YAP	2021	YAP partners with RAK Bank to launch the UAE's first independent digital banking platform, aiming to lead in digital banking across the Middle East, Africa, and South Asia without traditional branches. <sup>1</sup>
16	Abu Dhabi Islamic Bank (ADIB)	DenekB Visa	2021	ADIB partners with DenekB, a UAE-based FinTech company, and Visa to expand digital payment options in the UAE, enabling consumers to create Virtual Visa Prepaid Cards for cashless and contactless transactions. <sup>2</sup>
17	Abu Dhabi Islamic Bank (ADIB)	Drive Ninja (a fintech company)	2021	ADIB collaborates with Drive Ninja and key auto industry partners to launch Turbo, a comprehensive digital platform for car-related services, enhancing the car buying and selling experience in the UAE. <sup>3</sup>
18	Abu Dhabi Islamic Bank (ADIB)	FIS (Fidelity National Information Services)	2021	ADIB partners with FIS to implement the Open Payment Framework (OPF), aiming to modernize and streamline payment operations, improving customer payment experiences and ensuring regulatory compliance. <sup>4</sup>
19	RAKBANK	Invoice Bazaar	2021	RAKBANK renews partnership with FinTech Invoice Bazaar, focusing on providing comprehensive financial solutions to SMEs, including working capital loans and digital banking services, enhancing e-commerce and digital banking capabilities. <sup>5</sup>
20	Mashreq Bank	WayPoint Systems	2021	Mashreq Bank partners with WayPoint Systems to implement the 'ASSURE - Bancassurance' platform, enhancing operational efficiency and customer experience in bancassurance services like life and car insurance. <sup>6</sup>

<sup>1</sup> <https://ibsintelligence.com/ibsi-news/yap-launches-uae-first-independent-digital-banking-platform/>

<sup>2</sup> <https://www.zawya.com/en/press-release/adib-partners-with-denekb-a-uae-based-fintech-company-to-expand-digital-payment-choices-for-consumers-in-the-cr2qs9jj>

<sup>3</sup> <https://www.thenationalnews.com/business/banking/2021/12/06/adib-launches-digital-car-marketplace-in-the-uae/>

<sup>4</sup> <https://www.fintechfutures.com/2021/05/abu-dhabi-islamic-bank-picks-fis-open-payment-framework/>

<sup>5</sup> <https://ibsintelligence.com/ibsi-news/rakbank-renews-partnership-with-fintech-invoice-bazaar/>

<sup>6</sup> <https://www.prnewswire.com/news-releases/mashreq-bank-automates-bancassurance-operations-through-partnership-with-waypoint-system-301418219.html>



Exhibit 8  
Strategic Fintech and Tech Partnerships Overview (continued)

	Banking Entity	Partnership Entities	Year	Partnership Summary
21	Commercial Bank of Dubai (CBD)	Demica	2020	Commercial Bank of Dubai and Demica partnered to deploy Buyer and Seller Led Supply Chain Finance solutions, winning the IBSI Award for innovative Bank-Fintech Partnership amid the pandemic. <sup>1</sup>
22	Abu Dhabi Islamic Bank (ADIB)	Fidor Bank	2020	ADIB partners with Fidor Bank to launch the region's first community-based digital bank, targeting millennial consumers and digital banking enthusiasts, focusing on user-centric banking products and financial advice. <sup>2</sup>
23	Commercial Bank of Dubai (CBD)	NOW Money	2020	The Commercial Bank of Dubai partners with NOW Money to provide digital financial services to low-income customers in the UAE, enhancing financial inclusion aligned with UAE's 2021 Vision goals. <sup>3</sup>
24	Abu Dhabi Commercial Bank (ADCB)	Paysky Inc Visa	2020	ADCB and Visa, in collaboration with Paysky Inc, have launched ADCB PACE PAY, a virtual POS solution, transforming smartphones into payment terminals for SMEs, facilitating digital and contactless payments. <sup>4</sup>
25	Abu Dhabi Islamic Bank (ADIB)	Intellect Global Transaction Banking (iGTB)	2019	ADIB collaborates with iGTB for the successful launch of ADIB Direct, a digital transaction banking platform integrating various banking services for efficient finance management by businesses. <sup>5</sup>
26	RakBank	C3	2017	C3, a subsidiary of Edenred, partners with RakBank to launch a digital payroll solution in UAE, offering services like real-time transfers and micro-credit to unbanked workers. <sup>6</sup>
27	RAKBANK	Samsung Gulf Electronics	2017	RAKBANK collaborates with Samsung Gulf Electronics to introduce Samsung Pay solutions for ATMs in the Middle East, enabling cardless cash withdrawals using Samsung smartphones at RAKBANK ATMs. <sup>7</sup>

<sup>1</sup> <https://www.cbd.ae/wholesale/about-cbd/media-centre/press-room/2020/12/24/commercial-bank-of-dubai-and-demica-win-innovation-award-for-bank-fintech-partnership>

<sup>2</sup> [https://www.adib.ae/en/pages/news\\_details.aspx?id=136](https://www.adib.ae/en/pages/news_details.aspx?id=136)

<sup>3</sup> <https://www.cbd.ae/wholesale/about-cbd/media-centre/press-room/2020/10/19/commercial-bank-of-dubai-to-partner-with-now-money-to-provide-financial-inclusion-across-the-uae>

<sup>4</sup> <https://www.paysky.io/abu-dhabi-commercial-bank-adcb-visa-paysky-inc-transform-merchant-smartphones-into-payment-terminals/>

<sup>5</sup> <https://www.prnewswire.com/news-releases/abu-dhabi-islamic-bank-adib-goes-live-with-intellects-digital-transaction-banking-300924242.html>

<sup>6</sup> <https://media.edenred.com/c3-signs-partnership-rakbank/>

<sup>7</sup> <https://www.zawya.com/en/press-release/rakbank-is-the-first-bank-in-the-middle-east-to-introduce-samsung-pay-solutions-for-its-atms-s85hv4r2>

## Exhibit 9 Strategic BNPL Partnerships Overview

	Banking Entity	Partnership Entities	Year	Partnership Summary
1	Abu Dhabi Islamic Bank (ADIB)	Visa	2023	ADIB partners with Visa to introduce the Visa Installments Solution (VIS) in the UAE, allowing cardholders to manage finances by splitting purchases into smaller payments at participating merchants. <sup>1</sup>
2	Neopay (payment subsidiary of Mashreq Bank)	Visa	2023	Visa and Neopay collaborate to launch a new instalment payment solution in the UAE, enabling consumers to split purchases into monthly transactions for better budget management and affordability. <sup>2</sup>
3	Network International	Visa	2023	Network International, in collaboration with Visa, has launched Visa Installments Solution in the UAE, enabling Visa credit cardholders to pay in installments at various merchants, enhancing the payment experience. <sup>3</sup>
4	Abu Dhabi Commercial Bank (ADCB)	Sympl	2022	ADCB and Sympl partner to provide Buy Now, Pay Later (BNPL) solutions for ADCB's debit card holders, offering short-term, interest-free payment plans and an exclusive 10% discount on purchases. <sup>4</sup>
5	Commercial Bank of Dubai (CBD)	Postpay	2022	Commercial Bank of Dubai partners with Postpay, offering debt financing to support Postpay's growth, including transaction banking, debt funding, and e-commerce solutions in the UAE and GCC countries. <sup>5</sup>
6	First Abu Dhabi Bank (FAB)	Tabby Al Futtaim Group	2020	First Abu Dhabi Bank collaborates with Tabby and Al Futtaim to launch the UAE's first in-store Buy-Now-Pay-Later solution, enhancing digital payment options for customers and merchants. <sup>6</sup>

<sup>1</sup> <https://ibsintelligence.com/ibsi-news/adib-partners-with-visa-to-launch-installment-solution-in-uae/>

<sup>2</sup> <https://www.pymnts.com/news/payment-methods/2023/visa-and-neopay-partner-on-installment-payments-in-uae/>

<sup>3</sup> [https://ae.visamiddleeast.com/en\\_AE/about-visa/newsroom/press-releases/prl-16112023.html](https://ae.visamiddleeast.com/en_AE/about-visa/newsroom/press-releases/prl-16112023.html)

<sup>4</sup> <https://www.adcb.com.eg/adcb-and-sympl-collaborate-to-offer-a-buy-now-and-pay-later-service-with-a-10-discount/>

<sup>5</sup> <https://www.cbd.ae/wholesale/about-cbd/media-centre/press-room/2022/02/07/postpay-and-the-commercial-bank-of-dubai-partnership-is-the-latest-fintech-bank-collaboration-designed-with-the-consumer-in-mind>

<sup>6</sup> <https://www.bankfab.com/v1/en-ae/about-fab/group/in-the-media/buy-now-pay-later>

## Exhibit 10 Strategic Innovation Partnerships Overview

	Banking Entity	Partnership Entities	Partnership Summary
1	Hub71	<ul style="list-style-type: none"> <li>Emirates NBD</li> <li>Wio Bank</li> <li>First Abu Dhabi Bank (FAB)</li> <li>Mashreq Bank</li> <li>Abu Dhabi Commercial Bank (ADCB)</li> </ul>	<p>Hub71 is a flagship initiative of the AED 50 billion economic accelerator program 'Ghadan 21' and was launched in early 2019 to provide Abu Dhabi with a new global tech ecosystem. It is a key enabler to help startups succeed in the region, while working alongside strategic partners such as Mubadala, Softbank Vision Fund, Abu Dhabi Global Market and Microsoft.<sup>1</sup></p>
2	Plug and Play Abu Dhabi	<ul style="list-style-type: none"> <li>Emirates NBD</li> <li>Abu Dhabi Commercial Bank (ADCB)</li> <li>First Abu Dhabi Bank (FAB)</li> </ul>	<p>Plug and Play Abu Dhabi powered by Abu Dhabi Investment Office is the ultimate innovation platform in the Middle East uniting startups with the unrivaled tech expertise of Silicon Valley and major corporations for a changing world.<sup>2</sup></p>
3	DIFC Innovation Hub	<ul style="list-style-type: none"> <li>Emirates NBD</li> <li>Abu Dhabi Islamic Bank (ADIB)</li> <li>First Abu Dhabi Bank (FAB)</li> <li>Mashreq Bank</li> <li>Abu Dhabi Commercial Bank (ADCB)</li> <li>Dubai Islamic Bank</li> <li>National Bank of Fujairah</li> <li>Arab Bank for Inv.&amp; Foreign Trade</li> <li>Commercial Bank International</li> </ul>	<p>DIFC Innovation Hub, the largest innovation community in the region, is home to more than 500 growth-stage tech firms, established innovation companies, digital labs, venture capital firms, regulators and educational entities. This thriving facility aims to generate new economic value by fostering innovation, enterprise and talent across various sectors, especially in the future-oriented industries.<sup>3</sup></p>

<sup>1</sup> <https://www.hub71.com/partners>

<sup>2</sup> <https://www.plugandplaytechcenter.com/abu-dhabi/>

<sup>3</sup> <https://innovationhub.difc.ae/partners>

Exhibit 11  
Strategic Innovation Partnerships Overview (continued)

	Banking Entity	Partnership Entities	Partnership Summary
4	Emirates NBD	ASEAN Financial Innovation Network (AFIN)	Emirates NBD partners with AFIN and supports ChekFIN, a global fintech registry, to streamline the identification and evaluation of FinTech collaborations, enhancing digital banking and fintech ecosystem connectivity. <sup>1</sup>
5	NEOHUB (subsidiary of DenizBank, owned by Emirates NBD Group)	Oxentia	NEOHUB partners with Oxentia to launch the TRUK Accelerator, a nine-month program for sustainability-focused startups in Türkiye, aiming to facilitate global expansion, especially in the UK, with comprehensive support and mentorship. <sup>2</sup>

<sup>1</sup> <https://www.mediaoffice.ae/en/news/2023/March/23-03/Emirates-NBD>

<sup>2</sup> <https://www.emiratesnbd.com/en/media-center/denizbanks-neohub-and-oxentia-launch-truk-accelerator-programme>

# Conclusion



# Global Integration Strategy: The UAE Banking Industry's Journey

## 1. Hosting and Licensing to International Banks

The UAE has established itself as a global financial hub by licensing international banks and financial institutions to operate within its borders. This strategic decision enhances the UAE's position as a leading banking destination and cultivates a diverse financial environment. By inviting these global entities, the UAE expands its global appeal and integrates international financial expertise into its banking sector. This approach is a key strategy, highlighting the UAE's dedication to creating an inclusive and globally connected financial landscape.

## 2. Strategic Partnerships and Collaborations

A cornerstone of the UAE banking sector's strategy involves forging strategic partnerships across multiple fronts:

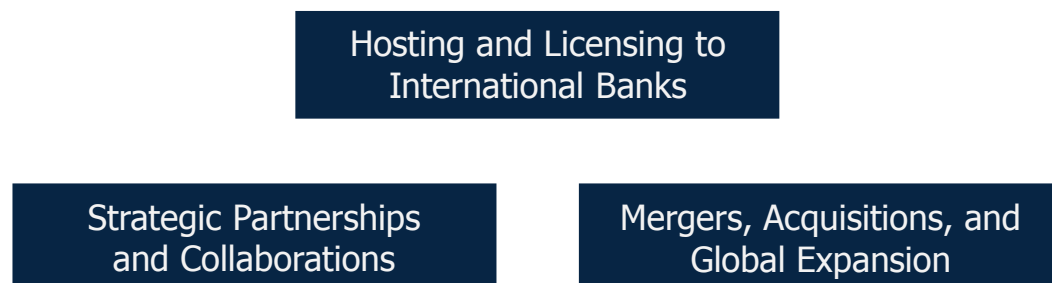
- **Payment and Financial Services:** Collaborations with leading payment networks, such as Visa and Mastercard, enhance transactional capabilities and global connectivity.
- **Consultancy and Advisory:** Utilizing services from the world's premier consultancy firms enables UAE banks to adopt best practices and innovative solutions in finance, operations, and technology.
- **Technology and Innovation:** Partnerships with major technology companies and leading global startups position UAE banks at the forefront of digital banking, fintech, and cybersecurity advancements.
- **Global Banking Networks:** Working alongside financial institutions and banks in major financial hubs and countries ensures a robust presence in the global financial ecosystem, facilitating cross-border transactions and international finance.

## 3. Mergers, Acquisitions, and Global Expansion

The proactive approach towards mergers, acquisitions, investments, and the expansion of branches signifies the UAE banking sector's ambition for global presence and influence. Each national bank from the UAE exhibits a significant footprint in various parts of the world, whether through direct physical branches, strategic mergers, or acquisitions. This not only diversifies their operational landscape but also integrates the UAE banking sector more deeply into the global financial fabric.

Exhibit 1

### 3 Pillars of Global Integration Strategy



# Growth Strategies of UAE National Banks

The UAE banking sector stands out for its innovative and dynamic approach, achieving significant growth and competitive advantage through strategic initiatives. A landmark move was the merger of the National Bank of Abu Dhabi (NBAD) and First Gulf Bank (FGB), creating First Abu Dhabi Bank, the largest UAE national bank by total assets. Other strategic milestones include ADCB's formation through the merger of Al Hilal Bank and Union National Bank, and Emirates NBD's strategic acquisition of DenizBank in Turkey, significantly enhancing their market presence.

UAE national banks have expanded their footprint globally, marking a presence on all five continents, with strategic entries into markets like Turkey and Egypt. This geographical expansion has allowed them to diversify risks and uncover new revenue streams. The sector's drive for innovation is showcased through the introduction of digital banking solutions targeting younger demographics and the broader market, alongside investments in fintechs and startups, embodying a commitment to technology-driven growth.

Collaborations with leading technology firms and the world's top consultancy firms have enabled the integration of cutting-edge technologies such as blockchain, AI, and machine learning, enhancing customer service and operational efficiency. Yet, these innovative strategies have been predominantly leveraged by the top five banks, suggesting a significant growth opportunity for smaller institutions.

In conclusion, as the UAE banking sector evolves at the crossroads of traditional practices and digital innovation, it's imperative for all banks to adopt these proven strategies for continued growth and sustainability. The sector is poised for a future filled with innovation and transformation, offering vast opportunities for banks ready to embrace this change.

## Exhibit 2

### Top 5 Growth Strategies of UAE National Banks



