



1973 - 2013



Bank of Sharjah
An
institution inspired by
relationships

HH Sheikh Khalifa
Bin Zayed Al-Nahyan,
President of the United
Arab Emirates.



HH Sheikh Mohammed
Bin Rashid Al-Maktoum,
Vice President of the
United Arab Emirates,
Prime Minister and Ruler
of Dubai.



HH Dr. Sheikh Sultan
Bin Mohammed Al-
Qasimi, Member of the
Supreme Council of the
United Arab Emirates,
Ruler of Sharjah and its
Dependencies.





Acknowledgements

This book would not have been possible without the invaluable help of Ms. Aida Armali, Mr. Ali Burheima, Mr. Mario Tohme, Mr. Fadi Ghosn, and Mr. Varouj Nerguizian. Without their guidance, time and effort it would have been impossible to properly track the 40 years of Bank of Sharjah. We would like to thank them for allowing us to venture into the rich and memorable history of the Bank, giving us the opportunity to document its important journey.

We would like to also thank the several members of staff who so kindly let us interrupt their busy days so that they could give us their own personal insights into the bank's history.

One of the early meetings of the Board of Directors.



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Message From The Chairman

Bank of Sharjah is an organisation that gradually evolved from being a financial institution, entrusted with providing financial services to the business community in our beloved Emirate, to a greater house to all of us - shareholders, Board of Directors, employees, customers and friends alike.

Initially, Bank of Sharjah was the brainchild of His Highness The Ruler, Dr. Sheikh Sultan Bin Mohammed Al-Qasimi, our Honorary Chairman.

His vision and passion for his Emirate in particular, and the Union in general, inspired the need for a locally established financial institution that would cope with the planned development of Sharjah. An institution that would better understand the needs and aspirations of its society. An institution that would be motivated by its social responsibility to its community and by its belonging to a burgeoning nation.

The story of Bank of Sharjah is a story of success, but also a story of challenges. From a humble beginning, with just AED 15 million in paid up capital, today our Bank has reached total footings of AED 25 billion and has extended its national reach to tap the regional platform.

Having served on the Board of Directors since the Bank's inception, I feel a great sense of overwhelming pride and deep satisfaction to be able to present our 40th Anniversary book to all of you who helped make our journey a story of success that will hopefully be told for many years to come.

In its 40 years of existence, the Bank has witnessed an exceptional history of individuals that have led it down its path of success. I would like to pay tribute to these men and women, namely our first Chairman, the late Mr. Mubarak Al-Hassawi, who was an inspiration to us all.

I am so proud to have been a part of these incredible and memorable last 4 decades at Bank of Sharjah and I wish the Bank many more years of continuous prosperity, growth and progress.

God bless,

Ahmed Abdalla Al-Noman
Chairman of the Board

The Board of Directors



HONORARY CHAIRMAN
His Highness, Doctor Sheikh Sultan Bin Mohammed Al-Qasimi



CHAIRMAN
Mr. Ahmed Abdalla Al-Noman



VICE CHAIRMAN
Sheikh Mohammed Bin Saud Al-Qasimi



Sheikh Saif Bin Mohammed
Bin Butti Al-Hamed



His Excellency Mr. Humaid
Nasser Al-Owais



Mr. Abdul Rahman
Bukhatir



Mr. Abdul Aziz Hassan
Al-Midfa



Mr. Abdul Aziz Mubarak
Al-Hassawi



Mr. Saud Al-Besharah



Mr. Francois Dauge



Mr. Jean-Jacques Santini



Executive Director & General Manager
Mr. Varouj Nerguizian



Message From The General Manager

Throughout its 4 decades of existence, Bank of Sharjah has thrived to mirror the path of its namesake Emirate.

A beacon of culture and humanity, the Emirate of Sharjah has witnessed the success of modernization, while inspired by the preservation of heritage and its core social values. The Emirate has developed into a modern society, true to its traditions, actively participating in the advancement of the United Arab Emirates and deeply contributing to its economic and political progress.

In a similar path, Bank of Sharjah embraced the development of the Emirate and built its foundations on its social values to grow into what it represents today: a successful, respected financial institution with national and regional reach that is primarily engaged in corporate banking and structured financing based on its unique model of relationship building.

The Bank's commitment to its clients and employees has always been a priority. When BNP Paribas opted to exit the capital, the Bank moved to protect its shareholders as well as maintain stability for its clients and employees by increasing its capital and widening its national reach to be able to cement its solidity as an independent entity.

As we mark our 40th Anniversary, we move forward knowing that our history has built a reputation for honesty and reliability with a dedication to corporate governance and

social responsibility. In fact, long before it was a regulatory requirement, Bank of Sharjah was operating with the spirit of corporate governance as a norm.

The following pages will endeavor to shed light on the history of the Bank, and the reasons for its success: its people.

I wish to express my gratitude to His Highness Dr. Sheikh Sultan Bin Mohammed Al-Qasimi, our Honorary Chairman, for his guidance, support and trust.

I wish to also mark my deepest respect and appreciation for our Chairman, Mr. Ahmed Abdalla Al-Noman for his trust and unrelentless support. With his wise leadership and cooperation, as well as that of the board of directors, we have been able to achieve our goals.

Last but most certainly not least, I would like to take this opportunity to thank and honour all the inspiring individuals who have been our leaders and guides over the past 40 years - especially our first Chairman, the late Mr. Mubarak Al-Hassawi, His Excellency Mr. Claude de Kemoularia, the late Mr. Mohammed Al-Shamsi and Mr. Rachid Naceur - who were all instrumental in the establishment and growth of the Bank.

Varouj Nerguizian

General Manager & Executive Director

A Bank worthy of the name Sharjah

In December 1973, Sharjah was in the preliminary years of a period of unprecedented growth and prosperity. With a population of just over 150,000 people, life was simple and familiar. Oil had only just been discovered on Sharjah territory and none of its residents could have possibly predicted the amount of progress, wealth and advancement that would follow in the next few decades.

However, no matter how well Sharjah developed, no matter how fast its population grew, the Emirate stayed true to its founding principles. Known for its preservation of heritage, family values, mutual respect and decency, Sharjah has always been a place where

human relations are valued above financial goals or material wealth. Honouring its heritage and protecting its culture always have and always will take precedence above all else.

When Bank of Sharjah opened its doors, it did so with the intention of honouring its namesake Emirate. Much like its inspiration, Bank of Sharjah was also built on a foundation of family values and compassion for people, their lives and their goals. As the Emirate grew, so did the Bank, and with it, its unwavering commitment to the relationships that built its walls, to the people that fuelled its drive and the connections that make every day a success. In its 40 years, Bank of Sharjah

has been dedicated to being both a successful financial institution, as well as a symbol of Sharjah's unyielding legacy of community, compassion and integrity. For 4 decades, the Bank has strived to portray what it truly means to support, not just its customers and society in general, but also its employees and their families. For without them, nothing could ever be possible.

In the following pages, Bank of Sharjah's indelible journey will be yours to experience. From its proud beginnings to its promising future, each chapter will serve as a window into the Bank's decades of proud accomplishments.



The late HE Sheikh Saud Bin Sultan Al-Qasimi and the late Mr. Mubarak Al-Hassawi signing the Golden Book at the opening of the Burj Avenue Headquarters, 1983.

The Blue Souk, a roofed traditional souk, is one of the UAE'S first 'malls' and is a popular destination for local residents and tourists alike.



SHARJAH

An

EMIRATE

of proud tradition



The 'Eye of the Emirates' and part of Sharjah's famous Al-Qasba.

On December 2nd, 1971, the future of the region was about to change forever when the national constitution, announcing the formation of the United Arab Emirates, was written. In fact, with the creation of the UAE, it wasn't just the region that was about to experience change, but the world as a whole. Under the leadership of HH Sheikh Khalid Bin Mohammed Al-Qasimi, former Ruler of Sharjah, the Emirate officially joined

the UAE on the same day of its formation. Sadly, just one year later HH Sheikh Khalid passed away, leaving his younger brother HH Dr. Sheikh Sultan Bin Mohammed Al-Qasimi as his successor. Under his rule, Sharjah has flourished. As a celebrated scholar with a degree in Agriculture and a Doctorate in History and several honorary degrees from some of the world's most respected universities, HH Dr. Sheikh Sultan

Bin Mohammed Al-Qasimi has used his academic passion to help develop Sharjah into the national inspiration it is today.

Sharjah is an Emirate with over 6000 years of history, heritage and legacy. Originally inhabited by farmers, traders and seafarers, Sharjah has grown year by year, era by era, combining its honoured past with a resolute passion for always moving forward.

1.



1. An aerial view of the older residential area of Sharjah.

2. A view of Al-Qasba.

"Sharjah may have progressed into a modern and innovative emirate, but it has managed to retain its sense of tradition, even in the face of the world's relentless globalization."

From the mud brick, coral stone houses of the 19th century to the soaring skyscrapers we see today, Sharjah has always been a place where innovation and development is welcomed and embraced. Progressive from its beginnings, Sharjah has earned itself many "firsts": the first airport, the first newspaper, the first library and the first formal educational institute.

However, Sharjah is also an Emirate of pride, culture, respect and tradition. Steeped in centuries of history, Sharjah has been at the foreground of the region's development, becoming one of the UAE's forerunners in persevering culture and heritage. With his passion for culture and education, HH Dr. Sheikh Sultan Bin Mohammed Al-Qasimi has helped Sharjah evolve into a centre

for learning and a hub for culture. Under his direction, Sharjah has established several institutions dedicated to the pursuit of art and science. With over 20 museums in the Emirate and over 3000 cultural events happening a year, it is no wonder it has been named the Cultural Capital of the UAE, 1998's UNESCO Cultural Capital of the Gulf and Arab World and 2014's Islamic Culture Capital.



1.



1. University City Hall at Sharjah University City.

2. The American University of Sharjah.

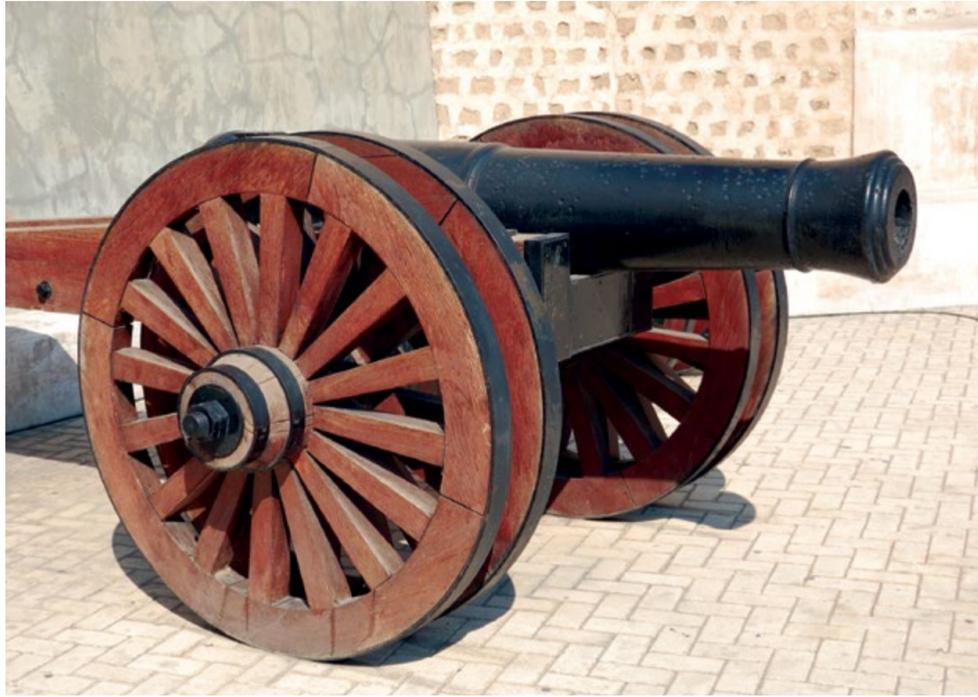


One of Sharjah's beacons of education is University City, a 1640-hectare education zone that is home to some of the most heralded institutions for higher learning. With the belief that education and learning are the tools that pave the way towards global understanding, development and tolerance, Sharjah is also home to some of the nation's most esteemed learning

institutions. Along with the University of Sharjah, the American University of Sharjah and other institutes for higher learning, the Emirate is also renowned for its top-notch primary and secondary schools. In addition to its dedication to education, Sharjah has been exponentially growing its economy through industry and tourism. Its tourism industry grows at a healthy rate

of 5-10% a year, steadily developing from all aspects to welcome a wide variety of visitors from all over the world. With hotels, resorts and sites opening up annually, every year there are more and more reasons for tourists to choose Sharjah as their holiday destination. From an economical point of view, Sharjah has developed into a global trade centre.

1.



1. Remnants of a time gone by, an old British cannon sits at Sharjah Fort.

2. The inspiring architecture of Sharjah International Airport.

With the Ruler's visionary strategies, Sharjah has been able to develop the necessary infrastructure, helping attract a solid network of human capital in order to allow the Emirate to sustain growth and ample opportunity within the industry. Its strategic location between East and West has helped it become a pivotal player on a global scale.

The Sharjah of today may have progressed

into a modern and innovative Emirate, but it has admirably also retained its sense of tradition in the face of the world's relentless globalization. Welcoming people of all religions, cultures and nationalities, the Emirate embraces all, while never compromising on its own commitment to tradition, religion and heritage.



Taken at the 20th Anniversary dinner, many of the faces gathered here in this group photo are still a part of Bank of Sharjah's team.

Bank of Sharjah.
A history of commitment
— *a future of promise* —



A member of Bank of Sharjah going about his daily work in his new office upon the opening of the Burj Avenue Headquarters.

In 1973, the future was bright and the present was filled with possibilities. Sharjah was a newly emerging city, with promise, bursting with opportunity, and fuelled with so much drive, that it was only natural that it would need a financial institution that could represent the plethora of ventures and initiatives that lay in wait for the right financial partner.

On December 22nd, 1973, Bank of Sharjah was

incorporated, with an initial paid up capital of AED 15 million. With its founding members, the Government of Sharjah and the Hassawi Group, in association with Banque Paribas, the Bank officially started its operations in May 1974, as the first consortium bank in the GCC, the first bank in Sharjah, the first UAE incorporated bank to ever open its capital to the private sector and the 5th bank in the UAE.

That day was to be the first day in the following 40 years of success, growth and progress. Established primarily as a corporate bank, Bank of Sharjah has been behind several national, financial and personal successes throughout its four decades.

Its customers and employees alike have spent a lifetime with Bank of Sharjah and both for the same reason: the strength of the relationship

1.



1. Dignitaries arrive at the inauguration dinner of Bank of Sharjah, 1973.

2. Mr. Paul Anthoine Milhomme celebrates the opening with Ms. Antoinette Attasi and Mr. Dikran Tashjian.

"Bank of Sharjah believes that both its customers and employees, once a part of the Bank, become part of a greater family and should be treated as such."

that exists between them and Bank of Sharjah. The Bank prides itself on creating lasting connections with those it works with and those that work for it, in order to create a network, or rather a family, of individuals who all strive for common goals. While other banks might see their customers as account numbers and their employees as a payroll, Bank of Sharjah believes that both its customers and

employees, once a part of the Bank, become part of a greater family and should be treated as such. Customers of the Bank, some of which have been so since its inception, are life-long partners that can share their aims, goals and fears without judgment, knowing that they will be greeted with solutions, support and motivation. Plans for the future, not just of their

businesses but also of their lives, have been discussed at length with members of the Bank. They know, that when they come to Bank of Sharjah, they are entering an institution that protects and honours their lifelong ambitions no matter their nature. Births, marriages, and graduations have been celebrated with just as much mirth and happiness as business deals, mergers and acquisitions.





1. HH Dr. Sheikh Sultan Bin Mohammed Al-Qasimi delivering his speech at the 1973 opening; seated next to him is the late Mr. Mubarak Al-Hassawi.

2. Laughter and smiles over dinner at the 1973 opening. From left: Mr. Essa Saleh Al-Gurg, the late Mr. Jassem Bin Saif Al-Midfá, the late Mr. Hubert de Saint-Amand, and the late Dr. Bashir Al-Garrah.



The Bank's transparency and honesty has been the foundation of its philosophy. From clearly communicated interest rates and service charges to an open door policy that welcomes any client, or employee, to speak to the management at any time, the Bank believes that real relationships are born out of genuine sincerity.

The power of the Bank's philosophy is seen in

the fact that in 40 years, clients have rarely ever left to open their account with a competitor. While some competing banks have attempted to convince existing Bank of Sharjah clients to move their accounts, they have preferred to remain with the Bank, knowing that their investments are in the hands of those they have trusted for years, if not decades.

The same is true for the Bank's employees;

once you are an employee of Bank of Sharjah, the Bank invests, not just in your present, but also in your future. The Bank considers every employee, an "employee for life". No matter what economical, political or social crisis occurred, the Bank has never terminated staff as a result — opting to protect its employees, whatever the cost.

Like an extended family that keeps welcoming

1.



1. Mr. Rachid Naceur gives HE Sheikh Faisal Al-Qasimi and the late Mr. Mubarak Al-Hassawi their first tour of the Headquarters.

2. HE Sheikh Mohammed Bin Butti Al-Hamed inaugurating the new premises of the Abu Dhabi branch in the presence of the chairman Mr. Al-Noman and the general manager, Mr. Nerguizian.

"At the heart of the Bank's philosophy are six main values: performance, ethics, transparency, initiative, commitment and quality."

2.



members every month of the year, the team consists of a family tree that spans the same amount of years as the Bank's existence.

From team members that started their first job back in 1973, to sons and daughters of former employees who have continued their parents' legacies today, Bank of Sharjah employees represent a history of lives that have been intertwined throughout the

decades, producing a combined team that fully understands the power of a strong family network.

The family tree forever grows at Bank of Sharjah with the leaves multiplying every year, holding the names of children of clients and staff who built the foundations of a long and everlasting relationship.

1. Mr. Ali Burheima
pictured at the Burj Avenue
Headquarters, 1983.

Success is born out of a colourful past

The first couple of decades of Bank of Sharjah saw the institution grow steadily, with great promise. The customer base grew and the reputation as an honest and transparent bank developed. With the arrival of Mr. Rachid Naceur in 1976, true stability was reached and a solid platform from which to launch the Bank to ultimate success was laid.

With the onset of the Gulf War, the Bank was faced with its first major adversity. As

customers either fled the country or felt the need to withdraw funds, the Bank decided to remain true to its founding philosophy and stood by its clients both financially and emotionally. Pulling together its resources, the Bank, under the leadership of the newly appointed GM Mr. Varouj Nerguizian, navigated its way through the turmoil of the troubled period, supporting clients while also giving the employees a sense of security some

other banks were unable to do at the time.

After the war, the Bank welcomed a great period of stability. Its strong reputation after the war invited a wave of new customers, who upon hearing how the Bank had supported its clients, rushed to open their accounts at the trustworthy establishment.





HH Dr. Sheikh Sultan Bin
Mohammed Al-Qasimi with
Mr. Essa Saleh Al-Gurg.

The next chapter in the Bank's history was to be a game changer. With Banque Paribas merging with BNP, the French bank opted to pull out of the capital, leaving the Bank with one choice: to increase its capital. While other banks at the time deemed this move unwarranted, the Bank went on to increase its capital from AED 240 million to AED 750 million, a number that eventually rose to AED 2.1 billion.

The move proved to be a successful one; positioning the Bank as the biggest in Sharjah and setting a standard other banks would soon follow.

The growth of the Bank mirrored that of Sharjah. As the Emirate grew, the Bank adapted, creating and developing more sophisticated services to cater for the on-going surge of advancement.

In 2006, the Bank made a pivotal decision. By acquiring Banque de la Bekaa in Lebanon, it became the first UAE bank to enact a cross-border transaction whereby a bank acquired another bank, versus opening a branch or subsidiary of the mother bank. Emirates Lebanon Bank SAL was born out of this venture. From 2008 until today, Emirates Lebanon Bank SAL has seen a 60% growth

in its total assets and welcomes much of the investments of Bank of Sharjah's Lebanese clientele.

However, this "first" was not the Bank's only "first". Along the years it has accumulated several, including

- The FIRST bank in Sharjah
- The FIRST bank to introduce IPO Financing in the UAE
- The FIRST bank in the UAE to open its capital to the private sector
- The FIRST convertible bonds in Sharjah
- The FIRST bank to introduce chip technology
- The FIRST to offer an exclusively ladies-only bank
- The FIRST to introduce equal gender pay

With all these "firsts", Bank of Sharjah has paved a road towards success and after 40 years it marches down this road confidently and resolutely. Today it holds branches in Sharjah, Garhoud, Media City, Al Ain and Abu Dhabi, with a new branch soon to open in Mussafah, Abu Dhabi, as well as a Private Banking Wealth Management office in Dubai's Motor City.

Bank of Sharjah's board members get together around HE Sheikh Saud Bin Sultan Al-Qasimi in the new conference room at the Burj Avenue Headquarters opening in 1983.

From left: the late Mr. Paul Anthoine Milhomme, Mr. Ahmed Adballa Al-Noman, Mr. Omran Al-Borno, HE Mr. Claude de Kemoularia, Mr. Philippe Drillet, the late Mr. Mubarak Al-Hassawi, the late Mr. Salem Al-Mazroa, Mr. Abdul Rahman Bukhatir.

At the heart of the Bank's philosophy are six main values: performance, ethics, transparency, initiative, commitment and quality, or as it is known at the Bank, PETICQ

Performance. Every action taken by Bank of Sharjah must be performed with the aim of success. While not all performance will be successful, one must perform with the belief that one will succeed.

Ethics. Without a foundation based on ethics, nothing is possible. Ethics are what allow customers to place their ultimate trust in the Bank's performance.

Transparency. Honesty, clarity, transparency - giving customers the ability to be confident in every action the Bank takes on their behalf.

Initiative. The world would be a much dimmer place without initiative. Innovation can only occur when ideas are pushed, goals are set and dreams are realised.

Commitment. Every successful relationship is based on solid commitment to work together in order to achieve the goals that were set out from the very first day.

Quality. From the smallest of transactions to the grandest of investments, the Bank ensures that the level of service, advice and support is of a quality unparalleled by any other.



1973

*December 22nd 1973
Bank of Sharjah is
incorporated, with
the late Mubarak Al-
Hassawi as Chairman*

1974

*Bank of Sharjah starts
operations*

1983

*Opening of the new
headquarters in Al
Burj Avenue*

1988

*Abu Dhabi branch is
opened*

1993

*The Chairman, the
late Mr. Mubarak Al-
Hassawi is succeeded by
Mr. Ahmed Al-Noman*

1996

Dubai branch is opened

2002

*BNP Paribas sells
its stake in Bank of
Sharjah*

*Capital increased
from AED 240 million
to AED 750 million,
followed by successive
increases*

2004

*Bank of Sharjah is
listed on the Abu Dhabi
Securities Market*

2006

*Bank of Sharjah issues
500 million convertible
bonds at a nominal
value of AED 1, and a
conversion premium
of AED 2, maturing on
March 17th 2008.*

*The Central Bank
approves the increase
of foreign shareholding
from 20% to 30%*

2007

*Al Ain branch opens
Bank of Sharjah
finalizes the purchase
of Banque de la Bekaa
SAL in Lebanon*

2008

*Bank of Sharjah
acquires the assets of
BNPI in Lebanon and
Banque de la Bekaa
is renamed Emirates
Lebanon Bank SAL*

*The Bank earns the
Deal of the Year Award
for the Merger and
Acquisition by the
Banker*

*The bonds are
converted to shares
and the Bank's
capital stands at
AED 1, 737,472,086.
(Subsequent increases
brought the capital up
to 2.1 billion)*

2012

*The Dubai Media
City branch starts
operations*

*Private Banking Wealth
Management Office
starts its operations
in Dubai Motor
City, in cooperation
with Commerzbank,
Luxembourg.*

A photograph of a stone wall with a wooden door. The wall is made of irregular stones set in a light-colored mortar. The door is dark wood with a grid of small metal studs and a central metal handle. There are two stone steps leading up to the door. The floor is paved with small, light-colored tiles. The title 'The FOUNDING Members' is overlaid on the right side of the image in a white serif font.

The
FOUNDING
—Members—



In an Emirate known for preserving its heritage, symbols of its history are displayed proudly.

The 3 founding members of Bank of Sharjah came together to create an institution that would eventually become a symbol for integrity, transparency, growth and success. With an equal 20% stake in shares, together the three members have combined their strengths and knowledge to nurture the potential of this ever-progressing establishment.

The Government of Sharjah

The Government of Sharjah has always focused on the development, improvement and advancement of the Emirate. Led by HH Dr. Sheikh Sultan Bin Mohammed Al-Qasimi, the Government of Sharjah took the initiative to establish Sharjah's first bank, setting the stage for the next 40 years of success. Approached by Banque Paribas, to create a local, yet independent entity in the Emirate, the Government of Sharjah helped facilitate a venture that would become a symbol of the Emirate's growing advancement.

Hassawi Group

The late Mr. Mubarak Al-Hassawi came to Sharjah in search of better investment opportunities. After finding success and becoming an integral part of the Emirate's business community, Mr. Al-Hassawi was selected by HH Dr. Sheikh Sultan Bin Mohammed Al-Qasimi, Honorary Chairman of the Board, to become the 2nd founding partner at what was to become Bank of Sharjah. Along with the Government of Sharjah, represented by HH the Ruler and Banque Paribas (later BNP Paribas), represented by HE Mr. Claude de Kemoularia, the Hassawi group held a 20% equal share in the newly formed Bank.

Banque Paribas

Established in 1872, Banque Paribas, which later became known as BNP Paribas, is the third founding member of Bank of Sharjah. In the early 70's, the Bank was searching for opportunities to expand its reach and complement its Gulf network. Choosing Sharjah for its rich natural resources and potential for growth, the Bank approached HH Dr. Sheikh Sultan Bin Mohammed Al-Qasimi with a proposal to create Bank of Sharjah - a bank that would represent the Emirate's local community and culture, combined with the knowledge and expertise of an international bank.

The Bank's staff members and customers mingle during one of the Bank's many celebrations.

The Management
of a
SUCCESSFUL
family



1.



1. The late Mr. Mohammed Al-Shamsi, former Director General of the Finance Department, Government of Sharjah and former member of the Board of Directors.

2. Mr. Varouj Nerguizian offers Mr. Rachid Naceur a symbolic gift for his commitment to Bank of Sharjah upon his retirement.

2.



Honouring the Past

A family can only grow and develop with the right guidance and support of those with experience. Bank of Sharjah has benefited from the wisdom of several individuals in the past and continues to be led by professional, devoted men and women today. Their consistent dedication to the on-going growth and success of the Bank is passed on from generation to generation, which as a result has created the harmonious culture of family, connection and relationships that the Bank prides itself on today. Each member of the managing team is an accomplished individual in their own right, understanding the perseverance and passion it takes to reach great potential. In the past 40 years, Bank of Sharjah has witnessed several individuals who have left their ever-enduring mark on the Bank's history, inevitably shaping its future. The Bank's success today is a testament to their dedication to their position, their team and their work.

- The late Dr. Bashir Al-Garrah
- The late Mr. Yusri Dweik
- The late Mr. Paul Anthoine Milhomme
- The late Mr. Hubert de Saint-Amand
- The late Mr. Mohammed Al-Shamsi
- The late Mr. Mubarak Abdul Aziz Al-Hassawi
- The late Mr. Salem Al-Mazroa

- H.E. Mr. Claude de Kemoularia
- Mr. Omran Al-Borno
- Mr. Nabil Jaafar
- Mr. Philippe Drillet
- Mr. Francis Caze

- Mr. Dikran Tashdjian

Bank of Sharjah's first General Manager (1973-1974)

- Mr. Rachid Naceur

Bank of Sharjah's second General Manager (1975-1991)

- Mr. George Tabet
- Mr. Ragi Boustani
- Mr. Assad Karkabi
- The late Mr. Baber Shah
- Mr. Ronald Henoud

Bank of Sharjah's Management Today

The Board

Mr. Ahmed Al-Noman Chairman of the Board of Directors

Mr. Ahmed Al-Noman is a prominent Sharjah businessman and has long been a member of His Highness Dr. Sheikh Sultan Al-Qasimi's inner circle. He served as a member of the Board of Bank of Sharjah since its foundation in 1973 and was appointed Chairman of the Board in 1993.

Mr. Noman has played an integral part of Sharjah's economic development. Striving to realise the vision of HH Dr. Sheikh Sultan Al-

Qasimi for the Emirate, he has executed various undertakings in the private sector as well as under the auspices of government entities. From exceptional accomplishments in unprecedented urban planning to boosting Sharjah's leisure and tourism appeal through property investment, Mr. Noman has been a key player in Sharjah's current history and its undeniable development.

With his deep understanding of his Emirate,

Mr. Noman's activities in the private sector have realised Sharjah's aspirations and goals through the skilful utilization of the Emirate's innumerable strengths. His plans and ventures have helped nurture the kind of business environment conducive to the investment Sharjah has witnessed over the years. Today, he continues to guide and direct the Board of Directors of Bank of Sharjah with his valuable years of experience.

Sheikh Mohammed Bin Saud Al-Qasimi
A member of the board since 2004, Sheikh Mohammed Al-Qasimi has held the position of Vice Chairman since 2008. He is a prominent businessman who is also Chairman of the Finance Department of the Government of Sharjah. He represents Bank of Sharjah in the Board of Directors of Emirates Lebanon Bank SAL.

Sheikh Saif Bin Mohammed Bin Butti Al-Hamed
A member of the board since 1999, Sheikh Saif Bin Mohammed Bin Butti Al-Hamed is the son of Sheikh Mohammed Bin Butti Al-Hamed, a major shareholder, and a prominent businessman in Abu Dhabi. Sheikh Saif is the Vice Chairman of the Board of Emirates Lebanon Bank SAL.

HE Mr. Humeid Nasser Al-Owais
A member of the board since 1973, HE Mr. Humeid Nasser Al-Owais is also a member of the Executive Committee. He was the former Federal Minister of Electricity and Water and also maintains his own businesses. Mr. Al-Owais is a member of the Board of Directors of Emirates Lebanon Bank SAL.

Mr. Abdul Rahman Bukhatir
Mr. Bukhatir has been a member of the board since 1973 and is one of the founders of National Bank of Sharjah (now Sharjah Islamic

Bank). He is a prominent businessman, with a very diverse array of businesses. A pioneer in launching industrial ventures in Sharjah and the UAE, he has launched landmark real estate development projects such as Sahara Shopping Mall and Dubai Sports City. Bukhatir owns a leading contracting company and has interests in the electronics and smartphone sectors as well as the education sector.

Mr. Abdul Aziz Hassan Al-Midfa
A member of the board since 1973, Mr. Al-Midfa is a former Director at the Finance Department in Sharjah. Besides his public service with the Government of Sharjah, Mr. Al-Midfa is a successful businessman with investments in various fields.

Mr. Abdul Aziz Al-Hassawi
A member of the board since 2005, Mr. Abdul Aziz Al-Hassawi is the son of the late Mr. Mubarak Al-Hassawi, one of the founders of the Bank. He is a Kuwaiti businessman, who owns and manages companies in Kuwait, Sharjah, Saudi Arabia, England and Marbella as well as other locations. Mr. Al-Hassawi is also the Vice Chairman of the Board of Directors of Emirates Lebanon Bank SAL.

Mr. Saud Al-Besharah
Mr Al-Besharah has been a member of the board since 1985 and is a member of the Executive Committee. Son-in-law to the late

Mr. Mubarak Al-Hassawi, he is a Kuwaiti businessman and director of SKM (Sharjah and Kuwait Manufacturing Co.). Mr. Al-Besharah serves on the Executive Committee of Emirates Lebanon Bank SAL.

Mr. Francois Dauge
A member of the board since 1995 and a member of the Executive Committee, Mr. Dauge was the Head of Banque Paribas for the Middle East & North Africa and is a member of the French Lebanese Chamber of Commerce. Mr. Dauge serves on the Executive Committee of Emirates Lebanon Bank SAL.

Mr. Jean-Jacques Santini
A member of the board since 2011, Mr. Santini joined the BNP Paribas Group in 1988. He is Senior Adviser to the Group COO in charge of Retail Banking, and a member of the General Management Group Committee Group BNP Paribas. Mr. Santini, former Chairman of BNPI Lebanon, is also a member of the Board of Directors of Emirates Lebanon Bank SAL.

Mr. Varouj Nerguizian
Mr. Nerguizian joined the Bank in 1977 and was appointed General Manager in 1992. He has been an elected Executive Board Member since 2008, when he was also elected Chairman of Emirates Lebanon Bank SAL. Mr. Nerguizian is also the Chairman and Director of several entities.

The Management

Mr. Varouj Nerguizian

Executive Director and General Manager

Mr. Varouj Nerguizian started his career in 1972 with Bank G.Trad-Credit Lyonnais Beirut and joined Banque Paribas and Bank of Sharjah in 1977.

In 1992, he was appointed General Manager where, under his leadership, Bank of Sharjah reached exceptional heights.

Mr. Nerguizian has been instrumental in the Bank's growth. Under his supervision, Bank of Sharjah has seen not only national success, but also regional accomplishments and development. It was his leadership that led the team to acquire the operations of BNPI in Lebanon (through a Lebanese subsidiary, Emirates Lebanon Bank SAL), where today he

serves as the Chairman-General Manager. In addition to his titles at the Bank, Mr. Nerguizian is also a Director for some of the Bank's subsidiaries as well as the Founding Director of Dana Gas, Sharjah, UAE.

However, his titles are not restricted to the private sector. He also served as a member



of the board of trustees of Lycée Georges Pompidou in Sharjah for 12 years, 4 of which as Chairman. In 2003, he helped establish and now chairs the Lebanese Educational Fund SA and the Lycée Libanais Francophone Privé, a non-profit private school that serves the Lebanese and Francophone communities of Dubai. He is a member of the Conseil

Strategique de l'Université Saint Joseph Beirut and the Board of Trustees of the American University of Sharjah. His many years of dedication have been recognized with several accolades of achievement, including the Knight of the Order of Merit (Chevalier dans l'Ordre National du Mérite) by the Republic of France,

the Knight of the Holy See of Cilicia by the Armenian Apostolic Church, the Knight of the Order of Mekhitar Heratsi by the Republic of Armenia, the Knight of the Order of Saint Gregory the Illuminator by the Armenian Catholic Church, and the Knight of the Order of Saint Gregory the Great by His Holiness Pope Benedictus XVI.



Mr. Mario Tohme

Deputy General Manager

Mr. Mario Tohme is the Deputy General Manager of Bank of Sharjah. After graduating with a degree in Commercial Sciences, he started his professional life with an affiliate bank of Banque Paribas in Beirut. Shortly after, he moved to Bank of Sharjah in 1987.

In 1997, Mr. Tohme was appointed Deputy General Manager.

In his years at the Bank, Mr. Tohme has been instrumental in its growth and promotion, contributing to its success both in the UAE and in the region. In addition to his responsibilities at the Bank, Mr. Tohme is also a Director of some of the Bank's subsidiaries and serves as a member of the Executive Committee of Bank of Sharjah's Lebanese subsidiary, Emirates Lebanon Bank SAL. He has also served as

a member of the board of trustees at Lycée Georges Pompidou, serving one year as its Treasurer.

Further to these duties, Mr. Tohme is part of the team that, in 2003, established the Lebanese Educational Fund SA and the Lycée Libanais Francophone Privé in Dubai, where he also acts as Treasurer.



Mr. Fadi Ghosn

Deputy General Manager

Mr. Fadi Ghosn is the Deputy General Manager of Bank of Sharjah. Having started his career in 1977 at a Lebanese subsidiary of a leading European bank, he has a wealth of experience spanning across the Middle East, the US and Europe.

With his previous experience including positions at the First National Bank of

Chicago in Beirut, Abu Dhabi, Chicago, New York and Athens, he joined Bank of Sharjah's Corporate Banking Unit in 1990 where he was later transferred to Dubai to launch the Bank's branch. He now acts as Deputy General Manager, handling the branches' network and the Bank's Business Development while also being a member on both the Board of Directors and

Executive Committee of Emirates Lebanon Bank SAL. In 2003, Mr. Fadi Ghosn was also part of the team that established the Lebanese Educational Fund SA and the Lycée Libanais Francophone Privé in Dubai.



THE FAMILY
&
its legacy

Rachid Naceur and other senior bank managers join the official Bank of Sharjah cricket team for their group photo.



Mr. Ahmed Al-Noman, with
HE Sheikh Mohammed Bin
Saud Al-Qasimi and Mr. Abdul
Aziz Hassan Al-Midfa.

40 Years of Family Memories

A family, whether tied together by bonds of blood or time, is made up of members that have lived together, worked together, and grown together. Bank of Sharjah's family is no different. Over the past 40 years, their family has grown, welcoming new members every year into their all-embracing and protective clan. Decade after decade, their family tree gets fuller, with more and more choosing to stay within the family than leave

it for another.

In 40 years they have shared more than a workday - they have shared a life.

Taking a trip down memory lane with several members of the Bank, one is immediately drawn into a loving and memorable story. Each moment is recounted in such detail, regardless of how long ago it occurred, making you feel as if you have

lived every moment alongside them. It is this heart-warming passion to re-tell their tales of years gone by that makes reliving these moments so enjoyable. From stories of cricket teams and celebratory dinners to tales of late nights at the office and dramatic moments with customers, the journey of the past 40 years through the eyes of Bank of Sharjah's employees is one you won't soon forget.



1. Mr. Rachid Naceur joins in on the cricket fun

2. From right: the Chairman Mr. Ahmed Al-Noman, the Vice Chairman Sheikh Mohammed Saud Al-Qasimi and HE Mr. Humaid Nasser Al-Owais.

Every leaf tells a story in the family tree

A journey into a family's history, most naturally begins with the family album; the pictures that will tell a thousand stories; the smiles, celebrations and relationships seen on every page.

Flipping through the photo archives with Ms. Aida Armali, Manager in charge of Board and Shareholders relations, it is impossible to miss

the glint in her eye that appears with every flip of a photo album page, with every face she sees from eras gone by, with every glance at a memory forever locked inside each frame.

With each album, came stories from the past 40 years. Some happy, some melancholic, but all filled with undeniable nostalgia for the time she has spent with her adopted family. Whether filled with joy or touched with grief,

she punctuated each memory with an ever-present feeling that her decades at the Bank were ones that she cherished.

Ms. Armali recounted her first days at the Bank: how she started as Mr. Rachid Naceur's personal assistant in 1975, how at the time, everyone was new, and so company outings were common and frequent. She told us of





1. Work and play with Bank of Sharjah.

2. A nostalgic moment with several members of the Bank's managing team.

"With each album, came stories from the past 40 years. Some happy, some melancholic, but all filled with undeniable nostalgia..."



births and marriages, deaths and misfortunes, and how no matter what, no matter when, everyone celebrated together or supported each other, in a way only a family knows how.

Back in 1975, when Ms. Armali was still a fresh recruit at the Bank, it wasn't the computerized banking world we live in today. Most transactions were done manually,

memos were written by hand and more effort was needed to minimize errors and maintain optimum accuracy.

Ms. Armali remembers one day, when a certain corporate customer decided to go public: "We were still in the old building back then. They set up a desk for me in the big hall at the front of the building. I sat

there, accepting money for shares and giving buyers a receipt in return. Of course all the money had to go somewhere, so I had a big sack sat right next to me the entire time and I just kept filling it all day. At the end of the day, we would tally up the total and make sure it all added up. That was just the way we did things back then; there was no other way." And at the end of the day, did it always



1. Known for their commitment to equal gender pay, Bank of Sharjah have always been pioneers in their employment of women.

2. Bank of Sharjah cricket team played for years, going up against several national and international teams.



add up? Ms. Armali smiled and laughed, answering jokingly, “Most of the time, yes.”

Assistant Head of Department and Head Cashier, Mr. Azhar Qureishi also reflected on the early years of Bank of Sharjah.

Sentimentally, he related his first days at the Bank as a young 18-year-old. “I started at the counter...it was a good experience;

I hadn’t ever worked with people from different nationalities before and now I was getting to know different people: UAE nationals, Europeans, Lebanese, Egyptians, Palestinians...” Azhar remembered.

“At that time, everything was written by hand: account openings, transactions, everything...I had good handwriting so they

would always ask me to do it. If you open up the register from that time, you’ll find everything is written in my handwriting! But it helped me to learn many things quickly.”

It might be strange now to think just how manual banking was back in the 1970’s compared with today’s fast-paced computerized world. With everything written

"When I say that it is my bank, I don't mean the bank I work at...I mean that it is my bank – because that is how I feel." – Mr. Azhar Qureishi

by hand and typists on full speed typing up account registers and balances, one can only imagine the huge amount of human resources needed to make sure everything went according to plan.

Mr. Jayan Menon, Finance Manager, remembers those days quite clearly. As a relatively small team at the time, Jayan

recounts how at the end of every month all hands were on deck to close the accounts, paying special attention to detail every step of the way. "At the time, we were only around 18 people at the Bank, but at the end of every month, we would all join together to close the accounts. In total it would take up to 2 days to finish the job. One small mistake meant going back through all the work to pinpoint where

the mistake happened," Jayan stated. When asked how long the whole process would take today, Jayan smiled and answered: "It's all done by computer now, so around 3 hours in total."

For members of the team at Bank of Sharjah, their relationship with the Bank is about more than just numbers and figures. Asked

A nostalgic shot of Banque Paribas officials commemorating the opening of Bank of Sharjah in 1973.

Seen here are: Mr. Pierre Moussa, Mr. Paul Anthoine Milhomme, Mr. Hubert de Saint-Amand, HE Mr. Claude de Kemoularia, Mr. Roland Gay Para and Mr. Dikran Tashjian.



1.



1. Mr. Ahmed Al-Noman pictured between Mr. Rachid Naceur and Mr. Varouj Nerguizian.

2. HE Mr. Humaid Nasser Al-Owais.

2.



about their time at the Bank, each employee brings up personal stories of relationships and heart-warming moments before detailing their position or career. When Mr. Qureishi explains his own relationship to the Bank, it's obvious it goes beyond just his place of work. When walking or driving by any branch of the Bank, he proudly expresses that this is "his" Bank.

"When I say that it is my bank, I don't mean the bank I work at...I mean that it is my bank — because that is how I feel. Although we all get salaries, we also get rewards. I feel protective over the bank and responsible for it. I protect it as much as it has protected me," Azhar explained.

Mr. Talaat Butt, the Bank's Head of the Treasury Department described his feelings

towards the Bank by saying, "I always tell my children, it is a blessing to be able to work at Bank of Sharjah, the Bank takes care of us. But of course, the same is expected out of us...you need to perform. I remember there was a time when I was going through some financial issues. I came to Ms. Aida, who was HR at the time, to explain my situation - and it was solved in minutes." However, for Talaat,

"...together we have always been a family and together we've grown. The Bank has most definitely changed in these 4 decades, and always to the better."

- Mr. Ali Burheima

it isn't just the moral and financial support that he has received from the Bank that he appreciates: "I don't think you will find another organisation where you can just walk into your GM's office and talk to him. We have an open door policy that I really don't think you can find anywhere else."

Mr. Ali Burheima, Commercial Manager, who has been with the Bank since its very first day

reflected on his 40 years at Bank of Sharjah. "In my time here at the Bank, there have been a lot of good memories. People have come and people have gone, but together we have always been a family and together we've grown. The Bank has most definitely changed in these 4 decades, and always to the better."

Jayan echoed Mr. Burheima's love of the family atmosphere at the Bank. He described

how over the years they have all come to know each other well beyond the connections of mere workmates. "We are like a family. We know each other as a family. The managers, their families - we know them all very well. Their children used to come to the bank and come play with us. Even when their parents weren't here, the children would come and visit." He then continued to tell the story of one

Board Members and guests during an anniversary celebration.





1. HE Sheikh Saud Bin Sultan Al-Qasimi, HE Sheikh Faisal Bin Khalid Al-Qasimi and Mr. Rachid Naceur at the opening of the Burj Avenue Headquarters.

2. Mr. Ahmed Al-Noman welcomes HE the Governor of the Central Bank, Mr. Sultan Nasser Al-Suweidi.



of his own sons. As a child he would often tell his father that when he grows up he wants to work at Bank of Sharjah. Jayan would answer him by telling him to study hard and then he would be able to work wherever he liked. However, his son persevered. "He would come home after getting a good mark at school and ask me 'is this mark good enough to be able to work at the Bank?'" Sure enough,

it was and today Jayan's son works at the Dubai branch, realising his childhood goal of working at Bank of Sharjah. If there was one thread that could tie together all the experiences, stories and memories the employees of Bank of Sharjah have shared, it is that in times of need, the Bank is always there to support its team, whether financially

or emotionally. Upper management is known for the genuine interest in every staff member and their families; not just asking about their well being but also taking interest in their lives and careers.

One story that stands out is the story of Mr. Fares Ashraf, a young IT clerk at Bank of Sharjah and also the son of former employee,

1.



1. The late Mr. Mubarak Al-Hassawi pictured with Mr. Saud Al-Besharah, Mr. Omran Al-Bomo, Mr. Varouj Nerguizian and Mr. Imad Abboushi.

2. Senior bank management commemorating the opening of the Burj Avenue Headquarters. Seen from left: Mr. Assad Karkabi, Mr. George Tabet, Mr. Rachid Naceur and Mr. Varouj Nerguizian.

the late Ashraf. Ashraf started work as ex-General Manager, Mr. Rachid Naceur's cook. After some time, Mr. Naceur offered him a job at Bank of Sharjah. Ashraf was much loved by the members of the Bank; even the children of employees had a personal connection with him.

After a few years at the Bank, Ashraf was forced to leave Sharjah and head back to India

to tend to some family issues. Unfortunately, on the day Ashraf was meant to be returning to Sharjah, he was involved in an accident and passed away. The tragedy struck the heart of every person who knew him and cared for him at the Bank, but as can be expected, no one grieved for the loss of Ashraf as much as his wife and his child, Fares.

"After my father passed away, it was tough for

my mother and me," Fares explained, "We only had each other". Only 12 years old at the time, Fares still had a lot of schooling ahead of him and it was unknown whether his family would be able to afford continuing his education.

However, the Bank never forgot about Ashraf and how dear he was to their team. They did all they could to support his family, after all

2.





A group photo to mark the visit of Mr. Andre Levy Lang.

Seen from left: Mr. Ahmed Al-Noman, Mr. Abdallah Al-Ghurair, Mr. Andre Levy Lang, Mr. Abdul Rahman Bukhatir, HE Mr. Claude de Kemoularia and HE Mr. Abdul Aziz Al-Ghurair.

the years he had spent supporting his Bank of Sharjah family. In an effort to help Fares continue his education, as well as take care of his mother, the Bank periodically sent Ashraf's family financial support for years after he passed away.

"In those hard times, what helped us a lot was the money we received from Bank of Sharjah. Mr. Varouj, who had become General Manager by then, helped a lot...it was beyond words. We didn't expect it...he was so kind to us," Fares said.

"This money was so valuable, especially for me. Education in India is very expensive - had Bank of Sharjah not helped us, I might have had to stop my studies at 12 years old, so that I could help support my mother."

Fares explained how the support didn't come only in financial form. Throughout Fares' schooling years, Mr. Rachid Naceur would regularly write to him to follow up on how he was doing at school.

However, the story doesn't end there. Fares went on to explain how the support he and his mother received from the bank helped him move on to university where he obtained

his degree in Electronics and Communication.

"If I had even the slightest idea that I would be working in Bank of Sharjah, I probably would have studied something like Commerce. But I never even thought that I would have the chance to work at the Bank - I didn't know anyone here. Of course, as a child I had heard of Mr. Varouj, but I didn't expect him to remember my father, who had passed away over 13 years ago - So, I tried to do something else."

Looking for job opportunities after graduation was difficult for Fares and with all his friends moving abroad to find work, he decided to do the same and joined his uncle in Sharjah. His uncle, also a member of the team at Bank of Sharjah, took him to see Varouj Nerguizian.

"I didn't know what to say to him. I was trying to prepare what I could possibly tell him...what was I going to say? 'I'm Ashraf's son'? I didn't think that he would even know who I was," Fares explained.

"But, he didn't ask me anything. He just said 'Hello, how are you? Good? Ok, come meet the HR department,' - that was it...I was shocked, is he really saying that? What could I



Mr. Ahmed Al-Noman presenting HH Dr. Sheikh Sultan Al-Qasimi, Honorary Chairman of the Board, with a gift from the Bank.

say, except thank you?"

It's been 3 years since Fares joined the team at Bank of Sharjah. Having studied IT as well as Electronics and Communication, he joined the IT department and has become the 2nd generation of his family to be a part of the Bank's. Today he is happily married and has just welcomed a child of his own to the world. While Fares' personal and touching story of

his relationship with the Bank is certainly heart-warming, it isn't the only one to reflect how the Bank has placed the well-being and happiness of their employees above all else. Employees that have found themselves struck with illness and unable to find the treatment they need in the UAE have been flown abroad for medical attention, all

financed by the Bank. Spouses of employees that couldn't cover the cost of their operations through their insurance have been taken care of. Like any loving family, Bank of Sharjah takes care of its members through thick and thin, making sure that their loyalty is always repaid, no matter what the cost.

The same attention, support and care translate

to the way the Bank treats their customers. In this day and age, when banks might be slipping in popularity with their customers, Bank of Sharjah truly stands out as a symbol of integrity and ethics in banking. Each customer has a personal relationship with the Bank, depending on it to attend to his or her interests with real concern and honest conduct - which the Bank follows through on, every single time.

General Manager Varouj Nerguizian explains: "We have an open-door policy here; if a customer wants to see me there are no barriers - no appointment needs to be made. They just show up and I will be available to discuss any issue they may have. The advantage here at the Bank is that any problem or request comes to the top first and then goes down to the representative or manager that will handle it, rather than the other way around. This makes things go much quicker and more efficiently."

To give a small example of how the Bank puts their customers' needs first: the Bank never charges its customers ATM charges when using a competitor's ATM machine. This may seem nominal, but it is a symbol of the Bank's

support for its clients; making their services as convenient as possible, whenever they need them, no matter the cost. While other Banks are quick to give out loans, inevitably leading to unwarranted debt, Bank of Sharjah is more prudent; only offering loans to those who can genuinely afford the repayment and only at a reasonable interest rate.

Yet, these are just some examples of the Bank's attention to its customers' needs. According to Mr. Talaat Butt, the Bank's attitude towards giving its customers the best possible service goes above and beyond the standard practice of most banks.

During the Gulf War, when people all across the UAE were panicking to withdraw their funds from their Banks, most banks asked their customers to wait 2-3 days before they could withdraw their money.

"I used to spend late nights with Mr. Varouj, to organise the funds - he used to tell me, 'don't worry about the funds - I will organise the funds, but you pay and keep on paying'. We were the only bank in Sharjah that paid our customers their full amount on the spot."

"I don't think you will find another organisation where you can just walk into your GM's office and talk to him. We have an open door policy that I really don't think you can find anywhere else."
- Mr. Talaat Butt

When the Gulf War ended, Bank of Sharjah saw a rush of new customers, lining up at the Bank to open accounts. In fact, in the days following the war, the Bank opened 100 accounts a day, making it necessary to establish its Account Opening Department. The fact that the Bank had supported its customers through some of the toughest times the country had seen, made it a place people knew they could not only trust their money with, but also their future interests.

Mr. Jihad Aoun, Corporate and Investment Manager, expressed the fact that the Bank's size and nature has helped it gain its good reputation with its customers: "We're not a big bank with thousands of employees; we're relatively small and our structure doesn't have a lot of layers. The way we operate isn't as "formal" as other banks and this has helped us nurture closer relationships with our clients, and allows things to be done quicker with more conviviality. The concept of "family" extends to our clients because there is a personal connection - our clients know that they can always just pick up the phone and just speak to whomever they need to." Aoun also went on to explain that the loyalty

of the Bank's clients is also based on the fact that the clients and the Bank grew together, creating a sense of solidarity and trust.

Mr. Mario Tohme, Deputy General Manager, says: "Customers come to Bank of Sharjah for the relationship. Our job goes beyond traditional banking. We do a lot of consultancy, advising clients with their ideas, guiding them to the best possible choice. At all levels of the Bank, everyone is trained to give solutions, no matter what their position is. Customers know they can trust us; they know that we will be there for them, even in the hardest of times."

Mr. Ahmed Al-Noman, Mr. Awni Alami and Mr. Omran Al-Borno get together at the 1973 opening.





The Bank's management welcomes the visit of Banque Paribas Chairman Mr. Andre Levy Lang.

Every family has its generations

In 40 years, it's only natural that faces have come and gone and new ones have replaced them. Saying that, while new employees join the bank every year, more than 40% of the Bank's employees have been with the organisation for over 15 years. The low turnover of employees is a testament of how happy every employee is, how satisfied they are with their careers and how connected they are with their peers.

Generation after generation, Bank of Sharjah's family has grown. From those who have been

with the Bank since the start in 1973 to young graduates who have only just begun their careers, the family tree is filled with branches upon branches, all connected to the same trunk, and all growing together for a richer, fuller life.

Deputy General Manager Mr. Fadi Ghosn, summed up his journey with the Bank by saying, "It has been rewarding, both professionally and culturally. My journey with Bank of Sharjah gave me the skills in order to succeed in building relationships and

in providing financial solutions. This came from getting in touch with the small and basic instruments of banking and this could only happen in a bank of this size and type. To be in the UAE and to have so much exposure to different cultures, through the Bank, I have learned how to professionally interact with each culture, helping me develop both in my work and life."



MARKING
milestones

Mr. Ahmed Al-Noman, HE Mr. Claude de Kemoullaria and Mr. Varouj Nerguizian celebrating the 25th Anniversary of the Bank.



1. The late HE Sheikh Saud Bin Sultan Al-Qasimi surrounded by the late Mr. Mubarak Al-Hassawi, HE Mr. Claude de Kemoularia and Mr. Abdul Rahman Bukhatir pictured in the conference room at the Burj Avenue Headquarters in 1983 with the management team. From left: Mr. Assad Karkabi, Mr. Varouj Nerguizian, Mr. George Tabet, Mr. Rachid Naceur and Mr. Ragi Boustani.

2. Cutting the 40th Anniversary cake during a conference held under the patronage of HE Sultan Nasser Al-Suwaidi, Governor of the UAE Central Bank and led by HE Mr. Juan Zarate, Senior Advisor at the Center for Strategic International Studies, Washington D.C. and former Assistant to the US President and Deputy National Security Advisor.



The 40-year anniversary of Bank of Sharjah has been preceded by several milestone events and achievements that have marked each era with celebration and success. From branch openings to anniversaries, to honouring those who have dedicated their lives to the growth of the Bank, each milestone is a symbol of the Bank's ongoing achievements.

Over the years, Bank of Sharjah has received several awards and while naturally every award received is appreciated and welcomed with gratitude, the Bank has its own way of gauging its success. It is the reward of appreciation and accomplishment they receive from their customers that hold a permanent place on their emotional mantle. It is the 40

years of anniversaries that stand testament to their achievements that they proudly display on their walls. It is the faces of the employees who have dedicated their time, energy and passion to building the Bank's honoured reputation that represent their standing in the industry.



A welcoming view of the main entrance at Emirates Lebanon Bank SAL's Head Office in Beirut.

Emirates Lebanon Bank SAL

Every branch of Bank of Sharjah symbolizes its growing success; each new location brings with it new horizons and opportunities. With 2008's launch of Emirates Lebanon Bank SAL, Bank of Sharjah became the first bank in the UAE to enact a cross-border transaction,

acquiring another bank, versus opening a branch. Emirates Lebanon Bank's success over the past 5 years has proved that while Bank of Sharjah may take unprecedented initiatives, they are always studied and decided upon with great awareness of their potential results.



Chairman of the Board of Directors
Mr. Varouj Nerguizian



Vice Chairman
Mr. Abdul Aziz Mubarak Al-Hassawi



Vice Chairman
Sheikh Saif Bin Mohammed Bin Butti Al-Hamed



His Excellency Mr. Humaid Nasser Al-Owais



Sheikh Mohammed Bin Saud Al-Qasimi



HE Mr. Selim Jreissati



HE Mr. Chahe Barsoumian



Mr. Joseph Ghessoub



Mr. Karim Souaid



Mr. Jean-Jacques Santini



Dr. Bassel Salloukh



Mr. Fadi Ghosn



Member of the Executive Committee
Mr. Saud Al-Besharah



Member of the Executive Committee
Mr. Francois Dauge



Member of the Executive Committee
Mr. Mario Tohme

1.



1. Bank of Sharjah Dubai Media City Branch.

2. The official cutting of the ribbon at the Dubai branch opening in 1996.

2.



Night falls over the Sharjah skyline.

SUCCESS
through the eyes
of the
CUSTOMER



Bank of Sharjah's clientele includes a wide range of businesses and industries.

The Bank's dedication to its development manifests itself in one single most important factor: Its customer's achievements. Bank of Sharjah is fully dedicated to giving its customers the success they deserve; taking their aspirations for life and business and helping them become a reality.

Priding itself on being a partner of its clients, the Bank wholly commits itself to every step towards their customers realising their ultimate goals. Aziz Nasr, Managing Director of Tiger Steel and long-time client of Bank of Sharjah looks back on their relationship: "We started banking with the Bank around 1984 and since then they have been our partner in this journey — we feel like more than just their clients; we feel like we are one family."

"As they say, a friend in need is a friend indeed and the proper test of friendship is seeing who stands by you in hard times — Bank of Sharjah has never faltered."

Louay Urfali, franchisee of Just Falafel, has been with Bank of Sharjah for a decade and expressed his appreciation of the Bank's philosophy: "I just love it, love the people there and they way they treat me. The fact that the people are the same for the past ten

years makes it feel like home. I know them by name and they know me by name so it's a very comfortable and cosy atmosphere. I value the staff loyalty at Bank of Sharjah."

By studying the structure of each business and analysing its strengths and weaknesses, the Bank supports its clients through thick and thin, offering them personalized support and advice to help them navigate their way to success. For example, Jumaa Mubarak, Managing Partner of Mubarak Marine, has been banking with Bank of Sharjah for over 19 years and his story of why he chose them over their competitors defines their customized approach. "At the time, several banks approached me offering me \$30 - 40 million, but Bank of Sharjah offered me only \$6 million. But the way they advised me how to use it and where to invest it made all the difference and made it easier for me, so I forgot about the rest and chose them as my corporate bank."

Joe Tabet, CEO of Pragma Group started working with Bank of Sharjah in 2002. His experience with the Bank has resulted in a successful business relationship which was born from what he says is the Bank's keen insights into his industry: "I like the bank's

insight about any project, because they don't only give it to you from a banking perspective, they give it to you from a business perspective and that's unique... Bank of Sharjah is a true business bank. It is the best business partner any company or business can have because of their very sharp intelligent team and at the same time their awareness of what's happening in the world..."

The relationships between the Bank and its clients have always broken the boundaries of tradition. With their customers' well being always at the forefront, the Bank has continually contributed wherever it can to helping its clients achieve their best in all facets of their business as well as their personal lives. Farhad Shariat, CEO of Sanden and a client for nearly 3 decades explains his personal relationship with the Bank: "We have a very good relationship with the team at Bank of Sharjah, they are more than our bankers, they are our very good friends. The thing about Bank of Sharjah is that when you need them, they are there — to them we're not a number, they will always be there to help and support us, and it's just a matter of a phone call to see them. That human touch may not matter to some, but to us it matters a great deal."

Ali Salem of Fast Link has been banking with Bank of Sharjah for over a decade. In this time, he says that the Bank has a special way of doing things that sets them apart from the rest. "I've never experienced anything like the way Bank of Sharjah takes care of their customers and their needs - they are cooperative and supportive, helping us with any of our requests, even if that means staying late after opening hours. They understand our business, and they understand that sometimes we may have requests that need to be dealt with outside of normal working hours, and they have accommodated us greatly."

He ends his description by saying, "over the years, we've built a solid relationship with the Bank and we know that as we grow, so will our relationship."

In the past 4 decades, Bank of Sharjah has been partner to countless examples of exceptional success and it is with great pride that today it looks back onto the success stories it helped write.



Bank of Sharjah believes that
community is the foundation
of all success.

Reaching out
— *to the* —
COMMUNITY





Bank of Sharjah has been dedicated to investing in its community long before the term ‘CSR’ became a mainstay in corporate philosophies worldwide.

It is the Bank’s belief that a community can only be truly successful when each of its individuals is given equal opportunity to succeed. For this reason, it has been committed to supporting worthy charities and institutions for the past 40 years.

From health-related causes to educational facilities, Bank of Sharjah has made valuable contributions to the betterment of not just its local community, but the regional community as well.

The Pink Caravan

Bank of Sharjah has been a key sponsor of The Pink Caravan for the past few years. This national Breast Cancer awareness and screening campaign, provides education and advice to individuals across the country and promotes early detection techniques.

American University of Sharjah

In 2011, Bank of Sharjah signed an agreement with the University to support the development of a Bank of Sharjah “Chair in Finance & Business

Administration” for the next few years. Bank of Sharjah hopes that such involvement and support will benefit the future generation and further develop the local community.

Sharjah City for Humanitarian Services

For many years, Bank of Sharjah has supported the Sharjah City for Humanitarian Services and its work with children with physical or learning disabilities. Based in Sharjah, the Society has many specialist centres catering for a wide range of needs. In 2012, the Bank donated AED 2.5 million as a contribution to this esteemed organisation. Moreover, Bank of Sharjah has pledged a yearly donation of AED 2.25 million in an effort to help cover the budget shortfall of the Sharjah City for Humanitarian Services.

The Bank is also active in supporting local awareness and advancement through both membership and involvement in various organisations focused on building environmental and social governance in the region.

The Pearl Initiative

Bank of Sharjah is a founding sponsor

and key supporter of The Pearl Initiative, a networking and research group that works in cooperation with the United Nations, focusing on Corporate Governance, CSR, and sustainability.

Bank of Sharjah also supports and contributes to:

Hawkamah

Hawkamah, the Institute for Corporate Governance, is a ‘think and do’ tank organisation leading the way in Corporate Governance development across the region.

Environmental and Sustainability Causes

Bank of Sharjah also focuses on the preservation of its local environment. The Bank believes that making a big difference is the result of making small changes. With an internal ‘reduce, reuse, recycle’ program already in place, the Bank is looking to further this through partnerships with local environmental groups.

Arab Forum for Environment and Development

The Arab Forum for Environment and Development is an institution designed to

promote environmental and sustainability awareness in the Arab world.

Earth Hour

On March 31st 2012, the Bank participated in the global initiative of Earth Hour. All branches across the UAE turned their lights off for one hour in an effort to reduce fossil fuel consumption and raise awareness of climate change and the need to preserve our planet.

Al Noor Training Centre for Children with Special Needs

Through active participation in Al Noor events and funding, the Bank strives to be an upstanding member of the community, providing children with special needs, especially those with autism, and their families with the support they need.

Rashid Centre for Disabled

As a benefactor for Rashid Centre for Disabled, the Bank has facilitated the education services, therapies and acquisition of important medical equipment that support children with special needs. Working with Rashid Centre, the Bank has been an outspoken supporter of a Road Safety Campaign to protect children and has helped enrich the lives of

children with special needs by bearing the expenses of their Umrah pilgrimages.

Khorfakkan Club for Disabled

The Bank partook in a similar program with the Khorfakkan Club for Disabled, helping individuals with special needs fulfill their Umrah pilgrimages. The Bank extends its support to sports activities and other programs that promote quality of life in the Khorfakkan Club for Disabled.

Al Thiqah Club for Handicapped

With respect to its widespread commitment to Sharjah, Al Thiqah Club for Handicapped was instrumental in organizing the International Wheelchair and Amputee Sports Federation's (IWAS) World Games, held in Sharjah in 2011. Bank of Sharjah was honoured to support the Al Thiqah Club in the preparation leading up to the event and for its duration. Since then, the Bank has continued as an ardent supporter of the Al Thiqah Club's mandate to empower physically-impaired athletes to play sports and underscore their talents.

Emirates Association for the Blind

Emirates Association for the Blind is an initiative that is part of a broader

partnership where the Bank facilitated the publication and distribution of the Holy Quran in Braille so that the blind could follow the Holy Writings and help send them on their Umrah pilgrimage.

Beyond the particularities of sponsorship and partnerships, the Bank is a fervent supporter of community involvement and encourages staff to play an active role in society. The Bank is driven to protect the quality of education by actively engaging with university staff and students in career fairs and other informational seminars to endow young adults with the tools necessary to succeed in their professional careers and to communicate the importance of a diversified and cultivated academic background. Bank staff members also participate in volunteer efforts, which range from teambuilding in sports activities, to distributing Iftaar meals during the Holy Month of Ramadan, as well as blood donation campaigns organized by the Bank.

Students walk through the Sharjah University campus.





NEW BEGINNINGS
— built on the —
foundations
OF HISTORY



"Looking forward to another 40 years and more, the Bank is filled with hope and motivation to create...a new album of memories to last a lifetime."

The coming years will mark a new era of development of Bank of Sharjah. Much like its namesake Emirate, the Bank never stops pushing the boundaries of progress in an aim to achieve greatness. As the first step in this new phase, in the first quarter of 2014, the Bank will be relocating its headquarters to a prestigious 7-floor building that

will be able to accommodate up to 200 employees in Sharjah's Al-Khan area. Looking forward to another 40 years and more, the Bank is filled with hope and motivation to create a new age of success, a new generation of family members, including both employees and clients, and a new album of memories to last a lifetime.



Designed, compiled & written by République.

Photo Acknowledgements

Photos sourced from Bank of Sharjah's Archives, Getty Images, iStock Photo, as well as from the personal library of Mr. Azhar Qureishi.