



2025

Global Integrated ESG &
Sustainability Report

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Global Integrated ESG &
Sustainability Report

Rise every day

Chairman's Message

Pioneering Growth in a Thriving UAE

At Mashreq, sustainability is fundamentally a matter of stewardship — of capital, of trust, and of the long-term interests of all our stakeholders. The Board's role is to ensure that this responsibility is exercised with discipline, integrity, and a clear sense of purpose.

Over the past year, we have continued to strengthen our governance frameworks to reflect the increasing importance and complexity of sustainability-related risks and opportunities. This includes enhancing Board oversight, refining committee mandates, and ensuring that sustainability considerations are embedded within our decision-making processes at the highest level of the organization.

Our approach is anchored in a simple principle: sustainable outcomes require strong governance. As such, the Board has maintained a clear focus on ensuring that the Group's strategy is aligned with evolving regulatory expectations, global standards, and the broader economic transformation underway across our core markets.

We operate in a region that is undergoing rapid and ambitious change — from energy transition and economic diversification to the advancement of inclusive growth models. Within this context, Mashreq is uniquely positioned to play a constructive role, supporting national and regional priorities while maintaining a disciplined approach to risk and capital.

The Board has also placed particular emphasis on transparency and accountability. We continue to enhance the quality and depth of our disclosures, ensuring they provide stakeholders with a clear, balanced, and decision-useful view of our progress, challenges, and priorities. This reflects our commitment to maintaining the highest standards of corporate governance and market credibility. Importantly, sustainability is not viewed in isolation. It is intrinsically linked to resilience — financial, operational, and reputational. The Board remains focused on ensuring that Mashreq is well-positioned to navigate uncertainty, adapt to structural shifts, and deliver sustainable returns over the long term.

As we look ahead, our priority remains clear: to provide consistent oversight and strategic guidance that enables the Group to grow responsibly, innovate with discipline, and contribute meaningfully to the economies and communities we serve.

On behalf of the Board, I would like to thank our management team and employees for their continued commitment, and our shareholders and stakeholders for their ongoing trust and confidence.

“ At Mashreq, sustainability is fundamentally a matter of stewardship of capital, of trust, and of the long-term interests of all our stakeholders.”

H.E. Abdul Aziz Abdulla Al Ghurair
Chairman of the Board



CEO's Message

A Year of Progress, A Future of Possibilities

At Mashreq, sustainability is no longer a parallel agenda — it is embedded at the core of how we deploy capital, manage risk, and drive long-term value creation. In 2025, we continued to transition from ambition to execution, embedding ESG principles into the fabric of our strategy, governance, and operating model.

This year marked a pivotal step forward in institutionalizing sustainability across the Group. We strengthened our governance frameworks, enhanced data integrity and transparency, and accelerated the integration of ESG considerations into our core businesses. Our approach is deliberate: to ensure sustainability is not treated as an overlay, but as a driver of disciplined growth, resilience, and differentiation.

From a business perspective, we have made tangible progress in mobilizing sustainable finance and supporting our clients' transition journeys across key sectors. We continue to refine our risk frameworks to better capture climate and environmental exposures, ensuring that our balance sheet remains resilient in the face of evolving global risks. At the same time, we are building new capabilities to identify opportunities arising from the transition to a low-carbon and more inclusive economy.

Internally, we are advancing a culture of accountability, where sustainability outcomes are increasingly linked to performance, decision-making, and capital allocation. We are investing in talent, data, and digital capabilities — including advanced analytics and AI — to enable more informed, forward-looking decisions across the enterprise.

We also recognize that our responsibility extends beyond finance. In the communities we serve, we continue to focus on financial inclusion, empowerment, and responsible banking practices, ensuring that our growth translates into meaningful societal impact.

Our progress in 2025 reflects a clear shift: from commitments to measurable outcomes. Yet, we remain pragmatic. The path to a sustainable future is complex, requiring careful balance between growth, risk, and responsibility. We will continue to take a disciplined, execution-led approach — grounded in strong governance, robust risk management, and a clear focus on long-term value creation.

Looking ahead, we are designing our next phase of growth with sustainability fully embedded — leveraging technology, partnerships, and innovation to scale impact while maintaining financial strength. Our ambition is clear: to position Mashreq as a leading regional institution with global relevance in sustainable finance and responsible banking.

I would like to thank our Board, our employees, our clients, and our partners for their continued trust and commitment as we advance this agenda together.

“ Our approach is a considered one ,we aim to embed sustainability not as an additional layer, but as a natural part of how we pursue steady growth, resilience, and long-term value. ”

Ahmed Abdelaal

Group Chief Executive Officer



Head of ESG Message

Driving Sustainability with Purpose, Human-Centricity, and Accountability

At Mashreq, sustainability is no longer a parallel track to our business; it is reshaping who we are and how we show up for the communities we serve. Under the values-driven leadership of our Chairman, H.E. Abdul Aziz Abdulla Al Ghurair and our Group Chief Executive Officer (GCEO), Ahmed Abdelaal, ESG has been elevated from a set of initiatives to a core lens for strategy and execution. As our GCEO states, “we focus on ESG not because it’s a trend, but because it’s the right thing to do” – a conviction that continues to guide how we grow, how we serve our customers and how we contribute to the societies around us. In 2025, we continued to embed ESG into our corporate DNA, with emphasis on the social dimension of our impact. Our aim is clear: to ensure that every product we design, every dirham we deploy, and every partnership we build contributes to more inclusive, fair and resilient societies across our markets.

This year’s report reflects that evolution. It is our second consecutive group-wide ESG report, covering 100% of our operations across branches, ATMs, and international locations, and aligned with global standards such as the UN Global Compact and the GRI Standards. For the fourth year in a row, our disclosures are undergoing independent assurance under AA1000AS, reinforcing the integrity and credibility of the social, environmental and governance data we share with our stakeholders.

Financial inclusion has been a major focus. Through our digital-first propositions in Egypt and Pakistan, we have onboarded hundreds of thousands of new customers, including significant numbers of women, youth and migrant workers who were previously underserved by the financial system.

Our social impact also extends beyond our walls. Through Climb2Change, we completed one of the largest high-altitude clean-up campaigns in the world, engaging employees, clients, NGOs, young volunteers and local communities across 14 mountains.

We are also consciously aligning our ESG agenda with the principles of the Fifth Industrial Revolution where technology and human centricity advance together. In 2025, we sharpened our focus on AI governance, ethics and inclusion, recognising that the next wave of innovation must protect people as much as it enhances productivity.

Inside Mashreq, our people agenda is central to our ESG ambition. In 2025, we delivered over 240,000 learning hours globally, equipping colleagues with skills in ESG, climate risk, sustainable finance, digital and AI. We continued to advance diversity, equity and inclusion through a global DEI (Diversity, Equity and Inclusion) policy, a dedicated DEI (Diversity, Equity and Inclusion) Council and a Youth Council, and we are implementing our pledge to reach 30% female representation in mid- to senior-level roles by 2028. Wellbeing and engagement remained top priorities. Our latest employee survey recorded strong engagement scores, with colleagues indicating high levels of pride and purpose in our sustainability journey.

Together with our colleagues, customers, regulators and community partners, we are demonstrating that financial growth, social progress and environmental responsibility work in tandem. With the continued sponsorship of our chairman and the steadfast commitment of our GCEO, we will keep taking sustainability from aspiration to action, ensuring that Mashreq’s ESG journey is always, at its core, a story about people.

“Sustainability is shifting from vision to reality here – and people remain at the centre of that change.”

Faisal AlShimmari
Head of ESG



1. About this Report



We are proud to present Mashreq's 2025 Sustainability Report.

This is in accordance with the ESG reporting framework endorsed by the Dubai Financial Market (DFM). This document reflects our ongoing dedication to sustainable practices, aligning with the principles of the Sustainable Stock Exchange (SSE) initiative and the World Federation of Exchanges (WFE), while emphasizing our commitment to transparent reporting.

In the spirit of fostering clarity and responsibility, this report adheres to the latest GRI Standards (2021), honors the directives of the UN Global Compact (UNGC), and aligns with the Sustainable Development Goals (SDGs).

In doing so, the report reflects our commitment to transparency and accountability, reveals how sustainability shapes every aspect of our operations, and provides our investors, partners, and customers with an in-depth view of our sustainability achievements and ongoing priorities.

As the sixth edition of our Sustainability Report, it marks another important milestone in Mashreq's journey of sustainable growth. Within these pages, we share the collaborations and initiatives that drive meaningful progress and set ambitious objectives for a future in which we will remain dedicated to building a more inclusive and sustainable economy for all.

For deeper insights into the Bank's financial performance, governance practices, and risk management strategies, we encourage readers to consult our [Annual Report](#). Together, these efforts underscore our commitment to delivering lasting value while contributing to a sustainable global future practices.

2. Scope of this Report

Reporting Year: This report covers Mashreq's environmental, social, and governance (ESG) performance for the calendar year 2025, from January 01 to December 31.

Reporting Boundary: This comprehensive Bank-wide report spans all Mashreq operations, including the UAE, international branches, and MGN locations. It incorporates both branch offices and ATMs, offering a holistic perspective of our activities across regions and including detailed insights from our Dubai headquarters at Umniyati Street. Any exceptions or additional coverage are explicitly stated within the report.

Monetary Values: All financial figures referenced are denominated in Arab Emirates Dirhams (₪), providing a contextually relevant view of performance.

External Assurance: To ensure the credibility and accountability of our disclosures, selected sections of this report will undergo third-party assurance.

Contact Point: For questions related to this report, stakeholders can contact Mr. Faisal AlShimmari, Head of ESG, at Sustainability@mashreq.com.

Our Commitment to Transparency and Engagement:

Information Dissemination: Mashreq shares its sustainability policies and performance through multiple channels, including the Annual Report, supplementary reports, regulatory filings, presentations, press releases, and direct stakeholder engagements.

Dedicated Sustainability Page: Our website features a dedicated Sustainability page, serving as a central hub for ESG-related materials and resources.

Purpose of the Annual Sustainability Report: This report offers a summary of Mashreq's key efforts in addressing ESG topics relevant to our business and stakeholders. It also serves as a guide to additional resources for those seeking more detailed information on specific areas.

Data Temporality: Unless specified otherwise, all data in this report relates to the reporting year ending December 31, 2025.

Post-Publication Corrections: Any errors identified post-publication will be corrected promptly, with updates shared on our website.

Environmental Considerations: In alignment with our commitment to sustainability and our 'paperless office' ethos, this report is available exclusively as a downloadable PDF on our website, reducing our environmental impact and supporting eco-consciousness.

3. Company Overview



As we advance into 2026, Mashreq remains a symbol of how traditional banking expertise can seamlessly integrate with innovation. For over 50 years, we have remained dedicated to building a trusted financial institution with the agility of a startup and the bold vision of an innovator.

Our story is one of transformation and growth. From offering the latest digital solutions for emerging customers to crafting complex financial strategies for the region’s leading corporations, Mashreq continues to set new benchmarks in banking excellence. Guided by our motto, Rise Every Day, we strive to be more than just a bank. We are enablers of dreams, supporting our customers’ aspirations and turning their visions into reality.

As the UAE’s oldest listed bank on the Dubai Financial Market, Mashreq is a unique blend of heritage and progress. Though boasting a global network spanning 15 countries across four continents Asia, Africa, Europe, and North America – we maintain strong Middle Eastern roots, with our headquarters firmly established in the UAE.

Our capabilities are anchored in four core pillars:

- Corporate and Investment Banking
- International Banking
- Retail Banking
- Treasury and Global Markets

Each division is designed to deliver bespoke solutions that adapt to the ever-evolving needs of our clients and the wider market.

The year 2025 marked yet another milestone in our journey, as Mashreq proudly served nearly two million retail customers in the UAE across a wide spectrum of banking services. This achievement was a product of our ability to connect with diverse customer segments ranging from individual account holders to multinational corporations.

Our enduring success is underpinned by three guiding principles:

- Consistency in delivering excellence in service
- Innovation in developing forward-looking financial solutions
- Prudence in managing resources to drive sustainable growth

These principles have earned us recognition from industry leaders, strengthened our position as a trusted financial partner, and reinforced our resilience against the backdrop of a fast-changing economic landscape.

As we look to the future, we remain deeply committed to these principles. Our legacy is not defined solely by past achievements but serves as a springboard for future innovations, sustainable growth, and creating lasting value for all stakeholders. By driving change rather than merely adapting to it, we will continue to meet the dynamic needs of our global customers, shaping the future of banking for generations to come.

1	 Heritage	• Established 1967 • 58 years of experience in the UAE banking and financial services market
2	 Publicly Listed	• Oldest local bank based out of the UAE • Combines the entrepreneurial spirit of Dubai with enduring trade banking relationships across the region • Listed on the DFM on the creation of the local stock exchange (2000)
3	 Strong Regional and International Presence	• Prominent local bank with a presence in most GCC countries and a leading international network of branches/representative offices in MENA, Asia, Europe and USA • Well positioned to finance regional trade flows
4	 Diversified Business	• Universal bank offering a comprehensive suite of products and services to individuals and corporates across all lines of business • Diversified revenue stream with “fee and other income” contributing approximately 29% of total income
5	 Experienced Management Team	• Long serving senior executives with international management expertise backed by a reputable board of directors

3.1 Ownership and Leadership

Leadership at the Helm of Sustainable Innovation

H.E. Abdul Aziz Abdulla Al-Ghurair – Chairman

His Excellency, Abdul Aziz Al Ghurair, is the Chairman of the Board of Directors of Mashreq Bank. He served as CEO of Mashreq for nearly 30 years, during which he transformed the bank from a small local entity into a leading, customer-centric financial institution in the region, renowned for its innovative products and services. In addition, His Excellency chairs the Board of Directors of the Abdullah Al Ghurair Group of Companies, one of the largest and most successful business groups in the United Arab Emirates and the Middle East. The group operates in over 20 countries, with business roots stretching back to 1960. He also served as Chairman of the Dubai Chambers, where he led initiatives that strengthened Dubai's economic position. Moreover, he was the Chairman of Sukoon Insurance and a board member at Sukoon Takaful. Previously, His Excellency was elected as a Speaker of the United Arab Emirates Federal National Council (UAE Parliament). He also served on the Boards of Directors of major companies, including Emaar, Dubai Investments, Visa International, and MasterCard. He was Co-Chairman of the Arab Business Council at the World Economic Forum (WEF) and held roles as a member of the Consultative GCC Council for GCC Leaders, President of The Knowledge Fund in Dubai, and a member of the Boards of Trustees of New York University, USA, and the Chairman of Family Business Council Gulf. His Excellency holds an Honors Degree in Industrial Engineering from California Polytechnic State University.

Board of Directors: Steering Sustainable Growth

Mashreq’s Board of Directors is constituted by accomplished leaders dedicated to advancing sustainable business practices and upholding the highest standards of corporate governance. This diverse group of experts is integral to Mashreq’s journey toward sustainable growth and innovation.

Role	Name
Chairman	H.E. Abdul Aziz Abdulla Al Ghurair
Vice Chairman	Mr. Ahmad Al Khallafi
Director	Ms. Mariam Ghobash
Director	Mr. Rashed Saif Ahmed Al Ghurair
Director	Mr. John Iossifidis
Director	Mr. Iyad Malas
Director	Mr. Saeed Saif Al Ghurair

Ahmed Abdelaal – Group CEO

At the forefront of Mashreq’s sustainability transformation is Group Chief Executive Officer Ahmed Abdelaal. Appointed as GCEO in 2019, following his role as Head of Corporate Banking since 2017, Mr. Abdelaal has been pivotal in embedding environmental, social, and governance (ESG) principles into Mashreq’s operations. His strategic vision combines financial excellence with a steadfast commitment to sustainable development.

With 25 years of experience across the MENA region, Abdelaal’s leadership spans sustainable finance, green banking initiatives, responsible lending practices, and ESG-focused financial innovation. A holder of an MBA from the London Business School, he has spearheaded Mashreq’s integration of sustainability into its core business strategy while maintaining leadership in corporate finance, trade finance, and investment banking. His forward-thinking approach ensures that sustainability remains central to Mashreq’s decision-making and operational priorities.

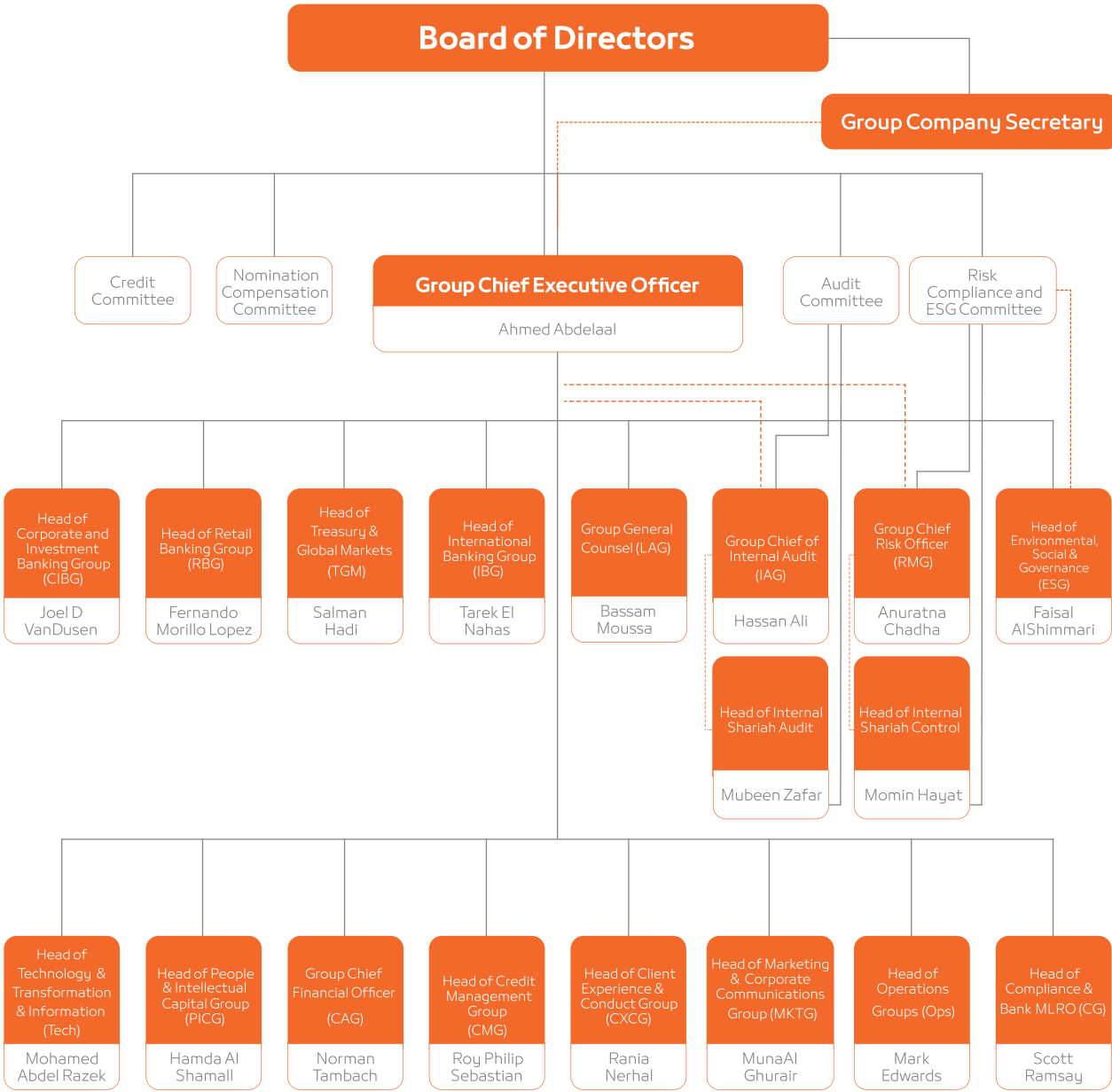
Each board member brings unparalleled expertise and insights to Mashreq’s leadership, collectively ensuring that environmental, social, and governance (ESG) considerations are integrated into all facets of the Bank’s strategy and operations. Together, they guide Mashreq’s commitment to delivering sustainable growth, innovation, and enduring value for stakeholders.

Executive Management Team

Mashreq’s Executive Management Team (EMT) features accomplished professionals with a shared commitment to delivering results. With expertise gained from many years across a range of disciplines, this dynamic team drives the Bank’s innovation, resilience and growth. With a focus on operational agility, the EMT ensures Mashreq remains at the forefront of the industry, translating strategies into measurable outcomes.

Organisation Structure

FEB - 2025



3.2 Key Shareholders

Mashreq’s ownership structure provides agility and stability and facilitates the adoption of sustainable practices. Embedding Environmental, Social, and Governance (ESG) principles within the DNA of the organization reinforces our governance framework and supports our dedication to responsible banking and sustainable development.

As of December 31, 2025, the key stakeholders were:



3.3 Our Product Suite

At Mashreq, we curate financial solutions with precision, purpose, and a deep understanding of the unique needs of our diverse clientele. Our extensive portfolio is designed to cater to both national and expatriate customers, mirroring the vibrant multicultural landscape of our markets. Excellence in financial standards is a hallmark of our approach. We uphold the rigorous requirements of International Financial Reporting Standards (IFRS) while championing the principles of Islamic finance under the AAOIFI Shariah standards. This dual commitment extends beyond compliance - it creates a financial ecosystem where every customer, regardless of their preference, can find tailored solutions that resonate with their values and goals.

Our philosophy also underpins our product offerings. By merging traditional banking excellence with the ethical tenets of Islamic finance, we have cultivated a dynamic environment that prioritizes innovation, integrity, and transparency.

Wholesale Banking Group (WBG)

Offers wholesale baking inside and outside UAE

- Energy, Services and Manufacturing
- Trading
- Contracting Finance
- Real Estate
- NBFi / Financial Institutions Globally
- Emerging Corporates Division
- Global Transaction Services
- Corporate Finance
- Islamic Banking Products



Treasury and Capital Markets (TCM)

Offers treasury and investment products

- FX and Investments
- Rates and Structured Solutions
- Mashreq Capital
- Islamic Banking Products
- Equity Derivatives and Institutional Sales
- Mashreq Securities
- Investments



Retail Banking Group (RBG)

Offers personal banking

- Personal Banking
- SME
- Mashreq Gold
- Private Banking
- Islamic Banking Products
- Distribution
- Alternate Channels
- Direct Sales
- Direct Banking Centre
- Mashreq NEO (Digital Banking)



Insurance Business (Sukoon)

Offers insurance services

- Includes life, medical, motor, marine cargo and hull, aviation, property, fire and general accidents, engineering, energy, liabilities and personal line insurance



3.4 Vision, Mission, and Values

Mashreq’s journey towards innovation, service excellence, and meaningful contributions to society is built on three core pillars: our vision, mission, and values. The framework these provides ensures that our aspirations, operational focus, and ethical commitments are always aligned.

Vision: To be the region’s most progressive bank, enabling innovative possibilities for our clients, colleagues, and communities.

Mission: This defines how we engage with stakeholders and foster long-lasting relationships by:

- Being the best place to work.
- Delivering superior client experiences.
- Pursuing opportunities that grow value for shareholders.
- Leading with innovation.
- Actively contributing to the community through responsible banking.

Values: These reflect our spirit and culture, and include being:

- Socially responsible.
- Passionate about clients.
- Innovative.
- Respectful of colleagues.
- Able to behave with Integrity.
- Transparent.

All these elements work together to drive our progress, ensuring that each step we take not only enhances our business performance but also contributes to the communities we serve. They are the foundation of our identity, integrity, and efforts to secure sustainable growth and excellence in banking.

3.5 Regional & International

Mashreq is widely recognized as a leading financial institution with both regional and global significance. “

Regional Presence:

- Within the UAE, Mashreq operates a comprehensive network of branches and ATMs strategically positioned to serve a diverse clientele. The footprint ensures convenient access to innovative and customer-centric banking solutions across the nation.

International Reach:

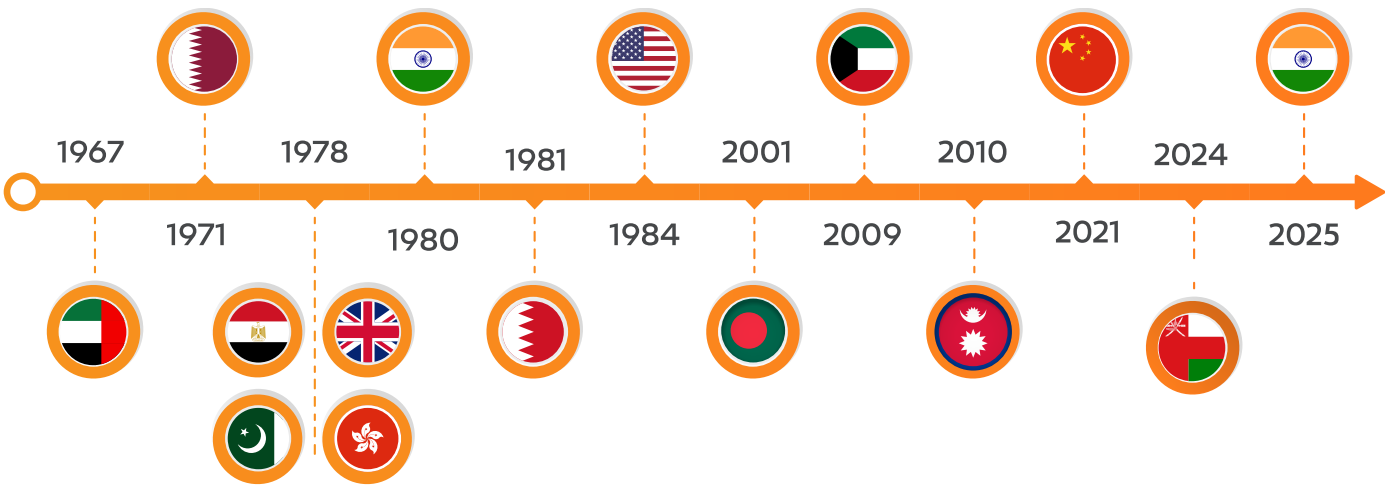


Mashreq maintains a well-established and selectively diversified international presence across key global financial and trade corridors. Through its international network, the Bank supports cross-border flows of trade, capital, and financial services, contributing to economic connectivity between the GCC and major global markets.

As of December 2025, Mashreq's international footprint spans multiple jurisdictions and is underpinned by a network of international branches, complemented by representative offices and subsidiaries in selected markets. This footprint reflects a disciplined and sustainable approach to growth, aligned with local regulatory frameworks and the Bank's long-term strategic objectives.

Across its markets, Mashreq delivers a broad range of banking services tailored to local needs, serving corporate, institutional, and individual clients. The Bank's international platform plays a key role in facilitating global payments, trade finance, investment flows, and related banking activities, supported by deep local market knowledge and long-standing client relationships.

Mashreq's international presence supports its sustainability ambitions by enabling financial access, strengthening economic linkages, and promoting responsible growth across the markets in which it operates. The Bank's measured expansion over time demonstrates its commitment to operational resilience, sound governance, and long-term value creation for clients, communities, and economies."



3.6 Financial Performance

The pursuit of sustainable banking is a core Mashreq practice, shaping our operations and strategies. In 2025, we demonstrated that financial growth and sustainability are not just compatible - they are mutually reinforcing. This year's performance exemplifies our commitment to responsible banking, highlighting how sustainability initiatives have propelled our growth and supported our long-term strategy.

Below, we delve into the key financial milestones that defined Mashreq's remarkable journey throughout 2025, each underpinned by our focus on resilience, operational excellence, and ESG principles.

Mashreq's Financial Performance in 2025:

Mashreq's Financial Performance in 2025:

- Q1 2025
Despite a 100bps decline in benchmark rates, net interest income remained stable, supported by resilient business performance, while non interest income grew 16% YoY as the Bank continued to diversify its revenue base. Operating efficiency stayed strong with a cost to income ratio of 29% even as digital and business investments progressed, and total assets rose 9% YoY. Lending activity remained healthy, with loans and advances up 14% YoY, backed by strong deposit growth and a solid CASA ratio of 65%. Asset quality also improved, reflected in the lower NPL ratio of 1.3% and a provision coverage of 204%, while cost of credit stayed low at 0.1%. Overall, the Bank's capital position strengthened further through internal capital generation, resulting in a CAR of 18.5% in Q1 2025.

• H1 2025

Net interest income rose 1% QoQ to **₪ 2.0 billion** despite rate cuts, while non interest income grew 17% YoY in H1 2025. The Bank maintained a strong 30% cost to income ratio, with assets up 16% YoY, deposits up 15% YoY, and loans up 21% YoY across key sectors. Asset quality improved with an NPL ratio of 1.2% and prudent provisioning, and funding strengthened through a USD 500 million Sukuk oversubscribed six times. Capital strength remained solid with a CAR of 17.5% and Mashreq’s designation as a Domestic Systemically Important Bank

• 9M 2025

Net interest income rose 6% QoQ to **₪ 2.1 billion** in Q3 2025 despite 125bps rate cuts, while non interest income grew 20% YoY in 9M 2025. Assets increased 20% YoY, supported by strong lending and a 20% rise in customer deposits, leading to 24% YoY loan growth. Asset quality strengthened with the NPL ratio improving to 1.1% and provision coverage rising to 235%, alongside **₪ 366 million** in impairment. Capitalization remained solid with CET1 at 14.2%, Tier 1 at 15.5%, and CAR at 16.8%, well above regulatory requirements, underpinned by strong profitability and internal capital generation.

For detailed financial performance insights, please refer to Mashreq’s published investor presentations available on our website. Comprehensive quarterly and annual financial results can be accessed here: <https://www.mashreq.com/en/uae/about-us/investors/financial-information/presentations/>

A Model of Sustainable Success

Mashreq’s financial achievements in 2025 highlight the effectiveness of our strategic focus on growth, operational efficiency, and prudent risk management. More importantly, they underscore our commitment to sustainability, proving that integrating environmental, social, and governance (ESG) principles into core operations can drive lasting value for stakeholders.

These results not only reaffirm Mashreq’s position as a leader in responsible banking but also reflect our dedication to creating a sustainable financial ecosystem that supports long-term prosperity for clients, shareholders, and the communities we serve

3.7 Top-Tier Ratings

Credit ratings serve as a benchmark for financial stability, resilience, and institutional trustworthiness in the banking industry. In 2025, Mashreq upheld its strong ratings from globally respected agencies, including Fitch Ratings, Standard & Poor’s (S&P), Moody’s, and Capital Intelligence (CI).

These ratings validate Mashreq’s exceptional financial performance, effective risk management, and commitment to sustainable growth. They reflect the Bank's capacity to adapt to shifting market dynamics while maintaining a strong foundation of stability and reliability.

By consistently earning the confidence of respected rating agencies, Mashreq reaffirms its standing as a trusted financial leader. These endorsements highlight not only our financial strength but also our dedication to balancing profitability with responsibility, ensuring long-term value creation for stakeholders.

Rating Agency	Long-Term Rating	Short.-Term Rating	Outlook
Fitch Ratings	A	F1	Stable
Standard & Poor’s (S&P)	A-	A-1	Stable
Moody’s	A3	P-1	Stable

ESG Ratings: A Testament to Sustainable Practices

Environmental, Social, and Governance (ESG) ratings serve as a metric of a bank’s commitment to sustainability and ethical practices. Mashreq’s 2025 ESG ratings, as evaluated by leading agencies Sustainalytics, S&P, and LSEG (London Stock Exchange Group ESG Scores, formerly Refinitiv), show how we have embedded sustainability into every aspect of our operations.

2025 ESG Ratings Overview

Rating Agency	Long-Term Rating	Short.-Term Rating
Sustainalytics	2.1 (Medium Risk)	April 2025
S&P	37	December 2025
LSEG	54	Q2 2025 (FY 2024)

These ratings are a clear reflection of our success in mitigating environmental, social, and governance risks. By prioritising sustainability, we continue to align with our broader mission of delivering long-term value to stakeholders, solidifying our reputation as a forward-thinking, responsible financial institution.



3.8 Awards & Accolades

In 2025, our sustainability endeavours were recognised by several globally respected organisations, reflecting the Bank’s dedication to integrating ESG best practices into our operations, products, and client engagements while demonstrating outstanding leadership from our Board.

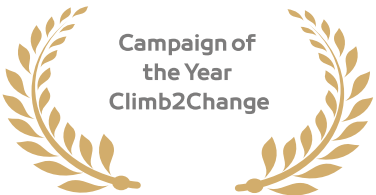
The following table highlights our achievements

Award	Category / Focus	Details / Notes
Pakistan Digital Awards	Best ESG Programme	Awarded for Mashreq’s first award in Pakistan; recognizing impact of mountain clean-up initiative in Pakistan (K2, Broad Peak, etc.).
Middle East Finance Awards	Sustainable Initiative of the Year	Awarded for "Climb2Change" as the leading sustainable initiative.
Finance Middle East Awards 2025	Best Corporate Social Responsibility Initiative Middle East 2025 – Climb2Change global initiative	Mashreq Bank's "Climb2Change" initiative has been recognized as the "Sustainable Initiative of the Year" at the Finance Middle East Awards 2025. This award highlights Mashreq's commitment to sustainability and its efforts to drive positive change through environmental stewardship. The initiative includes a global campaign to clean up the world's largest mountains, promoting recycling, waste reduction, and environmental preservation. Mashreq's leadership in sustainable banking and its collaborative approach with local communities and organizations have been acknowledged, solidifying its position as a trailblazer in corporate social responsibility in the MENA region.
Forbes Middle East	Most Sustainable Project in Middle East	Mashreq’s Climb2Change Global initiative was recognized by Forbes Middle East as the Most Sustainable Project in the Middle East for the second consecutive year, underscoring our leadership in sustainable finance, responsible banking, and climate action.

Award	Category / Focus	Details / Notes
Campaign of the Year – Climb2Change (mountain clean up initiative)	Sustainability / Environmental Campaign	The Climb2Change initiative by Mashreq has been recognized as the 'Most Sustainable Project in the Middle East' by Forbes Middle East, highlighting its significant impact and commitment to sustainability. This award underscores the initiative's efforts to scale and clean up 14 of the world's mightiest mountains, aiming to reach seven peaks and seven base camps. The initiative's success in Pakistan and Egypt showcases Mashreq's dedication to environmental stewardship and social responsibility.
Great Marketing Minds UAE Awards 2025	Experiential Marketing Campaign of the Year Climb2Change	The Climb2Change initiative by Mashreq has been recognized as the Experiential Marketing Campaign of the Year 2024 at the Great Marketing Minds UAE Awards 2025. This award highlights Mashreq's innovative approach to marketing and its commitment to purpose-driven, impactful brand campaigns. The initiative's global clean-up efforts and environmental stewardship have been commended, showcasing Mashreq's dedication to sustainability and social responsibility.
SMARTIES Awards MENA	Gold Award for Customer (CX) / User Experience (UX) Design	Recognized for "Cards of Hope" (Mashreq) in customer experience design.
Majra Impact Seal	Gold Tier	Mashreq secured Gold Tier recognition in the UAE’s Impact Seal (2nd Cycle) within the Large Companies category, following a rigorous three-phase national evaluation that assessed our sustainability performance and impact practices.
Euromoney Awards	Best Bank for Real Estate in Middle East	Recognized for leadership in real estate financing, sustainability-linked facilities, and digital escrow innovation.
Gazet International	Best Commitment to ESG Principles, UAE	Commitment to pioneering Shari'ah-compliant financial solutions and steadfast adherence to responsible, sustainable business practices, Mashreq Al Islami is honored to be recognized by Gazet International.
MEED MENA Banking Excellence Awards 2025	Excellence in Sustainable Investment	Mashreq Bank has been recognized for its commitment to sustainable investment excellence at the MEED MENA Banking Excellence Awards 2025. The bank's Corporate & Investment Banking Group has been awarded for its outstanding performance in sustainable investment initiatives. This recognition is a testament to Mashreq Bank's dedication to integrating environmental, social, and governance (ESG) principles into its investment strategies, demonstrating that profitability and responsibility can coexist seamlessly. The award highlights Mashreq Bank's proactive approach to identifying investment opportunities that generate long-term value while contributing positively to society and the environment.

Award	Category / Focus	Details / Notes
Bronze Winner in the Social Impact Marketing category	Social Impact Marketing	Mashreq Bank has been recognized for its social impact marketing efforts. The Social Impact Marketing category honors campaigns that leverage marketing to drive significant social change, this category highlights the bank's commitment to contributing to societal issues.
The Great Marketing Minds Awards	Marketing & Brand Excellence	Mashreq Bank's recognition at the Great Marketing Minds UAE Awards 2025 is a testament to their commitment to purpose-driven, impactful brand campaigns. The bank's initiatives have been acknowledged with multiple awards, showcasing their innovative approach to marketing and brand marketing excellence.

All these prestigious awards highlight Mashreq’s continued leadership in responsible banking and sustainability, driving positive environmental, social, and economic impacts. They also inspire ongoing collaboration toward a greener, more inclusive future.



4 | SUSTAINABILITY FRAMEWORK

Since its establishment in 1967, Mashreq has built its foundation on the core principles of Social Responsibility, Integrity, and Transparency. These values have been integrated into every facet of the organisation's operations, solidifying Mashreq's position as an advocate for a sustainable and equitable future.

As a leader in responsible banking, Mashreq places a strong emphasis on developing and promoting Environmental, Social, and Governance (ESG) practices. This commitment is reflected in carefully crafted policies, efficient processes, and sustainable operations that align with the Bank's values-driven mission.

Mashreq's approach to sustainability extends beyond regulatory compliance; it represents an enduring commitment to creating lasting value for clients, stakeholders, and communities. By addressing the complex interplay between business activities and their broader societal and environmental impacts, Mashreq demonstrates its resolve to lead by example.

This proactive stance is not merely about identifying impacts but actively working to mitigate and manage them. By embedding sustainability into its business principles, Mashreq delivers meaningful, long-term stakeholder value while contributing to a sustainable future for present and future generations.

4.1 Our Sustainability Vision

Mashreq will aspire for Sustainability leadership in the regional banking sector. It's our commitment to our clients, our stakeholders and to society.

4.2 Our Sustainability Philosophy

Our Sustainability philosophy is that by strengthening the environmental and social aspects of products and services, we exemplify the ideals of sustainable finance. We pledge to establish a governance framework to direct all our efforts to lead the regional banking sector in ESG & Sustainability initiatives.

We are dedicated to incorporating ethical, social, and environmental principles into our operations, which is important in enhancing the standard of living in the communities we serve globally and increasing long-term stakeholder value.

4.3 Our Principles

Guided by a commitment to sustainable growth, Mashreq is driven by the following principles:

Integration of Sustainability:

- Incorporate sustainability considerations into business decisions and key processes to create value, mitigate risks, and maximise opportunities.

Governance and Transparency:

- Uphold the highest standards of governance and transparency.

Responsible Banking:

- Prioritise financial resources and offer responsible banking products and services that empower customers to build a sustainable, environmentally friendly future.

Safe and Equitable Workplaces:

- Provide employees and business partners with working conditions that are clean, safe, healthy, and equitable.

Community Engagement:

- Act as a preferred neighbour, contributing to the inclusive and broad-based development of the communities in which Mashreq operates.



4.4 Our Commitments

As part of our drive for sustainability leadership in the regional banking sector, Mashreq is committed to the following actions:

Governance:

- Establish a governance structure to oversee the bank's sustainability commitments.

Materiality:

- Identify relevant and material sustainability issues and develop comprehensive strategies with goals, targets, and action plans, under the supervision of the Board.

Transparency:

- Report sustainability efforts and progress in line with global reporting frameworks.

These commitments underscore Mashreq's resolve to lead the regional banking industry toward a future defined by innovation, responsibility, and sustainability.

4.5 Our Sustainability Strategy

At Mashreq, sustainability is not merely a goal - it forms the bedrock of our business strategy. Our commitment revolves around reducing environmental impact throughout our value chain while fostering diversity and prioritizing the well-being of our workforce. By embedding sustainability into every aspect of our operations, we firmly believe we can drive value creation, unlock new revenue streams, and seize innovative opportunities that deliver measurable environmental and social benefits.

ESG Commitment and Governance

Mashreq's Environmental, Social, and Governance (ESG) commitment is deeply rooted in our governance framework. Under the leadership of our Board of Directors and Senior Management Team, business leaders address material sustainability issues with strategic guidance from our ESG Function. This structured approach ensures alignment with overarching goals while supporting the effective execution of initiatives that matter most to our stakeholders.

Aligning Sustainability with Digitization and Customer-Centricity

Mashreq's sustainability strategy is seamlessly integrated with our broader banking priorities. By championing simplicity through digitization, tailoring customer-centric policies, and developing innovative products, we strengthen our ability to create shared value between the Bank and its stakeholders.

This alignment ensures that sustainability values are embedded in all facets of our operations, creating a synergy between responsible banking and business growth. Simplifying banking with cutting-edge digital solutions and crafting bespoke offerings tailored to customer needs further supports our vision of merging sustainability with long-term business success.

Pioneering Sustainable Practices

Mashreq's strategic priorities highlight the symbiotic relationship between sustainable practices and long-term business resilience. By aligning values with responsible banking principles, we are setting a benchmark for sustainability within the financial sector.

Our focus on simplifying banking through digitization, customer-centric policies, and sustainable innovation reflects our commitment to fostering shared value. This holistic approach positions Mashreq as a driver of change, ensuring that sustainable banking is not only ethical but also a critical enabler of enduring growth and resilience.

This integrated strategy exemplifies our dedication to building a sustainable future that delivers tangible benefits to customers, communities, and the environment alike. At Mashreq, responsible banking practices are both a strategic imperative and a catalyst for innovation, growth, and stakeholder value creation.

Mashreq's strategic priorities align with sustainability values, reflecting our commitment to responsible banking and highlighting the important connection between sustainable practices and long-term business success.

Three Key Pillars of the Bank's Strategy



Put our people first

Become the best workplace in the UAE and a top talent house in the banking sector

Deliver Superior Client Experience

Be recognised by our customers, competitors & stakeholders as the best-in-class end to end (E2E) customer experience provider in the sector across the entire region.

Deliver Shareholder Value

Achieve sustainable and profitable growth and enhance financial returns to our shareholders.

4.6 Mashreq's 4E Framework

Our governance process stands as a mechanism for identifying critical sustainability-related issues, culminating in the formulation of clear and comprehensive strategies. These strategies encompass well-defined goals, precise targets, and actionable plans for both mitigation and adaptation. At the heart of this governance approach lies Mashreq's unwavering dedication to strategic sustainable development, embraced in our 4E Sustainability Framework outlined below.



4.7 Mashreq's 4E Framework: Enablers

The successful delivery of our sustainability strategy relies on the foundational pillars of our 4E Framework. These enablers encapsulate the critical elements required to drive and sustain our commitment and have been carefully and strategically integrated into our operations.

By leveraging these enablers, we ensure that our sustainability initiatives are not just aspirational but actionable, delivering meaningful and measurable outcomes for our stakeholders.

4.8 Sustainability Highlights for the Year 2025

ESG Education Across the Organization:

- ESG training is delivered across the bank as part of a structured capacity-building programme aimed at embedding sustainability into everyday business practices. This includes a foundational ESG Primer provided to all employees, ensuring a baseline understanding of environmental, social and governance concepts, regulatory expectations, and the bank's sustainability commitments.
- In addition, the training is adapted to each role and level of seniority, It extends from the Board and senior management to frontline staff, fostering organisation-wide awareness and enabling informed decision-making aligned with ESG objectives.
- Overall, this comprehensive approach supports the development of an ESG-aware culture, strengthens internal capabilities, and ensures consistent integration of ESG and sustainability principles across all functions.

Nature Saver Account:

- Supporting Conservation Through Banking: Mashreq has introduced the Nature Saver Account in the UAE, a digital platform that allows customers to donate a portion or all their savings' profit to Emirates Nature-WWF. The donations support the protection and restoration of diverse habitats and ecosystems, as well as the protection of the UAE's wildlife and endangered species.

Empowering Customers through Digital Climate Insights:

- Mashreq, in partnership with Visa and Clarity AI, launched a Carbon Footprint Platform within its mobile app to help customers track the estimated emissions linked to their spending. Early results show a 2.67% reduction in carbon intensity per dirham spent, alongside increased financial activity—indicating a shift toward more sustainable choices. This initiative reflects our commitment to enabling a low-carbon transition through digital innovation.

Mashreq and Emirates Nature-WWF Partnership:

- Mashreq's 2025 Notice Nature initiative recorded 11,304 wildlife observations (up 50%), reaching 30,543 total with 6,000 research grade entries, rediscovered two threatened species, advanced monitoring, and proposed a Fujairah protected area, supported by 65 events, 2,000+ participants, and 4,278 volunteer hours, reinforcing leadership in SDG 15 & 13.

Pledge to UAE's Sustainable Finance Goal:

- Recognized as a leading contributor to the UAE Banks Federation's commitment to mobilize AED 1 trillion in sustainable finance by 2030, Mashreq has pledged AED 110 billion (\$30 billion) to support adaptation-related projects across the Middle East.

Sustainable Finance Deals:

- Mashreq has reinforced its sustainable finance leadership through landmark deals, including Binghatti Holding Limited's inaugural US\$500 million 3-Year Green Sukuk, which was over 4x oversubscribed with a final order book above US\$2 billion. It also executed a major Sustainability-Linked Facility with Gargash Group and other notable transactions such as the AlRajhi Green Loan, Eagle Hills Diyar (as sole Sustainability Coordinator and sole Bookrunner), the AlDar Sustainability-Linked Loan, and the pioneering EIB Sustainability-Linked Facility Sukuk, supporting the UAE Green Agenda 2030, Net Zero Strategy 2050, and Mashreq's goal to mobilize US\$30 billion in sustainable finance by 2030

These achievements exemplify Mashreq's dedication to embedding sustainability at the core of its business. The Bank remains steadfast in its mission to drive positive environmental, social, and economic impact while inspiring a greener, more inclusive future.



5 | STAKEHOLDER ENGAGEMENT



5.1 Engaging Stakeholders for Meaningful Impact

At Mashreq, addressing complex challenges and driving transformative changes begins with understanding the needs and expectations of our stakeholders. Our primary objective is to deliver impactful outcomes that generate value for both internal and external stakeholders.

We actively foster a culture of open communication, collaboration, and engagement, building relationships rooted in trust and mutual respect. Through meaningful dialogue and the exchange of ideas, we co-create innovative and mutually beneficial solutions. This commitment goes beyond discussions to include active participation in Corporate Social Responsibility (CSR) initiatives, community development programs, and environmentally sustainable projects. By leveraging diverse communication channels, we ensure inclusive and effective dialogue, fortifying relationships and driving shared success.

5.2 Building Transparent and Inclusive Partnerships

Transparency and ethical business practices lie at the core of our stakeholder engagement process. We have developed an inclusive and structured framework to guide interactions and build enduring and mutually beneficial partnerships. This framework reflects our commitment to fostering trust and collaboration, enabling us to create shared value that aligns with our overarching sustainability goals.

Our approach moves beyond transactional relationships, prioritizing shared values and long-term collaboration. By maintaining consistent and meaningful interactions, we deepen connections that contribute to a more inclusive and sustainable future for our stakeholders and the communities we serve.



Stakeholder 1: Employees

Engagement Aspect	Description
Surveys	Conduct regular Employee Engagement Surveys and Exit Surveys to gauge satisfaction and identify areas for improvement.
Meetings	Host town hall meetings, small group sessions, and GCEO-led sessions to discuss business strategy, industry trends, and address employee queries.
Focus Groups	Organize focus groups for in-depth discussions on specific topics, gathering insights and feedback from employees.
Written Communication	Utilize blogs, articles, corporate emails, and newsletters to keep employees informed about organizational updates and initiatives.
Online Feedback Tools	Implement online feedback mechanisms to encourage real-time input from employees, fostering continuous dialogue and responsiveness.

Stakeholder 2: Investors & Shareholders

Engagement Aspect	Description
Annual Reporting	Publish detailed Annual Reports and Proxy Statements transparently covering financial results, corporate governance, and sustainability practices.
Regulatory Filings	Regularly update regulatory filings, news releases, and maintain an informative Company website as a centralized source of information for investors and shareholders.
Investor Meetings & Conferences	Actively participate in investor meetings, conferences, and annual shareholder meetings to discuss critical issues such as corporate governance, financial performance, key initiatives/updates and sustainability.
Direct Communication	Engage in direct communication outside established channels to foster open dialogue, gather valuable input, and address specific concerns or inquiries from investors and shareholders.

Stakeholder 3: Customers

Engagement Aspect	Description
In-person Interactions	Facilitate in-person interactions at branches, provide personalized assistance and building strong relationships with customers.
Online Engagement	Enhance online engagement through the website, customer care center, and social media channels, ensuring accessibility and responsiveness to customer feedback and inquiries.
Surveys & Meetings	Conduct regular surveys, one-on-one meetings, roundtables, and conferences to actively seek and respond to customer input on products, services, and overall organizational performance.

Stakeholder 4: Suppliers & Vendors

Engagement Aspect	Description
Regular Business Reviews	Conduct regular business reviews to evaluate efficiency, service delivery, and alignment with client demands, fostering a collaborative relationship with major suppliers.
Ad Hoc Meetings	Schedule ad hoc meetings to address specific issues, discuss ongoing projects, and ensure effective communication and coordination with key suppliers.
Communication Channels	Utilize various communication channels, including phone and email, to maintain consistent and transparent communication with suppliers, promoting adherence to high business conduct standards.
Collaboration for Impact	Collaborate with suppliers to have a positive impact on the communities where business is conducted, emphasizing diversity, equality, and inclusion as shared objectives.

Stakeholder 5: Communities

Engagement Aspect	Description
Various Forums	Actively engage in various forums to interact with external stakeholders, including community members and NGOs, fostering a two-way dialogue for mutual understanding.
Local Engagement	Identify and engage with relevant community members for localized initiatives, ensuring the incorporation of diverse perspectives in decision-making processes.
Two-Way Dialogue	Establish a structured corporate responsibility team to facilitate two-way dialogue with communities, ensuring that their viewpoints influence business choices.

Stakeholder 6: Government & Regulators

Engagement Aspect	Description
Open and Continuing Dialogue	Endeavor to maintain an open and continuous dialogue with supervisory regulators and policymakers on various issues, fostering collaboration and mutual understanding.
Collaboration on Key Issues	Work collaboratively with policymakers on a range of issues, including banking, financial services, cybersecurity, workforce development, and inclusive economic growth.
Interaction and Feedback Process	Regularly interact with regulators as required for business operations, offering feedback on proposed changes to rules that may impact business activities.



6 | MATERIALITY ASSESSMENT

6 MATERIALITY ASSESSMENT

In the ever-evolving realm of sustainability reporting, the Materiality Assessment is a cornerstone that enables organizations to identify and prioritize the issues that truly matter. This critical process helps distill complex economic, environmental, and social considerations, distinguishing factors that have substantial influence on an organization and its stakeholders.

Materiality is more than a reporting requirement—it is a strategic tool that seamlessly integrates sustainability into the core of an organization’s business strategy. By aligning with material issues, organizations not only address risks and opportunities effectively but also build resilience and unlock potential for long-term growth.

Our Materiality Assessment Process

Mashreq’s Materiality Assessment is a meticulously designed process that ensures sustainability remains central to our decision-making and operations. The process comprises the following steps:

a. Identification:

- We conduct rigorous analysis to identify potential material issues, focusing on their economic, environmental, and social impact. This involves evaluating industry trends, regulatory landscapes, and global best practices to ensure comprehensive coverage.

b. Stakeholder Engagement:

- Active engagement with stakeholders is integral to our approach. Through dialogue and collaboration, we gain diverse perspectives, ensuring a holistic understanding of stakeholder expectations and concerns.

c. Assessment Criteria

- Identified issues are evaluated against robust criteria, including financial impact, regulatory implications, stakeholder priorities, and broader societal trends. This thorough analysis ensures an accurate assessment of each issue’s significance.

d. Prioritization:

- Material issues are ranked based on their significance to Mashreq and our stakeholders. This prioritization process enables us to focus on issues of paramount importance while addressing others appropriately.

e. Integration:

- Material issues are seamlessly embedded into our business strategy, ensuring sustainability considerations are intrinsic to decision-making, operational practices, and long-term planning.

Elevating Sustainability to a Strategic Imperative

By adhering to this systematic and comprehensive Materiality Assessment process, Mashreq transforms sustainability from an obligation to a strategic imperative. This approach not only enhances our resilience and agility but also solidifies our position as a forward-thinking, responsible organization. By addressing what truly matters, we drive meaningful impact, foster trust, and create enduring value for all our stakeholders.

6.1 Materiality Assessment Approach

Conducting a meticulous Materiality Assessment for both our internal and external stakeholders involved a comprehensive and strategic approach:

a. Identification of Potential Material Topics (PMTs):

- We initiated the process by identifying Potential Material Topics (PMTs) through a thorough examination of subjects relevant to the Banking and Financial Services sector, coupled with a keen awareness of global sustainability trends.

b. Finalization of PMTs through Management Review:

- The initially identified PMTs underwent a rigorous review process led by management, ensuring a comprehensive evaluation and validation of each topic's significance.

c. Stakeholder Engagement:

- Key internal and external stakeholders were meticulously identified for engagement in the subsequent stages of the assessment, recognizing the pivotal role they play in shaping perspectives and expectations.

d. Designing an Inclusive Online Survey Questionnaire:

- To gather insights and perspectives, we crafted a thoughtful online survey questionnaire. This tool was designed to be inclusive, ensuring the collection of feedback from all identified stakeholders.

e. Consolidation of Survey Responses:

- A total of 212 survey responses were meticulously consolidated, providing a rich dataset reflecting the diverse viewpoints and preferences of our stakeholders.

f. Consultation with Senior Management:

- To refine and distill the insights gathered, a dedicated consultation session with senior management was conducted. This additional layer of insight helped to contextualize the survey responses and align them with strategic organizational goals.

g. Finalization of 11 Most Material Topics:

- Through a collaborative effort involving survey feedback and senior management insights, a total of 11 topics emerged as the most material for our organization. These topics encapsulate the core concerns that hold significant relevance to both our internal operations and external stakeholder expectations.

By undertaking this systematic and inclusive Materiality Assessment, we ensure that the identified material topics resonate with the broader industry context, global sustainability imperatives, and, most importantly, the nuanced expectations of our stakeholders. This process not only enhances our transparency but also positions us strategically to address and excel in the areas that matter most to our stakeholders and our business.

6.2 Stakeholder Feedback on Material Issues and Key Risks

The engagement survey provided invaluable insights into stakeholder perspectives on the critical risks facing the banking and financial services sector. This exercise identified the following key risks as central to the sector's resilience and future growth:

Cybercrime & Data Security

- The increasing sophistication of cyber threats and the critical need to safeguard sensitive data were highlighted as major challenges. This emphasizes the importance of security measures and proactive risk management strategies.

Economic Instability & Credit Risk

- Economic uncertainties and associated credit risks emerged as major concerns. Stakeholders stressed the need for resilience and adaptability in navigating an unpredictable financial landscape.

Internal Governance Mechanisms

- Effective internal governance frameworks were recognized as essential for operational integrity and sound strategic decision-making, reinforcing the need for solid structures and transparent practices.

People Risks

- Human capital was identified as a vital organizational asset. Stakeholders stressed the importance of workforce management, talent retention, and continuous skills development as key drivers of long-term success.

Disruptive Technologies

- The rapid emergence of disruptive technologies was seen as both a challenge and an opportunity. Stakeholders highlighted the necessity of adopting agile and forward-thinking strategies to effectively leverage technological advancements.

Shifting Regulations & Compliance

- The dynamic nature of the regulatory environment was acknowledged as a significant risk, necessitating proactive approaches to compliance to ensure operational continuity and maintain stakeholder trust.

Business Ethics

- High ethical standards were identified as non-negotiable for sustaining organizational reputation, fostering stakeholder trust, and ensuring long-term sustainability.

Customer Experience & Retention

- Delivering exceptional customer experiences and fostering enduring relationships were recognized as critical success factors, highlighting the importance of customer-centric strategies in securing competitive advantage.

Building Resilience Through Stakeholder Insights

This identification of key risks not only reveals the complex challenges faced by the banking and financial services sector but also provides Mashreq with a strategic roadmap for addressing them. By aligning our strategies with stakeholder feedback, we are better positioned to proactively mitigate risks, seize emerging opportunities, and navigate the complexities of an ever-evolving industry landscape.

At Mashreq, we remain committed to leveraging these perspectives to strengthen our resilience, foster innovation, and create lasting value for all stakeholders.

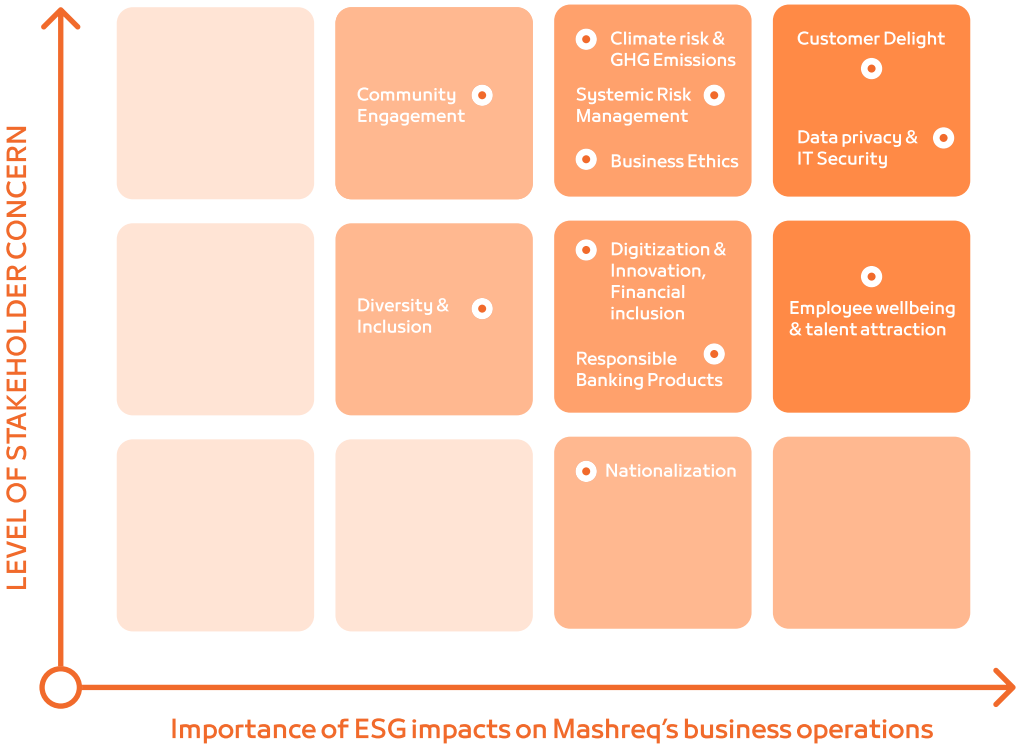
6.3 Material Issues

The initial qualitative feedback from stakeholder sessions was transformed into quantitative scores for each stakeholder category. Employing a weighted average methodology, these scores were further refined into a final average percentile for potential material topics, which were then categorized accordingly.

Through extensive discussions between Mashreq’s senior management, 11 topics were identified as the most critical to the Bank’s business operations and long-term sustainability. These were subsequently plotted on an X-Y Cartesian plane, forming the basis of our Materiality Matrix - a visual tool that prioritizes material issues based on their relevance to both stakeholders and the bank itself.

To further enhance our understanding of these priorities, we conducted focused one-on-one interviews with senior management, including members of the Sustainability Working Group. These discussions provided invaluable qualitative insights into the leadership’s strategic perspectives on Mashreq’s current Environmental, Social, and Governance (ESG) approach and aspirations for the future.

This comprehensive assessment process, enriched by stakeholder engagement and leadership input, allowed us to meticulously refine and organize our list of material topics. By aligning these identified priorities with our overarching business strategy, Mashreq ensures that its sustainability initiatives remain focused on addressing what matters most to the Bank and its stakeholders alike.



6.4 Material Issues Mapped Against Mashreq 4E Sustainability Framework

Mapping material issues against the Mashreq 4E Sustainability Framework serves as an important part of our sustainability strategy. This structured approach ensures alignment with critical Environmental, Social, and Governance (ESG) priorities, and provides a useful integrated and holistic methodology for addressing sustainability challenges and opportunities.

6 MATERIALITY ASSESSMENT

Enabling a Low Carbon Transition and Environmental Stewardship	
Climate Risk and GHG Emissions	
Empowering Employees and Communities	
Diversity and Inclusion	Nationalisation
Employee Well-being and Talent Attraction Community Engagement	
Embedding Responsible Business Practices throughout our Organisation	
Systemic Risk Management	Data Privacy and IT Security
Business Ethics	
Exceeding Customer Expectations	
Responsible Banking Products	Digitisation and Innovation, Financial Inclusion
Customer Delight	

By systematically linking material topics to the 4E Framework, Mashreq effectively bridges strategic sustainability initiatives with operational practices, reinforcing our commitment to responsible banking and long-term value creation for stakeholders.



7 Corporate Governance, Compliance & Risk Management

7.1 Governing Bodies & Committees:

The Board of Directors

Mashreq’s corporate governance framework is underpinned by clearly defined roles and responsibilities at all levels of decision-making, beginning with the Board of Directors. Elected by shareholders, the Board plays a key role in the governance structure by:

- Setting the Bank's strategic objectives and granting leadership the authority to execute them.
- Closely monitoring corporate management to ensure alignment with objectives.
- Communicating transparently with shareholders about their stewardship responsibilities.
- Protecting shareholder rights and interests.

The Board operates in strict compliance with applicable laws, regulations, and resolutions from shareholder general assembly meetings, ensuring accountability and ethical governance.



Governance Structure and Independence

Mashreq’s governance policy ensures a clear separation of roles between the Board Chair and the Group Chief Executive Officer (GCEO) to safeguard independence. Of the seven Board members, 43% are independent, and the election of the first female director in 2024 marked a significant milestone, bringing female representation to 14%. As part of our commitment to diversity and inclusion in governance, 25% of our committee chair roles are held by women and 75% by men. Among the four key committees, one (BRCESGC) is chaired by a female leader, reflecting our ongoing efforts to promote gender balance in leadership positions.

Directors serve three-year terms, with appointments based on rigorous assessments of credentials and backgrounds. Upon taking office, all directors must disclose personal interests and declare any transactions involving the bank's shares, in line with Mashreq’s commitment to transparency and ethical practices.

The Board has an average tenure of 4.5 years, reflecting a balance of experience and freshness, essential for effective oversight and strategic direction.

Board Evaluation and Effectiveness

Ensuring board effectiveness is central to Mashreq’s governance approach. An annual board evaluation process examines the performance of the Board, its committees, and individual directors, focusing on their roles, responsibilities, and contributions to the Bank’s strategic objectives.

- In 2022, an external consultant conducted the evaluation.
- During 2025, the evaluation was performed internally, with results reviewed by the Board Nomination & Compensation Committee. It concluded that the Board operates effectively while identifying areas for continuous improvement.

Meetings and Remuneration

The Board convened 7 times during 2025, demonstrating a proactive approach to governance and oversight.

Board remuneration is fixed annually and subject to shareholder approval at the annual general assembly meeting. Proposed remuneration for 2025 is as follows:

- Chairman:  2,200,000
- Each Board Member:  2,000,000

In 2025, the GCEO to median FTE compensation ratios in the UAE stood at approximately 18.3:1 for fixed compensation and 42.2:1 for total compensation. These ratios are disclosed as part of the bank’s transparency practices and for regulatory compliance.

Commitment to Governance Excellence

By fostering independence, transparency, and accountability within its governance framework, Mashreq ensures that the Board remains an effective steward of its strategic vision and an unwavering advocate for shareholder interests.

7.2 Board Committees

To enhance governance and streamline decision-making, the Mashreq Board has established four dedicated committees. Each committee operates under a clearly defined charter, outlining its specific roles and responsibilities.

The charters are reviewed and updated regularly to align with the evolving needs of the organization and the shifting dynamics of the banking and financial services sector. This process ensures that the committees remain proactive, adaptive, and responsive to emerging challenges and opportunities.

The committees enable the Board to address complex matters with efficiency, focus, and precision, reinforcing Mashreq’s commitment to maintaining the highest standards of governance and accountability.

Committee	Functions
Audit Committee	The Audit Committee convened 4 times during the year. Its primary functions involve reviewing the financial reporting process and overseeing the activities and effectiveness of the Bank’s internal and external auditors.
Credit Committee	The Credit Committee held 37 meetings throughout the year. Its core responsibility is to exercise oversight of credit approvals, ensuring appropriate credit decisions aligned with the Bank’s credit risk appetite, with recommendations provided to the Board.
Risk, Compliance & ESG Committee	The Risk, Compliance & ESG Committee met 5 times in the year. Its principal function is to oversee key risk and compliance matters, in addition to emerging ESG matters, making appropriate recommendations to the Board on the compliance status of the group, and on the risk appetite framework as recommended by the Group Risk Committee (GRC).
Nomination and Compensation Committee	The Nomination and Compensation Committee has been convened 5 times during the year. Its main functions encompass ensuring an appropriate composition of the Board, Senior Management, and staff; planning for orderly succession in both Board and Senior Management positions; evaluating Board performance; and ensuring the remuneration framework aligns with the Bank’s risk appetite, business strategy, culture, values, and long-term interests, while complying with UAE Central Bank regulations.

7.3 Management Committees

Mashreq has established eight management sub-committees to oversee day-to-day operations across various departments and processes. These committees work in close coordination with the Executive Committee to provide comprehensive support, ensuring operational efficiency, effective decision-making, and alignment with the bank’s strategic goals.

Mashreq has also established an Internal Shari’ah Supervision Committee (ISSC) dedicated to upholding rigorous standards of Shari’ah compliance. This highly qualified committee comprises respected scholars from the realm of Islamic finance, who meticulously oversee each phase of Islamic product development and its associated contracts, ensuring full adherence to the principles of Islamic law.

By delegating specific responsibilities to these committees, Mashreq has a collaborative and structured approach to addressing complex operational challenges while maintaining high standards of performance, governance, and compliance with both conventional and Islamic financial principles.

Committee	Responsibility of the Committee
Executive Committee (EXCO)	The EXCO is the most senior management committee. It oversees all of Mashreq's businesses and operations.
Assets & Liabilities Committee (ALCO) & Islamic ALCO	The primary objective of ALCO will be to manage the liquidity of the Bank ensuring that it pays its obligations in a timely manner and to manage interest rate risk for the bank. Islamic ALCO is focused on Islamic division of the bank & Shariah aspects with same objectives of the Group ALCO.
Investment Committee (IC)	IC's primary objective is formulating strategies, policies, and limits within which investments of the Bank are to be executed and approving bank-wide investment in securities in the UAE and all International Banking Group ("IBG") locations in addition to Investment Policies. Furthermore, periodically reviewing and monitoring the performance of the Bank's investment portfolios.
Compliance Risk Management Committee (CRMC)	The CRMC assists in the fulfilment of oversight responsibilities by the Bank's Senior Management for monitoring of regulatory compliance, including anti-money laundering matters, terrorism finance issues, Know Your Customer matters, sanction matters and Anti-bribery and corruption considerations (excluding fraud risk) also include consideration of reputational risks linked to Mashreq customers, jurisdictions in which Mashreq operates as well as products and services offered.
Group Risk Committee (GRC)	The GRC is responsible for formulating the bank wide approach to risk management and to communicate the approach across the Bank. The Committee will have the mandate to develop and recommend the overall risk strategy, risk governance framework and Risk Appetite Statement (RAS) to the Board Risk, Compliance & ESG Committee for approval. The Committee, on behalf of the Board Risk Compliance & ESG Committee, will monitor to ensure that the Bank operates within the established risk governance framework, risk appetite and risk limits.
Sustainability Executive Committee (SEC)	The SEC was set up in late Q3 2024 and the main purpose of this Committee is to support Mashreq's ongoing commitment to Sustainability and sustainability linked finance initiatives. This includes but is not limited to Environmental, Social and Corporate Governance ("ESG") responsibilities, as relevant to the Group.
Technology Steering Committee (TSC)	The TSC is the most senior management committee which provides governance and oversight over Mashreq's technology strategy and execution.
Information Security Committee (ISC)	The ISC is the highest-level committee that governs information security across the whole bank.

7.4 Sustainability Governance

At Mashreq, we believe that adopting a comprehensive sustainability approach not only brings about positive change but also enhances business value. Acknowledging the critical role of policy research, creative innovation, and long-term strategic insight, we have instituted a sustainability governance structure to set ambitious targets and drive continuous growth. In 2024, the Board Risk Committee was strategically enhanced and expanded into the Board Risk, Compliance & ESG Committee.

Mashreq's sustainability governance framework is structured across three levels to ensure integrated oversight and execution:

Level 1: Board Risk, Compliance & ESG Committee

- As the highest level of governance, this committee is tasked with shaping Mashreq's overarching risk strategy while ensuring alignment with ESG principles. It provides strategic oversight and guidance, reflecting the Bank's commitment to embedding sustainability into its operations and governance framework.

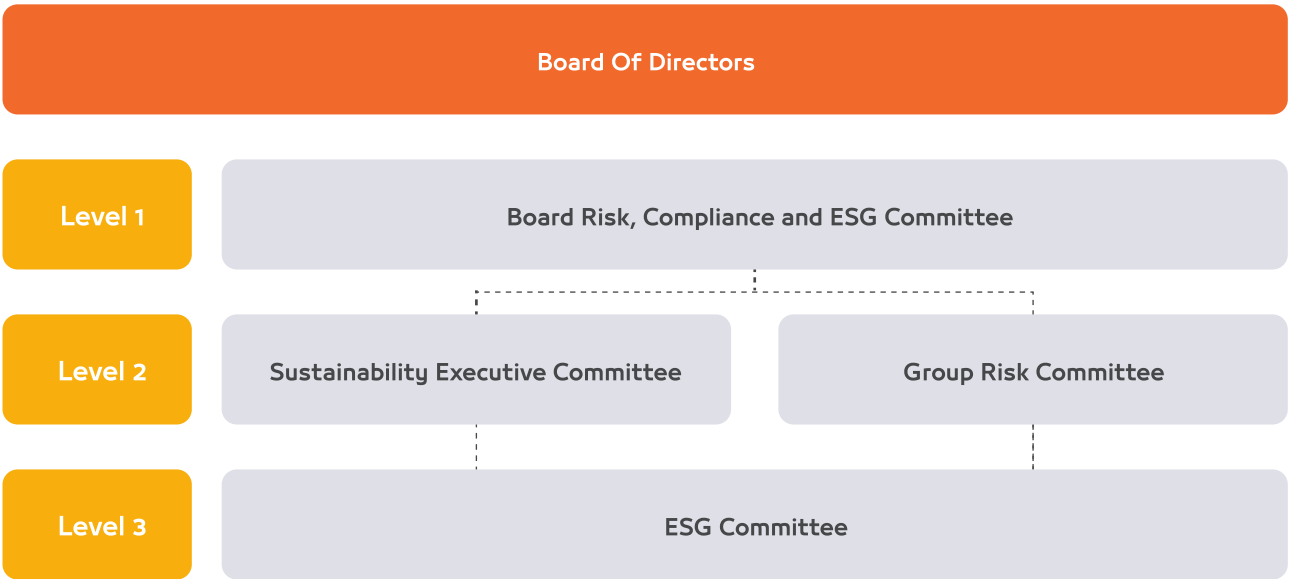
Level 2: Sustainability Executive Committee & Group Risk Committee

- At this level, the Sustainability Executive Committee drives sustainability-focused initiatives, overseeing areas such as ESG integration, product development, and fostering an ecosystem that promotes performance and sustainability. Working in tandem, the Group Risk Committee ensures that risk management practices are harmonized with sustainability objectives, enabling seamless alignment between strategic priorities and operational resilience.

Level 3: ESG Committee

- This committee focuses on monitoring, advancing, and ensuring the continual improvement of Mashreq's ESG efforts. It operates as the core engine for implementing initiatives and ensuring compliance with global sustainability standards, solidifying Mashreq's active participation in global sustainability endeavors.

This multi-tiered governance structure demonstrates Mashreq's dedication to a comprehensive and integrated approach to sustainability. By embedding ESG principles at every level, Mashreq is equipped to lead with purpose, ensuring that sustainability remains central to its long-term strategy and operations.



Executive Sustainability Committee (SEC)

- The Sustainability Executive Committee at Mashreq is instrumental in embedding sustainability principles into the organization's strategic framework. It ensures alignment across divisions by overseeing Environmental, Social, and Governance (ESG) initiatives and ensuring coherence with performance benchmarks.
- The committee drives the execution of sustainability-linked financial projects while extending its oversight to product and procedural innovations that emphasize green financing and broader sustainability goals. This commitment helps create our ecosystem of performance and encourages employees to actively pursue sustainability objectives.
- Key activities include continuous monitoring and evaluation of ESG concerns, which enhance the Bank's understanding of material issues. Governance structures are developed to drive ESG maturity, all the while making sure we remain faithful to our long-term sustainability objectives. Additionally, training programs are instituted to improve staff awareness of ESG principles.
- The committee submits regular progress updates and reports to the Board, providing visibility on Mashreq's sustainability endeavors and achievements. During the reporting year, the Sustainability Executive Committee convened four times.

ESG Committee (ESGC)

- The ESG Committee serves as a cornerstone of Mashreq's sustainable governance, leading the Bank's Environmental, Social, and Governance (ESG) strategy and implementation. The committee is tasked with formulating a comprehensive ESG strategy and governance framework, including defining long-term goals and commitments, such as achieving net-zero emissions.
- This committee's influence extends to fostering innovation in sustainability practices, reviewing action plans, and analyzing ESG-related risks and opportunities. It ensures compliance with emerging ESG regulations and standards while integrating ESG considerations into the Bank's risk management structures. Through these efforts, the committee identifies ESG risks and recommends mitigation strategies to address them effectively.
- Stakeholder engagement is central to the ESG Committee's responsibilities, as it stimulates dialogue to understand and address the ESG concerns of diverse stakeholders. Reporting and transparency are also prioritized, with the committee monitoring performance, developing disclosures to meet regulatory requirements, and reporting material ESG issues to the Sustainability and Group Risk Committees.
- During the reporting year, the ESG Committee convened five times.

Embedding Sustainability into Employee KRAs

As part of Mashreq's ongoing commitment to sustainability, the Bank is in the process of defining Key Result Areas (KRAs) for sustainability-related performance metrics applicable to relevant employees. This initiative is aimed at integrating sustainability considerations into the daily responsibilities of the workforce with a view to building a collaborative approach to corporate sustainability.

7.5 Business Ethics, Policies, and Anti-Corruption

At Mashreq we are committed to the highest standards of integrity, professionalism, and ethical conduct. We act in the best interests of our customers, protect confidential information, and comply with all applicable laws and regulations.

Code of Conduct

The Code of Conduct is the backbone of our ethical framework, aligned with our core values of transparency, respect, integrity and responsibility. All employees and stakeholders demonstrate commitment to the Code, which constitutes an essential element of our contractual agreements and is consistently reinforced by Senior Management through regular communications. Compliance with the Code is rigorously monitored, ensuring maintenance of the highest standards of ethical behavior.

We uphold strong fair treatment principles through our framework, supported by robust underlying policies that guide fair treatment, product disclosure and transparency, responsible financing, ethical selling, and effective complaint handling.

We ensure all employees and stakeholders understand these expectations by providing regular training and awareness on the framework, underlying policies detailing the expected behavior and standards.

We work to prevent financial crime, avoid conflicts of interest, use bank resources responsibly, and maintain accurate and reliable records. We foster a respectful, inclusive workplace and encourage employees to speak up about misconduct without fear of retaliation.

By adhering to this Code of Conduct, we safeguard our customers, strengthen our culture of integrity, and protect the long-term reputation of Mashreq.

UNGC Membership:

Mashreq is a proud signatory of the United Nations Global Compact (UNGC), reaffirming our commitment to aligning our operations and strategies with the Ten Principles of the UNGC in the areas of human rights, labor, environment, and anticorruption. This participation reflects our dedication to responsible business practices and sustainable development. Information about our UNGC commitment is publicly available on both the UN Global Compact website demonstrating our transparency and alignment with global sustainability standards

Compliance Policies

We have implemented several compliance policies aimed at combating corruption and financial crimes. These policies are accessible to relevant stakeholders and serve as critical tools for maintaining integrity across operations.

Compliance Charter

The Charter lays out Vision and Mission of Compliance Group, along with specific responsibilities of various stakeholders at Mashreq (including the Board and Senior Management) in relation to overall compliance agenda.

Below are key Compliance policies:

a. Group Anti-Money Laundering:

- Combatting Terrorism Financing, and Non-Proliferation Financing Policy (Group AML Policy): Mashreq adopts a zero-tolerance stance toward facilitating illicit activities. The policy outlines minimum requirements for anti-money laundering (AML), combating terrorism financing (CTF), and non-proliferation financing (NPF). Core objectives include deploying sufficient resources to manage financial crime risks, implementing Know Your Customer (KYC) and Customer Due Diligence (CDD) processes, and identifying and preventing money laundering activities to safeguard the financial ecosystem

b. Group Anti-Bribery & Anti-Corruption Policy and Group Gifts & Entertainment Policy:

- GROUP AB&C POLCY) and (GROUP G&E POLCY) These policies provide clear rules for employees and third parties to ensure compliance with global anti-bribery and anti-corruption laws, such as the U.S. Foreign Corrupt Practices Act and the UK Bribery Act, along with local legal obligations. They establish a framework to uphold Mashreq's ethical standards, ensuring all business dealings are conducted with integrity. We have established dedicated policies for the identification, review, and monitoring of Politically Exposed Persons (PEPs), with high-risk customers, such as PEPs or those from high-risk countries, businesses, or products—requiring senior management approval. In 2025, one breach of the Anti Bribery & Corruption (ABC) Policy was identified and investigated, and appropriate remedial action was taken in line with the Bank's established policies and procedures.

c. Group Sanctions Policy:

- This policy governs compliance with international sanctions regimes, ensuring Mashreq avoids conducting business with sanctioned entities or individuals.

d. Personal Investment Policy:

- This policy outlines regulations on personal investments by employees to prevent conflicts of interest

e. Chinese Walls, Conflict of Interest, and Insider Information Policy:

- This ensures the proper management of confidential information and mitigates risks associated with conflicts of interest within the organization.

f. Insider Trading Policy and prevention of market abuse policy:

- Mashreq enforces a strict Insider Trading Policy that prohibits individuals in possession of material non-public information from trading in the Bank's securities. Insiders are barred from sharing unpublished data or using such information for personal gain.

g. Information Security Policy:

- To make sure sensitive customer data is handled responsibly, Mashreq has established an Information Security Policy. This policy guides employees in securely receiving, storing, sharing, and disposing of customer data. In 2025, no cases of customer privacy breaches or data loss were reported, a testament to our compliance with GDPR regulations and commitment to data security. Our Privacy Principles outline the steps we take to manage customer information, reinforcing trust and confidence among stakeholders.

h. Customer Satisfaction:

- Mashreq actively monitors customer satisfaction using the Net Promoter Score (NPS), which is measured on a periodic basis across key touchpoints. The insights gathered from NPS surveys are regularly analyzed and presented to senior management to drive strategic improvements in customer experience. While quantitative targets are monitored internally, this process ensures a consistent focus on enhancing service quality and customer loyalty across the organization

i. Consequence Management Policy:

- Consequence Management Policy ensures strategic responses to non-compliance incidents, mitigating financial and reputational risks. The Fraud Prevention & Intelligence Division conducts thorough investigations relating to Gross Misconduct/Fraud, reporting findings to the PICG/relevant stakeholders and Consequence Management Committee, which determines appropriate actions based on the severity of the incident. This comprehensive approach reflects Mashreq's steadfast commitment to ethical business practices, tough cybersecurity measures, and responsible data management, safeguarding the interests of its customers, stakeholders, and the broader community.

A Culture Rooted in Accountability

Mashreq’s proactive stance on business ethics, anti-corruption measures – together with our compliance policies, reflect our dedication to responsible governance. These initiatives not only mitigate risks but also ensure we remain a trusted partner to our customers, shareholders, and the wider community. Through continuous evaluation and refinement, Mashreq continues to set benchmarks for ethical excellence in the banking industry.

Principle	Description
Transparency	Clear and accessible notices and policies articulate how information is collected, stored, and protected, ensuring a transparent approach to data management.
Security	Robust physical, administrative, and technical measures are implemented to safeguard personal information, mitigating the risk of misuse or unauthorized access.
Focus on Processes	Rigorous processes are designed to ensure the collection and management of data align with defined privacy policies. Procedures are in place to address queries and concerns related to the utilization of such data.
Access	Individuals are provided, as mandated by law, with the capability to amend or delete their personal information. In the event of a data security breach, affected individuals are promptly notified, emphasizing our commitment to transparency and accountability.
Choice	We afford individuals appropriate choices, empowering them to decide how their information is utilized and disclosed, fostering a culture of respect for individual preferences and privacy.
Transfer	Stringent adherence to privacy policies and applicable laws govern the transfer of personal information across countries or to third parties, ensuring compliance and safeguarding the privacy rights of individuals.
Reassessment and Monitoring	Continuous monitoring of privacy laws is conducted, enabling regular updates to our privacy principles and guidelines. This proactive approach ensures ongoing compliance with evolving regulations and reinforces our commitment to maintaining the highest standards of data privacy.

7.6 Cybersecurity and Data Privacy

Leadership Commitment to Cybersecurity

Cybersecurity remains a strategic priority for the Bank, supported by active leadership team involvement and a robust governance framework. The Group Chief Risk Officer (GCRO) is a member of the Executive Management Team. He oversees the Bank's risk strategy, which includes cybersecurity. Collaborating closely with senior leaders, the GCRO ensures that risk management, including cyber risks, is integrated into the Bank’s decision-making processes. At Board level, the GCRO provides regular updates on risk profiles, highlights key cybersecurity concerns, and advises on mitigation strategies.

Mashreq’s Chief Information Security Officer (CISO) oversees the Bank’s information security strategy and provides quarterly updates on our cybersecurity health status to the GCRO and Group Chief Executive Officer (GCEO) through the Information Security Committee.

Information Security as a Strategic Enabler for ESG

Mashreq’s cyber resilience across systems and digital channels is enabled by Information Security Assurance, Security Architecture, Change Management, and Cyber Defense policies and procedures that are reviewed and renewed regularly. Continuous security reviews, vulnerability assessments, penetration testing, secure configuration baselining, and system hardening enhance operational stability, reduce manual intervention, and optimize resource utilization.

Collectively, these measures contribute to a reduced environmental footprint by minimizing system inefficiencies, incident-driven remediation, and unnecessary infrastructure consumption, enabling efficient and sustainable digital transformation. Robust information security governance further strengthens customer trust and loyalty by safeguarding data privacy and protection, reinforcing Mashreq’s social responsibility to protect customers, employees, and partners from data misuse and cyber harm.

Comprehensive Information Security Policy

Our Information Security Policy is a cornerstone of our security framework, outlining key principles for safeguarding information assets. Published on the Bank’s intranet, the policy is accessible to all employees, promoting a culture of security awareness and adherence to compliance standards. Training programs are mandatory for all staff, including external personnel, ensuring employees are equipped to identify and mitigate information security risks. Specialized training is provided to staff handling sensitive information, with completion tracked and reported to line managers. A clear escalation process allows employees to report suspicious activities to the Cyber Defence Centre at sim@mashreq.com.

Cyber Resilience, Incident Response and Business Continuity

Mashreq maintains cyber resilience and incident response capabilities designed to protect customers, safeguard information assets, and ensure continuity of critical services. Defined response processes, escalation mechanisms, and communication protocols support timely detection, containment, and recovery from cybersecurity and information security incidents, minimizing potential operational, financial, and reputational impact.

Business continuity and incident response arrangements are regularly reviewed and tested to validate preparedness and effectiveness. In 2025, no customer data breaches or data loss incidents were reported. This approach reduces the likelihood and impact of service disruption and supports stable, reliable banking services, reinforcing customer trust and operational resilience.

Assurance, Audits, and Standards

Mashreq aligns its information security and technology controls with applicable international and regulatory standards, PCI-DSS, SWIFT CSF, and UAE NESAS, and relevant UAE regulatory frameworks. Compliance is subject to regular internal and external audits, providing independent assurance over control effectiveness and the Bank's cybersecurity and information security posture.

Audit findings and remediation actions are monitored through established governance and reporting mechanisms to ensure timely closure and continuous improvement, reinforcing accountability, regulatory compliance, and stakeholder confidence.

Environmental Impact of Security Operations (E)

Mashreq has achieved a 65% reduction (compared to baseline) in data ingestion through the Log Optimization Initiative, actively supporting environmental sustainability objectives by reducing log consumption on Microsoft Sentinel, equivalent to approximately 781 GB per day less data ingestion and processing. This has resulted in lower energy consumption across security monitoring infrastructure, reduced storage and processing overhead, and improved system efficiency through filtering of noisy and non-essential logs. Trend analysis indicates a consistent downward trajectory in log consumption (GBs), daily operational cost (AED), and alert volumes over time.

Future plans include expanding log optimization use cases across additional platforms and data sources, introducing formal tracking of environmental KPIs for security operations such as log volume reduction percentages and energy impact indicators, and aligning optimization initiatives with broader IT sustainability and green IT reporting frameworks. Additionally, a redundancy strategy targeting a 36% reduction in greenhouse gas emissions will be implemented by optimizing redundancies and backups, reconsidering IT assets, virtualizing certain redundancy elements, reducing backup retention time, and minimizing the number of backup workstations.

Social Responsibility & Operational Resilience (S)

Security operations improvements have directly enhanced operational resilience and staff effectiveness. Alert volume reduction has been achieved through improved tuning and prioritization of high-fidelity alerts, resulting in faster response to meaningful security incidents, reduced risk of missing critical alerts due to alert fatigue, improved analyst focus and workload balance, and time saved from processing irrelevant data being redirected toward higher-value security and risk management activities.

Enhancement

Continued refinement of detection logic will further reduce false positives, while operational efficiency gains will be leveraged to support continuous security awareness and skills development. Strengthening the linkage between security operational improvements and employee well-being metrics, such as reduced burnout and improved response readiness, remains a key focus.

Governance – Identity & Access Management (G)

Significant progress has been made in Identity and Access Management, with Privileged Access Management (PAM) onboarding 92% completed by October 2025. SailPoint-PAM integration is currently in the design phase, with completion targeted for Q1 2026. Multi-Factor Authentication (MFA) has been enforced for O365, VPN, and VDI users, and PAM users have migrated to IMS Authenticator. Additional exposed portals and SaaS applications are planned for MFA coverage in 2026. Single Sign-On (SSO) has been successfully implemented for nine applications in production and 28 in UAT, while IAM coverage now includes 221 applications (78%).

Future plans include completing remaining IAM integrations to achieve 100% coverage by December 2026, finalizing SailPoint-PAM integration to strengthen access governance and certification, expanding MFA coverage to remaining external-facing and SaaS platforms, and introducing periodic board-level reporting on IAM maturity, access risk reduction, and control effectiveness. ISO27001 certification will also be pursued in addition to existing SWIFT CSP and PCI-DSS certifications.

Data Privacy: A Commitment to Transparency

Privacy Policy and Governance

Our Privacy Policy is a key pillar of our compliance framework, ensuring uniform adherence to data protection laws across all business areas, including supplier and third-party interactions. Oversight is managed by the Data Privacy Office, which monitors compliance, addresses issues, and provides quarterly updates through a dedicated Steering Committee. Regular audits assess compliance and proactively address potential gaps, reinforcing our culture of transparency and accountability.

Data Protection Measures

Mashreq, in its role as a data controller, implements measures to safeguard personal data, including customer contact details, financial information, and transaction records. Data collection, processing, and sharing are conducted in compliance with applicable legal and regulatory requirements, including cross-border data transfers where required.

Customers are supported through defined data protection rights, including the ability to access, correct, or request the erasure of personal data in accordance with applicable laws. Clear channels are available to enable customers to raise inquiries or exercise their data rights, reinforcing transparency and trust.

7.7 Policies Reinforcing Ethical Practices

Whistle-Blowing Policy

Mashreq Whistleblowing Policy and Program is one aspect of the bank's overall approach to prevent and detect misconduct and ensure compliance with laws and regulations. The Whistleblower is anyone who has direct/indirect relationship with the Bank including directors, employees (including employees of all subsidiaries), ex-employees, suppliers, customers, contractors, consultants, interns/trainees, auditors etc., who has reasonable grounds to suspect and report a concern. Mashreq's whistle-blowing framework facilitates anonymous reporting of concerns, ensuring whistleblower protection and impartial investigations. Anyone who wishes to raise a Whistleblowing concern should raise their concerns via email - ethics.whistleblowing@mashreq.com or through telephone for talking to an officer or leaving a voice message on below numbers: UAE: +971-4-4246677 Egypt: +20-2-24004843

7.8 Supply Chain & Third-Party ESG Risk

Information Security Group (ISG) integrates ESG principles into third-party risk management by conducting comprehensive assessments, including Information Risk Assessment (IRA), materiality analysis, and evaluation of data privacy, environmental impact, and ethical conduct. Transparency is ensured through supplier evaluation and continuous monitoring to maintain ESG compliance across the engagement lifecycle. ISG enforces strict adherence to ESG-aligned criteria outlined in the Third-Party Management Policy and Framework during onboarding and offboarding of all third parties and service providers.

Procurement and Supplier Charter

To ensure supplier compliance with relevant laws and regulations, our Supplier Charter is disseminated to all vendors upon registration. The charter encompasses ESG issues like health and safety standards, diversity and inclusion, anti-discrimination, and environmental protection and conservation etc.

In customer contracts, procurement activities are governed by principles of transparency, fairness, responsiveness, best value, and accountability. Adherence to these principles prohibits Mashreq staff from accepting/ offering any gift, gratuity, entertainment, kickback, or anything of monetary value that may unduly influence procurement outcomes.

As part of our commitment to responsible sourcing and sustainable practices, we conduct Environmental, Social, and Governance (ESG) due diligence during the vendor onboarding process. This includes evaluating whether the vendor has a robust ESG program in place, with specific attention to how they address climate-related risks and opportunities within their operations. We assess the vendor's strategies for mitigating environmental impact, transitioning to a low-carbon economy. Additionally, we ensure that the vendor is not currently facing any legal or regulatory actions pertaining to climate-related issues, such as non-compliance with environmental

regulations or ongoing litigation related to climate risks. This comprehensive approach helps us ensure that our partnerships align with our long-term sustainability goals. Mashreq's Supplier Code of Conduct and Sustainable Procurement Policy both embed human rights principles as core requirements for ethical and responsible sourcing. All vendors and suppliers are mandated to comply with these standards, and we are proud to report that 100% of our suppliers have formally certified their adherence to the Supplier Code of Conduct.

Sustainable Procurement Policy

Mashreq embeds sustainability principles into all procurement activities in line with ISO 20400:2017 and its ESG objectives. This approach integrates environmental, social, and governance considerations across UAE operations and global networks to create long-term value. Key goals include reducing environmental impact through responsible sourcing, promoting fair labor and human rights, and driving economic performance through innovation and efficiency. The policy ensures transparency, accountability, and equal opportunity for all suppliers, including SMEs, while emphasizing ethics, human rights, and continuous improvement. It is implemented through procurement planning, supplier sustainability assessments, ESG clauses in contracts, and ongoing performance monitoring, supported by audits and reviews under the Third-Party Risk Management framework.

Mashreq builds capability through targeted training for employees and suppliers, integrates sustainability criteria into vendor onboarding and risk assessments, and drives continuous improvement through annual reviews, stakeholder feedback, and alignment with best practices. By embedding sustainability into procurement decisions, Mashreq supports the UAE's national sustainability vision and delivers positive environmental and social impact across its supply chain.

Supplier Code of Conduct

Mashreq is committed to conducting business with suppliers to the highest standards of ethics, integrity, and sustainability. This Supplier Code of Conduct applies to all third-party entities providing goods or services to Mashreq, including their employees, subcontractors, and ownership structures, and requires compliance across the supply chain. Suppliers are expected to operate in line with applicable laws, avoid bribery and corruption, disclose conflicts of interest, protect confidential and personal data, maintain anti-money laundering controls, and compete fairly. They should adopt a sustainability policy or charter and demonstrate responsible sourcing, environmental stewardship, transparency, and due diligence.

Suppliers must respect human rights and provide safe, healthy, and inclusive workplaces. This includes prohibiting forced, bonded, or child labor; ensuring fair wages, lawful working hours, paid leave, and freedom of association where permitted; and maintaining workplaces free from discrimination and harassment. Suppliers are expected to comply with environmental, health, and safety regulations, prevent accidents and environmental harm, conserve resources, reduce emissions and waste, and maintain emergency preparedness. Effective grievance and whistleblowing mechanisms must be in place to allow concerns to be raised confidentially and without retaliation.

7.9 Remuneration Practices

Mashreq’s remuneration framework embodies principles of competitiveness, equitability, and performance-based rewards, ensuring alignment with the bank's strategic objectives. This approach emphasizes effective risk management, builds employee motivation, and drives superior performance.

Through a structured ‘Pay for Performance’ model, supported by robust performance management process, Mashreq consistently benchmarks its compensation packages across all operational geographies, maintaining alignment with current market practices. The Variable Pay Programme is tailored to include targeted incentives, spanning product-specific schemes for sales teams and bonus-based system is in place for non-incentivized employees, including bonus deferral for senior management.

Our commitment to responsible and balanced remuneration is reflected in the incorporation of claw-back mechanisms, ensuring alignment with our values and promoting ethical behavior. This comprehensive framework harmonizes the interests of customers, employees, and shareholders, reinforcing the Bank’s dedication to sustainable growth and governance excellence.

Integration of ESG into Remuneration and Performance Management

As part of Mashreq's commitment to embedding sustainability into business performance and accountability, ESG-related objectives have been formally integrated into the Bank's Management by Objectives (MBO) framework. ESG injects are incorporated into the MBOs of all group heads , ensuring that sustainability priorities are directly linked to performance.

Progress against these objectives is monitored on a periodic basis .

By embedding ESG criteria into the MBO and performance management cycle, the Bank reinforces a culture of shared accountability for sustainability outcomes, aligns employee rewards with long-term value creation, and ensures that ESG considerations are not treated in isolation but as an integral driver of business performance and remuneration decisions.

7.10 Risk Management and Compliance

The hallmark of an effective risk management system lies in its seamless adaptability to change. At Mashreq, we continuously reassess and enhance our risk strategy, leveraging new technologies that empower us to navigate diverse challenges and evolve our business. This proactive approach not only brings value to stakeholders but also fosters consistency and optimizes risk-reward dynamics. Recognizing the importance of resilience against both financial and non-financial risks, risk management stands as a pivotal element in our organizational framework.

At Mashreq, we recognize that effective risk management is essential to achieving our sustainability goals and minimizing potential negative impacts on people and the planet. Our risk management approach is designed to identify, assess, and mitigate risks that could affect our operations, reputation, and long-term sustainability

The Bank has adopted a strong corporate governance infrastructure with clear roles and responsibilities articulated at different levels. The Bank is operated and controlled through the structure and mechanism adopted in the Corporate Governance system. The shareholders’ role in Governance is to appoint the directors and the auditors and to assure themselves that an appropriate governance structure is in place. The Board of Directors (“The Board”) is responsible for the Governance of the Bank and its responsibilities include setting the Bank’s strategic aims, providing the leadership to put them into effect, supervising the management of the business and reporting to shareholders on their stewardship. The Board is also responsible for protecting the rights and interests of the minority shareholders of the Bank. The Board’s actions are subject to laws; regulations and the decisions of the shareholders made in General Assembly Meetings.

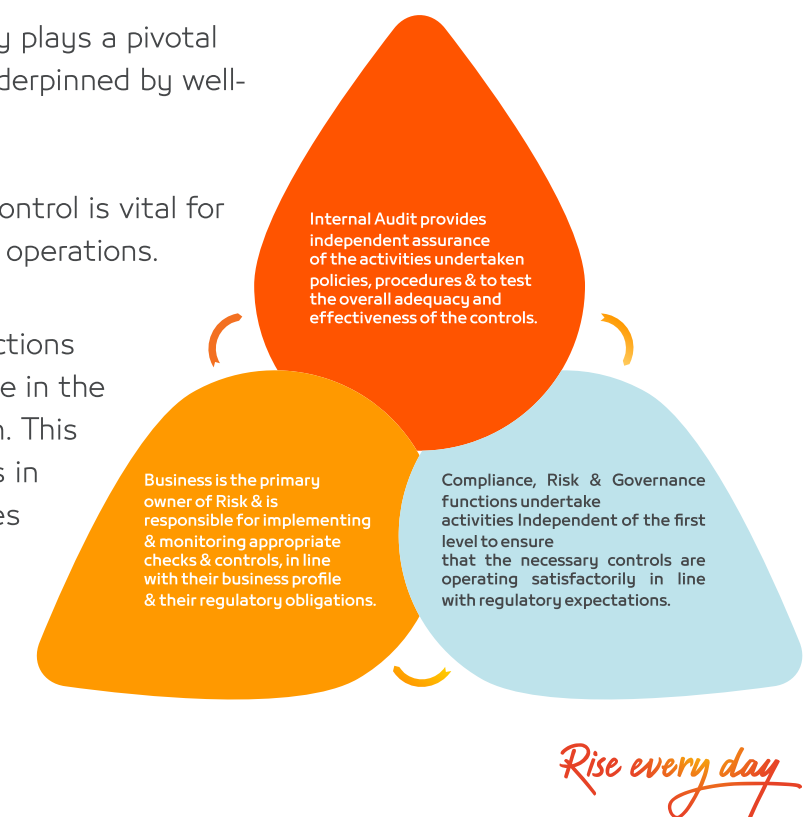
The Bank’s senior management acts based on clear delegation of authority on administrative, financial and operational matters based on appropriate policies and manuals. The delegation of authority is judiciously provided based on experience, performance, track record and the position of individuals. Any misuse of authority or acts of negligence is highlighted through regular audits and reviews which are escalated up to board level depending upon the seriousness of the issue. Independent reporting lines are also an important component of the Bank’s governance structure and support robust governance in the Bank.

At Mashreq, we embrace the 'Three Lines of Defense' model, wherein each line assumes a critical role supported by pertinent policies and the delegation of responsibilities. The Bank implements an effective risk culture and internal controls through the structured implementation of the “Three Lines of Defense” (“3LOD”) approach including Senior Management of the Business Lines, the control functions of Risk Management and Compliance, and an independent and effective Internal Audit function. This model aims to facilitate seamless knowledge and information sharing across different functions and levels, thereby enhancing our capacity to achieve strategic goals successfully.

Each level within the organizational hierarchy plays a pivotal role, and it is imperative that each role is underpinned by well-defined policies and clear role definitions.

The synergy between the various levels of control is vital for fostering efficiency and effectiveness in our operations.

To ensure seamless functioning, control functions across different levels should actively engage in the proper sharing of knowledge and information. This collaborative approach supports all functions in fulfilling their roles efficiently and contributes to the overall success of the organization



During the year, Mashreq incurred no fines exceeding USD 10,000 for non-compliance with environmental laws and regulations.

7.11 Main attributes of our Risk Management Framework

The Group Risk Management Framework (herein referred to as GRMF) provides a framework for management of all the class of risks which Mashreq (herein referred to as “the Bank”) faces, which typically involves identifying particular events or circumstances, assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process. The primary function of the Bank’s GRMF is to set out the principles, policies, roles and responsibilities whereby risk is to be managed within the Bank.

The Group Risk Management Function, with the leadership, support and guidance of the GCRO, is responsible for implementation of the GRMF. This includes ensuring that the Bank have integrated Risk Management processes that align with GRMF.

The key attributes of our Group Risk Management Framework encompass:

Defines Risk culture that consistently influences and aligns with the strategy and objectives of the Bank.

Clear governance models and structures that define roles, responsibilities, and accountability across the organization. Boards, executive committees, and risk functions, ensuring independence of oversight and transparency in decision-making.

Standard Risk Management Strategy that applies across the board i.e., Identify all risks, assess their potential impact, creating a plan to manage Bank’s exposure, control the risks to protect Bank’s assets and reputation.

Clearly communicating the Group Risk Appetite Statement, which encapsulates all activities at Mashreq and guides our overarching Risk Management Strategy.

Structured risk profiling that spans every major category of risk, ranging from traditional financial exposures such as credit, market, and liquidity risk to broader enterprise challenges including operational, reputational, regulatory, and climate-related risks etc.

Consistent and periodic Risk reporting, providing management and the Board with a clear, timely, and comprehensive view of the organization’s risk profile.

Structured approach to capital management, ensuring that the Bank maintains adequate capital buffers to absorb potential losses and support sustainable growth.

Adequate disclosures on Risk Management for ensuring transparency and accountability for the stakeholders.

In tandem, Group Compliance upholds stringent controls to mitigate compliance risks, maintaining a 'Zero tolerance' stance towards knowingly facilitating financial crime risks or violating applicable laws. The Compliance framework is built on a risk-based approach, encompassing policies, risk assessment, controls, training, independent assurance, and audit.

7.12 ESG Risks

Given Mashreq's global presence, we diligently monitor the evolving regulatory landscape across our home and host jurisdictions. This enables us to stay abreast of emerging sustainability and ESG risks management requirements and incorporate them into our Risk Management Framework.

Over past few years, Mashreq has implemented various initiatives and changes related to Sustainability and ESG risks management at the group level. As these frameworks evolve and mature, they are progressively rolled out to Mashreq International branches, subsidiaries and presence locations. Below is Mashreq Group’s ESG Risks summary to date:

ESG Risks

Mashreq recognizes that Environmental, Social and Governance risk encompasses the risks related to environmental, social and governance issues such as climate change, sustainability, social responsibility and governance practices like board oversight, succession planning, compensation, diversity, equity and inclusion etc. Managing environmental, social and governance risk involves considering these factors in the lending and investment decision-making process and assessing the potential financial impact of ESG-related events. ESG risks are interlinked across multiple risk classes and can potentially impact a wide range of risks throughout the organization, such as Credit Risk, Market Risk, Reputational risk, Operational risk, Model risk, Credit risk. As per its group risk management framework Mashreq broadly classifies ESG-related risks into following broad categories which can potentially impact Mashreq’s prospects.

Environmental Risks

Climate-related financial risk

Climate related financial risks can be defined as the potential risks that may arise from climate change or from the efforts to mitigate climate change, their related impacts and their economic and financial consequences. These risks can affect financial balance sheets and lead to losses through the standard channels such as diminished asset valuations or increased loan defaults. Climate Risk is divided into two broad categories, Physical risk and Transition Risk. Physical risks arise from the physical climate and weather impacts that result from the changing climate also referred to as Acute or Chronic hazards. Transition risks arise from the economic transformation and any dislocation needed to drastically reduce, and eventually eliminate, greenhouse gases to reach net zero emissions by 2050.

Social Risk

The “S” in ESG represents a company’s commitment to ethical practices, social responsibility, and positive societal impact. Key aspects of social risk include human rights, human capital, social issues, and promoting equality and inclusivity. Focusing on these areas allows businesses to address diversity, fair labor practices, community engagement, and fostering a culture of integrity and responsibility. Nationalization goals must be incorporated into workforce strategies to promote local employment opportunities and to avoid regulatory issues. Diversity & Inclusion (D&I) initiatives (including PoD) are embedded in the organizational culture to foster a diverse and inclusive workplace, mitigating social risks and promoting sustainable practices. The targets are embedded into the bank-wide RISE metrics which are monitored and reported at quarterly intervals. These aspects are covered in further detail across the Bank’s HR, ESG Framework, Sustainable Finance policies, CSR Policy and Human Resources policies.

Governance Risk

Governance risk encompasses issues related to an organization’s ethical and legal management practices, the transparency and accuracy of its financial performance, and participation in other ESG initiatives that are essential to stakeholders. At Mashreq, the Board of Directors and Senior Management establish the organization's guiding principles. The Governance risk model operates within three Lines of defence (LOD) framework. Policies and control procedures are implemented by the 1st LOD, supported and monitored by the 2nd LOD, and continuously validated by the 3rd LOD. This structured approach ensures a systematic evaluation of governance practices and ESG criteria, thereby mitigating risks associated with ethical breaches, financial mismanagement, and insufficient transparency.

ESG Risks Policies

Group Risk Management Framework (GRMF) and International Risk Management Framework (IRMF) have been enhanced in 2025 to include ESG Risk Classes including but not limited to climate risk. Both documents are approved at BRCEGSC and articulate the three lines of defense roles across the group. Group Risk appetite statement (RAS) has qualitative statement of climate risk along with quantitative tracking of annual sustainable finance targets as RAS Metric. These frameworks are further supported by the below listed framework and Policies:

- a) Group Climate Change Risk Policy approved in Q1 2025 by BRCEGSC
- b) Sustainable finance credit policy covers the aspects of client onboarding and transaction
- c) As part of sustainable finance credit policy roll out, enhancements were made to our Enterprise Limit & Collateral Management system (ELCM) for corporate customers
- d) Group Liquidity risk stress testing policy approved in Q3 2025.
- e) Operational Resilience Policy approved in Q3 2025
- f) ESG risk policy, Under Approval Phase
- g) Sustainable finance framework, Under approval Phase

Furthermore, Mashreq Group is in process of carrying out a comprehensive enhancement of existing ESG, Climate Risk, Sustainable finance credit policy & framework on an integrated basis. The resultant enhanced policy/ies are expected to facilitate compliance against the various home and host country regulations in areas of ESG risks including but not limited to Climate Related financial risks and Sustainable finance.

Group has undertaken initiatives to source the physical and transition risk data for its wholesale assets portfolio, once sufficient data lineage is available, These attributes and any future data aspects of ESG risks including but not limited to climate-related financials risk should be documented as part of data management framework. These data attributes included but not only limited to geographical data for its collaterals and assets held, GHG reporting by its counterparties and other disclosures made by clients.

Further in 2025, bank performed a targeted sector based financed emissions exercise for selected targets to baseline its emissions. Currently the bank is in process of establishing the target glidepaths for identified sectors. Further Sustainable finance targets are tracked at consolidated group level, further rolled down at business group level and further at country level.

Scenario Analysis – ICAAP & Stress Testing

At the group consolidated level, Mashreq Bank has performed various stress testing exercises based on home country regulatory guidelines including physical and transition risk elements.

The bank recognizes that climate risk is still in its early stages of integration within financial and risk management framework. The bank has initiated a project aimed at incorporating climate risk into its existing stress testing and Internal Capital Adequacy Assessment Process (ICAAP). This project is part of a broader effort to assess and manage the potential financial impacts of climate-related events and transitions, acknowledging that these risks are becoming increasingly important in the context of global sustainability goals. The results of this project are being factored into future stress testing exercises, providing a clearer picture of how climate-related risks could impact on the bank’s capital position. Accordingly, stress testing and ICAAP processes are being further strengthened to incorporate scenario analyses that assess exposures to climate-related financial risks, covering both physical and transition risks. The outcome of these stress tests is used for revising ECL due to climate related factors there by simulated impacting capital ratios.

For 2025, Bank is required to incorporate climate risk scenarios into their ICAAP and stress testing processes. Within ICAAP, a climate risk scenario details potential trajectories for key macroeconomic and environmental variables. The methodology leverages climate risk analysis based on the fourth iteration of the Network for Greening the Financial System (NGFS) scenarios, referred to as "NGFS Phase IV." The NGFS, comprised of central banks and supervisory authorities, offers forward-looking climate scenarios for evaluating financial risks across various policy, technological, and market environments. Furthermore, climate risk-adjusted losses will be factored in to reduce available capital supply, and F-IRB risk-weighted assets (RWAs) will be recalibrated according to climate risk scenarios under Pillar 2 capital requirements.

ESG Risks Governance

Mashreq Bank has a well-established Governance framework at Group level for oversight and management of ESG risks aspects:

a) Level 1:

- Board Risk, Compliance and ESG committee (BRCESGC),

b) Level 2:

- Group Risk Committee (GRC) and Sustainability Executive Committee (SEC)

c) Level 3:

- ESG committee (ESGC) and IBG ESG Committee (for overseas)

In addition to these established Governance forums at Group level, Country level Management committees and risk committees are responsible for management and oversight of the ESG risks for respective host countries.

ESG Risks Management Structure

In 2023, Mashreq group constituted a dedicated ESG group under leadership of Head of ESG directly reporting to Group CEO to govern Environmental Social and Governance aspects. Furthermore, a Sustainable Finance team spearheads sustainable Finance. Additionally, A dedicated ESG risks unit is being formulated under leadership of Global Head of ESG Risks directly reporting to Group Chief Risk Officer (GCRO) to support and coordinate the ESG risks including but not limited to climate related financial risks on a group wide basis. This unit will be responsible for coordinating ESG risks related elements with support from various functions in Risk management as below:

- Risk Strategy and Governance (RSG) – Climate risk strategy and governance including but not limited to Committees, Policy approvals etc.
- Enterprise Risk Management (ERM) – climate risk analytics like model development, stress testing, risk appetite, physical and transition risk measurement, data & infrastructure etc.
- Model Risk Management (MRM) – Model risk management aspects of climate risk related models
- Operational Risk Management (ORM) – Climate Risk Related Resilience management
- Market Risk – Market and Liquidity related aspects of climate risk
- Retail Risk – Retail Risk related aspects of climate risk
- For respective host countries, Head of risk or local risk officer in country will be responsible for local coordination.
- Other units within and beyond Risk Management Group (RMG) across all lines of defenses.

Climate Risk Appetite

Climate risk is the potential for climate change to create adverse consequences for human or ecological systems. This includes impacts on lives, livelihoods, health and wellbeing, economic, social and cultural assets and investments, infrastructure, services provision, ecosystems and species.

Mashreq's Qualitative Risk Appetite Statement:

UAE government has committed to Net Zero by 2050; Mashreq will partner the Climate change transformation by financing climate change initiatives with clients. Mashreq is committed to cater to evolving regulatory expectations with a strategic vision to augment the climate risk around the following areas:

- Facilitate Sustainable finance transactions, commitment of USD 30 Billion by 2030.
- Climate risk assessments
- Greenhouse gases (GHG) emissions, reporting Scope 1, 2 emissions
- Remuneration
- Capital deployment

Current RAS only tracks sustainable finance as the RAS metric, more relevant RAS metrics e.g. Sectoral Targets, Green/Brown asset ratio, Capital, Liquidity ratios etc. are yet to be developed. Upon the identified target sectors and associated underwriting enhancements are done, such metrics will be implemented.

7.13 Auditing

Commitment to ESG and Sustainability

The Internal Audit Group (IAG) at Mashreq reinforces the bank's sustainability goals and ethical governance. IAG provides independent assurance to shareholders, stakeholders, and regulatory bodies, and offers consultative guidance when required, always preserving its independence. By incorporating Environmental, Social, and Governance (ESG) principles into the auditing processes, Mashreq ensures that its operations remain financially sound, environmentally responsible, and socially fair. This approach underscores the bank's commitment to sustainable and ethical business practices.

Commitment to Transparency and Ethical Practices

IAG demonstrates its commitment to transparency, accountability, and ethical practices by regularly conducting self-assessments and external quality assessments. These evaluations ensure compliance with the Global Internal Audit Standards (The Standards) and the related Code of Ethics. Notably, IAG achieved the highest rating of "Generally Conforms" during its most recent external quality assessment conducted in the third quarter of 2023.

ESG and Sustainability Audit Approach

Through its audit activities, the Internal Audit Group at Mashreq is instrumental in strengthening the bank's commitments to ESG and sustainability. Mashreq is adopting a dual approach for auditing Environmental, Social, and Governance (ESG) and sustainability factors: conducting specialized thematic audit focused on ESG and Sustainability and embedding ESG themes into all relevant audits for comprehensive oversight. Internal Audit

7.14 Artificial Intelligence and Sustainability

Artificial Intelligence (AI) is a strategic enabler of Mashreq's Environmental, Social, and Governance (ESG) agenda. Across 2024 and 2025, the Bank transitioned from foundational policy development to active, responsible deployment of AI solutions that improve efficiency, strengthen governance, and enhance the experience of customers and employees.

AI Strategy and Governance

In 2024, Mashreq focused on establishing a robust foundation for responsible and ethical AI by developing a comprehensive AI policy to ensure data protection, mitigate cybersecurity risks, and prevent bias in AI-driven processes. The policy emphasized transparency, fairness, and accountability and was in the final stages of approval at the end of 2024. In 2025, this transitioned into implementation as the AI Policy was formally approved and rolled out across the Bank, becoming the central reference framework for all AI initiatives. The Bank initiated a structured review and enhancement of AI standards and procedures, aligning them with regulatory expectations and international best practices. An AI Catalogue was created to provide a central view of all active AI use cases, their ownership, purpose, risk level, and compliance status. Governance structures were strengthened to ensure all AI solutions adhere to internal controls on privacy, cybersecurity, data quality, and ethical use. These steps ensure that AI adoption at Mashreq is not only innovative and efficient but also controlled, explainable, and aligned with ESG commitments.

Environmental Impact: AI for Efficiency and Resource Optimization

While AI itself is a digital technology, its thoughtful use supports Mashreq's environmental objectives by improving efficiency, reducing waste, and optimizing resource use. AI is used to automate routine, repetitive tasks across departments, reducing time and resources required for day-to-day activities, contributing to leaner processes and avoiding redundant work. Additionally, AI capabilities provide a platform for more accurate monitoring and analysis of environmental metrics such as emissions, energy consumption, and resource utilization, supporting informed sustainability decision-making. By improving efficiency and reducing operational friction, AI supports Mashreq's ambition to operate as a more resource-efficient and environmentally conscious institution.

Social Impact: Empowering People and Enhancing Inclusion

AI plays a key role in Mashreq's social sustainability by improving employee productivity, supporting better customer experiences, and increasing access to information. Multiple AI use

cases have been deployed across departments to make daily work easier and allow employees to focus on higher-value tasks. TADA, the enterprise AI assistant, provides instant access to HR policies, IT FAQs, operational documents, and other internal resources, reducing manual searches and improving decision-making. Microsoft Copilot integrated into Outlook, Teams, and M365 applications helps draft emails, summarize meetings, and generate content, reducing repetitive tasks and improving efficiency. GitHub Copilot supports developers by suggesting code patterns and reducing repetitive coding tasks, enabling safer, more maintainable systems. Furthermore, Mashreq's AI policy emphasizes fairness and inclusivity, ensuring AI provides consistent, context-aware responses and democratizes access to complex information, creating a more inclusive and user-friendly environment for staff and customers.

Governance Impact: Responsible, Transparent, and Controlled AI

Governance is central to Mashreq's AI sustainability approach. The approved AI Policy defines expectations on data privacy, cybersecurity controls, bias prevention, and transparency of AI-driven outcomes. AI standards and procedures govern the lifecycle of AI use cases, ensuring proper documentation, risk assessment, and monitoring for performance, security, and compliance. Model and system monitoring is conducted to detect performance degradation, potential bias, and security vulnerabilities. These governance mechanisms ensure AI supports, rather than undermines, the Bank's ESG commitments and build stakeholder confidence in responsible AI use.

Looking Ahead

Mashreq's AI journey is closely tied to its commitment to sustainable value creation. Going forward, the Bank will continue to expand AI using cases that enhance efficiency and reduce manual, resource-intensive processes, strengthen AI governance and reporting for greater transparency, and explore AI capabilities that directly support environmental data tracking, risk management, and inclusive financial services. By combining strong governance, responsible deployment, and practical use of AI tools across the organization, Mashreq positions AI as a key driver of environmental efficiency, social empowerment, and robust governance.





8.1 Sustainable Finance Commitment

Recognized as a leading contributor to the UAE Banks Federation's commitment to mobilize AED 1 trillion in sustainable finance by 2030, Mashreq has pledged AED 110 billion (\$30 billion) to support adaptation-related projects across the Middle East.

Mashreq leads the charge in sustainable finance, delivering tailored solutions that empower clients to embark on their sustainability journeys. From green loans and bonds to sustainability-linked debt instruments, our diverse financial offerings align with the evolving demands of a sustainability-focused marketplace.

Beyond traditional offerings, we excel in pioneering specialized solutions, including green supply chain financing and green Islamic finance, solidifying our role as a partner for businesses tackling complex sustainability challenges. The Bank actively collaborates with clients, providing bespoke financial advice to support energy transition goals, reflecting its dedication to advancing ESG priorities across industries.

Mashreq's Climb2Change initiative encapsulates its commitment to ESG milestones, integrating sustainability into the heart of its strategy. Through this framework, Mashreq aims to foster transformative change within financial ecosystems while raising awareness and encouraging adoption of sustainability-linked financing practices.

Key to this ethos is Mashreq's pledge to facilitate USD 30 billion in sustainable finance by 2030, exemplifying its leadership in the sustainable finance domain and its vision to create a resilient, low-carbon future.

8.2 Sustainable Finance Credit Policy

Mashreq's Sustainable Finance Credit Policy integrates ESG considerations into credit assessment, underwriting, and monitoring processes. It manages ESG risks, especially in high-carbon sectors, through specialized reviews to align with global sustainability goals. ESG risk assessment includes screening clients for potential ESG factors and reviewing their sustainability strategies; depending on the client's risk profile, proposals may require additional sign-off. By embedding ESG criteria into lending practices, Mashreq commits to responsible finance and sustainable growth.

8

Sustainable Finance

a) Nature Saver Account

- Our Nature Saver product is another good example of Mashreq's dedication to sustainable finance, offering customers a chance to contribute to environmental preservation while enjoying competitive rates. This savings account is perfect for individuals, businesses, and trusts seeking to integrate environmental stewardship into their financial activities. It encourages customers to donate a portion of their gains to top-tier environmental organizations, supporting initiatives such as habitat protection, reversing ecological damage, and safeguarding endangered species like the Arabian Caracal and Blanford's Fox.
- Nature Saver has been applauded for its innovative approach, earning recognition for blending financial savings with environmental impact. As part of Mashreq's broader Climb2Change global strategy, the Nature Saver account shows our commitment to embedding ESG principles into financial solutions wherever we can, driving sustainable banking practices.

b) Recyclable Credit and Debit Cards

- We have also illustrated our environmental commitment by eliminating non-recycled material in our credit cards. In collaboration with Emirates Nature-WWF, all Mashreq credit and debit cards are now made from 100% recycled plastic. This initiative reflects our broader commitment to sustainability and the reduction of plastic waste, aligning with global efforts to combat environmental degradation.



c) Green Home Loans:

- Our Green Home Loans are tailored to encourage the purchase of environmentally friendly and LEED-certified (Gold & Platinum) residential properties and are another example of how we strive to align our financial products with sustainable living practices.
- The Green Home Loans directly support several United Nations Sustainable Development Goals (SDGs):
 - **SDG11:** Sustainable Cities and Communities: By financing certified sustainable properties, this product advances the creation of resilient, eco-conscious communities.
 - **SDG13:** Climate Action: Facilitating the adoption of eco-friendly homes helps reduce residential carbon footprints, contributing to climate mitigation efforts.
 - **SDG12:** Responsible Consumption and Production: Incentivizing green building practices promotes resource-efficient living and responsible consumption patterns.
- All these initiatives demonstrate our forward-thinking approach to embedding sustainability into our financial services. By empowering customers to adopt sustainable practices, Mashreq not only achieves its environmental objectives but also strengthens its position as a leading advocate for green finance in the region.

8.3 Sustainable Finance Deals:

Mashreq continued to advance its sustainable finance agenda through landmark transactions that reinforce its commitment to responsible banking and ESG integration:

a) Green Sukuk Issuance for Binghatti Holding Limited:

- Green Sukuk Issuance for Binghatti Holding Limited: Mashreq acted as Sole Green Structurer, Global Coordinator, Joint Lead Manager, and Bookrunner for Binghatti Holding Limited's inaugural US\$500 million Senior Unsecured 3-Year Green Sukuk. The issuance achieved strong investor demand with over 4x oversubscription and a final order book exceeding US\$2 billion, reflecting market confidence in both the issuer and the green sukuk structure. This transaction highlights Mashreq's leadership in sustainable finance and its ability to deliver innovative funding solutions aligned with global ESG principles.

b) Sustainability-Linked Facility for Gargash Group:

- Mashreq signed a Sustainability-Linked Facility (SLF) with Gargash Group, one of the UAE's leading business enterprises. Among the largest sustainability-linked financings in the UAE automotive sector, the facility ties financing terms to defined ESG KPIs, including carbon emissions reduction, employee development, and responsible supply chain practices. This initiative supports the UAE Green Agenda 2030 and Net Zero Strategy 2050, while contributing to Mashreq's ambition to mobilize US\$30 billion in sustainable finance by 2030, embedding sustainability across key economic sectors.

c) Other notable deals

- include the AlRajhi Green Loan, Eagle Hills Diyar transaction where Mashreq acted as the sole Sustainability Coordinator and sole Bookrunner, the AlDar Sustainability-Linked Loan, and the EIB Sustainability-Linked Facility Sukuk, which was the first of its kind globally with Mashreq serving as Joint Lead Manager and Bookrunner.

These achievements exemplify Mashreq's dedication to embedding sustainability at the core of its business. The Bank remains steadfast in its mission to drive positive environmental, social, and economic impact while inspiring a greener, more inclusive future.

8.4 Financial Inclusion

There is a bank-wide policy on financial inclusion, It is another important part of our mission to create a more equitable and sustainable economy. By ensuring that individuals and businesses - particularly those from underserved and disadvantaged communities, have access to affordable and meaningful financial services, we contribute to reducing economic disparities, fostering entrepreneurship, and stimulating inclusive growth. The bank promotes financial literacy by providing customers with accessible, engaging, and practical educational resources. This includes in-app educational content, frequently asked questions, and step-by-step video guides designed to enhance financial understanding and build confidence in the use of banking products and services.

In addition, the bank has conducted financial literacy training programmes in partnership with Injaz across various schools, supporting early awareness and capability building among students. To further advance financial inclusion, Mashreq Neo Simple is offered to migrant and informal workers, enabling access to essential banking services and supporting participation in the formal financial system.

Advancing Financial Inclusion in Egypt

In 2025, we continued to build on our commitment to financial inclusion, achieving substantial progress through our innovative digital banking platform. By expanding our reach to underserved segments—particularly women and youth—we successfully on boarded 453,327 active customers under the financial inclusion umbrella, marking a significant increase from the previous year. Of these, 95,253 were women and 101,560 were youth aged 15 to 21, underscoring our dedication to fostering financial independence and driving inclusive economic growth.

Expanding Access in Egypt

In Egypt, we tailored our outreach efforts to expand access to banking services for the country's women and youth. This initiative was aligned with the Central Bank of Egypt's strategies to enhance financial literacy and inclusion. By introducing tailored products and providing targeted outreach, we engineered meaningful outcomes for unbanked and underserved communities, creating a lasting positive impact.

Debt Counseling and Financial Literacy in UAE

Beyond providing access to financial services, Mashreq also supports individuals through debt counseling and financial literacy programs, empowering them with the knowledge to make informed financial decisions. These efforts reflect our commitment to fostering inclusive and sustainable economic development. We advance financial literacy by delivering accessible and engaging educational content across our digital platforms, including in app learning modules, comprehensive FAQs, and step-by-step instructional videos designed to build customer confidence and financial capability. In addition, we extended our impact within the community by partnering with Injaz UAE to deliver financial literacy training in schools, supporting youth development and fostering long term financial wellbeing.

Empowering Financial Access in Pakistan

Our launch of a digital bank in Pakistan is a key pillar of our financial inclusion agenda. By leveraging digital-first capabilities, we are expanding access to affordable, secure, and convenient banking services for underserved and unbanked segments. This support includes resilience and participation, promotes financial resilience, and aligns with our broader commitment to sustainable growth and social impact in the markets we serve.



9 | Our People: Nurturing a People-First Culture



9. Our People: Nurturing a People-First Culture

At Mashreq, we understand that our employees are our greatest asset. They embody our mission and are pivotal to our continued success and growth. With a rich history spanning more than 50 years, our dedication to fostering a people-centric culture has become a cornerstone of our organizational identity.

Looking ahead, our goal is to go beyond industry standards by strategically investing in the development of our employees and community initiatives. Through these efforts, we aim to maximize the positive impact we have on both our workforce and the communities we serve, further enhancing the value we bring to society.

9.1 Talent Attraction and Retention

At Mashreq, our exceptional people have been the cornerstone of our enduring growth, sustained achievements, and future aspirations. We are committed to cultivating a comprehensive employee value proposition that prioritizes a supportive, inclusive, and diverse team environment.

Our dedication towards fostering a high-performance workplace has been globally recognized through the Great Place to Work (GPTW) certification, with accolades consecutively for 3 years (2022 - 2024) received by Mashreq MGN India. This accolade reflects our strategic initiatives to provide inclusive career opportunities, competitive compensation packages, and world-class training and development programs.

Our overarching strategy is meticulously designed to drive excellence and long-term success. This approach is instrumental in attracting, developing, motivating, and retaining top-tier talent. By nurturing a culture of skill enhancement, positive attitudes, and an empowering work environment, we ensure that our workforce remains equipped to propel Mashreq's ongoing success and future growth.

UAE Workforce Overview	2025	
	Number	% Of Total
Total Workforce	2561	100%
Full-time Employees	2544	99.9%
Part-time Employees	2	0.1%
Employees on an indefinite or permanent contract	2546	99.4%
Contractors and / or consultants	15	0.6%

Global Workforce Overview	2025	
	Number	% Of Total
Total Workforce	6226	100%
Full-time Employees	6224	99.97%
Part-time Employees	2	0.03%
Employees on an indefinite or permanent contract	6226	100%

UAE Workforce Overview 2025		Contract Type	
		Permanent	Temporary
UAE Workforce Total	UAE Workforce Total	2544	15
UAE Workforce by Gender			
Male	Male	1634	9
Female	Female	910	6

Global Workforce Overview 2025		Contract Type	
		Permanent	Temporary
Global Workforce Total	Global Workforce Total	6224	
Global Workforce by Gender			
Male	Male	3959	
Female	Female	2265	

UAE Workforce Overview	Contract Type	
	Temporary Workforce [UAE]	% Of Total
Total Workforce	15	100%
Male	9	60%
Female	6	40%

UAE Workforce by Region	
Dubai	2426
Abu Dhabi	63
Sharjah	26
Ras Al Khaimah	16
Ajman	13

Global Workforce by Geography	
Country	Count of Employee Number
Bahrain	37
Bangladesh	16
Egypt	721
HK	28
India	50
Kuwait	26
MGN Egypt	228
MGN India	1736
Gift City	6
MGN Pak	525
Nepal	3
Oman	17
Pakistan LTD	129
Pakistan	6
Qatar	69
China	2
UAE	2544
UK	15
US	65
Turkey	1
Grand Total (Full Time Employees)	6224
Total Contractors and/or Consultants (UAE,IBG and MGN)	4172

In 2024, Mashreq engaged a total of 3,029 contractors and/or consultants across UAE, IBG and MGN.

In the fiscal year 2025, we welcomed a total of 588 new employees into our organization in the UAE. The table below provides a detailed breakdown of these new hires categorized by an age group.

UAE Total New Hires 2025		588
New Employees by Gender		
Male		380
Female		208
New Employees by Age		
Under 30		131
30 to 50		439
Over 50		18

Global Total New Hires 2025		1254
New Employees by Gender		
Male		781
Female		473
New Employees by Age		
Under 30		361
30 to 50		862
Over 50		31

In the same year, 433 employees in the UAE and 1095 employees globally left the bank. The percentage workforce turnover was 17.0% in the UAE and 17.6% globally. The table below depicts the breakdown of employee turnover based on gender and age group.

UAE Employee Turnover 2025	
Turnover by Gender	
Male	266
Female	167
Turnover by Age	
Under 30	79
30 to 50	317
Over 50	37
Total Employee Turnover %	17%

Global Employee Turnover 2025	
Turnover by Gender	
Male	649
Female	446
Turnover by Age	
Under 30	306
30 to 50	733
Over 50	56
Total Employee Turnover %	17.6%

9.2 Diversity equity and Inclusion

As steadfast advocates of equal opportunity, we are resolutely committed to fostering a workplace culture that upholds respect, equality, and dignity for all individuals. Our workforce represents a vibrant mosaic of ethnicities, genders, languages, age groups, life experiences, and diverse thought processes, encompassing a wide spectrum of both physical and mental capabilities.

Our commitment to workplace diversity serves as a powerful catalyst for heightened employee engagement, enhanced creativity, a broader talent pool, and improved productivity. This diversity is instrumental in our ability to deliver exceptional customer experience, driving innovation and strengthening our competitive edge.

Currently, our global workforce is comprised of employees from 73 distinct nationalities, reflecting the rich cultural diversity that we hold in the highest regard. We are equally dedicated to expanding opportunities for Emirati citizens, with Emirati nationals representing 48% of our total workforce in the UAE in FY2025. Further, 43% of the critical roles in the UAE were Emirati nationals. This commitment underscores our resolve to nurture an inclusive and representative work environment.

MGN Pakistan has recently won 2 accolades at the recently announced GDEIB Awards at Pakistan.

- 1. Vision, Strategy and Business Impact – Best Practice
- 2. Recruitment – Best Practice

The GDEIB helps organizations determine strategy and measure progress in managing diversity and fostering inclusion. GDEIB award is a mechanism to recognize and encourage progressive organizations who use GDIB standards to align D&I with organizational policies and processes for sustainable financial and social performance.

To further support our diversity initiatives, in 2025 we launched a new Global Diversity, Equity & Inclusion Policy, introduced a DEI Council, conducted a DEI Maturity Assessment and activated a new DEI Strategy. In the UAE, we signed the UAE Gender Balance Council Pledge to increase female representation in mid to senior level roles to 30% by 2028, aligned to the UN Sustainable Development Goal number 5.

We have also introduced the Global Youth Council, a dynamic group comprised of young professionals within our organization who act as a bridge between the youth in the bank and senior leadership. The Council serves as the voice of the youth, fostering creativity and collaboration while advocating for emerging talent. By connecting directly with senior leaders, members of the Global Youth Council help ensure that the perspectives and innovative ideas of the next generation are heard and supported, empowering them to reach their full potential.

UAE	Male		Female	
Hierarchy	Number	% of Total	Number	% of Total
Entry Level	670	41%	548	60%
Middle Management	768	47%	325	36%
Senior Management	196	12%	37	4%
Total Enterprise	1634	100%	910	100%

Global	Male		Female	
Hierarchy	Number	% of Total	Number	% of Total
Non-Management	2035	51%	1569	69%
Middle Management	1664	42%	647	29%
Senior Management	260	7%	49	2%
Total Enterprise	3959	100%	2265	100%

As a crucial element of our commitment to diversity, we not only emphasize equal representation but also prioritize equal access to financial security and benefits. Ensuring gender equality, our compensation structures remain unbiased and do not differentiate based on gender. In the fiscal year 2025, we conducted a comprehensive evaluation, revealing a male-to-female compensation ratio of 1.31:1

Beyond gender diversity, our commitment to inclusivity extends to embracing People of Determination (PoD). In line with this, our offices have been designed to be PoD-friendly, and we offer flexible working arrangements to accommodate the diverse needs of our workforce.

We prioritize transparency in our diversity initiatives, regularly assessing and publicly disclosing our progress against clearly defined goals. These objectives, along with actionable plans, focus on achieving gender equality in managerial roles and ensuring opportunities for all. Through these disclosures, we hold ourselves accountable for the progress we make, reinforcing our position as a transparent, inclusive, and equitable organization.

UAE Gender Balance Council

In 2025, as a demonstration of Mashreq’s commitment to establishing a working environment that is Diverse, Equitable and Inclusive, Mashreq’s signed up to the UAE Gender Balance Council pledge to increase female representation in mid to senior level roles to 30% by 2028. The pledge aligns with the United Nations Sustainable Development Goal on gender equality and extends to four broader objectives that will support the delivery of this pledge: 1. ensuring equal pay and fair compensation, 2. promoting gender-equitable recruitment and promotion, 3. embedding inclusive policies and programmes, and 4. maintaining transparency in progress reporting. This milestone underscores our vision to position Mashreq as an employer of choice and a leader in advancing gender balance across the financial sector.

DEI (Diversity, Equity and Inclusion) Policy

At Mashreq, diversity, equity, and inclusion are embedded in our organizational DNA and formalized through our Global DEI (Diversity, Equity and Inclusion) Policy, which applies to all employees across geographies. This policy sets clear expectations for fostering a culture of belonging, ensuring fair and inclusive recruitment, equitable access to career growth, and transparent governance. Guided by global best practices, the policy addresses every stage of the employee lifecycle—from hiring and

onboarding to development, retention, and offboarding while promoting accountability through leadership responsibilities and employee engagement. In 2025, we advanced this vision by setting measurable targets under the policy aim to achieve stronger gender balance at all levels of the organisation, along with increasing the representation of employees with disabilities. Our commitment to these targets was demonstrated this year when we signed the UAE Gender Balance Council pledge to increase female representation at mid to senior levels roles to 30% by 2028. Governance is ensured through the DEI Council, which monitors progress, reviews KPIs, and drives continuous improvement, while the framework integrates policy principles into operational practices to remove systemic barriers. Through this commitment, Mashreq continues to leverage diversity as a strength—driving innovation, enhancing client experience, and delivering sustainable growth.

9.3 Learning & Development

The Intellectual Capital & Organizational Development (ICOD) department is committed to providing opportunities to all employees to be successful in their role, and for long-term career development. We aim to enhance employee learner experience and build an inclusive and values – driven workplace through engaging and value add learning interventions.

Furthermore, we foster a culture of continuous learning by encouraging employees to engage in self-directed learning opportunities, workshops, and industry-specific certifications. This not only enriches their knowledge base but also aligns their skill set with evolving industry trends.

Our commitment to learning and development extends beyond traditional approaches. We leverage digital platforms and e-learning modules to provide flexible and accessible training options, accommodating the diverse learning preferences and schedules of our workforce.

Through regular feedback mechanisms, we assess the effectiveness of our L&D programs, allowing us to continuously refine and tailor offerings to meet the evolving needs of our employees. This commitment to a dynamic and responsive learning culture positions our workforce for sustained success and adaptability in the ever-changing business landscape.

We believe that every employee of Mashreq is an asset, and we are focused on nurturing, supporting and enabling each employee to fulfil all their aspirations and potential.

Learning and Development – Policy

At Mashreq, we prioritize the achievement of business outcomes through a strategic focus on future capability building and upskilling the workforce in both technical and behavioral skills. The Intellectual Capital & Organizational Development function of the bank is dedicated to enhancing the skills and knowledge of our employees, ensuring their success in current roles and preparing them for future responsibilities within the organization.

As part of our commitment, we allocate substantial investments in Human Capital Management (HCM) technology and diverse Learning resources. These resources are integral to fostering an effective learning environment that empowers our employees. We go beyond traditional approaches by offering a comprehensive suite of learning methods and programs, granting our workforce the flexibility to tailor their development paths according to their unique needs and aspirations.

This learning and development policy is based on the following general principles:

- All employees shall receive the required learning and development support without any prejudice or bias to their grade, job title, age, nationality, gender, ability, or faith.
- All employees are required to complete mandatory training programs assigned annually and employees in roles under the fit and proper regulations need to complete training for continuous professional development, over and above this.
- Completing all confirmed and assigned learning and development activities is the sole responsibility of each employee and their line manager.

Training Programs for Different Talent Segments

Recognizing the diverse learning needs of various talent segments within Mashreq, our training programs are thoughtfully tailored to align with the specific requirements of each group, aiming to achieve distinct learning outcomes that contribute to the broader business objectives. Below are some types of training offerings for different talent groups:

New Hires:

a) Global and Role-Based Induction:

- All employees attend our Global Induction programme covering the essentials of the Mashreq Way via an interactive gamified experience, meeting key stakeholders and colleagues. In addition, frontline roles in our Retail Banking Group benefit from role-specific inductions, ensuring a clear understanding of job responsibilities and expectations.

b) E-Orientation Curriculum:

- All new hires undergo a comprehensive E-Orientation online curriculum within 60 days from their hire date. This program, facilitated through our Enterprise Learning Management System (LMS), covers essential legal and policy-related rules and regulations. Additionally, it acquaints employees with the organization's history, culture, strategy, and structure.

Graduates and Early Talent:

a) ACE Programme:

- Advanced Certificate of Excellence (ACE) is an intensive 6-month graduate training program which aims to identify, develop, and fast track local talent to create professional bankers ready to progress into middle and senior management positions in the future by taking them through an accelerated career long journey.

b) Pathfinders:

- The Pathfinders program is tailored to attract fresh graduates from the markets. This program is designed to provide young talents with the opportunity to embark on an accelerated career journey within Mashreq, nurturing their potential and fostering long-term growth and development. The graduates will be placed in both business and Support Functions and is designed for UAE national graduates.

Global Internship Programme:

Internship programme designed to provide university students or recent graduates with practical work experience, exposure to our workplace culture, and the opportunity to develop professional skills. By focusing on emerging talent early on, this program also serves as a key part of our strategy for future graduate recruitment. In 2025, Mashreq introduced an updated Group Internship Programme Policy to provide university students with meaningful work experience while supporting business objectives and community engagement. The program offers two structured internship types: Summer Internships (4–12 weeks, May to August) and University Work Placements (4–24 weeks, as per academic requirements), with clear eligibility and compliance guidelines. Open to all nationalities including UAE, Bahrain, Qatar, Kuwait, Oman, India, Pakistan, Egypt, New York, Hong Kong and the United Kingdom, the initiative strongly supports nationalization mandates in GCC countries by prioritizing opportunities for local talent and preparing them for future roles in the private sector. This policy reflects Mashreq's commitment to SDG 4: Quality Education and SDG 8: Decent Work and Economic Growth by fostering talent development, diversity and inclusion. Through this program, Mashreq continues to bridge academic learning with practical exposure, creating pathways for future leaders and contributing to sustainable economic growth.

All Employees:

a) Enterprise LMS Courses:

- Accessible to all employees, these online courses cover a range of topics, with some mandatory for compliance and others optional for technical skills enhancement.

b) Behavioral training catalogue:

- is aligned to our four Behavioral Competency Framework. The courses available are targeted to staff who are eager to develop their behavioral skills. The behavioral calendar is structured to accommodate different levels of proficiency, Introductory, intermediate, and advanced. The programmes offer flexibility through virtual learning and classroom options to cater to different preferences.

c) Technical training catalogue:

- is a comprehensive resource designed to equip employees with the skills they need to succeed in today's dynamic digital world, including programming languages, data analysis, project management and Agile methodologies. Offerings are varied and include topics from Business Writing, Project Management, Financial Statement Analysis to Power BI and much more.

d) e-Learning:

- Our ongoing investment in technology allows us to deliver training courses and materials online, enabling flexible and self-paced learning and provide a wealth of training mediums to suit different needs and to enhance the learner experience. At Mashreq we place great importance on building job specific skills required for our roles and developing each one of our employees. We have partnered with world leading digital learning providers to provide all employees with access to business, soft and behavioral skills courses at their desk or via their mobile. These platforms support skill benchmarking assessments, provide access to industry recognized certifications, and offer a range of learning channels from audiobooks to online learning, to live AI driven interactive coaching.

e) Strategic Priority Courses:

- Continued investment in courses aligned with the bank's strategic priorities, including ESG, climate risk and Digital Transformation, to enhance awareness and capability.

f) AI & Digital Academy:

- Further strengthening our investment in AI and Digital Capability, a dedicated AI & Digital Academy was piloted in 2025 and is being deployed to all staff, tailored to their need, from those building AI & Data strategies to our Technology teams and more.

g) Discrimination and harassment in the workplace:

- "Prevention of Sexual Harassment (PoSH) at Workplace" training has been launched for all employees across the Mashreq Global Network. This program is designed to help you understand the legal options and internal mechanisms available at Mashreq for addressing sexual harassment in the workplace. It covers all work-related environments, including office premises, company-provided transportation, team gatherings, and remote work setups, ensuring compliance and awareness across all regions where Mashreq operates.

h) Career Development:

- Supporting all employees in their professional growth by providing tools, resources, and opportunities to explore and achieve their career aspirations within the organization. Our focus on career development includes support to understand the available career paths, the skills and experience required to progress through the organization and how to curate the many development solutions to create and activate an Individual Development Plan (IDP).

i) Tertiary Education Support:

- All employees have access to pursue higher education, supported by the bank both financially and through enhanced leave to support study and examinations. Mashreq pays up to 100% of study fees for employees wishing to further their career growth.

j) Structured Learning Programmes

- are designed to accelerate our investment in specific populations to support our employees and our business. The following Structured Programmes elevate the capability of targeted managers and employees through several months of carefully curated content and accelerated learning, anchored in our Competency Framework.
- **Elevate Mentoring Programme:** We offer global internal mentoring opportunities to build internal capabilities of our aspiring colleagues to learn and grow from senior leaders both functionally and cross functionally.
- **Mashreq Business School:** Aims to upskill, reskill and increase employees' motivation to improve their overall productivity. The programme duration is 4 months, and it aims to support Mashreq's ambition to create an agile workforce and aims to foster a culture of ongoing development and growth.
- **Mashreq Manager Essentials:** Launched in 2025, supporting our people managers to build or strengthen the essentials skills for creating, engaging, and developing a high performing team.
- **Reignite:** Is designed to empower and support female professionals returning to the workforce after a 12-month or longer career break. Reignite offers a comprehensive suite of resources, including mentorship, skill building workshops, networking events and tailored career coaching.
- **Empowering Managers for Success:** Supports middle managers with developing the essential skills to foster collaboration, drive career growth and elevate their leadership capabilities. The programme focuses on the management skills required to enhance productivity, performance and the working culture of the teams the participants are managing.
- **Leadership Academy:** Provides senior leaders with access to a carefully curated list of Executive Education programs with leading, global Business Schools.
- **Lead Programme:** We offer a specialized programme for our identified high potential to unlock their potential through a series of high impact and interactive learning experiences, building capability around Mashreq's Behavioral Competency Framework.
- **Leadership Development:** Instilling a customer first, global mindset, emphasizing the importance of enhancing customer experience in a digital world, and fostering a culture of Innovation in our senior leaders. The programme blends group learning, business simulation, leadership assessment and 1:1 coaching.

Training Hours Investment:

In FY2025, our commitment to employee development resulted in a significant focus in training hours across levels, totaling 243,390.9 hours globally. The average training hours per FTE during the year was 39 hours. This investment is further categorized based on gender, as detailed below.

Training Hours in 2025			
Employee Category	Male	Female	Total Training Hours
Board of Directors	60	10	70
Senior Management	9657.6	2002.2	11,659.8
Middle Management	64744.7	30594.4	95,339.2
Entry Level	73121.5	63200.3	136,321.8
Total Training Hours	147,583.9	95,807.0	243,390.9

	Unit	2025
Amount invested in training	₪ million	3,795,245.35

Learning Metrics

At Mashreq, our commitment to continuous improvement in Learning and Development is reflected in our robust tracking and reporting of key metrics. These metrics provide valuable insights into the effectiveness and impact of our training initiatives. The following metrics are meticulously monitored:

a) Total Training Man-days:

- A comprehensive measure of the total number of training days completed by all employees.

b) Average Training Man-days:

- The average number of training days completed per employee, providing a nuanced view of individual engagement.

c) Training Spend (% of Operational Expense):

- The proportion of training expenditure is related to Operational Expense (OPEX), gauging our investment in employee development against overall operational costs.

d) Training Spend (% of Wage Bill):

- The percentage of training costs in relation to the Wage Bill, offering insights into the allocation of resources dedicated to employee training.

e) Average Training Effectiveness Score:

- An assessment of the effectiveness of our training programs, determined through pre and post assessment, leaner and manager feedback and performance metrics.

These metrics serve as critical benchmarks, allowing us to maintain a sharp focus on employee training and development. By regularly analyzing these indicators, we can make informed adjustments and enhancements to our programs, ensuring they align with organizational objectives and contribute to the ongoing growth and success of our workforce.

Employee Engagement

Mashreq measures our employee engagement globally using the Sustainable Engagement model which focuses on the intensity of our employees’ connection to Mashreq, marked by committed effort to achieve goals (being engaged) in environments that support productivity (being enabled) and maintain personal well-being (being energized). In annual employee engagement survey 2025, our overall sustainable engagement index score was 90% measured by a participation rate of 86% of employees. In addition, 92% were scored by employees on Mashreq providing employees with a sense of meaning and purpose and 91% said that they are proud to be associated with Mashreq.

Mashreq Culture Challenge:

As part of the sustenance phase of the Culture Journey, we continued to strengthen a shared mindset across the organization focused on delivering a #1 client experience. The Culture & Conduct Roadshow is delivered through a digital learning experience, enabling seamless and consistent engagement for empowered workforce over approximately 5,000 employees distributed across different countries.

The initiative reinforced the organization’s Vision, Mission, Values, and Employee Value Proposition, ensuring alignment with our culture attributes and promoting responsible, customer-centric principles. A differentiated learning journey was deployed for people managers and individual contributors, enabling leaders to role-model desired behaviors while empowering employees to embed the Mashreq’s standards in their day-to-day activities.

Gamification elements such as leaderboards and badges were integrated to enhance collaboration and morale, while learning analytics provided insights into participation, behavioral alignment, and areas for continuous improvement. This scalable digital approach supports long-term cultural sustainability by embedding values-driven practices, strengthening employee engagement, and reinforcing our commitment to exceptional client experience

Board INSEAD training

In 2025, Mashreq Bank’s Board of Directors participated in a comprehensive session on Sustainable Finance, led and facilitated by global ESG experts from INSEAD. The training provided an in-depth overview of the rapidly evolving sustainable finance landscape, highlighting the transition from peak momentum and enthusiasm in 2021 to a more pragmatic and mature approach today. The session focused on key developments, challenges, and opportunities in sustainable finance, with particular emphasis on Mashreq’s regulatory environment, including the UAE’s Net Zero 2050 Strategy and the Federal Decree-Law No. 11 of 2024. Directors engaged in discussions around climate change realities, the implications for Mashreq’s business model, and the need to rethink financed emissions commitments and targets.

The session also addressed the complexities of a fragmented global policy landscape, with evolving and sometimes uncoordinated regulatory frameworks such as the forthcoming IFRS S1 and S2. The Board explored strategies for complying with diverse reporting requirements in markets like Hong Kong and Qatar. Beyond climate, the training highlighted the growing importance of nature and social finance, noting recent regulatory inquiries and the emergence of new principles and trends. The Board's engagement in this session underscores Mashreq's proactive approach to ESG leadership, regulatory compliance, and sustainable growth.

ESG Primer Training

The bank provides ESG Primer training to all employees as part of its awareness and capacity building efforts. This foundational programme ensures that staff across functions gain a baseline understanding of environmental, social and governance concepts, regulatory expectations, and the bank's own sustainability commitments. The training forms a key component of the bank's broader approach to embedding ESG principles into day to day operations and decision making

9.4 Employee Wellbeing

We understand that collective success is directly linked to the health and happiness of our colleagues. With WERise we are taking a proactive step towards fostering a culture of holistic wellbeing, where every individual at Mashreq can thrive and Rise Every Day. This is achieved by 3 distinctive pillars:

Physical Health

A renewed focus on physical health through a list of sports and health initiatives. In 2025 Mashreq held Mashreq Olympics participated by over 2000 employees in multiple countries hosting football, badminton, and cricket tournaments – the Olympics was more than just a sporting event, it was an experience that supported health, community, spirit and belonging. We have also extended our participation in Dubai 30x30 globally, gathering colleagues across Mashreq who promoted physical health across. We have also launched a global health and wellness week that focused on holistic health and included on-site check-ups, in person sessions & webinars gaining around 2000 participants across.

Mental Fitness

An emphasis on emotional and psychological health to enhance your wellbeing and management of stress. Initiatives launched include increasing our network of dedicated teams of trained Mental Health First Aiders within our organization. They are fully equipped to promote a supportive work environment, offer guidance and practical advice, to ensure individuals are guided to the right resources. Additionally, our PeopleCare programme provides confidential support for any personal or work-related concerns, offering a wide range of services including Self-Care modules, practical tips, meditation, sleep techniques, journaling, community connects & 24/7 hotline support. We have also launched quarterly webinar series that focuses on mental wellbeing including stress management, emotional resilience, and work life balance.

Mashreq Mental Health & Wellbeing Initiative

Mashreq continued to prioritize employee wellbeing in 2025 through a comprehensive mental health program that aligns with SDG 3: Good Health and Well-being. Key initiatives included expanding the global network of certified Mental Health First Aiders (MHFA) to provide peer support, launching the PeopleCare Programme offering confidential multilingual counselling and self-care tools, and hosting quarterly Wellbeing Wednesday webinars focused on stress management, mindfulness, and work-life balance. These efforts aim to foster a supportive workplace culture, reduce stigma around mental health, and empower employees to maintain resilience and overall wellbeing. The impact of these programs is reflected in increased employee engagement and accessibility to mental health resources across multiple regions.

Inclusion and Belonging

deeper wellness by encouraging an inclusive and strong psychological connection at work. This includes initiatives and activities to connect our employees globally, forming global networks and opportunities to collaborate and celebrate success. We have celebrated globally, regionally, and locally, various global observance days through events & initiatives gaining nearly 4000 attendees. To further promote inclusion, events are offered to be attended by family members such as our summer talent event offered during the school summer break.

a) Flexible working hours

- Mashreq recognizes the importance of work-life balance and provides employees with flexible working hours. This allows staff to customize their start and end times to accommodate personal commitments while ensuring productivity is not compromised.

b) Working-from-home arrangements

- To promote flexibility and adaptability, Mashreq has introduced a Remote Work Policy that enables employees to work from home for two days a week. Additionally, employees can work from any location as part of this policy, depending on their role. Various work styles, such as full-time remote work or hybrid arrangements, are designed to suit the nature of specific roles. To support these arrangements, Mashreq provides essential resources like laptops, secure access, and allowances, ensuring a seamless and efficient remote working experience.

c) Part-time working options

- Mashreq offers part-time working options to accommodate employees who require reduced hours due to personal or special circumstances. These roles are particularly beneficial for parents, students, or individuals who need a more flexible schedule, fostering an inclusive workplace environment.

d) Breast-feeding/lactation facilities or benefits

- Mashreq is committed to supporting breastfeeding employees by offering dedicated, private lactation rooms at its offices. The organization also provides scheduling flexibility and designated breaks to ensure breastfeeding mothers can manage their responsibilities comfortably.

e) Privilege Leave and Employee Well-being

- As part of our commitment to fostering a sustainable and healthy work environment, we encourage employees to fully utilize their Privilege Leave entitlements. Taking time off is essential for maintaining work-life balance, reducing stress, and enhancing overall productivity. Our Privilege Leave Protocol emphasizes advance planning, proper handovers, and complete disconnection during leave periods to ensure employees return refreshed and energized. By respecting these guidelines, we reinforce our dedication to employee well-being, which is a cornerstone of our social sustainability strategy.

f) Paid parental leave for the primary caregiver

- Mashreq offers extended paid maternity and paternity leave for primary caregivers. This policy is designed to support employees in managing caregiving responsibilities, providing them with the time and resources necessary to care for their families without additional stress.

g) Paid parental leave for the non-primary caregiver

- Secondary caregivers are also supported at Mashreq through paid leave options that enable them to actively participate in family responsibilities. This policy fosters a more equitable distribution of caregiving duties within families.

9.5 Human Rights

At Mashreq, our unwavering commitment to the protection and respect of human rights extends across all the countries and regions where we operate, guided by our core values of integrity. Beyond mere compliance with rules and regulations, we actively champion practices that fortify human rights within our organizational sphere and throughout our value chain. This commitment permeates our standards for employee conduct, client and customer interactions, business relationships, and our engagement with the communities we serve. As a prominent financial institution, we acknowledge our pivotal role in recognizing and addressing human rights violations. To emphasize our dedication to this responsibility, we are formulating a comprehensive Human Rights Policy.

This policy serves as a blueprint for promoting business practices rooted in the principles of justice, equality, and respect for all. Our commitment to the protection and promotion of human rights is seamlessly integrated into our group-wide policies, including our Code of Conduct and Supplier Charter. These foundational documents articulate clear expectations for our diverse stakeholders, emphasizing the highest standards in human rights protection and promotion.

9.6 Non-Discrimination

Mashreq is steadfast in its commitment to being an equal opportunity employer, cultivating a workplace environment grounded in the principles of equality, fairness, and safety. We are dedicated to ensuring that our employees have unfettered access to opportunities, devoid of discrimination and harassment. Meritocracy underpins all facets of our work, encompassing recruitment, job allocation, transfer, access to benefits, salary determination, and career advancement.

Discriminatory behavior has no place within our workforce or supplier chain, aligning with the tenets of our comprehensive non-discrimination policy. We vehemently reject any form of discrimination, fostering an inclusive culture that promotes diversity and values everyone's unique contributions.

To reinforce our commitment, we have established robust mechanisms encouraging employees and other stakeholders to report instances of discrimination or harassment, irrespective of whether they are victims or witnesses. Allegations are handled discreetly through a meticulous inquiry process, with remedial actions implemented as necessary. Our grievance redressal system, complemented by our Whistle-blowing Policy, is accessible to all internal and external parties, further ensuring a transparent and accountable approach to addressing and preventing discrimination within our organizational sphere.

Defined escalation process for reporting incidents specific to discrimination and/or harassment:

Mashreq's escalation process's purpose is to ensure all employees have a clear, confidential, and structured process for reporting incidents of discrimination and harassment, fostering a safe and inclusive workplace. Employees may report incidents through the following reporting channels:

- **Immediate Manager/Supervisor** – If comfortable, employees should first approach their immediate manager or supervisor.
- **Human Resources (HR) Department** – Employees can directly report to the HR Department if they feel uncomfortable raising the issue with their manager.
- **Employee Relations (ER) Unit** – A dedicated channel to handle sensitive workplace incidents, ensuring fairness and confidentiality.

Whistleblowing Hotline/Email – A secure and anonymous platform for reporting incidents without fear of identification. Employees can do so via email at ethics.whistleblowing@mashreq.com or by call +971 4 4246677. The process has 5 escalation stages that include:

Stage 1: Initial Reporting

- Employees file the complaint with a trusted channel (manager, HR, ER, or hotline).

Stage 2: Preliminary Assessment by ER Unit

- ER conducts an initial review to determine if the case qualifies as discrimination or harassment under the bank's policy.
- ER may contact the complainant for clarification or additional details.

Stage 3: Investigation Process

- A designated investigation team interviews the complainant, respondents, and any witnesses.
- Evidence such as emails, messages, or CCTV footage is gathered.

Stage 4: Decision and Recommendation

- The ER team concludes the investigation and submits findings to the Disciplinary Committee for action (when required).
- Recommendations may include mediation, disciplinary action, or external reporting (if legally required).

Stage 5: Final Resolution

- ER communicates the resolution to the complainant and respondent.
- Corrective measures (e.g., training, disciplinary action) are implemented.
- If the complainant feels the issue is unresolved at any stage, they can escalate as per the Escalation Hierarchy, complaints can be escalated to the Experience Head, the CHRO, or external regulatory authorities.
- All reports will be handled with strict confidentiality, retaliation against complainants or witnesses is strictly prohibited and will lead to disciplinary action.
- If an employee disagrees with the outcome, they can file an appeal as per the Appeal Process, appeals are reviewed by an independent hearing committee.

Corrective or disciplinary action taken in case of discriminatory behavior or harassment:

Corrective Actions for Discrimination or Harassment at Mashreq Bank include:

- **Mandatory Training:** DEI and anti-harassment programs, Counseling/Coaching: Guidance on appropriate workplace behavior,
- **Mediation:** Facilitated resolution between parties.

Disciplinary Actions for Discrimination or Harassment at Mashreq Bank include:

- **Warnings: Verbal or written warnings for misconduct, Suspension:** Temporary removal from duties, Demotion: Reduction in job grade or responsibilities
- **Termination: Dismissal of severe or repeated violations, Legal Reporting:** Referral to authorities if necessary.

Additional Measures include Restricting access or roles and Reassigning to another team or department. Regular follow-ups and monitoring practices are put in place to ensure compliance and a safe work environment. These actions ensure accountability and maintain a respectable workplace.

9.7 Occupational Health & Safety

Recognizing the pivotal role our employees play in the success of our business, Mashreq remains unwavering in its commitment to being an equal opportunity employer, fostering a workplace culture rooted in the principles of equality, fairness, and safety. We are resolute in ensuring that all employees have unhindered access to opportunities, free from any form of discrimination or harassment. Meritocracy is the cornerstone of our operations, encompassing all aspects of recruitment, job placement, transfers, access to benefits, salary determination, and career progression.

Discriminatory behavior has no place within our workforce or supply chain, in full alignment with the core tenets of our comprehensive non-discrimination policy. We categorically reject any form of discrimination, nurturing an inclusive culture that celebrates diversity and recognizes the value of everyone's unique contributions.

To fortify our commitment, we have implemented robust mechanisms that encourage employees and stakeholders to report any incidents of discrimination or harassment, whether as victims or witnesses. Allegations are handled with the utmost confidentiality, undergoing a thorough investigative process, with corrective actions taken as required. Our grievance resolution system, supported by our Whistle-blowing Policy, is readily available to all internal and external parties, ensuring a transparent, accountable approach to the prevention and resolution of discrimination within our organization.

Performance Management

Mashreq's Performance Management (PM) Framework includes a bi-annual performance review process. The two mandatory reviews are a Mid-Year Performance Review (Jun – Jul) and a Yearend Performance Review (Nov – Dec).

While Mashreq's PM framework includes 2 formal performance reviews, our PM key strategic pillars include SMART goal setting via MBOs (Management by Objectives) and continuous performance feedback, and, as such, the formal performance reviews serve these 2 pillars and document feedback, but it is expected of line managers to push a culture of feedback and exchange within their teams.

The Bi-annual Performance reviews include staff members who have at least 3 months of service within the organization. All grades are required to complete the performance reviews.

During the reviews, employees are evaluated on 2 main sections: Performance (Have they delivered their set goals, and how have they developed within their professional and technical competencies over the year?) and Values (Have they been achieving the goals and representing the business in line with our Mashreq Values?).

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Employee Recognition Programs:

At Mashreq, we recognize that our employees are the cornerstone of our success. To foster a culture of appreciation and continuous development, we have implemented a range of recognition programs designed to celebrate achievements, inspire motivation, and contribute to the personal and professional growth of our staff. Our recognition programs are open to all permanent employees globally who qualify as per the defined criteria.

Overview of Our Recognition Programs

1. iValue Global Recognition:

- Honors employees who consistently exemplify Mashreq's core values—such as integrity, teamwork, customer-centricity, and innovation. This initiative ensures that those individuals and teams who embody our values in their daily work are recognized and celebrated.

2. Spot Rewards:

- Celebrates employees who go above and beyond in their roles or demonstrate exceptional behavior that contributes significantly to the team or organization in the moment. These awards are given spontaneously to recognize efforts that make an immediate impact.

3. Long Service Recognition:

- Recognizes employees who have shown dedication and loyalty through long-term service to the organization. It honors employees who have reached important career milestones, celebrating their commitment and years of service to Mashreq.

Participation and Reach

Over the past year, close to 26% of our global workforce has benefited from these recognition programs. Specifically:

- 1,122 employees were acknowledged through individual spot and iValue awards.
- Multiple teams received collaborative recognition as part of our Super Squad initiative under iValue.

Impact on Motivation and Growth

Our recognition programs are closely tied to our organizational goals of fostering motivation and driving growth. By celebrating successes and encouraging excellence, we have observed:

1. Increased Employee Engagement: Recognized employees are more engaged, as evidenced by employee feedback surveys and participation rates.
2. Improved Retention Rates: Employees who receive regular recognition report a higher commitment to staying with the organization.
3. Service milestone awards were presented to 505 employees globally.

We believe that an empowered and motivated workforce is integral to achieving our objectives. By investing in recognition programs, we not only support individual and organizational growth but also contribute to a positive workplace culture that aligns with our values of inclusivity, equity, and innovation

9.8 Nationalization

In line with the broader goals of the Gulf Cooperation Council (GCC) countries to enhance the role of their national workforces, our bank is dedicated to advancing Emiratization and similar local talent initiatives across the region. Recognizing the unique nationalization policies of each GCC member state, we have tailored our workforce development strategies to support the specific objectives of each country. In the UAE, our commitment to Emiratization continues to grow through recruitment, training, and career advancement programs for UAE nationals. Similarly, we are actively contributing to the Qatarization in Qatar and Kuwaitization in Kuwait by providing opportunities for local talent to thrive within our organization. By aligning our practices with each nation’s vision for economic diversification and national development, we help foster a more inclusive and sustainable financial sector. Our bank remains focused on building a diverse workforce that supports the region's future growth, ensuring that we contribute to both the economic and social goals of the GCC countries while empowering the next generation of leaders in the banking industry.

Country	Nationalization (%) in 2025
UAE	48%
UAE – Critical Role	43%
Qatar	21%
Kuwait	71%
Bahrain – Branch	60%
Bahrain – OBU	50%

SDG 3:

- Good Health and Well-being – by creating cleaner, safer environments for local communities and tourists.

SDG 5:

- Gender Equality – through leadership by global female athletes and inclusive volunteer participation.

SDG 8:

- Decent Work and Economic Growth – by supporting local artisans and entrepreneurs, benefiting 195 individuals.

SDG 11:

- Climate Action – through waste reduction and afforestation with native species.

SDG 13:

- Climate Action – through waste reduction and afforestation with native species.

SDG 14 & SDG 15

- : Life Below Water and Life on Land – by preventing waste from polluting rivers and restoring biodiversity through tree planting.

SDG 17:

- Partnerships for the Goals – by collaborating with NGOs, local authorities, and community stakeholders.

These efforts reflect Mashreq's holistic approach to sustainability, combining environmental action, social empowerment, and economic resilience.

Beyond the cleanup, Climb2Change also provided a platform to local artisans and entrepreneurs, including the Mahila Mandal, to showcase handmade, locally produced, and upcycled products. More than ten representatives from community-based enterprises benefited, gaining visibility, engagement, and support for their sustainable livelihoods.

CSR Activities in Qatar

In line with our guiding principle of 'Rise Responsibly,' the Mashreq Qatar team conducted a beach cleanup initiative in conjunction with the Ministry of Municipality, State of Qatar. Mashreq employees, equipped with gloves and bags, worked together to collect waste and restore the beauty of our coastline, demonstrating our collective dedication towards sustainability and environmental protection.



As a result of the cleanup efforts, we successfully recovered the following:

- 18 Blue bags – Includes recyclable materials such as plastics and glass.
- 4 Brown bags – Categorised as general waste
- 10 Grey bags - Categorised as other waste

This initiative not only contributed to the preservation of marine life but also reinforced our teamwork and shared responsibility towards a greener future. Every effort counts.

To reinforce our guiding principle of Rise Responsibly, the Mashreq Qatar team came together on 25th March to support the community by donating 325 Ramadan boxes filled with essential food items to those in need.

In partnership with our valued clients, Lulu and Generic Engineering Technologies, and through internal contributions, this initiative beautifully captured the true spirit of giving with total donations reaching QAR 16,250.

Seniority Level (National)	
J+ & below	63%
K to M	32%
N & above	5%

9.9 Positive Community Impact

Since its inception, Mashreq has remained steadfast in its commitment to making a positive impact on the communities we serve. Across our regional and international offices, our employees take immense pride in the role they play through socially responsible initiatives.

Our Corporate Social Responsibility (CSR) philosophy reflects our dedication towards integrating the needs and aspirations of our stakeholders, customers, society, and environment into the very core of our business operations.

As a socially responsible organisation, we firmly believe that advancing socio-economic development through CSR not only benefits the communities we serve but also strengthens long-term resilience and prosperity of the bank. This commitment to give back is deeply embedded in our core purpose, corporate values, and organisational culture, as outlined in our CSR policy.

Mashreq’s CSR activities also align with key United Nations Sustainable Development Goals (SDGs) and address priority areas including community support, environmental conservation, inclusion and diversity, mental wellbeing, and youth empowerment. Collectively, these efforts reflect Mashreq’s purpose-driven approach to building resilient communities, minimizing environmental impact, and contributing to a more sustainable and inclusive future.

Over the years, we have spearheaded a diverse range of philanthropic initiatives that address key societal needs, including support for youth development, poverty alleviation, health and wellness, arts and culture, gender equality through female empowerment, and the inclusion of People of Determination. Our societal impact is further amplified through a blend of volunteerism and strategic partnerships with like-minded organisations. For 2025, community investment through philanthropy, donations and sponsorships for the Climb2Change and Emirates Nature–WWF (Notice Nature) initiatives amounted to **₹ 1.48 million**, excluding content production, promotion and marketing costs.

Climb2Change

Our Climb2Change initiative brings together the bank’s efforts in sustainable and social impact initiatives, emphasising its dedication to driving sustainability in the MENA region and beyond. A marquee initiative under Climb2Change was a cleaning operation that covered 14 mountains across regions in and around Nepal, Pakistan, Egypt and India. This was a pioneering programme in its genre and the world’s largest mountain cleaning operation till date.

Each cleanup has not only been a triumph for Mashreq, but a message of hope and a call for action to like-minded organisations and communities around the world. The initiative seeks to promote awareness around recycling, waste reduction, and environmental preservation while engaging communities and influencers in collaborative efforts for a cleaner planet.

In 2025, Mashreq’s Climb2Change initiative reached the majestic heights of Himachal Pradesh, India - a region celebrated for its awe-inspiring landscapes, stretching from the lush Shivalik foothills to the towering peaks of the Zanskar and Great Himalayan ranges, with elevations ranging from 350 to over 7,000 meters.

Each year, one million visitors visit Himachal’s breath-taking beauty, making it one of India’s most popular tourism destinations. Waste generation now extends even to remote trekking routes and high-altitude villages, threatening fragile ecosystems.

Despite growing awareness, waste management remains a persistent challenge in these rural and mountainous regions endangering both community health and biodiversity. The final phase of Climb 2Change was implemented in Himachal Pradesh, India to promote responsible waste management and inspire collective action towards preserving the pristine ecology of the Himalayas.

In addition to its environmental accomplishments, this clean-up in the northern state of India has been highly successful in promoting awareness and advancing efforts leading to the removal of 3.01 tonnes of general waste with real time tracking and digital auditing of waste through notable social impact, benefiting 225 local organisations.

9 Mashreq employees along with three clients contributed a total of 230 hours to support the mission. In addition, Mashreq facilitated educational sessions focusing on waste segregation, recycling, sustainable waste management practices, and environmental stewardship.

Placing emphasis on the preservation of the local ecosystem and biodiversity during a tree plantation drive, 80 Deodar tree saplings were planted by volunteers, employees, and team members, with support from over 10 Van Mitras and 3 Forest Department officials.

Overall, the initiative successfully mobilised 158 volunteers including employees, clients, youth, local communities, and NGOs, who collectively dedicated 5,876 hours, with a shared sense of purpose to make this event a transformative success.

Climb2Change directly and indirectly contributed to eight UN Sustainable Development Goals (SDGs):

SDG 3:

- Good Health and Well-being – by creating cleaner, safer environments for local communities and tourists.

CSR Activities in India

As part of our Corporate Social Responsibility (CSR) policy aimed at supporting public schools and promoting girl-child education, we partnered with Kritagyata Trust to provide essential resources to local schools.

Through this collaboration, we supplied stationery, sports equipment, shoes, and computers, significantly enhancing the learning environment for students. Additionally, we proudly supported the education of thirteen girls, reinforcing our commitment to empowering young women and fostering educational opportunities within our community. Mashreq employees in India contributed a total of 1,180 volunteering hours in 2025, reflecting our strong commitment to community engagement and social impact.



Another association we made in India was with Ripples of Change Foundation (ROCF) to support 70 women farmers across 4 villages in Karnataka in training and capacity building, creating kitchen gardens, community resource centre and supporting with SHG activities.



We partnered with Forests by Heartfulness (FBH) Seed Biology Laboratory and Field Gene Bank to study key biological aspects of seeds from selected tree species and to develop standardized germination and viability protocols for use in conservation and reforestation programs. We also participated in the Green Heartfulness Run to enhance awareness on Greening initiatives.



10.1 Environmental commitment

At Mashreq, we remain deeply committed to minimizing our environmental impact and advancing a responsible, resource efficient operating model. Our environmental commitment is rooted in proactive action, optimizing energy and water use, minimizing waste, and integrating sustainability into the design, operation, and maintenance of all our facilities. We continue to align our practices with leading global standards and national sustainability priorities, ensuring that our operations contribute to climate resilience, environmental protection, and long term value creation. Through strong governance, data driven performance monitoring, and continuous investment in infrastructure, Mashreq is dedicated to strengthening environmental stewardship across the bank.

At Mashreq, environmental stewardship forms a core pillar of our ESG strategy, guiding how we operate across all offices, branches, and operational facilities. In 2025, we continued to implement meaningful, tangible initiatives aimed at reducing our environmental footprint, optimizing resource utilization, and fostering a culture of sustainability across the organization. Our approach is holistic, covering energy efficiency, carbon reduction, water conservation, waste management, sustainable procurement, and community engagement.

Mashreq continues to actively participate in global and regional sustainability campaigns. In 2025, we proudly took part in Earth Hour, joining a global movement to raise awareness on climate change and the importance of energy conservation. Initiatives like these complement our internal operational measures and strengthen our role as a socially responsible corporate citizen.

Through these diverse and comprehensive initiatives, Mashreq demonstrates that sustainability is not only embedded in policy but also in day-to-day operations. By reducing energy consumption, conserving water, minimizing waste, embracing green building standards, and leveraging digital solutions, we are actively contributing to a more sustainable future. Our efforts reflect our belief that environmental responsibility, operational efficiency, and community engagement are interconnected, and we remain committed to advancing these priorities as we continue to integrate ESG principles into the core of our business.

Sustainability considerations are embedded in all procurement and office design practices. For instance, new carpets installed at the Blue Tower Building in Abu Dhabi are low-VOC and environmentally friendly, reflecting our commitment to healthier, greener interiors. All new office and branch fit-outs adhere to LEED design standards, which focus on energy efficiency, sustainable material usage, and overall environmental impact. In 2025, Mashreq achieved LEED v4 ID+C Gold certifications for the Oman Branch, Doha Office and Branch, and MGN Bangalore office. Our DOZ operations are now LEED v4.1 O+M Gold certified, while Mashreq Headquarters received an upgrade to LEED v4.1 EB O+M Platinum, the highest LEED certification awarded, showcasing our leadership in sustainable building practices. Our energy management systems have received formal recognition with ISO 50001 certification for both DOZ and Mashreq HQ

10 | Our Environmental Stewardship

operations, affirming our structured approach to energy efficiency and sustainability management. These certifications reflect our continuous efforts to establish robust processes that monitor, control, and optimize energy consumption while minimizing environmental impact.



Observance of Earth Hour 2025 at Mashreq HQ

Mashreq's paperless office initiative leverages digital workflows and advanced analytics to reduce reliance on physical documentation, streamline internal processes, and improve operational efficiency. By transitioning key functions to digital platforms, the bank minimises paper use, boosts productivity, and strengthens data accessibility and security. This shift supports Mashreq's broader sustainability goals by lowering material consumption and associated environmental impacts.

Federal Decree No.11 of 2024: Reduction of Climate Change Effects

The Federal Decree-Law No. (11) of 2024 on the Reduction of Climate Change Effects, effective from May 30, 2025, establishes a comprehensive regulatory framework aimed at reducing the effects of climate change in the UAE and supporting the country's ambitious Net Zero 2050 strategy. This decree mandates public and private entities to manage their greenhouse gas emissions effectively, with specific provisions for annual reduction targets and the promotion of innovative practices in sustainability. The law empowers the Ministry of Climate Change and Environment to enforce compliance, ensuring that all sectors contribute to national climate goals while enhancing ecosystem resilience and fostering research and development initiatives. Non-compliance with the decree can result in significant penalties, with fines ranging from AED 50,000 to AED 2 million. Additionally, repeat violations within two years can lead to doubled penalties, emphasizing the need for diligence in meeting regulatory standards. By integrating climate action into business operations, the decree not only addresses environmental challenges but also positions the UAE as a leader in global sustainability efforts.

We are taking proactive steps to comply with the law's requirements, including developing emissions tracking systems and implementing targeted reduction strategies across our operations. By aligning our practices with the provisions of this decree, we aim to contribute meaningfully to the UAE's climate objectives while mitigating risks associated with non-compliance.

10.2 Energy Management

In response to the growing energy demands in the UAE, we recognize the urgency of addressing this challenge while mitigating the impact of human-induced climate change. At Mashreq, we prioritize the efficient management of energy resources, diligently monitoring and assessing our internal energy consumption to minimize environmental impact.

As part of our commitment to reducing the carbon footprint of our transportation, we have integrated Tesla electric vehicles into our fleet, advancing our efforts toward decarbonizing vehicle transport. Additionally, our headquarters proudly holds LEED green building certification, a testament to our dedication to sustainable construction and operational practices. These initiatives position Mashreq as a leader in energy management and environmental responsibility, driving meaningful progress toward a more sustainable future.

Furthermore, we actively raise awareness among all stakeholders regarding energy consumption, advocating for green building practices throughout our operations. Our commitment extends beyond internal measures, inspiring a collective dedication to environmental stewardship among our partners, clients, and communities.

Mashreq has taken significant steps to optimize energy consumption across its operations. At our headquarters, the gym was equipped with timers that automatically switch off equipment from 8:00 PM to 7:00 AM, including weekends and holidays, thereby preventing unnecessary electricity usage. In our Oman offices, facilities management implemented programmed systems to ensure that lights, air conditioning, and other power-consuming equipment are automatically switched off after office hours, significantly lowering electricity consumption. Across our buildings, including the Blue Tower Building in Abu Dhabi, lighting and HVAC systems were further optimized to achieve efficient energy use, with LED lights and motion sensors installed in staircases and common areas to prevent wastage.

We also focused on reducing our carbon footprint through renewable energy initiatives. Scope-2 operational emissions at MGN India were fully neutralized through a combination of solar wheeling and the procurement of International Renewable Energy Certificates (iREC). These efforts complement our broader sustainability goals and contribute to our journey toward operational carbon neutrality. Furthermore, Mashreq Headquarters continues to maintain its LEED Zero Carbon certification, reflecting our commitment to environmentally responsible operations and net-zero carbon objectives additionally, our headquarters proudly holds LEED v4.1 O+M Platinum green building certification.

Energy Consumption

Our energy consumption for the reporting period is outlined as follows. Our 2025 figures include energy consumption in bank owned buildings and operating branches in the UAE.

Component	Unit	2024	2025
Electricity consumption	kWh	11,206,346.06	10,933,601.32
LPG consumption	m3	4,414.14	2752.37
Diesel consumption	Liters	19,758.64	2188.31
Petrol consumption	Liters	13,631.71	11220.12

Energy Consumption in GJ

Our energy consumption in GJ for the reporting period is outlined as follows. Our 2025 figures include energy consumption in bank owned buildings and operational branches in the UAE.

Component	2024 (GJ)	2025 (GJ)
Electricity consumption	40342.85	39360.96
LPG consumption	184.51	115.05
Diesel consumption	747.98	82.84
Petrol consumption	460.13	378.73
Total Energy consumption	41,735.47	39937.59

Energy Mix

At present, our energy mix comprises electricity from conventional sources, LPG, and Diesel, with no inclusion of renewable energy. However, it's worth noting that we are actively evaluating the integration of renewable energy sources into our energy portfolio. As part of our commitment to sustainable practices, we are planning to utilize Renewable Energy Certificates (RECs) as a step towards promoting environmental responsibility and reducing our carbon footprint. Our 2025 figures include energy consumption in bank owned buildings and operational branches in the UAE. . As part of our commitment to sustainable practices, Mashreq has secured Renewable Energy Certificates (RECs) for its Headquarters to uphold the LEED Zero Carbon certification, reinforcing our efforts to reduce environmental impact. Additionally, delta-T controls at Mashreq HQ optimize chilled water consumption, lowering energy use and preventing penalties from the district cooling provider.

Energy Mix	Percentages (Basis of GJ) (2024)	Percentages (Basis of GJ) (2025)
Electricity	96.7%	98.6%
Liquified Petroleum Gas (LPG)	0.4%	0.3%
High-Speed Diesel (HSD)	1.8%	0.2%
Petrol	1.1%	0.9%
Total	100.0%	100%

The energy intensity ratio represents the internal energy consumption, as illustrated below. Our 2025 figures include energy consumption in bank owned buildings and operational branches in the UAE.

Component	Unit	2024	2025
Total energy consumption	GJ	41,735.47	39937.59
Total workforce	Per employee	2465	2544
Energy intensity	GJ/employee	16.93	15.69

Mashreq is currently establishing a comprehensive tracking mechanism for energy consumption to enhance data management efficiency. Our future plans include bolstering the sustainability of our infrastructure and fostering the development of climate-informed and resilient products. Additionally, we are committed to increased collaboration with industry leaders and various business units within the organization to actively contribute to financing renewable energy technologies.

10.3 Greenhouse Gas Emissions

In addressing the urgent challenges posed by climate change, particularly the reduction of greenhouse gas emissions, large organizations such as Mashreq are positioned to play a critical role in advancing global sustainability efforts. We are firmly committed to establishing ourselves as leaders in environmental sustainability, actively contributing to the transition toward a green economy. Recognizing the evolving expectations of our stakeholders, we see this as a unique opportunity to demonstrate our leadership by developing business solutions that minimize the environmental impact of our operations. To this end, we strategically incorporate climate-related risks and opportunities into our business framework, fostering climate resilience and effective risk mitigation.

In our efforts to manage and reduce greenhouse gas (GHG) emissions, we have identified key operational areas—paper usage, water consumption, and energy utilization—as the primary sources of our emissions. These focal points form the core of our GHG management strategy.

As part of our commitment to reducing our carbon footprint, our new headquarters was designed and constructed in alignment with green building standards. The building incorporates advanced energy-saving and sustainability measures, which are instrumental in reducing resource consumption. Notably, 80% of our buildings adhere to the UAE Building Management System (BMS) for energy efficiency, emphasizing our efforts to lower internal environmental impact while also supporting the broader goal of sustainable, pollution-free development in the UAE.

Our Mashreq Global Headquarters was previously certified as LEED Gold by the U.S. Green Building Council. In 2025, we proudly upgraded to LEED v4.1 EB O+M Platinum certification—the highest level of recognition for sustainable building operations—along with LEED Zero Carbon certification. These achievements underscore our unwavering commitment to sustainability in operations and position Mashreq as a regional leader in green building practices. As the first financial sector headquarters in the region to earn such recognition, this milestone reinforces our pledge to environmental stewardship and operational excellence.

As we move forward, we are intensifying our initiatives to reduce, offset, and transparently report on our Scope 1, 2, and 3 emissions:

- **Scope 1:** includes direct emissions from fuel use, such as LPG, petrol, and diesel.
- **Scope 2:** accounts for emissions from electricity consumption and chilled water for cooling (district cooling).
- **Scope 3:** encompasses indirect emissions from purchased goods & services, employee commute, business travel, downstream leased assets, water usage, waste management (including paper, plastic, food, and general waste), and other relevant operational activities.

Scope	Emission Source	Reduction Measures
1	LPG, Diesel & Petrol	Ongoing initiatives to reduce fuel usage and shifting to EV Vehicles
2	Electricity & Chilled Water	Implementation of energy-efficient systems and using REC
3	Water, Waste	Water Sensors, Waste segregation and working with certified vendors for effective waste management.

In 2024, we completed a thorough baseline assessment of our greenhouse gas (GHG) emissions across all operations. We calculated our GHG emissions for 2023 and 2024, covering most of our relevant scopes and categories according to the GHG Protocol. We are in the process of estimating our financed emissions. These emissions data encompass our operations in the UAE, IBG locations, and the Mashreq Global Network (MGN). Our Mashreq Global Headquarters has achieved LEED v4.1 O+M Platinum (previously was LEED Gold Certified) certification from the US Green Building Council, a significant accomplishment that underscores our commitment to sustainability in our own operations.

GHG Emissions	Unit	2024	2025
Scope 1	tCO2e	413.51	328.61
Scope 2 (location based)	tCO2e	13,094	12295.38
Scope 3	tCO2e	78,354.88	81,761.07
Total GHG Emissions	tCO2e	91,862.397	94385.06

GHG emissions intensity (scope 1+2)

	Unit	2024	2025
Total emissions (Scope 1+2)	tCO2e	13507.56	12623.99
Total workforce (Global)	Per employee	6174	6224
Emissions intensity (Global)	tCO2e/emp	2.18	2.03

GHG Emissions Statement

	Year ended December 31, 2024	Year ended December 31, 2025
Scope 1 Emissions	413.51	328.61
Scope 2 Emissions		
Market based method	NA	10426.40
Location based method	13,094	12295.38
Total Scope 1 & Scope 2 (location-based method)	13507.56	12623.99
Select Scope 3 Emissions		
Category 1, Purchased Goods and Services	46114.61	60304.65
Category 2, Capital Goods	9065.44	3504.43
Category 3, Fuel and Energy related emissions	1120.86	467.76
Category 5, Waste Generated in Operations	9.19	5.05
Category 6, Business Travel	7867.47	4134.97
Category 7, Employee Commuting	5805.94	5652.89
Category 13, Downstream Leased Assets	8371.37	7691.33
Total Reported Scope 3 Emissions	78,354.88	81,761.07

1.Reporting Entity

Mashreqbank PSC was incorporated in the Emirate of Dubai in 1967 under a decree issued by The Ruler of Dubai. The address of the registered office is P.O. Box 1250, Dubai, United Arab Emirates. The principal activities of the Bank are retail banking, commercial banking, investment banking, Islamic banking, brokerage and asset management. These activities are carried out through its branches in the United Arab Emirates, Bahrain, Kuwait ,Qatar, Oman, Egypt, Hong Kong, India, Pakistan, the United Kingdom and the United States of America. The bank is supported by Mashreq Global Network in India, Egypt and Pakistan.

2. Basis of Preparation

The bank has prepared its GHG Emission Statement for the year ended December 31, 2025, in accordance with the World Resources Institute and World Business Council for Sustainable Development's Greenhouse Gas Protocol standards and guidance (collectively, the GHG Protocol):

- 1. Scope 1 and select categories of Scope 3 emissions have been prepared in accordance with GHG Protocol Corporate Accounting and Reporting Standard.
- 2. Scope 2 emissions have been prepared in accordance with the GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard.

3. Organizational Boundary

The bank reports its emissions using the operational control approach, accounting for emissions from operations over which it has full authority to implement its operating policies

4. Use of Estimates and Estimation Uncertainties

The bank bases its estimates and methodologies on available information and various assumptions that it believes to be reasonable. Emissions data reported are subject to measurement uncertainties resulting from limitations inherent in nature and methods used for determining such data

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The bank bases its estimates and methodologies on available information and various assumptions that it believes to be reasonable. Emissions data reported are subject to measurement uncertainties resulting from limitations inherent in nature and methods used for determining such data

Assumptions and Use of Estimates:

Scope 1:

- This is estimated using activity data (where bills are available) and emission factors from DEFRA, UK and International Energy Agency (IEA). Further, where we don't get the direct utility bills but have operational control, we have estimated using area-based emission factor (CRREM emission factor)

Scope 2:

- This is estimated using activity data (where bills are available) and emission factors from DEWA (UAE), DEFRA, UK and International Energy Agency (IEA). Further, where we don't get the direct utility bills but have operational control, we have estimated using real estate area-based emission factor (CRREM emission factor)

Scope 3:

- **Category 1** – Purchased Goods and Services emissions have been estimated using spend based method and US EEIO emission factor have been used.
- **Category 2** – Capital Goods emissions have been estimated using spend based method and US EEIO emission factor have been used.
- **Category 3** – Fuel & Energy Related Emissions have been estimated using emission factor from DEFRA, UK
- **Category 5** – Waste Generated in Operations have been estimated using emission factor from DEFRA, UK
- **Category 6** – Business Travel emissions have been estimated using spend based US EEIO emission factors
- **Category 7** – Employee Commute emissions (including remote working) have been estimated using emission factor from DEFRA, UK
- **Category 13** – Downstream leased assets we have estimated using activity data (where bills are available) and emission factors from DEWA (UAE) and DEFRA, UK
- **Category 15** – In 2024, we established a baseline of financed emissions across our material portfolios, providing a reference point for assessing climate-related impacts. This baseline facilitates a more consistent approach to monitoring and analyzing emissions performance over time and will continue to evolve as data quality and methodologies mature. It is intended to inform future considerations around target setting and alignment with evolving regulatory and stakeholder expectations.

Following the completion of the independent assurance process, adjustments arising from the assurance review have been incorporated into the GHG inventory. The figures presented herein represent the final assured GHG inventory and supersede any previously reported values.

10.4 Water Management

Water, an essential resource for economic growth, is increasingly facing global challenges due to widespread scarcity, which has led to significant social, economic, and political repercussions. In the UAE, where freshwater availability is limited, the reliance on costly and energy-intensive desalination plants accentuates the urgency of investing in water security management. While Mashreq's water consumption remains relatively low, we recognize our responsibility to uphold rigorous water management practices.

To effectively manage this resource, we actively monitor and assess our water consumption across various operational activities. Our water management strategy is centered on identifying primary consumption sources, such as employee usage, cleaning processes, and landscaping. In response to this, we have implemented several resource-saving initiatives, including the installation of flow-reducing devices on water outlets, repurposing water drained from storage tanks for irrigation purposes, replacing traditional landscaping with artificial turf, and upgrading drinking water dispensers to 'tap and purify water at source' systems. It is important to note that all of our water consumption is sourced from desalinated seawater. Furthermore, we are exploring innovative solutions to establish a water reuse system, further reinforcing our commitment to responsible and sustainable water management practices.

Water conservation remains a key area of focus. Faucet aerators have been installed in key facilities to minimize unnecessary water usage, while delta-T controls at Mashreq HQ help ensure optimal chilled water consumption, thereby reducing energy use and avoiding penalties from the district cooling provider. By maintaining efficiency in water and energy systems, Mashreq demonstrates sustainable operations.

Our 2025 figures include our water consumption in owned buildings and operational branches in the UAE. Our water consumption declined by 8% in 2025 relative to 2024.

	Unit	2024	2025
Total water consumption	Imperial Gallons	5,843,482.81	5,370,800.56



Faucet aerators have been installed in key facilities to minimize unnecessary water usage

10.5 Waste Management

In response to the growing global waste crisis, organizations must take a leading role in mitigating its impact through responsible waste management, with a clear focus on resource and material efficiency to minimize environmental harm. At Mashreq, we have woven waste reduction into the fabric of our environmental strategy, employing a comprehensive approach that prioritizes source reduction, reuse, composting, and recycling.

A significant portion of our waste generation is attributed to paper, primarily due to the need to maintain essential financial records in physical form. To address this, we have implemented a variety of initiatives, including the transition to paperless invoicing, digitizing internal document processing, and strategically placing paper recycling stations throughout our offices in partnership with Shred-it, an on-site paper destruction and recycling service. These efforts have yielded considerable reductions in paper consumption year-on-year, alongside an increase in recycling across the organization. Recognizing the vital role customer behavior plays in our environmental performance, we actively encourage clients to choose digital services, further supported by the introduction of electronic statements. In 2025, Mashreq launched a coffee-ground recycling initiative at HQ and DOZ, diverting organic waste from landfill and successfully recycling 678.5 kg of used coffee grounds during the year.

Mashreq has introduced multiple initiatives to reduce waste generation and promote circular economy practices. At MGN India, conventional tissue products were replaced with recycled, post-consumer waste-based alternatives. Single-use plastic bottles have been entirely removed from operations, reducing plastic waste and its environmental impact. Our canteen operations at DOZ and HQ now recycle 100% of food waste, and used cooking oil is converted into biofuels, providing a sustainable reuse pathway for organic materials. Across UAE operations, waste segregation and recycling programs have been strengthened to divert significant volumes from landfills, ensuring that materials are reused or recycled wherever possible. Our 2025 waste data covers our operations in UAE and MGN India

Digitalization and Paper Reduction

To complement our environmental initiatives, Mashreq has intensified its digitalization efforts. Vendors are now required to submit monthly reports electronically, reducing paper consumption and enhancing operational efficiency. These efforts align with our broader commitment to paperless operations and reducing the environmental footprint of administrative processes across the organization.

Food Waste (kg)	Paper and Cardboard Waste (kg)
41223.6	25907.8



Waste segregation bins inside the office and the pantry area

10.6 Biodiversity

All bank activities included within the reporting boundary are not located within, adjacent to, or in proximity to any nationally or internationally designated protected areas. In 2025, Mashreq advanced its flagship Notice Nature initiative with Emirates Nature-WWF, recording 11,304 wildlife observations—a 50% increase from 2024—bringing the total to 30,543, including 6,000 research-grade entries supporting policy and habitat protection. Key achievements included rediscovering two threatened species, deploying advanced monitoring tools, and proposing a new protected area in Fujairah, aligning with UAE Vision 2031 and the Global Biodiversity Framework’s 30x30 target. With 65 community events, 2,000+ participants, and 4,278 volunteer hours, Notice Nature reinforces Mashreq’s leadership in biodiversity conservation and SDG 15 & 13 commitments.

10.7 Green IT Initiatives

For 2025, we have successfully completed five key initiatives during the second half of the year. Three of these were related to e-waste management: we decommissioned equipment and recycled 6,000 KG of IT hardware, which helped prevent the release of 8.8 metric tons of CO₂. Additionally, we ensured the environmentally responsible destruction of hard drives and backup tapes, offsetting 1.6 metric tons of CO₂. Notably, we achieved a milestone in Bahrain by utilizing the e-waste process for asset disposal for the first time, following government approval—a collaborative effort involving ESG, Risk Management, Corporate Affairs, IBG, and Technology teams.

The remaining two initiatives focused on efficiency, optimization, and reduced power consumption. We automated monitor power-off for approximately 1,100 PCs across our UAE and MGN offices, resulting in a total offset of 11.35 metric tons of CO₂. Furthermore, by upgrading our UPS systems and batteries, we achieved a 15% improvement in energy efficiency, as the newer equipment requires less kilowatt voltage to operate.

Looking ahead to 2026, our priorities include continuing environmental e-waste practices by recycling and disposing of decommissioned infrastructure equipment responsibly. We also plan to collaborate with Microsoft to implement the Emissions Impact Dashboard for M365 (including email, OneDrive, and Teams) as well as Azure and MS Dynamics. Additional initiatives involve email archiving, migrating from SharePoint to OneDrive, removing Cisco physical phones, rightsizing Azure resources to further reduce CO₂ emissions, continuing our tech refresh program with more energy-efficient equipment, and exploring the possibility of shutting down on-premises non-production infrastructure to conserve power.

10.8 Environmental Oversight

At Mashreq, environmental sustainability is a core pillar of our governance framework, with the Board of Directors and senior management playing an active role in driving leadership in this area. Sustainability is seamlessly woven into our strategies, planning, and operations, with senior management championing best practices and fostering ongoing value creation. Our robust ESG governance structure ensures effective oversight, offering strategic guidance on all sustainability-related matters, including climate action commitments, goal setting, initiatives, progress monitoring, risk and opportunity identification, and comprehensive impact assessments.

We are updating our Group Environmental Policy, which outlines key environmental focus areas including Waste, Water, Energy, and Recycling. The revised policy will articulate the guiding principles for environmental stewardship, set out the expectations for internal and external stakeholders, and reinforce our commitment to continuous improvement. These focus areas support effective resource management, enhance operational efficiency, and ensure consistent practices across the organization.

Our forward-looking approach includes the exploration of innovative technologies, partnerships with industry leaders, and the ongoing development of a comprehensive ESG framework. These initiatives aim not only to enhance our own environmental performance but also to contribute positively to the broader sustainability landscape. As a bank, we recognize the role we play in driving positive change, and we remain steadfast in our commitment to sustainable and responsible business practices.

11 A Roadmap to Sustainable Excellence



As Mashreq embarks on the next chapter of our sustainability journey, we recognize the critical role we play in shaping a sustainable future. Our commitment to sustainability is not just a statement but a strategic imperative, with sustainable finance at the heart of our operations. We are committed to transcending conventional green finance by adopting a comprehensive approach that integrates environmental, social, and governance (ESG) factors into our financial products and services.

To bring this vision to life, we are pioneering products like the Nature Saver Account, which encourages our customers to make environmentally conscious decisions. Our collaborations with forward-thinking partners such as Ecolytics and Visa further amplify our dedication to leveraging external expertise and technology in support of our sustainability goals. With an ambitious target

of facilitating USD 30 billion by 2030 towards sustainable finance, we are focused on making a lasting impact. As part of our commitment to promoting sustainable development and aligning environmental goals, we have launched a Green Mortgage product. This product offers mortgage loans at a reduced interest rate for properties that are LEED (Leadership in Energy and Environmental Design) certified. The initiative is designed to incentivize energy-efficient and environmentally responsible construction practices, supporting the transition to a low-carbon economy. We believe this will contribute to the broader goals of sustainability and environmental stewardship.

Our leadership, from the Board of Directors to senior management, is fully invested in sustainability. We understand the importance of embedding sustainability into our corporate culture, which is why we have introduced comprehensive training programs to equip our employees with the knowledge and skills needed to integrate sustainability into their day-to-day responsibilities, nurturing a culture of purposeful transformation within our organization.

Beyond internal efforts, Mashreq actively participates in global sustainability initiatives such as the United Nations Global Compact (UNGC). By aligning with the UN Sustainable Development Goals (SDGs) and the Paris Climate Agreement, we ensure that our strategic approach is in line with global climate and sustainability standards.

Our commitment stretches beyond financial products and services as we work towards achieving net-zero emissions in our own operations by 2050, in alignment with the UAE's national sustainability vision and the Paris Agreement goals. At the same time, we actively guide our clients on their sustainability journeys, encouraging investments in renewable energy and low-carbon technologies to accelerate their transition to a more sustainable future.

Recognizing that the path to sustainability is a collective endeavor, we actively collaborate with stakeholders across the public and private sectors. By partnering with governments, non-governmental organizations, and fellow financial institutions, we believe that collaboration is key to advancing sustainable practices throughout the industry. Together, we can accelerate the transition to a green economy and create a better, more sustainable world for future generations. We invite you to join us in this transformative journey towards a brighter, more sustainable future.

12 APPENDIX

12.1 DFM CONTENT INDEX Environmental Metrics



Metric	Corresponding GRI Standards	Corresponding SDG's	Reference (Report section)
E1. GHG Emissions	GRI: 305-2, IFRS S1	UN SDG 13	Refer to heading 10.3 Greenhouse Gas Emissions
E1. GHG Emissions	GRI: 305-3, IFRS S1	UN SDG 13	Refer To heading 10.3 Greenhouse Gas Emissions
E1. GHG Emissions	IFRS S1	UN SDG 13	Refer To heading 10.3 Greenhouse Gas Emissions
E2. Emissions Intensity	GRI: 305-4, IFRS S1	UN SDG 13	Refer To heading 10.3 Greenhouse Gas Emissions
E2. Emissions Intensity	GRI: 305-7, IFRS S1	UN SDG 13	Refer To heading 10.3 Greenhouse Gas Emissions
E3. Energy Usage	GRI: 302-1,2	UN SDG 12	Refer to heading 10.2 Energy Management
E3. Energy Usage	GRI: 302-1,2	UN SDG 12	Refer to heading 10.2 Energy Management
E4. Energy Intensity	GRI: 302-1	UN SDG 12-7	Refer to heading 10.2 Energy Management
E4. Energy Intensity	GRI: 302-2	UN SDG 12-7	Refer to heading 10.2 Energy Management
E4. Energy Intensity	UN SDG 12-7	UN SDG 12-7	Refer to heading 10.2 Energy Management
E5. Energy Mix	GRI: 302-1	UN SDG 7	Refer to heading 10.2 Energy Management
E5. Energy Mix	GRI: 302-2	UN SDG 7	Refer to heading 10.2 Energy Management
E6. Water and Effluents	GRI: 303-3	UN SDG 12-6	Refer to heading 10.4 Water Management
E6. Water and Effluents	GRI: 303-4	UN SDG 12-6	Refer to heading 10.4 Water Management
E6. Water and Effluents	GRI: 303-5	UN SDG 12-6	Refer to heading 10.4 Water Management
E6. Water and Effluents	-	-	Refer to heading 10.4 Water Management

Metric	Corresponding GRI Standards	Corresponding SDG's	Reference (Report section)
E6. Water and Effluents	UN SDG 6-12	UN SDG 6-12	Refer to heading 10.4 Water Management
E6. Water and Effluents	UN SDG 12-6	UN SDG 6-12	Refer to heading 10.4 Water Management
E7. Waste	GRI: 306-3	UN SDG 12	Refer to heading 10.5 Waste Management
E7. Waste	GRI: 306-4	UN SDG 12	Refer to heading 10.5 Waste Management
E7. Waste	GRI: 306-5	UN SDG 12	Refer to heading 10.5 Waste Management
E7. Waste	GRI: 11 Oil & Gas	UN SDG 14-15	N/A (not applicable)
E7. Waste	-	-	Refer to heading 10.5 Waste Management
E8. Environmental Management	GRI: 23-2	-	Refer to heading 10.1 Environmental Commitment; 10.8 Environmental Oversight
E8. Environmental Management	GRI: 24-2	-	Refer to heading 10.8 Environmental Oversight
E8. Environmental Management	-	-	Refer to heading 10.8 Environmental Oversight
E8. Environmental Management	-	-	Refer to heading 10.8 Environmental Oversight
E8. Environmental Management	GRI: 27-2	-	Refer to heading 10.1 Environmental Commitment
E9. Climate Risks, Opps, Gov	IFRS S2, GRI 2:12	-	Refer to heading 7.13 ESG Risks; Scenario Analysis (ICAAP & Stress Testing); 7.4 Sustainability Governance
E10. Biodiversity	GRI: 304-1	UN SDG 15	Refer to heading 10.6 Biodiversity
E10. Biodiversity	GRI: 304-2	UN SDG 15	Refer to heading 10.6 Biodiversity

Social Metrics

Metric	Corresponding GRI Standards	Corresponding SDG's	Reference (Report section)
S1. CEO Pay Ratio	GRI 2:21	UN SDG 10	Refer to heading 7. Corporate Governance (remuneration disclosure / pay ratio narrative)
S1. CEO Pay Ratio	-	-	Refer to heading 7. Corporate Governance
S2. Breakdown with Staff	GRI 2:7	UN SDG 5	Refer to heading 9.1 Talent Attraction & Retention
S2. Breakdown with Staff	GRI 2:7	UN SDG 5	Refer to heading 9.1 Talent Attraction & Retention
S2. Breakdown with Staff	GRI 2:8	UN SDG 5	Refer to heading 9.1 Talent Attraction & Retention
S2. Breakdown with Staff	GRI: 202-2	UN SDG 5	Refer to heading 9.2 Diversity, Equity & Inclusion
S3. Employee Turnover & Hires	GRI: 401-1, GRI 2:8	-	Refer to heading 9.1 Talent Attraction & Retention
S4. Gender Diversity & Equity	GRI 2:9	-	Refer to heading 9.2 Diversity, Equity & Inclusion
S4. Gender Diversity & Equity	GRI: 405-1	UN SDG 5	Refer to heading 9.2 Diversity, Equity & Inclusion
S4. Gender Diversity & Equity	GRI 2:9	-	Refer to heading 9.2 Diversity, Equity & Inclusion
S4. Gender Diversity & Equity	GRI: 405-1	UN SDG 5	Refer to heading 9.2 Diversity, Equity & Inclusion
S4. Gender Diversity & Equity	GRI 2:9	-	Refer to heading 9.2 Diversity, Equity & Inclusion
S5. Human Rights	GRI: 405-1, 405-2, 2-19, 2:23, 404-1	UN SDG 5; UN SDG 10	Refer to heading 9.5 Human Rights; 7.8 Supply Chain & Third-Party ESG Risk
S6. Health & Safety	GRI 2:23, 403-9, 403-5	UN SDG 3	Refer to heading 9.7 Occupational Health & Safety; 9.4 Employee Wellbeing
S7. Training & Development	GRI: 404-1	UN SDG 5	Refer to heading 9.3 Learning & Development
S7. Training & Development	GRI: 412-2	-	Refer to heading 9.3 Learning & Development
S8. Community Engagement	GRI: 413-1	-	Refer to heading 9.9 Positive Community Impact
S8. Community Engagement	GRI: 413-1	-	Refer to heading 9.9 Positive Community Impact

Governance Metrics

Metric	Corresponding GRI Standards	Corresponding SDG's	Reference (Report section)
G1. Board Diversity	GRI 405-1	-	Refer to heading 7.1 Governing Bodies & Committees
G1. Board Diversity	GRI 405-1	-	Refer to heading 7.1 Governing Bodies & Committees
G2. Board Independence	GRI 405-1	-	Refer to heading 7.1 Governing Bodies & Committees
G2. Board Independence	GRI 405-1	-	Refer to heading 7.1 Governing Bodies & Committees
G3. Collective Bargaining	GRI 2:30	-	Refer to heading 9 Our People
G4. Supply Chain Management	GRI 23:2	UN SDG 12	7.8 Supply Chain & Third-Party ESG Risk
G4. Supply Chain Management	-	-	Refer to heading 7.8 Supply Chain & Third-Party ESG Risk (or N/A if duplicate)
G4. Supply Chain Management	GRI: 308-1	UN SDG 12	Refer to heading 7.8 Supply Chain & Third-Party ESG Risk
G4. Supply Chain Management	GRI: 414-1	UN SDG 12	Refer to heading 7.8 Supply Chain & Third-Party ESG Risk
G4. Supply Chain Management	GRI: 308-1, 414-1	UN SDG 12	Refer to heading 7.8 Supply Chain & Third-Party ESG Risk
G5. Ethics & Anti-Corruption	GRI 2:23	UN SDG 16	Refer to heading 7.5 Business Ethics, Policies, and Anti-Corruption
G5. Ethics & Anti-Corruption	GRI: 205-2	-	Refer to heading 7.5 Business Ethics, Policies, and Anti-Corruption
G5. Ethics & Anti-Corruption	GRI: 205-3	-	Refer to heading 7.5 Business Ethics, Policies, and Anti-Corruption
G5. Ethics & Anti-Corruption	GRI: 205-4	-	Refer to heading 7.5 Business Ethics, Policies, and Anti-Corruption
G6. Data Security	GRI: 418-1	-	Refer to heading 7.6 Cybersecurity and Data Privacy; 7.7 Data Privacy
G6. Data Security	-	-	Refer to heading 7.6 Cybersecurity and Data Privacy
G6. Data Security	GRI: 418-1	-	Refer to heading 7.6 Cybersecurity and Data Privacy
G7. Sustainability Risks, Gov	IFRS S1, GRI 2:12	-	Refer to heading 7.12 ESG Risks; 7.4 Sustainability Governance
G9. External Assurance	GRI 2:5	-	Refer to heading 2. Scope of this Report (External Assurance)

12.2: GRI Content Index

GRI Standard	Disclosure		Report Reference
GRI 102: General Disclosures	Organization and its reporting practices		
	2—1	Organizational details	Refer to heading 3.1
	2—2	Entities included in the organization’s sustainability reporting	Refer to heading 2
	2—3	Reporting period, frequency and contact point	Refer to heading 1
	2—4	Restatements of information	Refer to heading 2
	2—5	External assurance	Refer to heading 2
	2—6	Activities, value chain and other business relationships	Refer to heading 3 and 7.9
	2—7	Employees	Refer to heading 9.1
	2—8	Workers who are not employees	Refer to heading 9.1
Governance			
	2—9	Governance structure and composition	Refer to heading 7.1
	2—10	Nomination and selection of the highest governance body	Refer to heading 7.1
	2—11	Chair of the highest governance body	Refer to heading 7.1
	2—12	Role of the highest governance body in overseeing the management of impacts	Refer to heading 7.1 and 7.4
	2—13	Delegation of responsibility for managing impacts	Refer to heading 7.3
	2—14	Role of the highest governance body in sustainability reporting	Refer to heading 7.4
	2—15	Conflicts of interest	Refer to heading 7.5
	2—16	Communication of critical concerns	Refer to heading 5 and 7.8
	2—17	Collective knowledge of the highest governance body	Refer to heading 7.1
	2—18	Evaluation of the performance of the highest governance body	Refer to heading 7.1
	2—19	Remuneration policies	Refer to heading 7.10
	2—20	Process to determine remuneration	Refer to heading 7.10
	2—21	Annual total compensation ratio	Refer to heading 7.1

GRI Standard	Disclosure		Report Reference
GRI 102: General Disclosures	Organization and its reporting practices		
Strategies, Policies and Practices			
	2–22	Statement on sustainable development strategy	Refer to heading 4.3
	2–23	Policy commitments	Refer to heading 7.5
	2–24	Embedding policy commitments	Refer to heading 7.5 and 7.4
	2–25	Processes to remediate negative impacts	Refer to heading 7.5
	2–26	Mechanisms for seeking advice and raising concerns	Refer to heading 7.8
	2–27	Compliance with laws and regulations	Refer to heading 7.11 and 10.1
	2–28	Membership associations	Refer to heading 7.5
	2–29	Approach to stakeholder engagement	Refer to heading 5
	2–30	Collective bargaining agreements	Refer to heading Not applicable
GRI 3: Material topics	3–1	Process to determine material topics	
	3–2	List of material topics	Refer to heading 6.3
	3–3	Management of material topics	Refer to heading 6.3
GRI 201: Economic Performance	201–1	Direct economic value generated and distributed	Refer to heading 3.6
	201–2	Financial implications and other risks and opportunities due to climate change	Refer to heading 7.13
	201–3	Defined benefit plan obligations and other retirement plans	Refer to heading 9
	201–4	Financial assistance received from government	No assistance received from government in reporting period
GRI 202: Market Presence	202–1	Ratios of standard entry level wage by gender compared to local minimum wage	Refer to heading Not disclosed
	202–2	Proportion of senior management hired from the local community	Refer to heading 9.8
GRI 203: Indirect Economic Impacts	203–1	Infrastructure investments and services supported	Refer to heading 9.9

GRI Standard	Disclosure		Report Reference
GRI 102: General Disclosures	Organization and its reporting practices		
GRI 203: Procurement Practices	204-1	Proportion of spending on local suppliers	Refer to heading 7.8
GRI 205: Anti-Corruption	205-1	Operations assessed for risks related to corruption	Refer to heading 7.5
	205-2	Communication and training about anti-corruption policies and procedures	Refer to heading 7.5
	205-3	Confirmed incidents of corruption and actions taken	Refer to heading 7.10
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Refer to heading 7.5
GRI 302: Energy	302-1	Energy consumption within the organization	Refer to heading 10.2
	302-3	Energy intensity	Refer to heading 10.2
	302-4	Reduction of energy consumption	Refer to heading 10.2
	302-5	Reductions in energy requirements of products and services	Refer to heading 10.2
GRI 303: Water	303-1	Interactions with water as a shared resource	Refer to heading 10.4
	303-2	Management of water discharge-related impacts	Refer to heading Not disclosed
	303-5	Water consumption	Refer to heading 10.4
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	Refer to heading 10.3
	305-2	Energy indirect (Scope 2) GHG emissions	Refer to heading 10.3
	305-3	Other indirect (Scope 3) GHG emissions	Refer to heading 10.3
	305-4	GHG emissions intensity	Refer to heading 10.3
	305-5	Reduction of GHG emissions	Refer to heading 10.3
	305-6	Emissions of ozone-depleting substances (ODS)	N/A
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	N/A
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	Refer to heading 10.5
	306-2	Management of significant waste-related impacts	Refer to heading 10.5

GRI Standard	Disclosure		Report Reference
GRI 102: General Disclosures	Organization and its reporting practices		
	306-3	Waste generated	Refer to heading 10.5
GRI 401: Employment	401-1	New employee hires and employee turnover	Refer to heading 9.1
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Refer to heading 9.4
	401-3	Parental leave	Refer to heading 9.4
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	Refer to heading 9.7
	403-2	Hazard identification, risk assessment, and incident investigation	Refer to heading 9.7
	403-9	Work-related injuries	Refer to heading 9.7
GRI 404: Training and Education	404-1	Average hours of training per year per employee	Refer to heading 9.3
	404-2	Programs for upgrading employee skills and transition assistance programs	Refer to heading 9.3
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Refer to heading 7.1 and 9.2
	405-2	Ratio of basic salary and remuneration of women to men	Refer to heading 9.2
GRI 406: Nondiscrimination	406-1	Incidents of non-discrimination and corrective actions taken	Refer to heading 9.6
GRI 408: Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labor	Mashreq doesn't Employee child labour
GRI 413: Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	Refer to heading 9.9
	413-2	Operations with significant actual and potential negative impacts on local communities	Refer to heading 9.9

GRI Standard	Disclosure		Report Reference
GRI 102: General Disclosures	Organization and its reporting practices		
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Refer to heading 7.9
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Refer to heading 7.6 and 7.7

13 Assurance

Independent Assurance Statement to
the management and stakeholders of
MashreqBank PSC



Independent Assurance Statement to the management and stakeholders of MashreqBank PSC

Introduction

Utopiic Innovations Private Ltd ("UTOPIIC") was commissioned by Mashreq Bank PSC ("MASHREQ") to conduct an independent third-party assurance engagement in relation to the sustainability information in its Global Integrated ESG & Sustainability Report for the year ended 31 December 2025. The Assurance engagement was conducted via Virtual and in-person meetings from 10th May - 15th July 2026.

UTOPIIC is an independent licensed provider of sustainability assurance services. The assurance team was led by Hardik Jhanb from UTOPIIC. Hardik is a Certified Sustainability Professional with more than 12 years' experience in Business strategy, value creation, LCA Calculations, sustainability performance measurement involving both advisory and assurance work. This assurance engagement is the second sustainability assurance engagement conducted for MASHREQ by UTOPIIC.

Assurance Standard Applied

This assurance engagement was performed in accordance with AccountAbility's AA1000AS v3 (2022) (AA1000AS) and was conducted to meet the AA1000AS Type II Moderate level requirements.

Respective responsibilities

MASHREQ

- MASHREQ is responsible for preparing their ESG report and for the collection and presentation of sustainability information within the report.
- MASHREQ is also responsible for maintaining adequate records and internal controls that support the reporting processes.

UTOPIIC

- UTOPIIC responsibility is to the management of MASHREQ alone and in accordance with the scope of work and terms of reference agreed with MASHREQ.
- UTOPIIC applies a strict independence policy and confirms its impartiality to MASHREQ in delivering the assurance engagement.

Assurance Scope

The scope of the subject matter for moderate assurance in accordance with the AA1000AS assurance standard, as detailed in the agreement with MASHREQ is set out below:

- Adherence to the AA1000AS (2018) Accountability principles of inclusivity, materiality, responsiveness and impact.
- MASHREQ's compliance with the principles contained within the Sustainability Report.
- The following selected disclosures relating to material ESG risks and opportunities for UAE Location as per DFM ESG Guide:

Environmental	Social	Governance
• E1. GHG Emissions	• S1. CEO Pay Ratio	• G1. Board Diversity
• E2. Emissions Intensity	• S2. Gender Pay Ratio	• G2. Board Independence
• E3. Energy Usage	• S3. Employee Turnover	• G3. Incentivised Pay
• E4. Energy Intensity	• S4. Gender Diversity	• G4. Collective Bargaining
• E5. Energy Mix	• S5. Temporary Worker Ratio	• G5. Supplier Code of Conduct
• E6. Water Usage	• S6. Non-Discrimination	• G6. Ethics & Anti-Corruption
• E7. Environmental Operations	• S7. Injury Rate	• G7. Data Privacy
• E8. Environmental Oversight	• S8. Global Health & Safety	• G8. Sustainability Reporting
• E9. Environmental Oversight	• S9. Child & Forced Labor	• G9. Disclosure Practices
• E10. Climate Risk Mitigation	• S10. Human Rights	• Others- Sustainable Finance
	• S11. Nationalisation	
	• S12. Community Investment	

The following assessment criteria were used in undertaking the work:

AA1000AS (ACCOUNTABILITY PRINCIPLES)	ESG. PRINCIPLES	MASHREQ'S INTERNAL REPORTING PROCEDURES
AA1000AS (2018) Accountability principles of inclusivity, materiality, responsiveness and impact	Sustainability Report on DFM ESG Reporting Guide.	The completeness, accuracy and validity of reported data

Assurance procedures performed Our assurance methodology included:

TESTING	INTERVIEW	INSPECTION	ASSESSMENT	REPORTING
Testing on a sample basis, the measurement, collection, aggregation, and reporting processes in place	Virtual interviews with relevant data owners to understand and test the processes in place for maintaining information in relation to the subject matters in the assurance scope	Inspection and Collaboration of supporting evidence received electronically to evaluate the data generation and reporting processes against the assurance criteria	Assessing the presentation of information relevant to the scope of work in the Sustainability report for consistency with the assurance observations	Reporting the assurance observations to management as they arose to provide an opportunity for corrective action prior to completion of the assurance process

Engagement limitations

UTOPIIC planned and performed the work to obtain all the information and explanations believed necessary to provide a basis for the assurance conclusions for a moderate level of assurance in accordance with AA1000AS.

The procedures performed in a moderate assurance engagement vary in nature from, and are less in extent, than for a high assurance engagement. As a result, the level of assurance obtained for a moderate assurance engagement is lower than for high assurance as per AA1000AS.

All assurance work conducted was done remotely via Virtual Meeting. Evidence to support information reported was obtained electronically for review and assessment to base our conclusion on. Readers of the ESG report are cautioned to understand this inherent limitation.

Assurance conclusion

In our opinion, based on the work undertaken for moderate assurance as described, we conclude that the subject matters in the scope of this assurance engagement have been prepared in accordance with the defined criteria and are free from material misstatements.

Assurance Statement

Key observations and recommendations for improvement

Based on the work set out above, and without affecting the assurance conclusion, the key observations and recommendations for improvement are set out below.

In relation to AA1000AP (2018)

Inclusivity: MASHREQ has a Sustainable philosophy which highlights the stakeholder engagement process and was developed by the MASHREQ's ESG committee. The committee takes into account key stakeholders and their concerns to develop and determine MASHREQ's purpose and values, which include satisfying its stakeholders. It ensures that platforms, systems, and processes are in place to familiarize the Board, employees, and other stakeholders with MASHREQ's ethical standards and business activities. The means of engagement have been identified, reflecting inclusive stakeholder engagement and acknowledgement of stakeholders' interests. The Committee is structured across three levels to support this approach: Level 1 provides board-level oversight through the Board Risk, Compliance, and ESG Committee; Level 2 focuses on strategic direction and alignment, driven by the Group Risk Committee and Sustainability Executive Committee; and Level 3 features a dedicated ESG Committee, ensuring focused attention on implementation and integration efforts across the organization.

Materiality: Evidence observed confirmed that MASHREQ has maintained due process in mapping and disclosing its material matters in a transparent and balanced manner. MASHREQ's Sustainability strategy assisted in the annual determination process of materiality and material themes, which was performed for the financial year 2025. MASHREQ's materiality determination process and material themes were approved by the Board. The Sustainability report presents material themes with a prioritised view of MASHREQ's material matters and explains why the identified issues are material. The Sustainability report also sets out stakeholder's key concerns and what MASHREQ's responses related to them are as well as what the key outcomes were.

Responsiveness: MASHREQ's responses to stakeholder issues observed across different stakeholder groups indicates a level of accountability to stakeholder issues raised. MASHREQ actively implemented its stakeholder engagement framework by way of developing a formal review process to monitor the implementation of stakeholder management response strategies, whereby the committee is responsible for overseeing stakeholder interests and expectations. Continued implementation of the stakeholder engagement framework is recommended, with balanced levels of response to all stakeholder groups.

Impact: MASHREQ reports on a range of material environmental, social and governance topics based on its ongoing monitoring, measurement, and evaluation of its impacts; both qualitatively and quantitatively. MASHREQ's shared value strategy aims to enhance the quality of outcomes from its interventions that will add value and offer quantifiable commercial, social, and economic returns.

In relation to the selected disclosures

It was noted that appropriate measures are in place to provide reliable source data for the selected disclosures assessed. However, there is room to enhance the efficiency of these processes through additional reviews, clearer interpretation of definitions, and strengthened guidance on implementing internal controls. Minor data inconsistencies were identified during the assurance process and were subsequently corrected without impact on the overall integrity of the disclosures.

UTOPIIC is satisfied with the accuracy of the final data in the assurance scope.

A comprehensive management report detailing specific findings and recommendations for continued sustainability reporting improvement has been submitted to Mashreq's management for consideration.

Hardik Jhanb
Founder and CEO,
Utopic Innovations Pvt Ltd



AA1000
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