



GREEN CREDENTIALS

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Sustainability Report 2013 Our Ambition for Sustainability



AMBITION + SUSTAINABILITY



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ABOUT THIS REPORT

► We are proud to present Abu Dhabi Commercial Bank's (ADCB or the Bank) 3rd consecutive annual Sustainability Report. This Report highlights our sustainability efforts and achievements while showcasing our ongoing commitment to transparent disclosure.

ADCB's commitment to sustainability revolves around our primary goal of supporting the ambitions of our stakeholders – our customers, our Country, our employees and our shareholders.

► THE SCOPE

The scope of our Report includes results of activities dated from 1 January 2013 to 31 December 2013 unless otherwise indicated. This Report also:

- refers to all activities of ADCB (including its principal subsidiaries Abu Dhabi Commercial Properties LLC (ADCP), Abu Dhabi Commercial Engineering Services LLC (ADCE), Al Dhabi Brokerage LLC (now, ADCB Securities LLC), Abu Dhabi Commercial Islamic Finance Pvt JSC (ADCIF) and ADCB Services FZ-LLC, and excludes our 2 branches in India and 1 branch in Jersey, unless otherwise indicated;
- addresses all of our company's operations in the United Arab Emirates (offices, sales, after sales);
- contains, as a norm, quantitative results for all indicators presented for the last 4 years; and
- contains, as a norm, quantitative data from direct measurements, with the exception of estimations clearly noted in the respective sections.

► THE RESTRICTIONS

This Report reflects the information available as at 31 December 2013. As sustainability becomes more fully embedded within our organisation and strategy, we recognise that our reporting methods and content will evolve and future reports will endeavour to include: obtaining external assurance of the report; expanding the quantitative measurement system; and, setting targets in programmes described within this Report.

► THE PRINCIPLES

This Report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (G4 Reporting Guidelines) and has been prepared in accordance with the GRI G4 "Core" reporting requirements. The performance indicators against which we have reported can be found on pages 59 and 60 of this Report. ADCB has not sought external assurance for this Report.

We welcome your feedback. Send your comments and suggestions to sustainability@adcb.com





His Highness
Sheikh Khalifa bin Zayed Al Nahyan

President of the United Arab Emirates and Ruler of Abu Dhabi
Supreme Commander of the UAE Armed Forces



His Highness
General Sheikh Mohammed bin Zayed Al Nahyan

Crown Prince of Abu Dhabi
Deputy Supreme Commander of the UAE Armed Forces
Chairman of the Abu Dhabi Executive Council

MESSAGE FROM THE CHAIRMAN

► On behalf of the Bank's Board of Directors, I am pleased to present the Bank's Sustainability Report for 2013.

As a leading full-service bank in the United Arab Emirates, ADCB supports economic growth and development by providing banking solutions aligned with the ambitions of our customers. Amidst the increasingly competitive banking sector, ADCB is proud to celebrate another year of expansion and improvement of services across all operational divisions. Our support for the vision of development as outlined in the UAE Vision 2021 and the Abu Dhabi Economic Vision 2030 centres on offering our customers world-class banking services in corporate, retail and treasury, across the United Arab Emirates.

Integrity and innovation are at the heart of our corporate vision, which is to be the number one bank of choice in the UAE. To support our vision, ADCB has embarked on a journey towards sustainability management, which promotes accountability to and engagement with our stakeholders. To enhance engagement, this Report focuses on how we aim to work with our customers to support their ambitions.

Moving forward, ADCB remains committed to contributing towards the development of our country and its banking sector, and to supporting the UAE Vision 2021 and the Abu Dhabi Economic Vision 2030. We will continue to align our strategy to the Visions' policy agenda and principles, as well as the goal that the Emirate should become a shining example on the international business stage.

I would like to express my sincere appreciation and gratitude to His Highness Sheikh Khalifa bin Zayed Al Nahyan, the UAE President and Ruler of Abu Dhabi, to His Highness General Sheikh Mohammed bin Zayed Al Nahyan, Abu Dhabi Crown Prince and Deputy Supreme Commander of the UAE Armed Forces, and to His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, for their wise guidance and valuable support, which are integral to ADCB's continued success.

EISSA MOHAMED AL SUWAIDI
Chairman of the Board of Directors
ADCB

MESSAGE FROM THE CEO

► It gives me great pleasure to report on ADCB's performance in sustainability for the 3rd consecutive year.

This Report highlights the many ways in which ADCB is moving forward with its vision, supported by our customers and other stakeholders' ambitions.

Sustainability forms one of the cornerstones of the UAE Vision 2021 and the Abu Dhabi Economic Vision 2030, both of which emphasise the importance of investing in our community. The management of ADCB has developed a strategy built on our belief that disciplined growth with strong governance, and solid sources of capital and liquidity, ensure that we are in a position to create value for our shareholders and society over the long run.

At ADCB we recognise that our success depends on our ability to meet and exceed our stakeholders' ambitions. As a leading bank in the UAE, we make sustainable progress possible by:

- delivering strong operating performance and returns for our investors through disciplined cost management and strong capital structure;
- ensuring sustainable financial growth through responsible lending decisions which contribute to economic development and support the future growth needs of the UAE and its citizens;
- committing to the development of long-term relationships by putting our customers first and delivering innovative services and products which respond to our customers' financial needs;
- empowering our employees and recognising their contribution to creating the most valuable bank in the UAE; and,
- contributing to the communities we operate in and responsibly managing our resources.

Our achievements are driven by our customer-centric focus and commitment to service excellence. By prioritising customer relationships, we build maximum long-term value for our customers, shareholders and other stakeholders.

In 2013, ADCB introduced several new initiatives to improve and enhance our customers' banking experience. We enhanced our Towards Service Excellence programme and implemented the Net Promoter Score, which measures customer perception of service delivery and the quality of the experience.¹ To ensure success, we have made each employee of ADCB responsible for this and we assess them against customer service excellence measures. Our customer experience was further enriched by a number of initiatives across our products, operations, relationship practices and employee training.

We take pride in investing in and supporting the communities where we live and work. Giving back to our communities is a top priority at ADCB, through various forms of outreach such as Sheikh Khalifa Medical City, Red Crescent and Pink Polo.

ADCB will continue to strategically invest its capital, both human and financial, towards adding value to our stakeholders' experiences and supporting sustainable economic growth. This will ensure that we meet the needs of the present without compromising the ability of future generations to meet their own.

I would like to take this opportunity to recognise and thank the efforts of our Board Members, Executive Management team and each employee, for their valuable contributions and support, which enable the Bank to deliver sustainable results and achieve financial and reputational success.

ALA'A ERAIQAT
Chief Executive Officer and Member of the
Board of Directors
ADCB

¹NPS is well-recognised as the ultimate measure of customer advocacy. NPS provides a good indication of future business outcomes in terms of market growth by recognising the positive impact of advocates. Net Promoter Score® and 'NPS' are trademarks of Satmetrix Systems Inc., Bain & Company, and Fred Reicheld.

ABOUT ADCB

FACTS & FIGURES

as at 31 Dec 2013

AED 183.1 bn
IN TOTAL ASSETS

AED 24.8 bn
IN TOTAL EQUITY

AED 3,620 mn
IN NET PROFIT

OVER 560,000
RETAIL & CORPORATE CUSTOMERS

▶ ADCB, headquartered in Abu Dhabi in the United Arab Emirates (UAE), is a diversified full-service bank, operating through Consumer Banking, Wholesale Banking and Treasury & Investment Groups. Through these groups, ADCB offers a wide range of products and services to its customers - retail banking, wealth management, private banking, corporate banking, commercial banking, cash management, investment banking, corporate finance, foreign exchange, interest rate and currency derivatives, Islamic products and project finance.

As at 31 December 2013, ADCB's strong franchise was supported by a network of 298 ATMs (including 55 cash deposit machines & 30 cheque deposit machines at selected locations) and 50 branches and 3 pay offices across the UAE, as well as 1 branch in Jersey and 2 branches in India.

OUR VISION

▶ Our vision is to be the number one bank of choice in the UAE. A constantly innovating, financially successful organisation of the highest integrity, respected by our customers, by our competitors and by the community.



OUR CORE VALUES

ADCB has established a set of core values that are designed to provide the framework for employee behaviour and foster a customer-centric culture within the Bank:

| | |
|----------------|--|
| INTEGRITY | honesty and transparency in everything we say and do. |
| RESPONSIBILITY | embracing our commitment to the local community and our shareholders by nurturing and developing our employees. |
| STABILITY | pursuing growth based on prudence, proven business principles and financial strength. |
| EMPOWERMENT | creating an environment where employees are involved, recognised and rewarded for good performance. |
| EFFICIENCY | providing customer service standards designed to reach optimum efficiency and reliability. |
| INNOVATION | encouraging employees to be creative, continuously improving and lateral thinking. |
| CONSISTENCY | ensuring that products and services are uniform and satisfactorily maintained by measuring customer satisfaction levels. |

OUR MISSION

► Our mission is to build a lifelong partnership with our customers by treating every customer as an individual, offering innovative products and unparalleled service and always remembering that our customer has a choice.



OUR PORTFOLIO²

as at 31 Dec 2013



CONSUMER BANKING: 42%

comprises retail, wealth management and Islamic financing. It includes loans, deposits and other transactions and balances with retail customers and corporate and private accounts of high net-worth individuals and fund-management activities.



TREASURY & INVESTMENTS: 28%

comprises asset liability management (ALM), management of the Bank's investment portfolio, and interest rate, currency and commodity derivative portfolios. Treasury & Investments manages the Bank's funding and centralised risk management activities through borrowings, issuance of debt securities and use of derivatives for risk management. It also undertakes trading and corporate finance activities and investing in liquid assets such as short-term placements, corporate and government debt securities.



WHOLESALE BANKING: 26%

comprises business banking, cash management, trade finance, corporate finance, small and medium enterprise financing, investment banking, Indian operations, Islamic financing, infrastructure and asset finance, government and public enterprises. It includes loans, deposits and other transactions and balances with corporate customers.



PROPERTY MANAGEMENT: 4%

comprises real estate management and engineering service operations of subsidiaries Abu Dhabi Commercial Properties LLC (ADCP), Abu Dhabi Commercial Engineering Services LLC (ADCE), investment properties and rental income of ADCB.



²Based on operating income.

ADCB'S SUSTAINABILITY JOURNEY

A MESSAGE FROM THE HEAD OF SUSTAINABILITY

► WELCOME TO ADCB'S 2013 SUSTAINABILITY REPORT

This is the 3rd annual Sustainability Report issued by the Bank, communicating our economic, social and environmental performance, management approach and sustainability commitments.

The Report has been developed using the latest Global Reporting Initiative (GRI) G4 Guidelines, which renews focus on strategy and materiality. The Bank also joined the Abu Dhabi Sustainability Group (ADSG) in 2013. The ADSG is a group of over 40 companies, government institutions and non-profits in Abu Dhabi committed to adopting best practices in reporting and sustainability management.

ADCB has collected key performances metrics over the past few years to map out the Bank's direct and indirect environmental, economic and social impact. From this data, the Bank is now able to distinguish trends and is preparing to develop an informed sustainability strategy focused on the most material sustainability issues which we believe will deliver valuable impact to all our stakeholders.

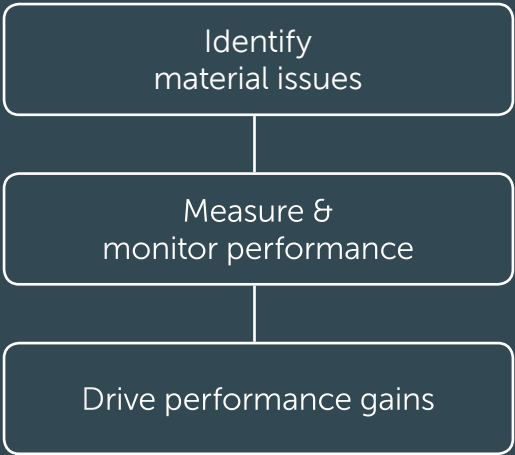
SONYA SANTOLIN
Head of Sustainability
Abu Dhabi Commercial Bank

► ADCB'S EVOLUTION TOWARDS SUSTAINABILITY MANAGEMENT:

| 2007 – 2010 | 2011 | 2012 | 2013 |
|--|---|--|--|
| <ul style="list-style-type: none">• CSR reports showcasing year's community events | <ul style="list-style-type: none">• Developed a reporting framework following GRI G3.1 Reporting Guidelines | <ul style="list-style-type: none">• Published 2011 Sustainability Report (Level B)• Ranked 6th in Standard & Poor's/Hawkamah Pan-Arab ESG Index | <ul style="list-style-type: none">• Published 2012 Sustainability Report (Level B, GRI checked)• Joined the Abu Dhabi Sustainability Group (ADSG)• Introduced ESG criteria in supplier selection process• Ranked 4th in Standard & Poor's/Hawkamah Pan-Arab ESG Index• Created formal full-time position to lead and coordinate sustainability |

OUR SUSTAINABILITY MANAGEMENT APPROACH

► Sustainability management is about taking responsibility for the Bank's integrated opportunities and risks with regards to economic, social and environmental impact. Responsibility involves first identifying those impacts, then measuring and monitoring them. Additionally, the Bank is interested in increasing its positive impacts and minimising its negative footprint



OUR SUSTAINABILITY FRAMEWORK

► ADCB believes that ambition paired with discipline, service excellence, innovation, empowerment, responsibility and a strategic approach will go a long way to achieve the Bank’s sustainability ambitions. Below, ADCB outlines the 5 key areas of focus within our sustainability framework:

1. AMBITION + DISCIPLINE

We take a disciplined, committed and focused approach to deliver sustainable financial growth, strong risk management and corporate governance practices.

2. AMBITION + SERVICE EXCELLENCE

We are redefining our customer service and foster a culture of service excellence, which is fundamental to win the trust and confidence of our customers and crucial to becoming the number one bank of choice in the UAE.

3. AMBITION + INNOVATION

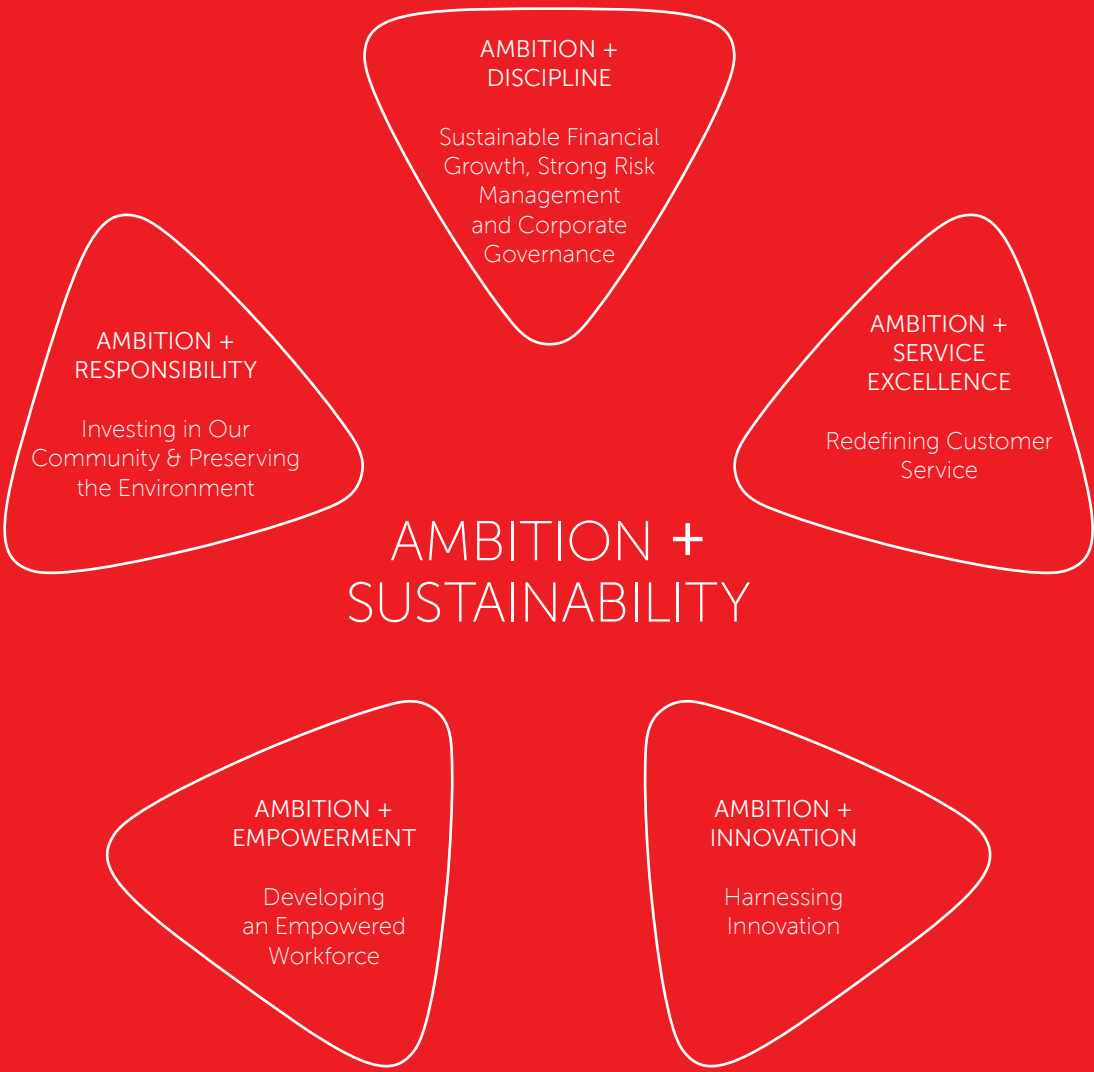
We believe innovation is a natural by-product of ambition and we are committed to harnessing innovation in our products, services and operations.

4. AMBITION + EMPOWERMENT

We focus on empowering our people by providing them with the right tools and environment to develop their careers. Our employees’ achievements directly translate into ADCB’s success.

5. AMBITION + RESPONSIBILITY

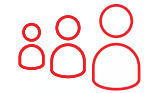

We are committed to investing in our community and protecting and preserving the environment in the local areas in which we operate.





DEFINING MATERIALITY WITH OUR STAKEHOLDERS

► To define a strategic approach to manage sustainability, the Bank identified the most material issues to the business. The material issues for the Bank include priority issues, expectations and the needs of our priority stakeholders:



| STAKEHOLDERS | WHO THEY ARE | PERCEIVED STAKEHOLDER NEEDS & MATERIAL ISSUES | ADCB'S RESPONSE TO STAKEHOLDERS' NEEDS | HOW WE COMMUNICATE |
|--|--|--|--|--|
| <div>OUR CUSTOMERS</div> <p>We aim to build long-term partnerships with our customers by understanding their needs and expectations, and meeting and exceeding them.</p>  | Over 560,000 customers in the UAE. | <ul style="list-style-type: none">• Easy and secure banking• Service excellence• High quality products and services• Competitive rates and charges• Safety & security | <p>Please refer to:</p> <ul style="list-style-type: none">• Chapter 2: Ambition + Service Excellence• Chapter 3: Ambition + Innovation <p>We have embraced a new approach to enhance the customer experience (page 26).</p> | <ul style="list-style-type: none">• ADCB magazines• Annual Report• Sustainability Report• Internet banking• Mobile banking• Branches, ATMs• ADCB corporate website• ADCB apps• Relationship Managers |
| <div>OUR COUNTRY</div> <p>We aim to play a major role in safeguarding our Country, in terms of economic, social and environmental progress, and by investing in our community.</p>  | Our Federal and Emirate-level Government, our local community, the environment, and our suppliers. | <ul style="list-style-type: none">• Support for and alignment to the UAE Vision 2021 and the Abu Dhabi Economic Vision 2030• Financing strategic projects• Supporting the local economy• Job creation, Emiratization and youth development• Investment in the community• Environmental protection and stewardship• Adherence to laws and regulations | <p>Please refer to:</p> <ul style="list-style-type: none">• Chapter 1: Ambition + Discipline• Chapter 5: Ambition + Responsibility <p>We are committed to the UAE Vision 2021 and the Abu Dhabi Economic Vision 2030 set by the Government, and believe banks can play a key role in its facilitation (page 22).</p> | <ul style="list-style-type: none">• Annual Report• Sustainability Report• Media• Donations• Sponsorships• Strategic partnerships• Company website• Supplier database |



| STAKEHOLDERS | WHO THEY ARE | PERCEIVED STAKEHOLDER NEEDS & MATERIAL ISSUES | ADCB'S RESPONSE TO STAKEHOLDERS' NEEDS | HOW WE COMMUNICATE |
|---|---|---|--|--|
| <div>OUR EMPLOYEES³</div> <p>We believe that we fulfil our vision through our people; therefore, we value our employees by creating a safe, fair and engaging work environment, where our employees can share experience and knowledge, in order to develop, grow and reach their ambitions.</p>  | Over 6,000 employees across over 50 branches and offices in the UAE. | <ul style="list-style-type: none">• Equality, equal-opportunity• Engaging and interesting career and opportunities• Competitive salary and benefits• Career development and training• Two-way engagement and feedback• Recognition and rewards• Promotion of healthy work-life balance• Workplace safety and security• Good corporate reputation and brand• Flexible work arrangements | <p>Please refer to:</p> <ul style="list-style-type: none">• Chapter 4: Ambition + Empowerment <p>We are a successful bank because of our people's contributions. Read about some of our women leaders at ADCB (page 43).</p> | <ul style="list-style-type: none">• Direct employee survey• Performance reviews• One-on-one meetings• HR Help Desk• Open door policy• Grievance system• Tawasul (internal engagement platform)• Sustainability Report• Rewards programmes• Training programmes• ADCB's Ambition University• Women's networking platform "ADCB Ladies Network" |
| <div>OUR SHAREHOLDERS</div> <p>We value our shareholders' investments and believe that they should be rewarded; therefore we strive to deliver significant returns to them through responsible internal operations and successful commercial decisions.</p>  | As at 31 December 2013, Abu Dhabi Investment Council (58.08%), Abu Dhabi Government Entity (3.51%), ADCB (7.02% treasury shares as part of buyback programme), foreign investors (5.13%) and free float (26.26%). | <ul style="list-style-type: none">• Profitability and growth• Consistent financial returns• Reduce volatility of dividends• Strong corporate reputation• Strong corporate governance• Strong risk management | <p>Please refer to:</p> <ul style="list-style-type: none">• Chapter 1: Ambition + Discipline• Annual Report <p>This marks the 4th consecutive year of strong financial results, and our strongest performance yet (page 19).</p> | <ul style="list-style-type: none">• Board of Directors Meetings• Annual General Assembly• Investor presentations• Annual Report• Sustainability Report• Investor/analyst meetings• Financial press releases (quarterly)• Investor Relations section of ADCB's corporate website |

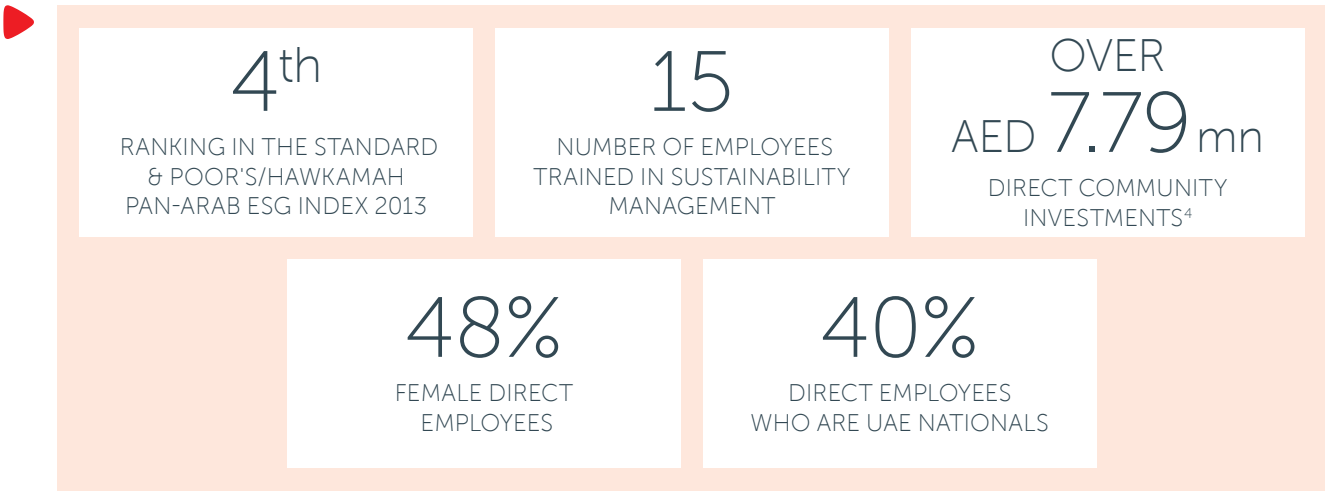
³ Unless otherwise specified, employees refers to direct employees and outsourced staff.

OUR MATERIALITY ISSUES

► This report aims to address the most important social, environmental and governance issues which reflect the interests and needs of our stakeholders and over which we have some influence – issues that have both a direct and indirect impact on their decisions to do business with us and demonstrate that ADCB is a responsible citizen.

OUR PERFORMANCE

as at 31 Dec 2013



⁴In addition, the Bank's Islamic Banking Group invested AED 724,105 in the community.

► HOLDING OURSELVES ACCOUNTABLE

In the 2012 Sustainability Report, ADCB committed to the following initiatives and targets to be completed in 2013. This is our report on our progress against those commitments:

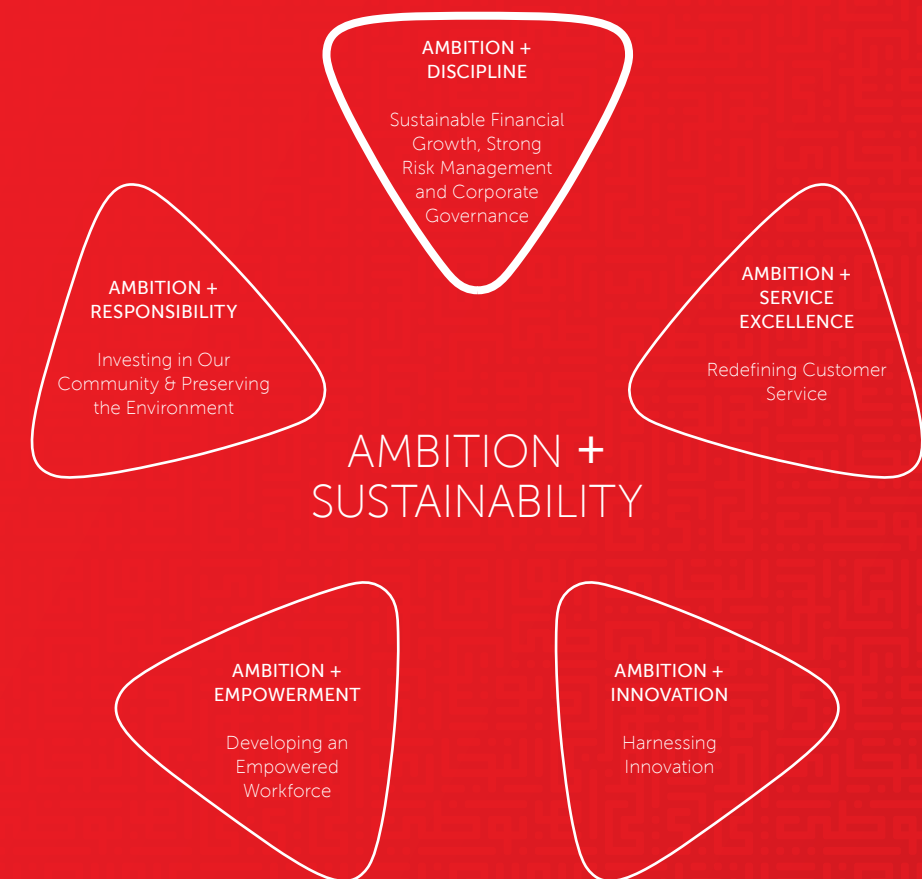
| ADCB COMMITTED TO... | STATUS | ACTION TAKEN |
|---|--------|---|
| Establishing a function dedicated to sustainability management at the Bank | ● | Appointed in February 2013. |
| Issuing a 2013 Sustainability Report | ● | We are proud to be issuing this Report, following GRI G4 guidelines. |
| Expanding sustainability information and resources on the corporate website | ○ | Please visit www.adcb.com/about/ssstanrpt/overview.asp |
| Including rotating sustainability messages within ADCB branches | ○ | Deferred pending refurbishing of branches, as part of rebranding. |
| Contributing to a sustainability article in Focus Magazine (a customer-oriented magazine of the Bank) | ● | One article was published in 2013. This magazine was subsequently discontinued. To view the article, visit www.adcb.com/toolresources/focus-magazine.asp |
| Joining the Abu Dhabi Sustainability Group (ADSG) | ● | ADCB joined in March 2013. |
| Conducting training for ADCB's Sustainability Champions | ● | 15 Bank employees were trained, of which 9 were Sustainability Champions. |
| Integrating sustainability into ADCB's brand survey | ● | Brand survey monitors several sustainability criteria. |
| Improving on the Standard & Poor's/ Hawkamah Pan-Arab ESG Index | ● | ADCB rose to 4th place in 2013 (from 6th place in 2012). |

● Completed ○ Partially-completed ○ Deferred

CHAPTER 01

AMBITION + DISCIPLINE

SUSTAINABLE FINANCIAL GROWTH, STRONG RISK MANAGEMENT & CORPORATE GOVERNANCE.



OUR APPROACH

OUR PERFORMANCE

- SUSTAINABLE FINANCIAL GROWTH
- CORPORATE GOVERNANCE & RISK MANAGEMENT

HOLDING OURSELVES ACCOUNTABLE

CASE STUDY - STRATEGICALLY ALIGNED TO ABU DHABI ECONOMIC VISION 2030

19

20

20

20

21

22

CHAPTER 01

AMBITION + DISCIPLINE

► We take a disciplined, committed and focused approach to deliver sustainable financial growth, strong risk management and responsible corporate governance practices.

FACTS & FIGURES
as at 31 Dec 2013

AED 3,620 mn

29% NET PROFIT GROWTH
FROM 2012

118%

TOTAL SHAREHOLDER RETURN⁵

56

BOARD OF DIRECTOR AND
COMMITTEE MEETINGS

► OUR APPROACH

Ambition and discipline play a valuable role to deliver sustainable returns for our stakeholders. For ADCB, ambition drives our customers and ourselves to continuously strive towards and achieve long-term excellence; discipline is how we facilitate its attainment, through strong internal controls and respect for our core values.

| Economic Performance (AED mn) | | | | |
|--|-------|--------------------|-------|-------|
| | 2010 | 2011 | 2012 | 2013 |
| Operating income | 5,000 | 6,069 | 6,595 | 7,320 |
| Operating expenses | 1,649 | 2,063 | 2,069 | 2,358 |
| Net profit | 391 | 1,731 ⁶ | 2,810 | 3,620 |
| Direct employee wages and benefits | 830 | 1,095 | 1,165 | 1,354 |
| Payments to providers of capital (dividends) | N/A | 1,119 | 1,399 | 1,561 |
| Return on equity (%) | 1.54 | 8.92 ⁶ | 13.02 | 15.45 |

As one of the UAE's leading banks, ADCB's competitive standing and reputation stem from our ambition to be the best. The Bank's sustainable financial growth, stringent risk management, responsible corporate governance and strong performance are directly attributable to our disciplined approach, which consistently rewards our shareholders, protects our customers, and supports the UAE Vision 2021 and the Abu Dhabi Economic Vision 2030. Ambition and discipline helped drive ADCB's record results for 2013 and set the framework for our future outlook.



⁵Figure has been rounded. | ⁶Normalised to reflect sale of investment in associate.

FACTS & FIGURES
as at 31 Dec 2013

29%

GROWTH IN NET PROFIT
FROM 2012

15.5%

RETURN ON EQUITY⁷

6%

GROWTH IN CUSTOMER
DEPOSITS YEAR ON YEAR
(TOTTALLING AED 115,428 mn)

► OUR PERFORMANCE

SUSTAINABLE FINANCIAL GROWTH

In 2013, the Bank achieved record results with a net profit of AED 3,620 mn, up 29% from 2012, which demonstrates that our well-defined long-term strategy is working, and we are meeting our commitment to protect and reward our shareholders' investments.

As our results indicate, ADCB's balance sheet provides the platform to support business growth and optimise the overall quality of our loan book to maximise returns with minimal risk.

CORPORATE GOVERNANCE & RISK MANAGEMENT

ADCB believes that strong corporate governance and stringent risk management practices are key contributors to the Bank's long-term success. Strong corporate governance processes enable the Bank to determine and monitor its strategic direction, set risk appetite, and create trust and engagement between the Bank and its stakeholders. In recent years, the Bank enhanced and improved its corporate governance standards and framework, emphasising transparency, and in 2013 ADCB received the "Best Corporate Governance in UAE" Award from World Finance Magazine.

At year end in 2013, there were 11 Directors on the Board, of which over one-third were independent. Throughout 2013, the majority of the Board Audit & Compliance Committee were made up of independent Board Members. In addition, during 2013, ADCB appointed Mrs. Aysha Al Hallami as the first woman to its Board of Directors (read more about Mrs. Aysha Al Hallami's appointment on page 43).

There are 4 Board Committees: the Audit & Compliance Committee, the Corporate Governance Committee, the Risk & Credit Committee, and the Nomination, Compensation & HR Committee. In addition, in 2013 several short-term 'special committees' were given responsibility and authority by the Board to consider specific objectives; special committees considered the future strategy of the Bank's Indian branches and the Bank's buyback strategy.

⁷ Figure has been rounded.

FACTS & FIGURES
as at 31 Dec 2013

8
BOARD MEETINGS

48
BOARD COMMITTEE MEETINGS

11
BOARD MEMBERS
(10 NON-EXECUTIVE DIRECTORS)

1
FEMALE BOARD MEMBER

1
BOARD ADVISOR

In an effort to avoid repetition, ADCB invites readers to review ADCB’s 2013 Annual Report which includes a comprehensive Corporate Governance Report. The Annual Report details the structure, roles and responsibilities of the Board, its Members and Committees, policies and processes, risk management approach and the overall strategic agenda of the Board in 2013. It can be found at: <http://www.adcb.com/about/investorrelations/financialinformation/annualreports.asp>.

Our risk governance structure emphasises and balances strong central oversight and control of risk with clear accountability for and ownership of risk within each business unit. Risk management objectives are clearly defined and communicated across the Bank. The framework is comprehensive and is cascaded down from the Board of Directors to the individual business lines.



ADCB understands its exposure to internal and external threats and put in place 150 Business Continuity Planning (BCP) Coordinators across the organisation.

ADCB also discloses up-to-date corporate governance information on the Bank’s corporate website at: <http://www.adcb.com/about/corpgovernance/overview.asp>.

In 2014, the Head of Sustainability will be updating the Corporate Governance Committee, which has oversight of sustainability issues on the Bank’s sustainability activities.

► **HOLDING OURSELVES ACCOUNTABLE**

In the 2012 Sustainability Report, ADCB committed to the following initiatives and targets to be completed in 2013. This is our report on our progress against those commitments:

| ADCB COMMITTED TO... | STATUS | ACTION TAKEN |
|--|---|--|
| Updating the Board of Directors on sustainability issues and progress |  | This was achieved in 1Q 2014 via the Board Corporate Governance Committee. |
| Formulating a sustainability policy for approval of the Board of Directors |  | This was commenced in 2013 and is currently under review for approval. |

● Completed ◐ Partially-completed ○ Deferred

THE ABU DHABI
ECONOMIC
VISION 2030

CASE STUDY

STRATEGICALLY ALIGNED
TO THE ABU DHABI
ECONOMIC VISION 2030

"The Economic Vision 2030 is real and being implemented. All projects that are happening today fit as building blocks into the Vision, and banks are playing a key role in its facilitation. The Government has done its part by articulating its Vision and putting money and energy behind the plan, so it is imperative that local banks also support these efforts."

ALA'A ERAIQAT
Chief Executive Officer, ADCB

- ▶ The Abu Dhabi Government's Vision for the next 17 years focuses on supporting the Emirate's transformation from an oil-based economy to a diversified, knowledge-based economy. This long-term plan emphasises sustainable growth and supports a socially, environmentally and economically sustainable outcome.

As one of the leading banks in the Country, ADCB recognises the importance of supporting this forward-looking Vision and is proud to be contributing to the Abu Dhabi Economic Vision 2030 in a number of ways:

Economic Diversification

ADCB has facilitated the transition to a diversified economy by financing some of the Emirate's most strategically important projects, including Khalifa Port, the region's first semi-automated and one of the most technologically-advanced container terminals and Khalifa Industrial Zone Abu Dhabi (KIZAD)'s Zone A expansion, a USD 7.2 bn project.

Developing Local Talent

ADCB has undertaken many initiatives to meet its commitment to increasing the number of UAE National employees and enhance the productivity and competitiveness of the workforce, including a number of programmes to recruit, train and develop UAE Nationals. Our efforts to develop a knowledgeable and skilled local workforce and develop the employability of UAE Nationals in the financial sector have resulted in 40% of our direct employees being UAE Nationals.

This places ADCB among the leading banks in Emiratisation.

Job Creation, Youth and Supporting Local Businesses

Creating jobs is one way in which ADCB contributes to a more sustainable economy. Job creation ensures low unemployment rates and a healthy economy comprised of a skilled and productive society.

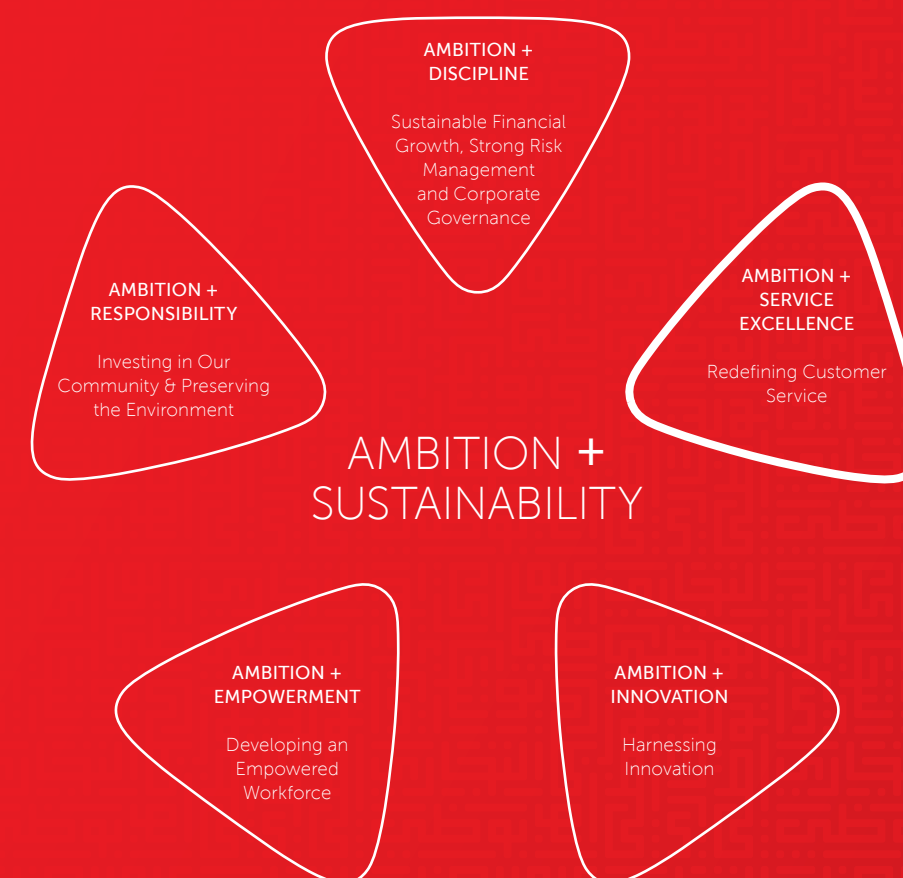
- ADCB has steadily grown its workforce to reach 4,511 direct employees. In 2013 our workforce grew by 7% and surpassed our 5% year-on-year average growth.
- One-third of ADCB's workforce is comprised of youth between the ages of 18-30. Youth employment is a strategic asset for ADCB and reflects regional demographics where youth employment is an important consideration.
- ADCB prioritises local businesses over international suppliers where possible. As a result, 95% of the Bank's total procurement spending in 2013 was spent on local suppliers and local businesses.⁸

⁸ Local suppliers being defined as organisations registered for operation in the UAE

CHAPTER 02

AMBITION + SERVICE EXCELLENCE

REDEFINING CUSTOMER SERVICE



OUR APPROACH

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OUR PERFORMANCE

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– WE HAVE IMPROVED OUR PROCESSES

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– GOING BEYOND CUSTOMER SATISFACTION

27

HOLDING OURSELVES ACCOUNTABLE

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CHAPTER 02

AMBITION + SERVICE EXCELLENCE

► We foster a culture of service excellence which is fundamental to winning the trust and confidence of our customers and crucial to becoming the number one bank of choice in the UAE.

FACTS & FIGURES
as at 31 Dec 2013

4.7%
CUSTOMER-BASE
GROWTH OVER 2012

50
BRANCHES IN UAE

ON AVERAGE
93%
COMPLAINTS RESOLVED
WITHIN 3 DAYS IN 2013

27%
DECREASE IN COMMUNICATIONS
& CHARGES COMPLAINTS
OVER 2012

■ Complaints on responsible
product/service communication⁹
■ Complaints on products/
service charges

► OUR APPROACH

We continuously aim to exceed our customers' expectations at every touch point, with the ultimate goal of winning their trust and developing the long-term relationship required to help them achieve their ambitions, which is of ultimate importance for ADCB. Our focus is to listen, learn and act: listen to our customers, learn from their feedback and act on it to improve the overall customer experience. By doing so, we are able to provide innovative products and services and outstanding customer service.

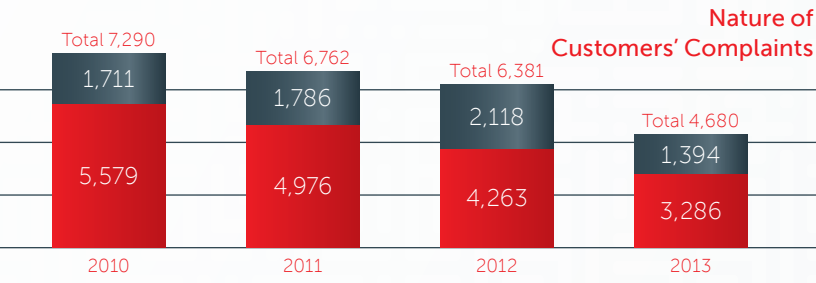
"Today more than ever, our customers' ambitions are in constant motion. As a Bank that believes in the power of ambition, we are committed to keeping pace with their needs."

ALA'A ERAIQAT
Chief Executive Officer, ADCB

► OUR PERFORMANCE

We are committed to implementing new initiatives to improve and enhance our customers' banking experience and help them achieve their ambitions. In 2013, we embarked on a comprehensive rebranding initiative, including a new logo, a redesigned branch experience and a new advertisement campaign 'Money Can't Buy Ambition'. Similarly, we implemented significant changes to some of our processes in order to provide the best customer-service experience and introduced initiatives allowing us to listen and respond to our customers' feedback quickly and effectively.

As a result, our customer complaints decreased in 2013, over 2012, by 27% in relation to total complaints on product/service communications and charges:

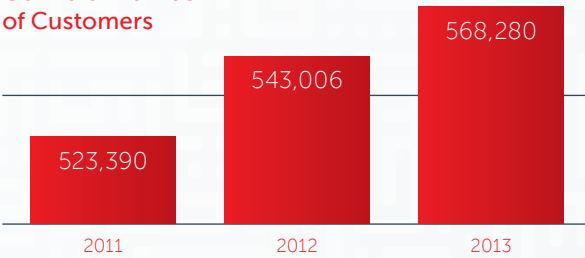


⁹Responsible communication means that our communications are legal, appropriate, fair and sincere, correspond to reality and respect peoples' diversity.

| TOTAL BANKING CHANNELS | 2010 | 2011 | 2012 | 2013 |
|---|---------|---------|---------|---------|
| Branches (UAE and overseas) | 49 | 51 | 53 | 53 |
| Pay offices | 4 | 4 | 4 | 3 |
| ATMs | 265 | 294 | 299 | 298 |
| Mobile banking subscribers ^{10,11} | 228,957 | 268,993 | 322,236 | 380,240 |
| ADCB personal internet banking subscribers ^{10,11} | 119,306 | 161,020 | 201,200 | 249,705 |
| e-statement subscribers ¹¹ | 162,591 | 220,237 | 253,273 | 374,685 |

To facilitate service accessibility to our customers across the UAE, we maintain a network of 50 branches, 298 ATMs and 3 pay offices in the UAE, in addition to 2 branches in India and 1 branch in Jersey. By the end of 2013, we reached 568,280 retail and corporate customers.

Our Total Number
of Customers



Similar to previous years, we have not had any incidents for non-compliance with regulation on product and service information, labelling or marketing communications.

WE HAVE IMPROVED OUR PROCESSES
Credit Process Transformation

In 2013, we identified the opportunity to re-engineer the time taken to process corporate loans. A new service model, with an improved process, was rolled-out across the Wholesale Banking Group with the ultimate objective of improving efficiency and overall end-to-end delivery time to our clients. Improvements were noticeable. The time from applying for a credit facility until completion across segments improved by 35% in the first 12 months.

Improved Bank Card Delivery Time

In 2013 we identified that the delivery time for Bank cards required attention in order to deliver the positive banking experience that we aim to provide.

ADCB's Bank cards are delivered by a contracted courier and averaged 5-12 days for delivery in 2012.

ADCB worked closely with the contracted courier in order to improve the process and speed-up the delivery time of our Bank cards. Our efforts paid off and today our clients receive their Bank cards within a guaranteed 3-5 days.

ADCP Lease Process Transformation

ADCP, a subsidiary of ADCB, discovered that customers expressed some dissatisfaction with ADCP's lease services. The main source of dissatisfaction was related to the long waiting times (sometimes up to 3 hours) to set-up a new property lease or renewal, which was impractical for our clients. ADCP worked closely with our Service Management team to improve the process in order to lower the customer wait-time and increase satisfaction rates.

Today, 90% of ADCP's leasing processes are finalised in less than 1 hour, with an average time of 40-45 minutes and often as quick as 32 minutes, resulting in customer satisfaction levels improving significantly. The highest satisfaction rates are associated with the fast speed of service, positive attitude, and overall good service delivery. These positive results showcase our employees' commitment towards service excellence.

DID YOU KNOW...?

ADCB recently partnered with Al-Futtaim Motors to provide onsite car loan approvals. The financing approval, which used to take 48 hours, now can be done as quickly as 2 hours.

The service is currently being offered in Al-Futtaim locations in Dubai and Northern Emirates, with plans for further expansion to other Al-Futtaim dealerships in the UAE.

¹⁰The figures for 2010-2013 have been restated. | ¹¹These figures relate solely to retail customers.

GOING BEYOND CUSTOMER SATISFACTION
Net Promoter Score (NPS)¹²

In order to keep our competitive position in the marketplace, we must listen, interact and respond to our customers on a regular basis. In the past, ADCB focused on measuring customer loyalty and satisfaction through annual surveys. Although our results have been positive, with a 97% overall customer satisfaction in 2012, it did not provide real time data.

“ADCB is very transparent and very helpful. (...) The staff are very responsive, they provide prompt response to all our requests.”

ADCB CUSTOMER,
Wholesale Banking Group

Consequently, in 2013, ADCB opened a new chapter in our journey Towards Service Excellence (TSE) and embraced a new customer-oriented business measure. TSE has been established for 3 years and has significantly improved our customers’ experience with the Bank. In 2013 we introduced a new programme designed to elevate quality and simplify solutions to enhance the customer experience, called the Net Promoter Score. By implementing the Net Promoter Score, we shifted our approach and actively listened to what our customers say about their experiences with ADCB and began to react immediately, to drive meaningful improvements in business performance.

The Net Promoter Score measures external and internal customer perception of our service delivery. The NPS is administered by a third-party agency who asks our customers about the likelihood to recommend ADCB to family and friends and provide reasons for their NPS rating. The 2014 NPS surveys are being conducted across the Bank with results due in the second half of 2014.

In addition, ADCB has put in place service-oriented training programmes for all employees in order to ensure that they are well-equipped to deliver a consistently great experience to customers. All ADCB employees have now completed the service fundamentals course. The service orientation programme continues to evolve based on customer feedback.

DID YOU KNOW...?
ADCB Affluent customers (Excellency segment) ranked ADCB as number one among their peers.

Fast Feedback Loop

In 2013, we also introduced the Fast Feedback Loop system intended to measure the loyalty of ADCB customers after an interaction with the Bank. The ultimate goal is to ensure customer satisfaction and, if the experience was unsatisfactory, aims to recover the service.

In the Fast Feedback Loop system, an outsourced agency calls ADCB customers to enquire about their experience with the Bank. All calls are transcribed word-for-word and immediate action is taken if required. Any negative feedback received is sent to a service recovery procedure, often involving a personal call within 48 hours from the branch manager and, at times, from a member of ADCB’s Management Executive Committee or the CEO. When positive feedback is received from customers, it is immediately sent to the employee as a form of recognition for their outstanding customer service.

At ADCB, every employee has a responsibility towards customer service excellence.

The Fast Feedback Loop has allowed us to immediately remedy any shortcomings, develop long-term relationships with our customers and recognise ADCB employees who deliver on our 'service excellence' promise.

Currently, ADCB has Fast Feedback Loop systems live across key customer interactions (e.g. account opening, calls to the contact centre, etc.) and plans to have most interactions covered by the end of 2014.

¹² ‘Net Promoter Score’ and ‘NPS’ are trademarks of Satmetrix Systems Inc., Bain & Company, and Fred Reicheld.

► HOLDING OURSELVES ACCOUNTABLE

In the 2012 Sustainability Report, ADCB committed to the following initiatives and targets to be completed in 2013. This is our report on our progress against those commitments:

| ADCB COMMITTED TO... | STATUS | ACTION TAKEN |
|---|--------|---|
| Developing a Code of Responsible Marketing (CoRM) | | Deferred. |
| Expanding access to branches/offices for people with disabilities | | All ADCB branches and offices were assessed for disability access and renovated where needed. |

Completed Partially-completed Deferred

CHAPTER 03

AMBITION + INNOVATION

HARNESSING INNOVATION IN THE BANKING SECTOR



OUR APPROACH

OUR PERFORMANCE

- OUR INNOVATIVE SOLUTIONS
- PUSHING SUSTAINABILITY THROUGH INNOVATION
- OUR NEW BRANCH EXPERIENCE

HOLDING OURSELVES ACCOUNTABLE

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CHAPTER 03

AMBITION + INNOVATION

► We believe innovation is a natural by-product of ambition and we are committed to harnessing innovation in our products, services, and operations.

FACTS & FIGURES
as at 31 Dec 2013

72%

RETAIL MOBILE BANKING
SUBSCRIBERS

95%

PROCUREMENT SPENT
ON LOCAL SUPPLIERS

50,000

REGISTERED MOBILE
APP USERS (RETAIL)

► **OUR APPROACH**

Innovation is a catalyst for growth and an opportunity to address stakeholders' needs and expectations. For these reasons, ADCB empowers employees to express their creativity and adopt lateral thinking so that we can continue to offer innovative solutions that meet the ever-evolving needs of our stakeholders. We are committed to nurturing innovations – big and small – in our products, services and operations.

► **OUR PERFORMANCE**

Since the inception of our award-winning online banking system, we have continued to develop user-friendly and relevant systems to ensure a smooth and effective banking relationship for our clients and business partners.

OUR INNOVATIVE SOLUTIONS

Embracing Digitisation: The New ADCB Mobile App

In order to respond to our customers' fast-paced lifestyles and need for flexible banking solutions, ADCB designed an award-winning mobile banking solution to make customers' 24/7 banking experience convenient and easy. The mobile application complements our existing line of flexible banking channels and reinforces our mission to continue offering a variety of ways to bank with ADCB.

The ADCB Mobile App enables customers to access account information, transfer money, pay bills, donate to charity and track ADCB TouchPoints, as well as view Etihad Guest Miles earned through ADCB, and locate ADCB ATMs and branches. Though the App was first launched for Apple smartphones only, in April 2013 we expanded to tablets, the Android and BlackBerry platforms.

ADCB's customers welcomed the technology and embraced it rapidly. By the end of July 2013 (7 months into the Mobile App launch), 30,000 ADCB retail customers became registered Mobile App users. As at 31 December 2013, the registration base grew to 50,000 retail customers. In 2013, the ADCB Mobile App was awarded the "Best App – Retail Bank in the Middle East" by The Mobies Awards at The Mobile Show 2013. Our award-winning Mobile Banking App is available for download free of charge in most app stores.



WAYS TO BANK WITH ADCB (IN THE UAE)
ADCB's multi-channel approach provides increased customer satisfaction and cost efficiencies, and furthers our commitment to protecting the environment.



ADCB
Mobile



8002030
(24 hours)



ADCB Personal
Internet Banking



50
Branches



298
ATMs



eStatement

Awarded for Our Innovative Product – "EMSA"

This past year, the ADCB Islamic Banking product, the Emirati Millionaire Savings Account (EMSA), won a prestigious award from the Global Islamic Finance Awards (GIFA) for the "Most Innovative Product of the Year".

The Emirati Millionaire Savings Account (EMSA) is a unique Shari'ah compliant savings account available exclusively for UAE Nationals and their families. The EMSA was created in 2011 to promote and encourage money savings, which is then rewarded through monthly and semi-annual prizes. By the end of 2013, ADCB had a total of 15,163 open EMSA accounts, of which 5,331 were opened in 2013.

One of the unique features of EMSA is that ADCB Islamic Bank contributes AED 25 to charity for each EMSA account opened and offers attractive daily and monthly grand prizes for customers.

"We wanted to promote a saving culture amongst UAE Nationals, and created the first Islamic saving account exclusively for UAE Nationals."

AMR AL MENHALI
Head of Islamic Banking, ADCB

PUSHING SUSTAINABILITY THROUGH INNOVATION

Our innovative solutions have also helped push our partners to adopt sustainable business approaches.

Our Supplier Network

In line with ADCB's online digitisation efforts, our procurement department implemented the Ariba Network system in 2012, a web-based trading community through which our suppliers can register their companies, respond to RFPs and submit invoices.

This cloud-based supplier network allows us to receive real-time information, making our supplier-Bank transactions more efficient.

In 2013, the procurement department further capitalised on the Ariba Network System by incorporating mandatory sustainability questions into our supplier-selection process. The questionnaire requests information on suppliers' commitments to sustainability management and green initiatives.

By investing in innovations such as the Ariba Network, ADCB is able to make faster, better decisions and save costs, reduce risks and further lower our environmental footprint by facilitating the procurement of more environmentally-friendly materials through our supply chain, as well as encourage our supply chain to improve their own environmental footprint.

Innovative Charity Support

ADCB is committed to the development and growth of our communities and we understand the impact charities have on achieving this goal.

We support local charities through direct corporate donations as well as donations facilitated through our e-platforms and innovative solutions. In 2013, we supplied Awqaf, the General Authority for Islamic Affairs and Endowments, with 37 wireless point-of-sale credit and debit-card devices in order to enable customers to make charitable donations during the Holy Month of Ramadan. This initiative helped raise donations from 243 customers via 434 debit and credit card transactions. Such innovations provide fast and efficient ways for Bank customers to contribute.

Innovative Payment Solutions

In line with international best practices, ADCB partnered with Gulf Finance Corporation (GFC) to launch the UAE Direct Debit Solution (DDS), a technological enhancement that enables clients to automate loan repayments directly from their banks. The new system facilitates the streamlining of GFC’s cash management process and allows electronic recovery of receivables, thereby enhancing transparency, reducing paperwork and eliminating the requirement of signing post-dated cheques. ADCB is the first bank in the UAE to provide the DDS technology, which directly reflects on our desire to be at the forefront of technological innovation.

“Direct Debit Solution is one of the latest technological advancements in the UAE financial services sector that brings the Country’s electronic payment processing and procedures up to par with global standards.”

DAVID HUNT
Chief Executive Officer, Gulf Finance Corporation

Innovative Service Integration

The Abu Dhabi Economic Vision 2030 objectives aim to provide the residents of Abu Dhabi with the best services. In line with this Vision, ADCP, in partnership with Abu Dhabi Distribution Company (ADDC), implemented an innovative way for new tenants to register utilities connection services, faster and easier. As of early 2013, on behalf of new tenants, ADCP can register water and electricity requests through the ADDC system and utilities can be connected within 3 hours of the issuance of a tenancy contract by ADCP.

This innovative improvement is aimed at providing tenants with safe, hassle-free and fast services while capitalising on synergies between the two organisations. Due to the success of this service, the service model is being expanded to other property management companies in Abu Dhabi.

Approaches for SMEs

During the past year, our SME product, Express Business Finance (EBF), won an esteemed award from Banker Middle East for “Best New SME Product.” EBF is a customised working-capital finance option available to our smaller SME clients. EBF is distinctive because it requires less information and caters to a larger SME client base. This has enabled ADCB to achieve faster turnaround times for our clients while accommodating their day-to-day business needs. EBF was launched in 4Q 2012 and attracted 31 clients as at 31 December 2013 with a total exposure of AED 49.3 mn.

OUR NEW BRANCH EXPERIENCE

We have also begun to redesign our branches into world-class banking centres, by implementing innovations unique to the UAE.

“We feel it’s important to invest not only in the brand, but the complete banking experience, as providing an unparalleled service to our customers is our top priority, no matter how they prefer to bank.”

ALA'A ERAIQAT
Chief Executive Officer, ADCB



Our customers’ satisfaction is at the forefront of everything we do, which is why ADCB is committed to facilitating our customers’ ambitious journeys; because we believe in the currency of ambition.

HOLDING OURSELVES ACCOUNTABLE

In the 2012 Sustainability Report, ADCB committed to the following initiatives and targets to be completed in 2013. This is our report on our progress against those commitments:

| ADCB COMMITTED TO... | STATUS | ACTION TAKEN |
|--|--------|--|
| Striving to apply the Equator Principles in lending decisions (to screen project financing above USD 1 mn for environmental, economic and social risk) | | ADCB internally discussed the adoption of the Equator Principles and factors-in environmental / social impact whilst making lending decisions. |
| Developing an environmental loan product by 2014 | | ADCB will consider this initiative in 2014. |

Completed Partially-completed Deferred



CHAPTER 04

AMBITION + EMPOWERMENT

DEVELOPING AN EMPOWERED WORKFORCE



| | |
|---|----|
| OUR APPROACH | 37 |
| OUR PERFORMANCE | 38 |
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| – EMIRATISATION INITIATIVES | 38 |
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| – WOMEN IN LEADERSHIP ROLES | 39 |
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CHAPTER 04

AMBITION + EMPOWERMENT

► We help our employees fulfil their professional ambitions, which is essential to our continued success. That is why, at ADCB, we focus on empowering our people by providing them with the right tools and environment to grow their careers. Our employees' achievements translate directly into ADCB's success.

FACTS & FIGURES
as at 31 Dec 2013

7%
GROWTH DIRECT EMPLOYEES
OVER 2012

48%
FEMALE DIRECT EMPLOYEES

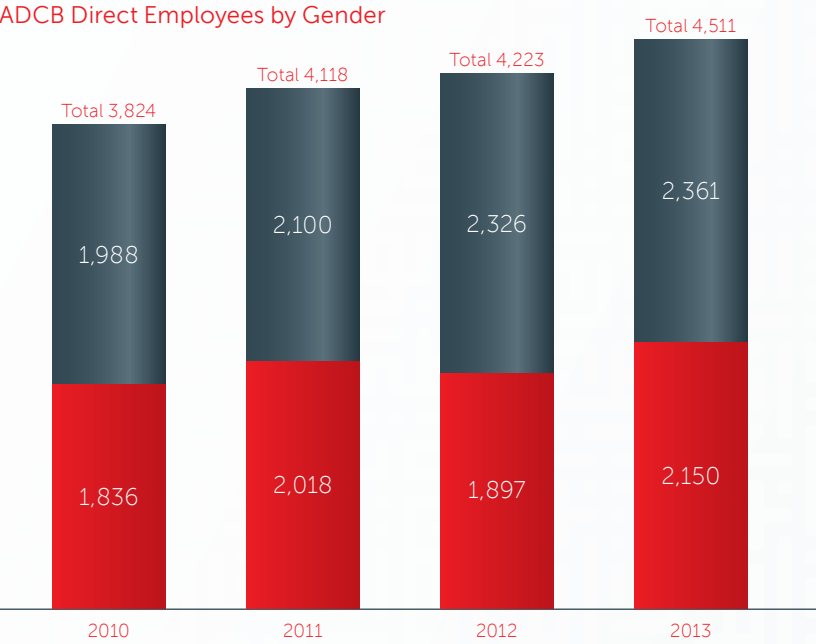
40%
DIRECT EMPLOYEES
WHO ARE UAE NATIONALS

109,826
TOTAL TRAINING HOURS
PROVIDED TO EMPLOYEES
(INCLUDES OUTSOURCED)

■ Total no. of males
■ Total no. of females

► OUR APPROACH

Our employees are one of our most important stakeholders and play a significant role in ADCB's continued growth. ADCB understands the major role we play in providing high-quality employment opportunities to a diverse group of people whose efforts contribute to the Bank's overall growth as well as of the UAE economy. Our workforce is comprised of direct employees and outsourced staff. In 2013, we grew our total direct employee workforce by 7% over 2012, and by 18% over 2010, making us one of the largest employers in the UAE financial sector, and provided employment to a total of 4,511 direct employees, comprised of UAE Nationals and expatriates. As at 31 December 2013, ADCB also employed 1,562 outsourced staff, thus creating a total workforce of 6,073 jobs.



► OUR PERFORMANCE

We continuously strive to implement new initiatives and improve our existing human resources programmes to help our employees fulfil their ambitions. We are focused on fostering employee diversity, increasing Emiratisation and encouraging women to take-on leadership roles. We also invest significantly in employee training and development, as well as health and well-being programmes.

| Workforce (Direct Employees), including subsidiaries | | | | |
|--|-------|-------|-------|-------|
| | 2010 | 2011 | 2012 | 2013 |
| Total number of direct employees | 3,824 | 4,118 | 4,223 | 4,511 |
| Workforce (Direct Employees) by gender | | | | |
| Male | 1,988 | 2,100 | 2,326 | 2,361 |
| Female | 1,836 | 2,018 | 1,897 | 2,150 |
| Workforce (Direct Employees) by type | | | | |
| Full-time contract | N/R | N/R | 77.7% | 78.1% |
| Part-time contract | N/R | N/R | 22.3% | 21.9% |
| Temporary contract | N/R | N/R | 0% | 0% |

FOSTERING EMPLOYEE DIVERSITY

We believe cultural diversity in the workplace is an important contributor to our success. Our employees represent 57 different countries and speak a multitude of languages and dialects. Thus by investing in and attracting a diverse workforce which represents local demographics, we are facilitating better customer connections.

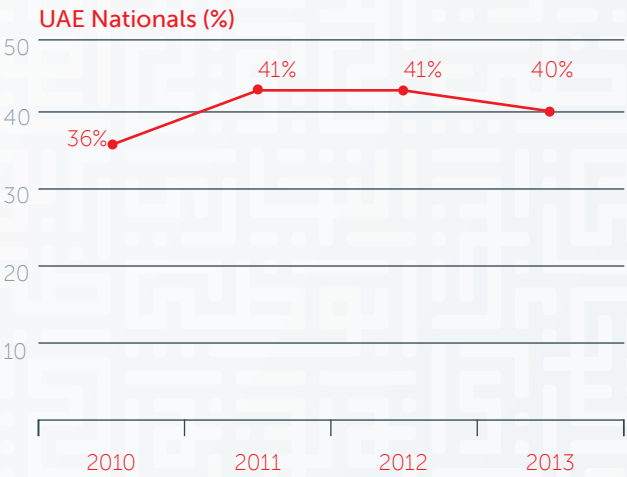
| Employee (Direct) Turnover | | | | |
|---|------|-------|-------|-------|
| | 2010 | 2011 | 2012 | 2013 |
| Total number | 7% | 8% | 10% | 8% |
| Occupational health and safety | | | | |
| Absence rate for all direct employees (i.e. due to illness) | 0.8% | 1.07% | 1.18% | 1.53% |

EMIRATISATION INITIATIVES

In 2013 we continued to invest towards attracting, developing and retaining the best local talent and become an employer of choice in the UAE. In 2013, 40% of ADCB's direct employees were UAE Nationals. Through a number of initiatives, we have continued to support the recruitment of local employees including the Emirati Graduate Development Programme (EGDP), Career Fairs and a partnership with the Ministry of Presidential Affairs in the Absher Initiative.

Finally, our Emirati Academy Programme is an initiative designed to provide technical skills and relevant professional experience for recent UAE National graduates.

ADCB also started to provide English-language training for UAE Nationals in collaboration with the Higher Colleges of Technology in Abu Dhabi and Dubai, in order to further support the development of UAE Nationals.



ADCB’S 2013 EMIRATISATION STRATEGIES

Emiratisation is an important area of focus at ADCB. The Bank employs and empowers UAE Nationals through a range of well-orchestrated Emiratisation initiatives.

EMIRATI GRADUATE DEVELOPMENT PROGRAMME (EGDP)
A world-class programme intended to fulfil the professional ambitions of young, talented UAE Nationals. The objective is to develop new graduates to take on full-time positions within diverse business areas across ADCB. This multi-faceted programme offers practical business experience through job rotations and professional training. In 2013, ADCB accepted 101 Mahara and 25 specialised UAE National graduate trainees into the programme and filled positions in diverse ADCB departments.

ABSHER INITIATIVE
With the aim to lower unemployment rates and develop UAE Nationals, ADCB is the only bank to have joined the Absher Initiative through the Ministry of Presidential Affairs, sponsored by Sheikh Khalifa Bin Zayed Al Nahyan and Sheikh Mansour Bin Zayed Al Nahyan in early 2013.

The Absher Initiative aims to provide job opportunities for UAE Nationals in the private sector based on a strategy integrated under the principles of the UAE Vision 2021. By joining the Absher Initiative, ADCB provides UAE National graduates with valuable professional training while supporting their career paths and promoting financial stability. ADCB recruited 118 UAE Nationals in 2013, exceeding its agreed target of 100.

In 2014, ADCB intends to continue to participate in the Absher Initiative with the goal of recruiting a further 100 UAE Nationals.

WOMEN IN LEADERSHIP ROLES
ADCB recognises the advantages of diversity, in particular gender diversity, in the workplace across all levels of the organisation. In the past few years ADCB has seen a significant number of women join ADCB and rise to occupy important leadership positions. In 2013 nearly half of our direct employees were females, reaching a record high rate of 48%. Amongst these, 58% are UAE locals, 28% hold Middle Management positions and 7% hold Senior Management positions. Meanwhile, the turnover rate amongst female direct employees, at 8%, is at par with the rate amongst their male colleagues, as at 31 December 2013.

For more details on Women in Leadership Roles, see Case Study: Women in Leadership, on page 43.

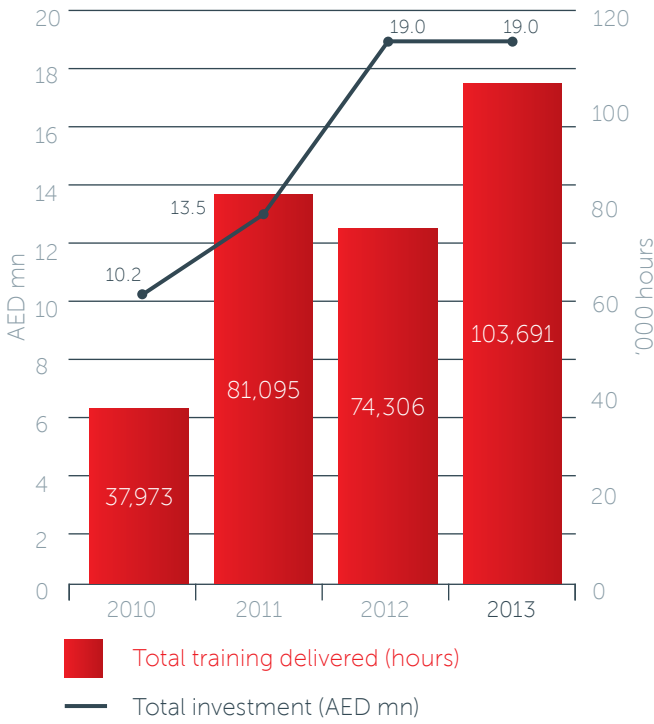
“At ADCB, we believe in building a strong foundation and driving innovation in the banking industry with world class talent.”

ALI DARWISH
Group Head - Human Resources, ADCB

INVESTING IN DEVELOPING OUR EMPLOYEES
At ADCB, we empower our employees by supporting and engaging them through appropriate tools to develop and grow, and succeed in their careers at the Bank.

Employee training and development is one of the most important investments an employer can make towards empowering its workforce, enhancing competencies, and fostering productivity and professional growth. Our financial investment towards employee training remained the same in 2013 (as 2012) at AED 19 mn, however the number of training hours delivered grew by 40%, to reach a total of 103,691 hours in 2013 for direct employees. This change is attributed to our train-the-trainer approach, through which more core competencies training sessions were delivered, as well as an increased use of the e-learning platform. On average, each direct employee received 23 hours of training, with female direct employees receiving 14% more hours of training than their male counterparts .

Total Training Investment (AED) in Relation to Number of Training Hours (Hours) for Direct Employees¹³



¹³The figure for 2012 has been restated.

In 2012 we committed to track the number of hours of training provided to outsourced staff and in 2013, we delivered 6,135 training hours to 1,387 out of 1,562 outsourced staff, averaging approximately 4 hours of training per outsourced staff. This brings our total training to 109,826 hours for all employees.

The Bank supports employee development and in 2013 invested the highest number of its training hours in non-Management direct employees, totalling 78,325 hours, to support our increased focus towards customer service and build our base-line capacity to deliver service excellence. Our customer service training and development levels were maintained at prior levels for senior and middle Management direct employees.

| Average Hours of Training per Direct Employee Category ¹⁴ | | | | |
|--|--------|--------|--------|--------|
| | 2010 | 2011 | 2012 | 2013 |
| Senior Management | 12.566 | 19.511 | 7.307 | 2.372 |
| Middle Management | 7.913 | 19.325 | 45.077 | 22.994 |
| Non-Management | 17.494 | 42.259 | 21.922 | 78.325 |

We rely on our strong core initiatives in order to deliver the most appropriate training programmes, which are available to employees at all levels of the organisation.

In 2013, ADCB Group Compliance rolled out a Bank-wide training on International sanctions. As well, ADCB partnered with the Higher Colleges of Technology to provide English-language training to UAE Nationals.

¹⁴The figures for 2010 and 2011 have been restated.

AMBITION UNIVERSITY

Our own corporate university is designed on a 3-level hierarchical model comprised of Academies, which focus on 4 centres of excellence: the Emirati Academy Programme, Leadership & Management, Business Excellence and Organisation Excellence. All programmes delivered through the Academies are developed and analysed for effectiveness across all business areas of the Bank. In 2013, 5,013 employees were trained in the Ambition University programmes, totalling 109,826 hours of training.

THE ASPIRING MANAGERS PROGRAMME
This 10-month programme is available to UAE Nationals and expatriates, with the ultimate goal of developing 16 top-talent officer-level employees into ADCB managers. The programme includes both internal and external development workshops and practical experience. In 2013 ADCB trained 14 UAE Nationals and 11 expatriates, totalling 1,940 hours of training.

ENGAGING & REWARDING OUR EMPLOYEES
At ADCB we invest in a number of programmes designed to engage and appropriately reward our employees’ efforts, and encourage employee loyalty.

NEWS IN 2013
TOTAL REWARDS SYSTEM
Launched in 2013, the Total Reward System provides ADCB direct employees access to an online platform that identifies the exact investment ADCB is making for each direct employee. The platform illustrates a comprehensive account of each individual’s total financial rewards, such as fixed pay, variable pay, allowances and benefits. This single, personalised statement enables employees to view the monetary value of all tangible and non-tangible benefits they are entitled to. The introduction of the Total Reward System has helped to grow awareness and further understanding of the total benefit package each direct employee receives and has improved the overall perception of pay equity in the marketplace and amongst ADCB direct employees.

Our Rewards

Our highly competitive rewards policy ensures ADCB employees are being fairly compensated based on performance and market value. In 2013, our total expenditure on direct employee salaries, allowances, benefits and variable pay reached AED 1,354 mn.

The health and well-being of our employees is of upmost importance to ADCB. We invest in a number of programmes designed to provide a safe work environment, maintain our employees’ health and inspire work-life balance. Throughout 2013, ADCB delivered a free Health and Wealth initiative for employees and customers across selected branches over a 3-day period. The Health and Wealth checks were done in partnership with Prime Medical Centre and included a free blood pressure, blood sugar and Body Mass Index (BMI) tests. All participants also received a free voucher for a cholesterol check-up. The programme took place in 17 branches in 2013 and over 2,000 customers and employees completed Health and Wealth checks. Furthermore, at the end of 2013, ADCB invested in equalising medical coverage across ADCB’s workforce in the UAE, bringing the same medical coverage to employees within the same categories across geographic areas.

Due to the nature of our work, we face low exposure to occupational health and safety hazards. For the past 4 years, ADCB has seen 0 employee fatalities and 0 recorded lost-time injuries. Our direct employee absenteeism rate due to illness remains low at 1.53%. In 2013 we ensured that all ADCB sites have a certified Health & Safety employee and that fire drills are performed and reported on a regular basis.

In addition to providing life and medical insurance to all our employees, our Annual Leave Policy allows Management and direct employees to take 25-30 days of annual leave, depending on their employment level. To promote a healthy environment, ADCB encourages employees to take advantage of their full annual leave:

- ADCB makes it mandatory for all direct employees to take at least, 2 consecutive weeks during the same calendar year;
- Email reminders are sent to encourage vacation requests; and
- Only 10-days of unused annual leave can be carried over to the following year.

“Engage for Success” Survey

In order to become a top-performing organisation, our employees must be continuously engaged so their enthusiasm is stimulated and their commitment is showcased in their everyday efforts.

By annually surveying our direct employees we can address barriers to effective performance, expand on successful initiatives and discover new opportunities that will allow us to continue to improve on our employee satisfaction ratings. In 2013 we partnered with a global management consultancy renowned worldwide for their research and insight into factors that drive employee engagement and enablement, to conduct our “Engage for Success” effectiveness survey.

The survey provided all ADCB direct employees with the opportunity to provide feedback on all aspects of their job. Overall our 2013 “Engage for Success” survey results displayed a higher level of engagement than the Middle East Banking, Global Banking and High Performing Companies’ Norms. In addition, ADCB stood out as a top-quartile bank in terms of employee engagement domestically and regionally. We believe that this is due to our continuous efforts to ensure our employees understand and are engaged in our long-term strategy, which in turn creates a personal connection for each employee at ADCB.

NEW IN 2013

HUMAN RESOURCES HELP DESK

Our employees are one of our most valuable stakeholders which is why we continuously aim to provide them with the highest level of internal customer service possible.

Launched in 2013, the HR Help Desk is a call centre established to effectively manage all internal inquiries and requests. The primary goal is to ensure that our employees have their questions addressed correctly and quickly.

The HR Help Desk deals primarily with issues related to leaves, certificates and letters, visas, insurance, loans and credit cards, allowance and benefits, manpower, end-of-service process, training, internal vacancies, learning and development, and all system-based questions.

The call centre does not handle complaints or provide financial information. In 2013 the HR Helpdesk resolved 5,434 employee inquiries.

HOLDING OURSELVES ACCOUNTABLE

In the 2012 Sustainability Report, ADCB committed to the following initiatives and targets to be completed in 2013. This is our report on our progress against those commitments:

| ADCB COMMITTED TO... | STATUS | ACTION TAKEN |
|--|--------|---|
| Launching the HR Help Desk | ● | The HR Help Desk was launched in 2013. To read more on this initiative please see page 41. |
| Starting to measure training hours for outsourced staff | ● | Delivered 6,135 training hours to 1,387 (out of 1,562) outsourced staff, averaging approximately 4 hours of training per outsourced staff. |
| Conducting an equalisation exercise for medical coverage across ADCB’s workforce | ● | This initiative was completed in December 2013. |
| Training a further 900 employees | ⦿ | From January to March 2013 we trained 92% of our targeted employees (830 out of 900 employees) on ‘Service Excellence Mindset’ as part of the TSE initiative. |
| Integrating sustainability into the annual appraisal process in 2014 | ⦿ | This was commenced in 2013 and sustainability has been incorporated into the appraisal process of several Sustainability Management, Champions and employees. |

● Completed ⦿ Partially-completed ○ Deferred

CASE STUDY

EMPOWERING ADCB WOMEN

- At ADCB we recognise the importance of empowering our female employees and building their leadership skills in order to enable them to excel personally and professionally.

Over the past years, our number of female employees has steadily increased as we have put significant effort into hiring, training and empowering our female workforce. In 2013, we achieved 48% female (direct) employees, of which 58% is composed of UAE National women.

In 2013 we made some significant strides towards increasing diversity and gender equality in the workplace, including the induction of our first female director, Mrs. Aysha Al Hallami, to ADCB's Board of Directors. By so doing, we have become one of the first banks in the GCC to embrace female representation at the most senior level of the organisation, aligning ourselves with global best practices in corporate governance and further supporting the UAE's efforts to empower UAE National women.

Additionally, in 2013, we established the ADCB Ladies Network, a series of events held by women for women. The ADCB Ladies Network serves as a platform for senior female executives at the Bank to learn from other successful female executives on various aspects of career success and enables them to act as mentors and role models for the next generation of female employees. In 2013, we delivered 3 successful events, featuring guest speakers from diverse industries who presented on topics of interest to our female executives.

Our efforts towards empowering local female talent is also recognised externally. In 2012 and 2013, 2 ADCB executives, Ms. Siddiqah Abbas and Ms. Samra Haboosh, respectively, received the "Distinguished Woman in the Banking & Finance Sectors Award" from The Emirates Institute for Banking & Financial Studies. Both Ms. Haboosh and Ms. Abbas have been employed at ADCB for nearly 10 years and attribute their success to ADCB's continuous support of UAE National women.

"Working here has been a great experience right from day one. ADCB has transformed me into a banking operations professional. I have learned and gained a lot of experience," says Ms. Abbas, who has been recently promoted to Chief Administration Officer of ITMAM, ADCB's new operational-support subsidiary. "Although it was an individual award, I dedicate it to ADCB for paving the path for me to win it."

In 2014 we will continue to support UAE National women in the development and growth of their professional careers.

WE ARE A
MULTI-CULTURAL
BANK

"ADCB provides a very unique multi-cultural environment, where each employee brings a vast amount of experience from different organisations from different countries. I had the pleasure of working with so many of these people and of course the knowledge gained is tremendous."

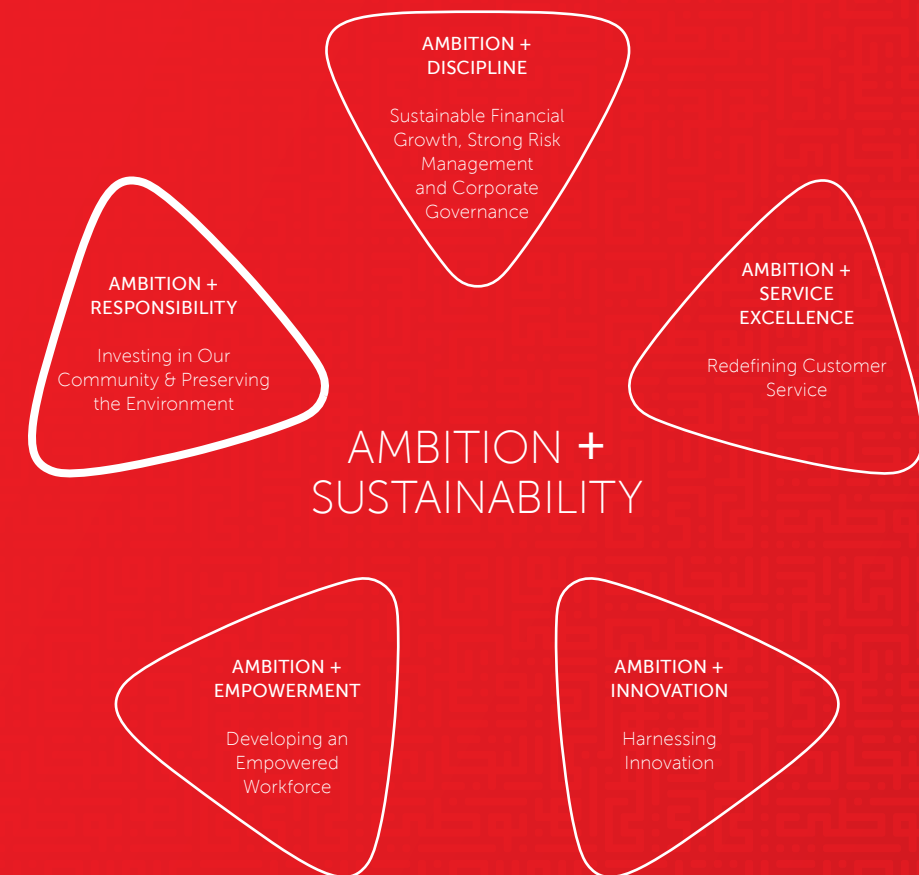
MS. SAMRA HABOOSH
Head of Service Quality & Service Delivery
Wholesale Banking Group at ADCB



CHAPTER 05

AMBITION + RESPONSIBILITY

INVESTING IN OUR COMMUNITY AND PRESERVING THE ENVIRONMENT



OUR APPROACH

OUR PERFORMANCE

- COMMUNITY SUPPORT
- AMBITIOUS PARTNERSHIPS
- ENVIRONMENTAL RESPONSIBILITY

HOLDING OURSELVES ACCOUNTABLE

His Highness Sheikh Fahad bin Zayed Al Nahyan
Chairman of the Ghantoot Racing and Polo Club, leads ADCB to victory at the
Pink Polo Championship in Abu Dhabi.

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CHAPTER 05

AMBITION + RESPONSIBILITY

► We are committed to investing in our community and protecting and preserving the environment in the local areas in which we operate.

FACTS & FIGURES
as at 31 Dec 2013

OVER
AED 7.79 mn
DIRECT COMMUNITY
INVESTMENTS¹⁵

7,535,496
SHEET OF PAPER SAVED FROM
E-STATEMENTS¹⁶

49.8
TONNES OF E-WASTE
RECYCLED¹⁶

► OUR APPROACH

The sustainable success of every organisation is highly dependent on the prosperity of its community and environment. At ADCB, we strive to be a responsible corporate citizen by creating strategic partnerships, and investing in significant causes that will create positive social and economic outcomes for the people in our markets, without negatively impacting on the environment.

► OUR PERFORMANCE
COMMUNITY SUPPORT

ADCB understands the importance of investing in our community. In 2013 we supported multiple organisations and encouraged our clients to donate via ATM transactions and online banking. In total, ADCB invested AED 8,511,201 in direct community investments, which includes the Islamic Banking Group's community investment, and supported the fundraising of AED 4,259,391, thus contributing a total of AED 12,770,592 in community investments for 2013.

We also began to track our Islamic Banking community investment, which increased from AED 397,300 in 2012 to AED 724,105 in 2013, and was directed to local organisations such as the Emirates Association of the Visually Impaired, Fujairah Welfare Association and Rashid Pediatric Therapy Centre. Furthermore, due to the generosity of our clients, we were also able to collect AED 764,494 from ATM donations and AED 3,494,897 from e-banking donations, benefitting organisations such as Awqaf, Red Crescent Society, Sadaqat, Pink Caravan, World Wildlife Fund (WWF), Zakat Al Fitr and Zakat Al Mal.

| Community Investments (AED) | 2010 | 2011 | 2012 | 2013 |
|---|-----------|------------|-----------|------------|
| Direct community investments | | | | |
| Donations | 512,500 | 1,020,440 | 607,000 | 1,364,445 |
| Sponsorships | 5,823,707 | 11,052,685 | 7,763,353 | 6,422,651 |
| Donations Islamic Banking Group | N/R | N/R | 397,300 | 724,105 |
| Indirect community investments | | | | |
| ATM donations | N/R | N/R | 818,969 | 764,494 |
| e-banking donations ¹⁷ | N/R | N/R | N/R | 3,494,897 |
| Total direct and indirect community investments | 6,336,207 | 12,073,125 | 9,586,622 | 12,770,592 |

AMBITIOUS PARTNERSHIPS

This past year ADCB developed strategic partnerships with key organisations in order to support the delivery of diverse community programmes focused on financial literacy, health and special needs. For the third year in a row, ADCB partnered with a charitable organisation specialised in breast cancer awareness. In 2013 we joined forces and helped raise funds for Pink Caravan, a nation-wide breast cancer awareness initiative launched in 2011 by Friends of Cancer Patients. 2013 also saw the start of the Bank's collaboration with the Emirates Foundation for Youth Development in order to support programmes focusing on financial literacy.



The Pink Caravan Partnership

Women play a vital role in our society and at ADCB 48% of our direct employees are female. Thus, maintaining their health is very important for the Bank. According to the latest statistics, breast cancer remains the most common form of cancer in Abu Dhabi.

Initiatives undertaken by ADCB in 2013 to raise money for Pink Caravan include:

| Breast Cancer Awareness Fundraising Events & Initiatives | Total (AED) |
|--|-------------|
| ADCB Tree of Hope (includes Pink Polo) | 11,158 |
| ADCB Anantara Ladies Luncheon | 14,200 |
| ADCB Zayed Sports City 5 & 10K Pink Run | 20,247 |
| ADCB ATMs Donate a Dirham Programme | 54,159 |
| Total | 99,764 |

In 2013 we chose to join forces with Pink Caravan in a unique fundraising scheme. During the month of October, breast cancer awareness month, ADCB set up its internet banking system and all 298 ATM machines across the UAE to enable clients to make donations towards Pink Caravan after completing a transaction. Through ADCB's Donate a Dirham initiative and thanks

to the generosity of our customers, we were able to raise AED 54,159 which was invested in life-saving education, screening and support services to breast cancer patients and their families across the UAE. In addition, we collaborated with Pink Caravan's team during our Staff Wellness Day in September 2013 to deliver a 1-day seminar on breast and cervical cancer awareness to ADCB employees. The event welcomed qualified physicians from Pink Caravan who presented on the topic and provided free confidential clinical examinations at our head office.

"ADCB has become recognised as an established corporate patron of breast cancer awareness and education over the past three years (...). We are extremely grateful to ADCB for initiating this programme as our life-saving work wouldn't be possible without the extraordinary generosity of our corporate partners."

DR. SAWSAN AL MADHI
Secretary General, Friends of Cancer Patients

The ADCB Tree of Hope

For the second year in a row, we generated funds for and awareness of breast cancer through our own ADCB Tree of Hope. This large fibre-glass tree-shaped structure rotates between ADCB branches and diverse venues, encouraging the public to write their personal messages of hope on detachable pink leaf-shaped paper which is then glued to the branches of the tree, thus bringing the tree to life. A donation of AED 10 was requested for each message of hope and contributors received a pink ribbon pin and literature from Pink Caravan about early detection, health and well-being tips.



¹⁵ In addition, the Bank's Islamic Banking Group invested AED 724,105 in the community. | ¹⁶ This figure has been restated from the 2013 Annual Report, as detailed on page 51. | ¹⁷ Includes ADCB and Islamic Banking.

In 2013, the ADCB Tree of Hope project was expanded and the number of events and locations where the Tree appeared during the month of October grew. The fundraising results in 2013 increased by 3.21% from the previous year as we reached a total of AED 11,158 in donations, which were directed to Pink Caravan. In 2014, we aim to further increase our fundraising target and expose the ADCB Tree of Hope to a much larger audience.

In addition, we further supported Pink Caravan through fundraising events, such as the ADCB Anantara Ladies Luncheon and our participation in the ADCB Zayed Sports City 5 & 10K Pink Run, which together raised nearly AED 35,000. Our total contribution towards breast cancer awareness amounted to AED 99,764, all of which was donated to Pink Caravan.

Finally, ADCB sponsored specific events geared towards breast cancer awareness and education. Our 2013 breast cancer awareness sponsorships amounted to AED 500,960, which includes Pink Polo presented by ADCB and the Pink Lady Golf Day.



Partnerships Supporting our Communities

ADCB’s commitment to support our communities also included a partnership with Sheikh Khalifa Medical City, in August 2013, to facilitate a blood donation drive for our employees to help build the stock of blood which is in great scarcity during the summer months. Additionally, during the Holy Month of Ramadan, ADCB joined the Red Crescent Authority in their efforts to provide more than 35,000 Iftar meals for those in need and supported Awqaf, the General Authority of Islamic Affairs and Endowments, with 37 wireless point-of-sale credit and debit card devices in order to enable customers to make charitable donations throughout the Holy Month of Ramadan, which collected AED 70,305 in donations.

Child Safety Programme

Children are our most precious resource and the future of our Country. In response to the growing number of children falling from windows in high-rise buildings across the UAE, ADCP has initiated a Child Safety Lock Programme in partnership with the Abu Dhabi Municipality in order to rectify the older buildings under ADCP management. The programme aims to install fall-prevention devices on the windows of more than 37,000 units in approximately 2,200 residential buildings managed by ADCP. The safety device prevents windows from opening more than 10 cms, which is in accordance with the regulations set by the Abu Dhabi Department of Municipal Affairs. Having commenced the project in December 2013, ADCP installed 15,000 devices by the end of 2013 thus completing almost 5% of the project with the aim of continuing the project in 2014.

DID YOU KNOW...?

ADCP was awarded the Al Bateen Project by the Dewan of the Crown Prince of Abu Dhabi. Tenants, nominated by the relevant Government Department, receive free housing through ADCP. This is a Government initiative to support UAE Nationals.

ENVIRONMENTAL RESPONSIBILITY

Our Environmental Footprint

With the intention of preserving the environment in which we operate, we closely monitor the overall environmental impact of our operations. Measuring our overall consumption continues to be a challenge, however, we continue to improve our tools of measurement to gather accurate data. Since 2011 we have expanded the scope of our measurements in order to improve accuracy and provide a better picture of the environmental footprint of our operations.

Our newly implemented energy consumption billing-tracking system now provides more accurate data for 2013; therefore, the electricity and water consumption data from this past year will become our benchmark for future comparisons and analyses.

Our total water consumption increased by 9% in 2013 totalling 6,271,110 m³. Our electricity consumption decreased by 1.3% in 2013, amounting to a total of 38,975,068 kWh.

It is important to note that the figures for 2012 and 2013 reflect our main office as well as other ADCB premises and our 50 branches across the UAE; whereas other years reflect only main office. This explains the significant increase in water and electricity consumption.

| SNAPSHOT OF OUR ENVIRONMENTAL FOOTPRINT | | | | |
|--|------------|------------|-----------------------|------------|
| Source | 2010 | 2011 | 2012 | 2013 |
| Water consumption (m ³) | 41,181 | 31,955 | 5,755,954 | 6,271,110 |
| Electricity (kWh) | 12,671,333 | 12,211,333 | 39,477,277 | 38,975,068 |
| Diesel consumption (L) ¹⁸ | 42,527 | 257,744 | 278,009 | 269,246 |
| Petrol consumption (L) ¹⁸ | 22,343 | 135,416 | 101,141 | 250,731 |
| Total fuel consumption (L) ¹⁸ | 64,870 | 393,160 | 379,150 | 519,977 |
| Employee (direct) flights (Km) | N/R | N/R | 346,916 ¹⁹ | 3,161,318 |

In addition, in 2013, we commenced a project to install automated sensors in our head office in order to save energy; and, we installed energy-saving light bulbs in our parking renovations, all of which have had a small but noticeable impact on our energy consumption. We also have green IT processes at our Head Office.

When it comes to direct energy consumption, the Bank decreased vehicle diesel consumption by 3%, totalling 269,246 litres. Vehicle gasoline consumption, increased by 148% in 2013, to a total of 250,731 litres, as a result of a broader scope of reporting (see footnote 18).

| GHG EMISSIONS (TONNES CO2 EQ) ²⁰ | | | | |
|---|-------|--------|--------------------|-------------------|
| Source | 2010 | 2011 | 2012 ²¹ | 2013 |
| Water | N/R | N/R | 79,201 | 86,289 |
| Electricity | 9,639 | 9,289 | 30,030 | 29,648 |
| Diesel (vehicle) | 116 | 703 | 758 | 735 |
| Gasoline (vehicle) | 54 | 327 | 244 | 606 |
| Air flights (travel) | N/R | N/R | 69 | 389 ²² |
| Other emissions (kgr) | N/R | N/R | 985 | 740 |
| TOTAL GHG EMISSIONS | 9,809 | 10,319 | 111,287 | 118,407 |

The large increase in flights in 2013 relates to the change of scope in our data collection. Towards the end of 2012, ADCB also started to track the total mileage of flights over 3 hours, which amounted to 346,916 km for the months of October, November and December in 2012. In 2013 we centralised the tracking and reporting of all flights, to include all flights, including those under 3 hours, in order to provide more accurate data, which totalled 3,161,318 km.

| OTHER EMISSIONS | | | | |
|---|------|------|------|------|
| Source | 2010 | 2011 | 2012 | 2013 |
| NOx emissions (kgr) | N/R | N/R | 758 | 474 |
| SO ₂ emissions (kgr) | N/R | N/R | 227 | 266 |
| Ozone depleting potential (CFC-11 equivalent) | N/R | N/R | 0 | 0 |
| TOTAL OTHER EMISSIONS | -- | -- | 985 | 740 |

¹⁸Data for 2013 includes fleet cars owned and leased by ADCB as well as transportation for employees located at the DOZ premises and 6 newly acquired vehicles: 1 pool car and 5 ADCP & ADCE vehicles. Data for 2010-2012 cover ADCB’s fleet vehicles only.

¹⁹The figure reported for 2012 relates solely to direct employee flights over 3 hours for the months of October, November and December 2012.

²⁰2013 calculations sources: US Energy Information Administration Voluntary Reporting of Greenhouse Gases Programme: http://www.eia.gov/oiaf/1605/emission_factors.html; GHG Protocol Emission Factors; Stationary Combustion Emission Factors: <http://www.eia.gov/oiaf/1605/coefficients.html>; Diesel Sulphur Content: <http://www.unep.org/pcfv/PDF/SulphurMatrix-MENAWA-April2010.pdf>

²¹The 2012 GHG emissions figures are restated for accuracy and alignment with current calculation methodology

²²Air flight GHG emissions is an estimate based on all ADCB direct employees flights in 2013. Flight distances were grouped into categories based on flight pattern, giving an estimation for the distance of each flight. From the flight distances for the 1,052 flights for 2013, flights were categorised into three distinct groups - domestic (over 800 km), short haul (800 - 1600 km) and long haul (over 1,600 km). Emission factors were used for each flight category to gather the GHG emissions for each flight category.

We understand the importance of monitoring our greenhouse gas emissions and the direct impact it has in global climate change. Our GHG emissions in 2013 were 118,407 tonnes. The increase can be attributed to water consumption and transportation fuels associated with staff travel, both by road and air.

We generate non-hazardous waste, which is handed to and managed by the local municipality. Our waste is mainly composed of paper, toner, plastic, food and electronic devices (e-waste). Especially in regards to e-waste, ADCB understands the potentially harmful materials contained in e-waste as well as the possibilities for recycling these components and has committed to a 3-year programme to ship electronic waste to a licensed recycling partner abroad. The large increase in our 2013 e-waste is due to a special one-time project to recycle 366 fire-proof chubs.²³

DID YOU KNOW...?
Since 2008 ADCB has participated annually in "Earth Hour", a globally celebrated event organised by Emirates Wildlife Society in association with the World Wildlife Fund. On March 23, 2013 all lights and non-essential appliances at our headquarters and branches were switched off for one hour.

| PAPER CONSUMPTION AND E-STATEMENTS | | | | |
|---|-----------|-----------|-----------|------------|
| | 2010 | 2011 | 2012 | 2013 |
| Electronic transactions vs manual transactions (%) ²⁴ | 81% | 85% | 87% | 91% |
| Retail e-statement subscriptions (total number at year end) | 162,591 | 220,237 | 253,273 | 374,685 |
| Retail e-statement subscriptions (monthly average of total subscribers) ²⁵ | N/A | 191,414 | 236,755 | 313,979 |
| Retail e-statement subscriptions (%) | 28 | 45 | 50 | 71 |
| Paper saved by e-statements (Calculated as 2 statements per customer per month) ²⁵ | 3,902,184 | 4,593,936 | 5,682,120 | 7,535,496 |
| Money saved by e-statements (AED) ²⁵ (Calculated as AED 1.34 per statement) | 5,228,927 | 6,155,874 | 7,614,041 | 10,097,565 |
| Paper consumption (tonnes) | N/R | 173 | 215 | 279 |
| Paper recycled (tonnes) | N/R | N/R | 47 | 43 |
| e-waste (tonnes) | 11.5 | 3.6 | 3.6 | 49.8 |

²³This special one time project was not included in the 2013 Annual Report.

²⁴Retail financial transactions only.

²⁵These numbers are estimations only, calculated from the average number of e-statement subscribers per month, annualised, and not the end of year closing balance of e-statement subscribers, which is the figure used in the 2013 Annual report. 2010 figures are based on year-end balance.

► **HOLDING OURSELVES ACCOUNTABLE**

In the 2012 Sustainability Report, ADCB committed to the following initiatives and targets to be completed in 2013. This is our report on our progress against those commitments:

| ADCB COMMITTED TO... | STATUS | ACTION TAKEN |
|---|--------|--|
| Supporting financial literacy advisory services through strategic partnerships (e.g. Emirates Foundation) | ● | ADCB finalised a strategic partnership with the Emirates Foundation in Q4 2013 to collaborate on financial literacy. |
| Expand partnership programme (e.g. EWS-WWF, Emirates Foundation, etc.) | ● | ADCB developed partnerships with the EWS-WWF, Emirates Foundation, and became part of the Abu Dhabi Sustainability Group (ADSG). |
| Integrating sustainability in the supplier selection process | ● | ADCB incorporated a number of CSR questions in the supplier registration and selection procedures. |
| Reducing total paper use | ⦿ | Although our overall paper purchased increased by 30% in 2013, we experienced a 48% increase over 2012 in customers switching to online statements, which has a direct impact on lowering our paper consumption. |
| Reducing energy consumption | ● | Our electricity energy consumption decreased by 1.3% in 2013. |
| Implementing a waste recycling scheme by 2014 | ○ | In progress in 2014 for Head Office and Al Nayhan Camp offices. |

● Completed ⦿ Partially-completed ○ Deferred

APPENDICES



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AWARDS, MEMBERSHIPS & ASSOCIATIONS

► OUR AWARDS

ADCB has been distinguished for its efforts and ranks among the leading banks in the UAE for achieving excellence across its business lines. In 2013, the Bank received the following awards and recognitions:

- “Best Cash Management Bank in the UAE” – Euromoney
- “Best Trade Bank in the Middle East – Silver” – TFR Excellence Awards 2013
- “Best Islamic Banking Window” – Global Islamic Finance Awards
- “Most Innovative Product of the Year” – Global Islamic Finance Awards
- “The Best Emiratisation CEO Award” – The Emirates Institute for Banking & Financial Studies
- “Honouring UAE Nationals in Higher Management Positions in the Banking Sector Award” – The Emirates Institute for Banking & Financial Studies
- “Distinguished Woman in the Banking and Finance Sector Award” – The Emirates Institute for Banking & Financial Studies
- “Best App – Retail Bank in the Middle East” by The Mobies Awards at The Mobile Show 2013
- “Best Transaction Bank” – The Banker Middle East Industry Awards 2013
- “Best Corporate Bank” – The Banker Middle East Industry Awards 2013
- “The Best Corporate Governance in the United Arab Emirates 2013” – World Finance Magazine
- “Best New SME Product” – The Banker Middle East Product Awards 2013
- “Best Trade Finance Offering” – The Banker Middle East Product Awards 2013
- “Best Cash Management” – The Banker Middle East Product Awards 2013
- “Deal of the Year 2013: Middle East – Islamic Finance Category Jebel Ali Free Zone Sukuk Refinancing” – The Banker Deals of the Year 2013 Awards
- “Deal of the Year 2013: Middle East – Restructuring Category – Global Investment House Restructuring Deal” – The Banker Deals of the Year 2013 Awards
- “Best Bank in Trade Finance” in the UAE – Global Finance Magazine
- “Best Bank in Payments and Collections in the Middle East Region – Global Finance Magazine
- “Highly Commended for the Best Trade Bank in the Middle East and North Africa” – Trade Finance Excellence Awards 2013

► OUR MEMBERSHIPS & ASSOCIATIONS

ADCB is a member or strategic partner of the following organisations, memberships and associations:

- Abu Dhabi Sustainability Group (ADSG)
- Emirates Wildlife Society – World Wildlife Fund (EWS-WWF)
- Emirates Foundation for Youth Development
- The Khalifa Fund (associate)
- The UAE Banks’ Federation (UBF) and various committees of the UBF (member)
- The Union of Arab Banks (member)
- The Institute of International Finance (member)

SUMMARY OF COMMITMENTS FOR 2014

SUMMARY OF COMMITMENTS FOR 2014

| | |
|-------------------------------|--|
| AMBITION + SUSTAINABILITY | <ul style="list-style-type: none">• Launch a sustainability lunch & learn speaker series for employees• Issue a 2013 Sustainability Report• Formalise ADCB’s Sustainability Policy• Develop a sustainability action plan• Integrate sustainability issues into our Internal Auditing Process |
| AMBITION + DISCIPLINE | <ul style="list-style-type: none">• Report on sustainability progress to the Board• Review the GRI G4 governance requirements related to sustainability and incorporate disclosures in the 2014 Corporate Governance Report• Update and revise the Code of Ethics, including the Fraud Management Policy• Achieve ISO 22301 certification for Business Continuity Management• Achieve ISO 31000 certification for Risk Management• Formulate a Sustainability policy for approval by the Board of Directors |
| AMBITION + SERVICE EXCELLENCE | <ul style="list-style-type: none">• Establish a baseline Net Promoter Score• Enhance investor relations and sustainability focus on ADCB website• Train all Bank-wide staff in “Towards Service Excellence” (TSE)• Implement CCTV systems across all branches for security purposes• Finalise and achieve ISO 9000 for Quality Management across the Bank |
| AMBITION + INNOVATION | <ul style="list-style-type: none">• Develop a digitisation and social media strategy• Enhance presence in media• Launch a new subsidiary of the Bank focused on efficiency management and operational innovations |
| AMBITION + EMPOWERMENT | <ul style="list-style-type: none">• Launch innovative hiring programme directed towards UAE National women• Hire a Health & Safety manager dedicated to OHS |
| AMBITION + RESPONSIBILITY | <ul style="list-style-type: none">• Implement a waste recycling scheme• Initiate ADCB’s financial literacy campaign• Transition all procurement processes online (minimising paper consumption and maximising efficiency) |

► OUR SUSTAINABILITY KPIs

| PRIORITY SUSTAINABILITY AREA | KEY SUSTAINABILITY PERFORMANCE MEASURE | 2010 | 2011 | 2012 | 2013 |
|-------------------------------|--|---------------|---------------------|--------|--------|
| AMBITION + SUSTAINABILITY | Standard & Poor's/Hawkamah Pan-Arab ESG Index ranking | N/A | N/A | 6th | 4th |
| | Sustainability Report GRI application level | N/A | B | B | Core |
| | Number of quantitative GRI sustainability KPIs reported | N/A | N/A | 114 | XX |
| | Number of employees trained in sustainability | New Indicator | | N/R | 15 |
| AMBITION + DISCIPLINE | Operating income (AED mn) | 5,000 | 6,069 | 6,595 | 7,320 |
| | Operating expenses (AED mn) | 1,649 | 2,063 | 2,069 | 2,358 |
| | Net profit (AED mn) | 391 | 1,731 ²⁶ | 2,810 | 3,620 |
| | Direct employee wages and benefits (AED mn) | 830 | 1,095 | 1,165 | 1,354 |
| | Payments to providers of capital (dividends, AED mn) | N/A | 1,119 | 1,399 | 1,561 |
| | Return on equity (%) | 1.54 | 8.92 ²⁶ | 13.02 | 15.45 |
| | Number of Board Meetings | 8 | 8 | 11 | 8 |
| | Number of Board Committee Meetings | 49 | 41 | 38 | 48 |
| | Percentage of independent Board Members | >30% | >30% | >30% | >30% |
| | Number of direct employee jobs created | N/A | 294 | 105 | 288 |
| | Percentage of procurement spending on local suppliers | 94.7% | 94.6% | 95.3% | 95.0% |
| | Total number of incidents of violations involving rights of indigenous peoples and actions taken | N/R | N/R | 0 | 0 |
| | Number of grievances related to human rights filed (forced labour, etc), addressed and resolved through formal grievance mechanisms | N/R | N/R | N/R | 0 |
| | Total number of incidents of discrimination and corrective actions taken | N/R | N/R | 0 | 0 |
| | Percentage and total number of business units analysed for risks related to corruption | N/R | N/R | 100% | 100% |
| | Report the total number and nature of confirmed incidents of corruption (whistle-blowing) | N/R | N/R | 18 | 9 |
| | Number of whistle-blowing cases which required further investigation | N/R | N/R | 9 | 3 |
| | Number of whistle-blowing cases deemed to be substantial | N/R | N/R | 0 | 0 |
| | Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by types of outcomes | N/R | N/R | 0 | 0 |
| AMBITION + SERVICE EXCELLENCE | Customer-base growth year on year (%) | N/R | N/R | 3.7% | 4.7% |
| | Number of branches (established locally and internationally) | 49 | 51 | 53 | 53 |
| | ATM network | 265 | 294 | 299 | 298 |
| | Total customer complaints | 50,376 | 52,318 | 50,873 | 42,174 |
| | Improvement on total customer complaints (%) | N/A | (4%) | 3% | 17% |
| | Percentage of complaints resolved within 3 days (%) | 91% | 92% | 93% | 93% |
| | Customer satisfaction (%) | 84% | 88% | 97% | N/A |

²⁶ Normalised to reflect sale of investment in associate.

| PRIORITY SUSTAINABILITY AREA | KEY SUSTAINABILITY PERFORMANCE MEASURE | 2010 | 2011 | 2012 | 2013 |
|------------------------------|--|---------------|---------|-------------------|---------|
| | Customer Net Promoter Score | New Indicator | | | |
| | Number of breaches of customer privacy reported | N/R | N/R | N/R | 4 |
| | # of complaints regarding losses of customer data | 7 | 4 | 9 | 7 |
| AMBITION + INNOVATION | Mobile Banking retail subscribers | 228,957 | 268,993 | 322,236 | 380,240 |
| | ADCB personal internet banking retail subscribers | 119,306 | 161,020 | 201,200 | 249,705 |
| | New products launched by Consumer Banking Group | 6 | 6 | 2 | 0 |
| AMBITION + EMPOWERMENT | Total number of direct employees (including subsidiaries) | 3,824 | 4,118 | 4,223 | 4,511 |
| | % of female direct employees | 48% | 49% | 45% | 48% |
| | % of women in Senior Management positions | 10% | 18% | 18% | 7% |
| | % of youth employment (aged 18-30) | 32% | 35% | 40% | 33% |
| | % of direct employees who are UAE Nationals | 36% | 41% | 41% | 40% |
| | UAE National Branch Managers (%) | 16% | 80% | 86% | 63% |
| | Turnover of all direct employees (%) | 7% | 8% | 10% | 8% |
| | Absenteeism for all direct employees | 0.8% | 1.07% | 1.18% | 1.53% |
| | Investment in training per direct employee (AED) | 2,667 | 3,278 | 4,499 | 4,212 |
| | Total no. of training for direct employees (hrs) | 37,973 | 81,095 | 74,306 | 103,691 |
| | Average hours of training per year/ direct employee | 10 | 20 | 18 | 23 |
| | Percentage of direct employee grievances resolved at year end | 0% | 80% | 73% | 66% |
| AMBITION + RESPONSIBILITY | Electricity consumption (kWh '000) | 12,671 | 12,211 | 39,477 | 38,975 |
| | Water consumption (m3 '000) | 41 | 32 | 5,756 | 6,271 |
| | Paper consumption (tonnes) | N/A | 173 | 215 | 279 |
| | Paper recycled (tonnes) | N/A | N/A | 47 | 43 |
| | Total direct employee flights (Km '000) | N/A | N/A | 347 ²⁷ | 3,161 |
| | Paper saved ('000) by e-statements (2 statements per customer per month) ²⁸ | 3,902 | 4,594 | 5,682 | 7,535 |
| | Money (AED '000) saved by e-statements (AED 1.34/statement) ²⁸ | 5,229 | 6,156 | 7,614 | 10,098 |
| | e-waste recycled (tonnes) | 11.5 | 3.6 | 3.6 | 49.8 |
| | Internet Banking donations (AED '000) | N/R | N/R | N/R | 3,495 |
| | Donations Islamic Banking Group (AED '000) | N/R | N/R | N/R | 724 |
| | Total direct and indirect community investments (AED mn) | 6.34 | 12.07 | 9.59 | 12.77 |

²⁷ The figure reported for 2012 relates solely to direct employee flights over 3 hours for the months of October, November and December 2012.

²⁸ These numbers are estimations only, calculated from the average number of e-statement subscribers per month, annualised, and not the end of year closing balance of e-statement subscribers, which is the figure used in the 2013 Annual report. 2010 figures are based on year-end balance.

APPENDIX A - GRI INDEX



| GENERAL STANDARD DISCLOSURES | | | |
|--|----------|---|--------------------|
| Indicator | Coverage | Page Reference or Direct Response | External Assurance |
| STRATEGY AND ANALYSIS | | | |
| G4-1 | ✓ | 2, 4 | Not assured |
| ORGANIZATIONAL PROFILE | | | |
| G4-3 | ✓ | 5 | Not assured |
| G4-4 | ✓ | 7, 8 | Not assured |
| G4-5 | ✓ | 5 | Not assured |
| G4-6 | ✓ | 5 and About this Report (page 0) | Not assured |
| G4-7 | ✓ | Page 28 of the ADCB annual report | Not assured |
| G4-8 | ✓ | 5 | Not assured |
| G4-9 | ✓ | 5, 57, 58 | Not assured |
| G4-10 | ✓ | 37, 38 | Not assured |
| G4-11 | ✓ | 0% - trade unions are prohibited under UAE law | Not assured |
| G4-12 | - | 22, 32 - the supply chain is made up of a wide variety of product and service providers | Not assured |
| G4-13 | ✓ | No significant change | Not assured |
| G4-14 | ✓ | 2, 4, 11, 12 | Not assured |
| G4-15 | ✓ | 9, 55 | Not assured |
| G4-16 | ✓ | 55 | Not assured |
| IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES | | | |
| G4-17 | ✓ | Abu Dhabi Commercial Properties LL C (ADCP), Abu Dhabi Commercial Engineering Services LL C (ADCE), Al Dhabi Brokerage LL C (now, ADCB Securities LL C), Abu Dhabi Commercial Islamic Finance Pvt JSC (ADCIF) and ADCB Services FZ-LL C), and excludes our 2 branches in India and 1 branch in Jersey, unless otherwise indicated | Not assured |
| G4-18 | ✓ | 10,13 | Not assured |
| G4-19 | ✓ | 62 | Not assured |
| G4-20 | ✓ | 60 | Not assured |
| G4-21 | ✓ | 60 | Not assured |
| G4-22 | ✓ | No restatements | Not assured |
| G4-23 | ✓ | No significant change since 2012 | Not assured |
| STAKEHOLDER ENGAGEMENT | | | |
| G4-24 | ✓ | 13, 14 | Not assured |
| G4-25 | ✓ | 13, 14 - identified through a strategic review | Not assured |
| G4-26 | ✓ | 13, 14 | Not assured |
| G4-27 | ✓ | 13, 14 | Not assured |
| REPORT PROFILE | | | |
| G4-28 | ✓ | About this Report (page 0) | Not assured |
| G4-29 | ✓ | 2012 | Not assured |
| G4-30 | ✓ | About this Report (page 0) | Not assured |
| G4-31 | ✓ | About this Report (page 0) sustainability@adcb.com | Not assured |
| G4-32 | ✓ | About this Report (page 0) | Not assured |
| G4-33 | ✓ | About this Report (page 0) | Not assured |
| GOVERNANCE | | | |
| G4-34 | ✓ | 20, 21 | Not assured |
| ETHICS AND INTEGRITY | | | |
| G4-56 | ✓ | 5, 6 | Not assured |

✓ Reported ✖ Not reported - Partially reported

| SPECIFIC STANDARD DISCLOSURES | | | |
|--|----------|-----------------------------------|--------------------|
| Indicator | Coverage | Page Reference or Direct Response | External Assurance |
| CATEGORY: ECONOMIC | | | |
| MATERIAL ASPECT: ECONOMIC PERFORMANCE | | | |
| G4-DMA | ✓ | 19-22 | Not assured |
| G4-EC1 | ✓ | 19, 47 | Not assured |
| MATERIAL ASPECT: MARKET PRESENCE | | | |
| G4-DMA | ✓ | 38 | Not assured |
| G4-EC6 | ✓ | 38 | Not assured |
| MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS | | | |
| G4-DMA | ✓ | 21, 22, 31-34 | Not assured |
| G4-EC8 | ✓ | 21, 22, 31-34 | Not assured |
| MATERIAL ASPECT: PROCUREMENT PRACTICES | | | |
| G4-DMA | ✓ | 22 | Not assured |
| G4-EC9 | - | 22 | Not assured |
| CATEGORY: ENVIRONMENTAL | | | |
| MATERIAL ASPECT: MATERIALS | | | |
| G4-DMA | ✓ | 47, 51, 52 | Not assured |
| G4-EN1 | ✓ | 51, 52 | Not assured |
| MATERIAL ASPECT: ENERGY | | | |
| G4-DMA | ✓ | 47, 50 | Not assured |
| G4-EN3 | ✓ | 50, 52 | Not assured |
| G4-EN4 | ✓ | 50, 52 | Not assured |
| G4-EN6 | ✓ | 50, 52 | Not assured |
| MATERIAL ASPECT: WATER | | | |
| G4-DMA | ✓ | 47, 50 | Not assured |
| G4-EN8 | - | 50 | Not assured |
| MATERIAL ASPECT: EMISSIONS | | | |
| G4-DMA | ✓ | 47, 50, 51 | Not assured |
| G4-EN15 | ✓ | 50, 51 | Not assured |
| G4-EN16 | ✓ | 50, 51 | Not assured |
| G4-EN17 | ✓ | 50, 51 | Not assured |
| G4-EN20 | ✓ | 50, 51 | Not assured |
| G4-EN21 | ✓ | 50, 51 | Not assured |
| MATERIAL ASPECT: EFFLUENTS AND WASTE | | | |
| G4-DMA | ✓ | 47, 51 | Not assured |
| G4-EN23 | ✓ | 51, 52 | Not assured |
| MATERIAL ASPECT: PRODUCTS AND SERVICES | | | |
| G4-DMA | ✓ | 47, 51 | Not assured |
| G4-EN27 | ✓ | 51 | Not assured |
| CATEGORY: SOCIAL | | | |

✓ Reported ✖ Not reported - Partially reported

| SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK | | | |
|--|----------|--|--------------------|
| Indicator | Coverage | Page Reference or Direct Response | External Assurance |
| MATERIAL ASPECT: EMPLOYMENT | | | |
| G4-DMA | ✓ | 37 | Not assured |
| G4-LA1 | - | 38 | Not assured |
| G4-LA2 | - | 40, 41 | Not assured |
| MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY | | | |
| G4-DMA | ✓ | 37, 41 | Not assured |
| G4-LA6 | ✓ | 41 | Not assured |
| MATERIAL ASPECT: TRAINING AND EDUCATION | | | |
| G4-DMA | ✓ | 37, 39, 40 | Not assured |
| G4-LA9 | ✓ | 39, 40 | Not assured |
| G4-LA10 | ✓ | 39, 40 | Not assured |
| MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY | | | |
| G4-DMA | - | 20 | Not assured |
| G4-LA12 | - | 20 | Not assured |
| SUB-CATEGORY: HUMAN RIGHTS | | | |
| MATERIAL ASPECT: NON-DISCRIMINATION | | | |
| G4-DMA | ✖ | Information currently not available | Not assured |
| G4-HR3 | ✓ | 57 | Not assured |
| MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT | | | |
| G4-DMA | ✓ | 31 | Not assured |
| G4-HR10 | - | 32 - The percentage of suppliers screened is currently unavailable | Not assured |
| MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS | | | |
| G4-DMA | ✖ | Information currently not available | Not assured |
| G4-HR12 | ✓ | 57 | Not assured |
| SUB-CATEGORY: SOCIETY | | | |
| MATERIAL ASPECT: LOCAL COMMUNITIES | | | |
| G4-DMA | ✓ | 47 | Not assured |
| G4-SO1 | ✓ | 47 | Not assured |
| MATERIAL ASPECT: ANTI-CORRUPTION | | | |
| G4-DMA | ✖ | Information currently not available | Not assured |
| G4-SO3 | ✓ | 57 | Not assured |
| G4-SO5 | ✓ | 57 | Not assured |
| SUB-CATEGORY: PRODUCT RESPONSIBILITY | | | |
| MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY | | | |
| G4-DMA | ✓ | 25 | Not assured |
| G4-PR2 | ✓ | 57 | Not assured |
| MATERIAL ASPECT: PRODUCT AND SERVICE LABELLING | | | |
| G4-DMA | ✓ | 25 | Not assured |
| G4-PR4 | ✓ | 26 | |
| G4-PR5 | - | 27, 58 | Not assured |
| MATERIAL ASPECT: CUSTOMER PRIVACY | | | |
| G4-DMA | ✓ | 25 | Not assured |
| G4-PR8 | ✓ | 58 | Not assured |

✓ Reported ✖ Not reported - Partially reported

APPENDIX B - MATERIALITY & BOUNDARIES



The sustainability issues deemed most material to ADCB were identified using a limited materiality process that involved taking input from across the organization on the strategic priorities of the company as well as stakeholder expectations." An updated ADCB stakeholder map can be found on pages 13 and 14. In relation to the GRI material aspects, the table below captures the boundaries of each aspect.

| STRATEGIC AREAS | MATERIAL ASPECTS | ASPECT BOUNDARY |
|---|----------------------------------|------------------------------------|
| AMBITION + DISCIPLINE | | |
| Sustainable financial growth | Economic performance | ADCB, Our Shareholders |
| Governance and risk | Diversity and equal opportunity | ADCB |
| The Economic Vision 2030 | Indirect economic impact | ADCB, Our Country |
| AMBITION + SERVICE EXCELLENCE | | |
| Our processes and customer satisfaction | Marketing communications | ADCB, Our Customers |
| | Product and service labelling | ADCB, Our Customers |
| AMBITION + INNOVATION | | |
| Innovative solutions | Procurement practices | ADCB, Our Country (suppliers) |
| | Supplier human rights assessment | ADCB, Our Country (suppliers) |
| Sustainability through innovation | Indirect economic impact | ADCB, Our Country (general public) |
| AMBITION + EMPOWERMENT | | |
| Fostering employee diversity | Market presence | ADCB, Our Country |
| | Employment | ADCB, Our Employees |
| Emiratisation | Diversity and equal opportunity | ADCB, Our Employees |
| Women in leadership | Diversity and equal opportunity | ADCB, Our Employees |
| Developing our employees | Training and education | ADCB, Our Employees |
| Engaging and rewarding employees | Employment | ADCB, Our Employees |
| | Occupational health and safety | ADCB, Our Employees |
| AMBITION + RESPONSIBILITY | | |
| Community support and partnerships | Local communities | ADCB, Our Country (general public) |
| Environmental responsibility | Materials | ADCB |
| | Energy | ADCB |
| | Water | ADCB |
| | Emissions | ADCB |
| | Effluent and waste | ADCB |
| | Products and services | ADCB, Our Customers |