

Abu Dhabi Commercial Bank PJSC

LONG LIVE
AMBITION.®



Investor presentation
Financial year 2011 results

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- Business overview
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Financial highlights

Key messages...

- Strong core banking franchise delivering record income and net profit
- Improved funding profile and margins
- Improved asset quality and cost of risk
- Strong capital position and comfortable liquidity levels
- Investing in people, businesses, systems and technology for long term growth
- Strengthening position in the UAE

ADCB – a leading bank in the UAE...

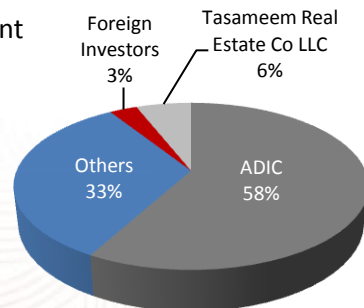
Overview

- Third largest bank in the UAE and second largest in the Emirate of Abu Dhabi in terms of total assets, 12% market share by loans and 10% market share by deposits as at 30 September 2011 *
- Serving over 450,000 retail customers and over 34,000 corporate and SME clients in 48 branches and 4 pay offices in the UAE, 2 branches in India and 1 offshore branch in Jersey
- The Bank is listed on the Abu Dhabi Securities Market, with a market cap of AED 16 bn as at 31 December 2011

* Source: UAE Central Bank

Strong and supportive government ownership

- 58.08% owned by the Government of Abu Dhabi through the Abu Dhabi Investment Council (ADIC)
- Second largest bank shareholding by the Government of Abu Dhabi
- Strong government representation on ADCB's board including one member from the Department of Finance, two members from Abu Dhabi Investment Authority (ADIA) and three members from ADIC
- Government support provided to local banks including ADCB, AED 4 bn Tier I capital notes in Q1'09



* As at 31 December 2011

Investment grade rating

	Long term rating	Short term rating	Outlook
S&P*	A	A-1	Stable
Moody's	A1	P-1	Negative
Fitch	A+	F1	Stable
RAM	AAA	P1	Stable

* Ratings raised to A/A-1 on improved capitalisation after sale of stake in RHB Capital Berhad, June 21, 2011. Previous rating A-/A-2/Stable

ADCB – recent timeline and milestones

1985	• Established following merger of three local Abu Dhabi banks
2001	• Listed on Abu Dhabi Securities Market
2003	• Bank-wide reorganization designed to create competitive, contemporary and full-service bank
2005	• Established treasury and corporate finance joint ventures with Australia's Macquarie Bank
2006	• Developed "ADCB Fast Forward" programme to restructure and overhaul Bank's products
2008	• Acquired 25% of Malaysia's RHB Capital Berhad
2010	• Completed acquisition of RBS' UAE retail, wealth management and SME banking businesses • Terminated treasury joint venture arrangement with Macquarie Bank
2011	• Sale of RHB Capital Berhad Stake

Analysis of ADCB's full year and quarterly results...

Income Statement highlights (AED mn)	Full year			Quarterly trends		
	2011	2010	% Change	4Q'11	4Q'10	% Change
Total net interest and Islamic financing income	4,688	3,682	27	1,391	1,034	35
Non-interest income	1,382	1,317	5	231	327	(29)
Operating income	6,069	5,000	21	1,623	1,361	19
Operating expenses	(2,063)	(1,649)	25	(548)	(379)	45
Operating profit before impairment allowances	4,006	3,351	20	1,075	982	9
Net impairment allowances	(2,398)	(3,287)	(27)	(549)	(647)	(15)
Share of (loss)/profit of associates	159	336	(53)	(9)	43	N/A
Net gain on sale of investment in associate	1,314	-	-	-	-	-
Overseas income tax expense	(36)	(9)	N/A	(2)	(7)	(71)
Net profit for the period	3,045	391	N/A	514	371	39
Basic earnings per share (AED)	0.51	0.04	AED 0.47	0.09	0.07	AED 0.02
Balance sheet highlights	Dec'11	Dec'10	% Change	Dec'11	Dec'10	% Change
Total assets	183,726	178,271	3	183,726	178,271	3
Gross loans and advances	130,467	129,068	1	130,467	129,068	1
Deposits from customers	109,887	106,134	4	109,887	106,134	4
Ratios	Dec'11	Dec'10	YoY Bps change	Dec'11	Dec'10	QoQ Bps change
Capital adequacy ratio (%)	22.51	16.65	586	22.51	16.65	586
Tier I ratio (%)	15.90	11.97	393	15.90	11.97	393
Loan to deposit ratio (%)	113.53	115.68	(215)	113.53	115.68	(215)
ROE (%)*	16.74	1.54	1,520	11.33	10.14	119
ROAA (%)*	1.56	0.14	142	1.10	0.88	22

* For ROE/ROAA calculations, net profit attributable to equity shareholders is considered, i.e., net profit after deducting minority interest and interest expense on Tier 1 capital notes and adding back interest expense on mandatory convertible securities.

Balance sheet strength (December 2011 vs. December 2010 highlights)

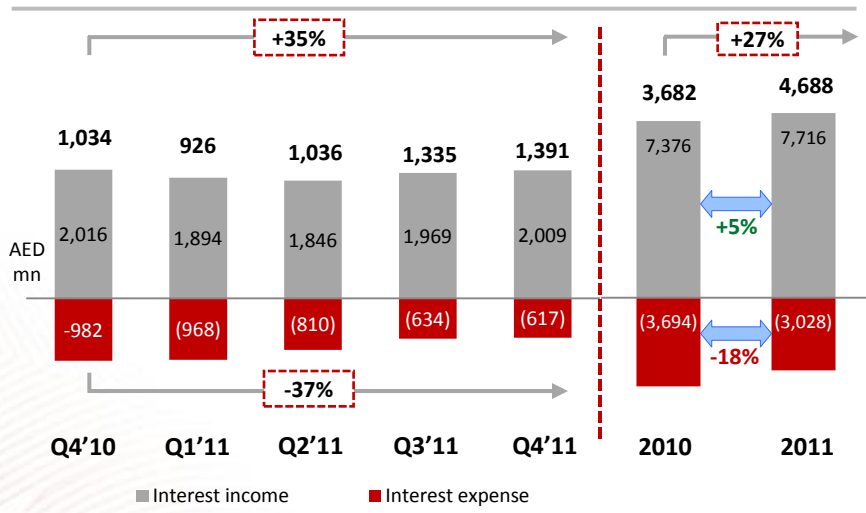
- Balance sheet restructuring yielding results
 - Disciplined lending and focus on liability gathering, gross loans +1% YoY, and customer deposits +4% YoY
 - Loan to deposit ratio reported at lowest level at 113.53%
- Improved asset quality
 - NPL ratio at 4.6% compared to 11.1%* in 2010 (*5.8% excluding Dubai World exposure)
 - Provision coverage improved to 80.0% compared to 44.1%* in 2010 (*69.6% excluding Dubai World exposure)
 - Cost of risk reported at reported at 1.77% in 2011 compared to 2.61% in 2010
- Strengthened capital adequacy and comfortable liquidity levels
 - CAR at 22.51% compared to 16.65% in 2010
 - Net interbank lender of AED 18.7 bn as at 31 December 2011

Positive earnings momentum (2011 vs. 2010 highlights)

- Robust operating performance with record levels of income and net profit
 - Net profit of AED 3,045 mn, compared to AED 391 mn in 2010
 - Record net interest and Islamic financing income at AED 4,688 mn, +27% YoY
 - Non-interest income increased to AED 1,382 mn, +5% YoY
 - Operating income at record level reaching AED 6,069 mn, +21% YoY
- Healthy margins and improved cost of funding
 - NIMs increased to 3.10% in 2011, compared to 2.57% in 2010
 - CoF reported at lowest level at 2.16% compared to 2.64% in 2010
- Lower impairment allowance charges
 - Net impairment allowance charge was AED 2,398 mn, -27% YoY
 - Provision for loans and advances were AED 2,082 mn (net), -27% YoY
- Disciplined cost management
 - Cost to income ratio at 33%

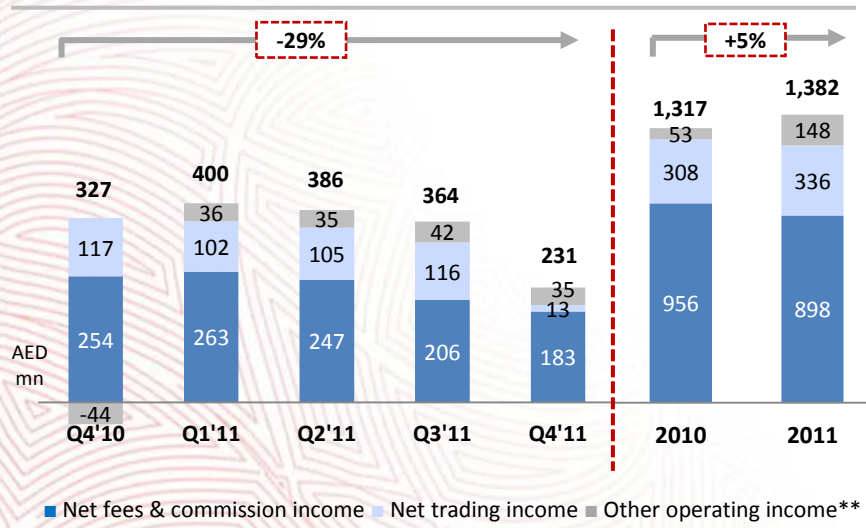
Lower funding costs and improved NIM's...

Net interest income*



* Includes income from Islamic banking

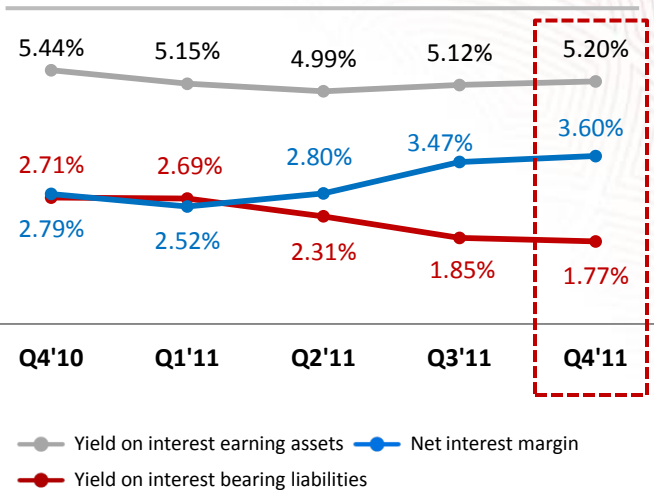
Non-interest income*



* Excludes share of profit of associates

** Other operating income includes decrease in fair value of investment properties and loss on disposal of subsidiary

Evolution of yields

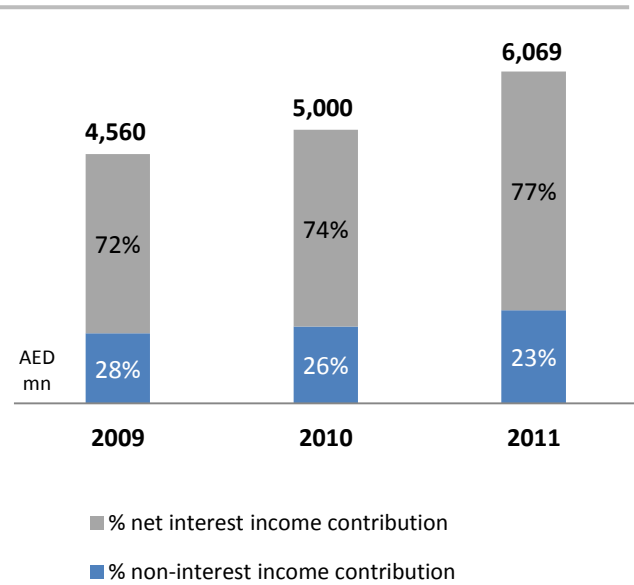


2011 vs. 2010

Record net-interest income
+27%
AED 4,688 mn

NIM 2011 **3.10%**
CoF 2010 **2.64%**
2.57% 2010
2.16% 2011

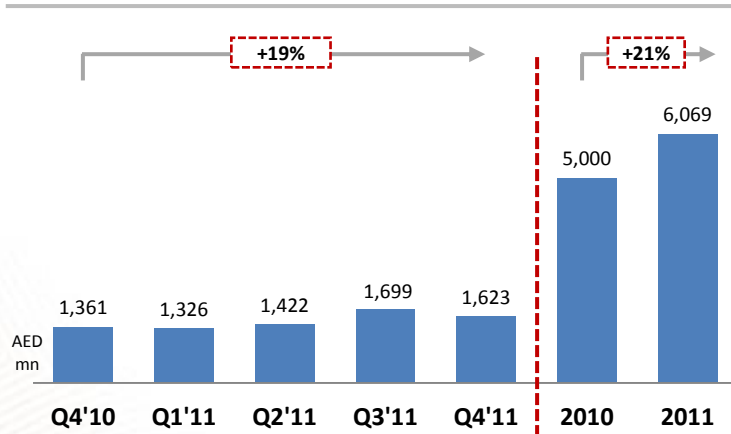
Operating income contribution split



Non-interest income
+5%
AED 1,382 mn

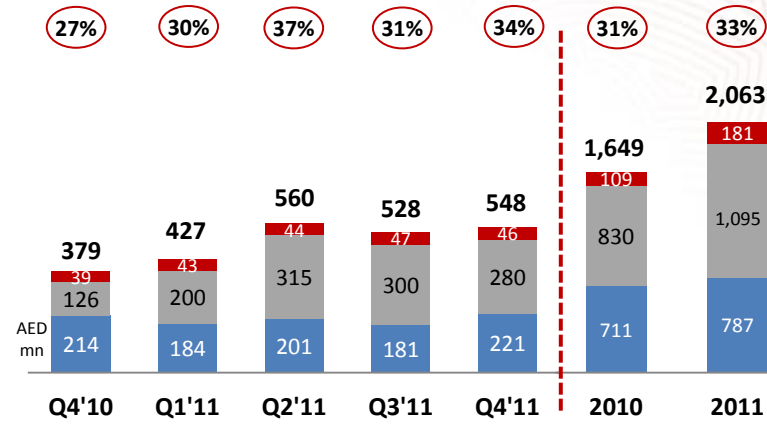
Strong core banking franchise delivering record income and net profit...

Operating income*



* Excludes share of profit from associates

Operating expenses



■ General admin expenses ■ Staff costs ■ Depreciation and amortisation
 ○ Cost to income ratio (includes share of profit of associates)

2011 vs. 2010

Record operating income

+21%

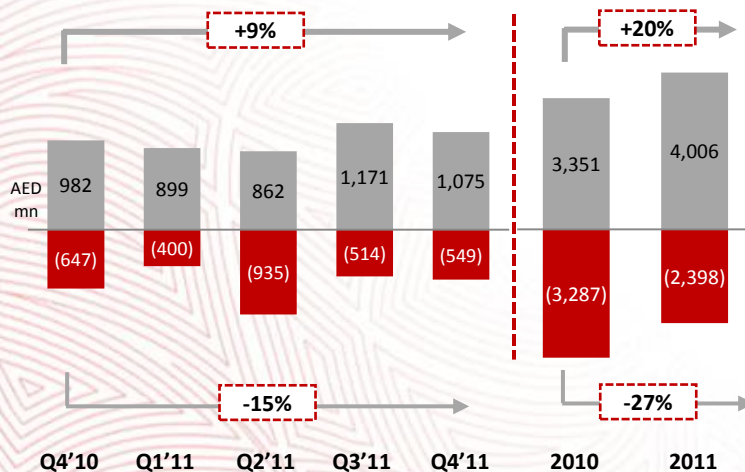
AED 6,069 mn

Record operating profit before impairment

+20%

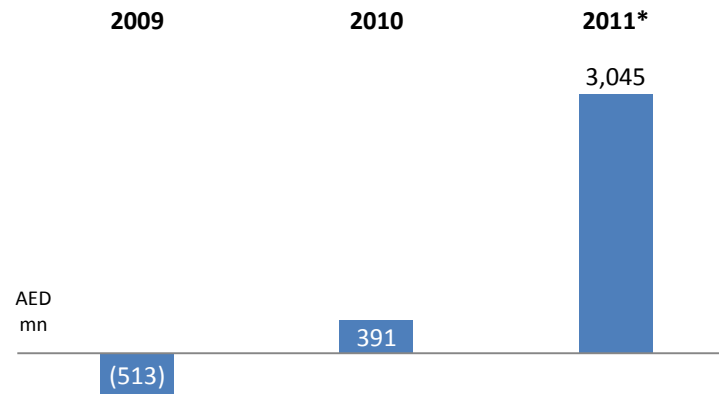
AED 4,006 mn

Operating profit and impairment allowances



■ Operating profit ■ Impairment allowances

Net profit



* Includes AED 1.3 bn from sale of investment in associate

Impairment Allowances charged

AED 2,398 mn

-27%

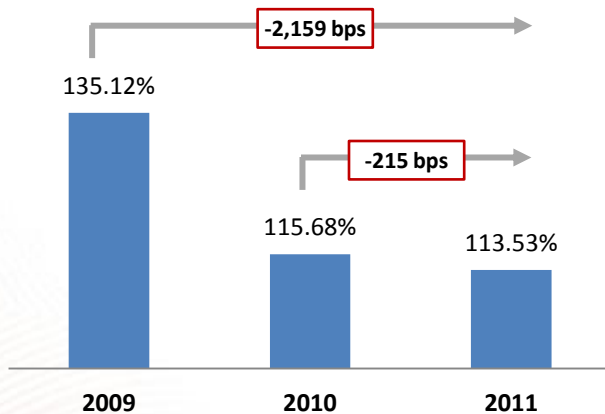
Cost to income ratio

33%

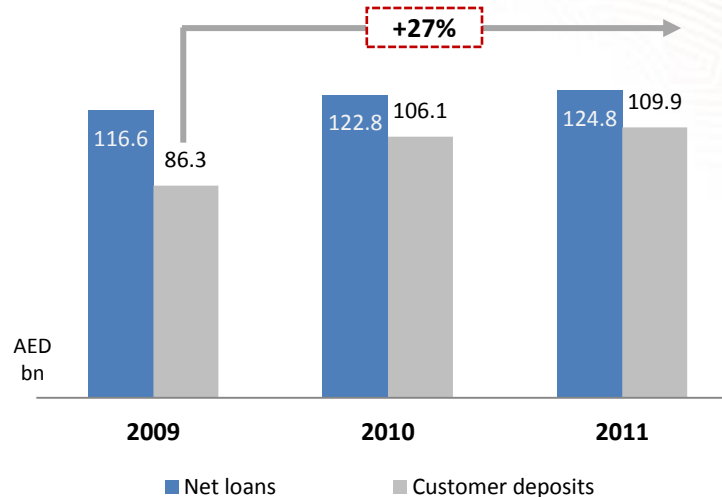
2011

Loan to deposit reported at lowest levels...

Loan to deposit ratio



Net loans and customer deposits



Highlights

Loan split

Abu Dhabi
65%
 &
 26%
 Dubai

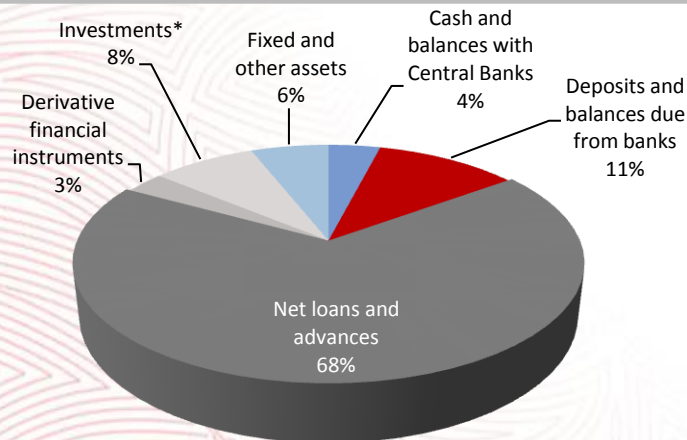
Domestic focus

96%
 gross loans
 in the UAE

Real estate investment, contractor finance, development & construction

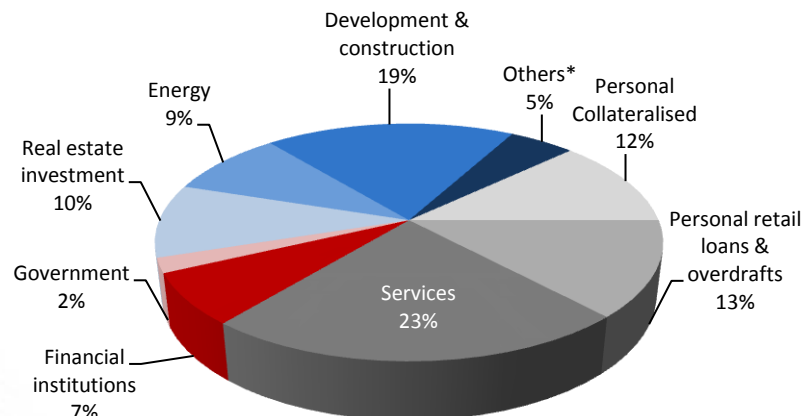
29%
 of gross loans

Composition of assets (AED 184 bn)



*Investments include: investment securities, investment in associates and investment properties

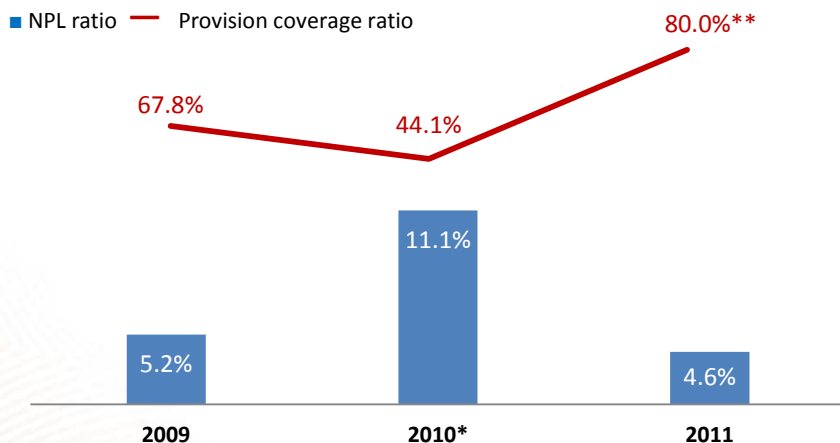
Split of the loan portfolio, gross (AED 130 bn)



*Agriculture, contractor finance, trading, manufacturing, transport and others

Improved asset quality and provision coverage...

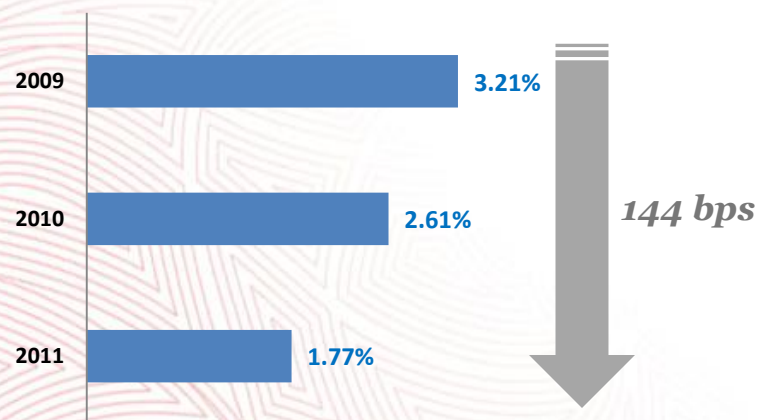
NPL ratio and provision coverage ratio



* Includes Dubai World exposure

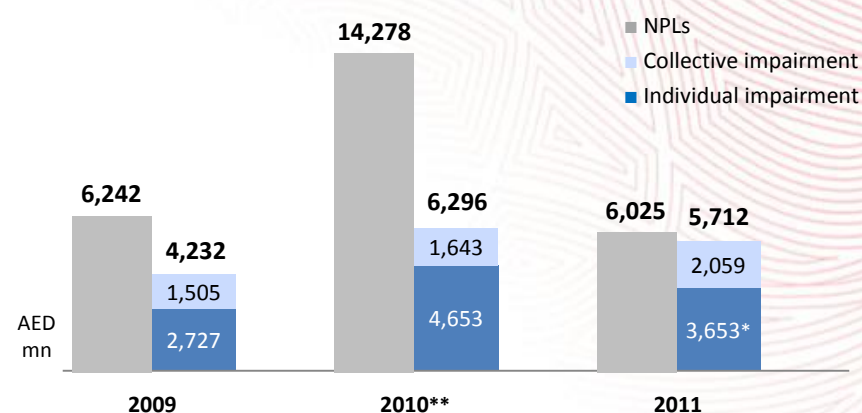
** Excludes Dubai World exposure and related provision

Cost of risk*



* Total provisions including investments/ average loans & advances and investments

NPLs and impairment allowances



* Includes provision for Dubai World exposure

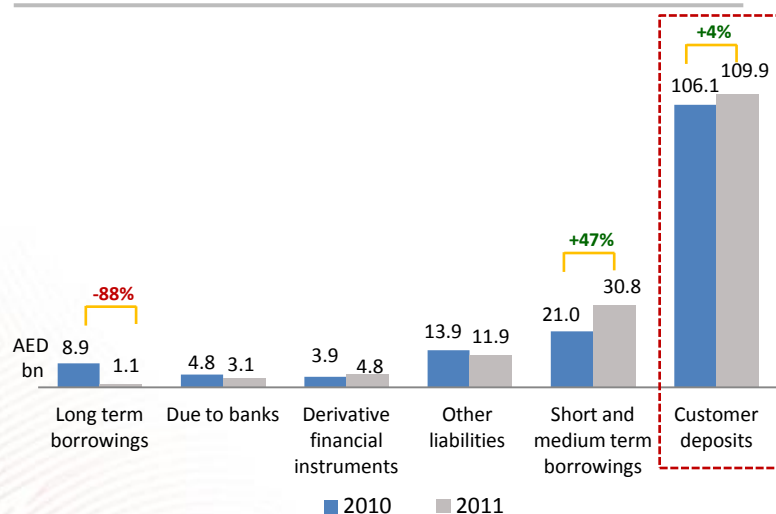
** Includes Dubai World exposure

Highlights

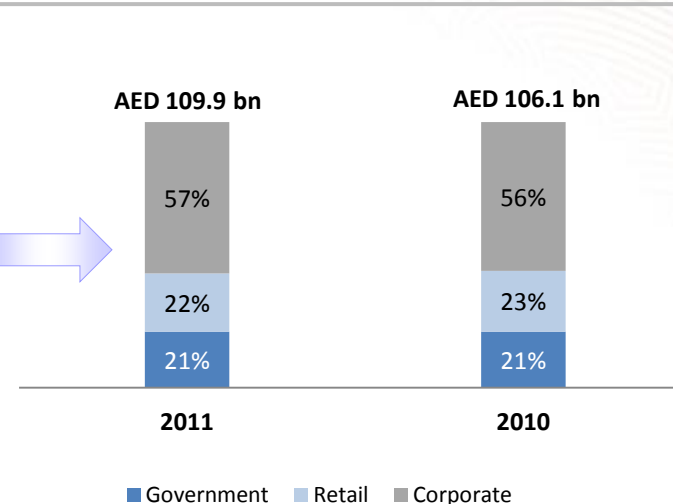
- Portfolio impairment allowance balance was AED 2,059 mn and 1.59% of credit risk weighted assets as at 31 December 2011. The UAE Central Bank directive requires banks to increase the level of collective provisions to 1.50% of credit risk weighted assets by 2014
- Impairment allowances on doubtful loans and advances, net of recoveries amounted to AED 2,082 mn in 2011, compared to AED 2,860 mn in 2010, 27% lower
- The estimated fair value of collateral and other security enhancements held against loans and advances to customers and banks for the year ended 2011 was AED 83,740 mn compared to AED 85,754 mn in 2010
- In 2011 a loan of AED 6,749 mn has been transferred from impaired to performing category based on the performance of agreed renegotiated terms.

Growing customer deposits, strengthened funding profile...

Composition of liabilities (AED 162 bn)



Customer deposits by counterparty



2011 vs. 2010

CASA*

+15%

AED 27 bn

* Includes call & demand deposits and savings deposits

Time deposits*

AED 64 bn

-4%

Islamic product deposits*

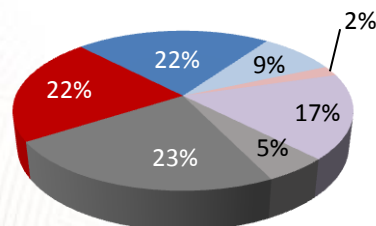
+20%

AED 18 bn

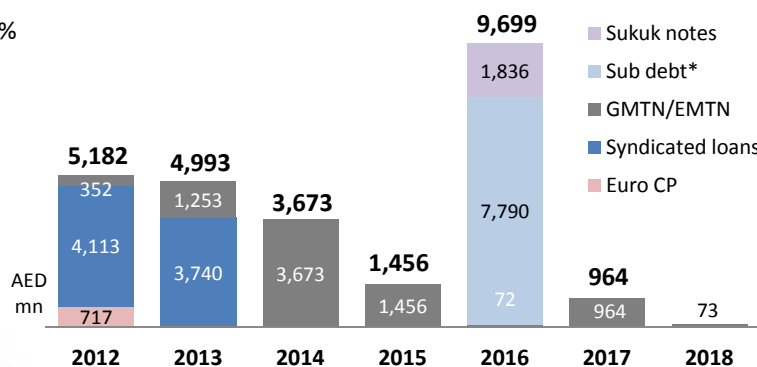
* AED 9 bn in 2011 and AED 7 bn in 2010 Islamic deposits taken by bank's treasury in the normal course of business have been reclassified from time deposits to Islamic product deposits

Composition of wholesale funding

Source of funds	AED mn
GMTN/EMTN	8,277
Sub. FRN*	7,790
Syndicated loans	7,858
Interbank	3,090
Euro Commercial paper	717
Other**	6,135
Islamic sukuk notes	1,836
Total	35,703



Maturity profile as at 31 December 2011



* Includes AED 6.6 bn Tier II loan from UAE Ministry of Finance

** Includes AED 2.9 bn of borrowing through total return swaps and AED 3.2 bn of borrowing through repurchase agreement

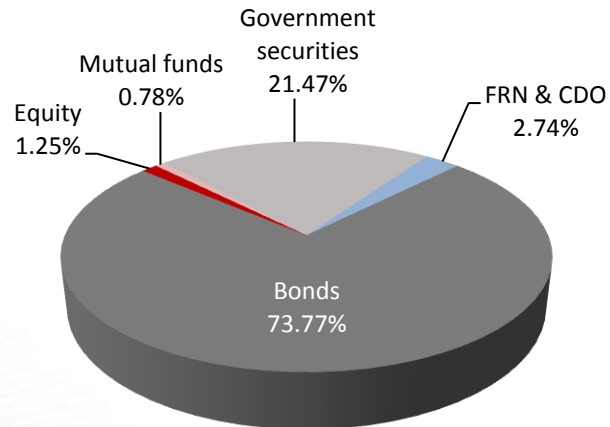
* Includes AED 6.6 bn Tier II loan

Total sources of wholesale funding

AED 36 bn

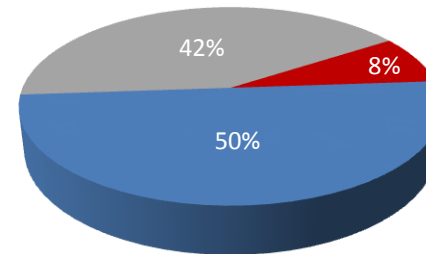
Treasury and investments...

Funded investment securities (AED 15 bn)

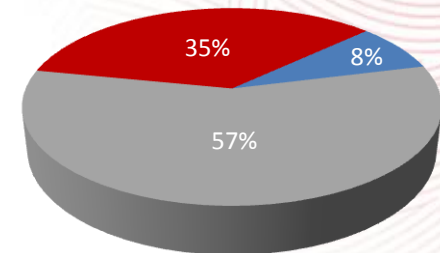


Geographical split

Bonds (AED 11 bn)

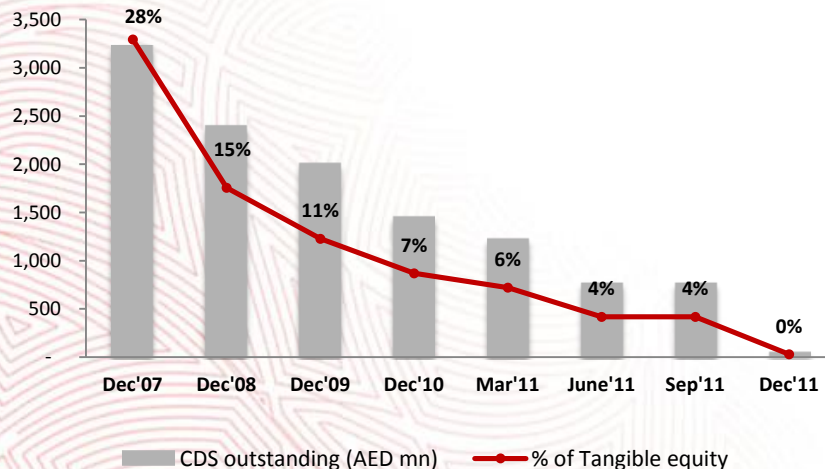


Government securities (AED 3 bn)



■ UAE ■ GCC ■ Rest of the world

Net unfunded investments (AED 55 mn)

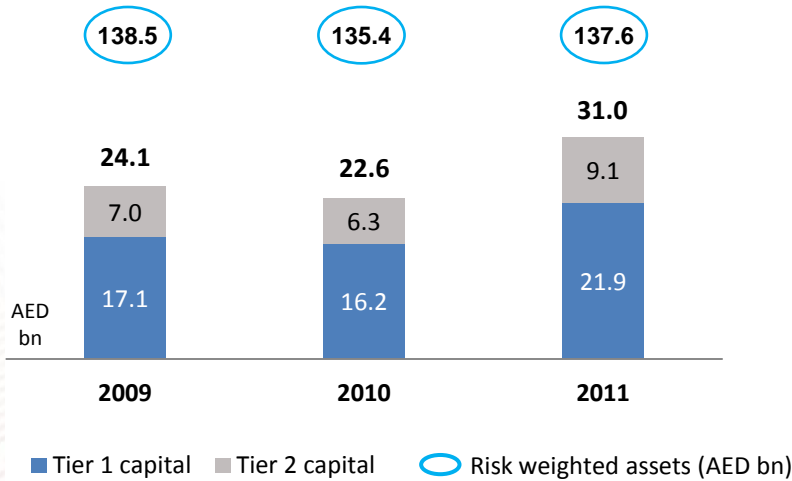


2011 Highlights

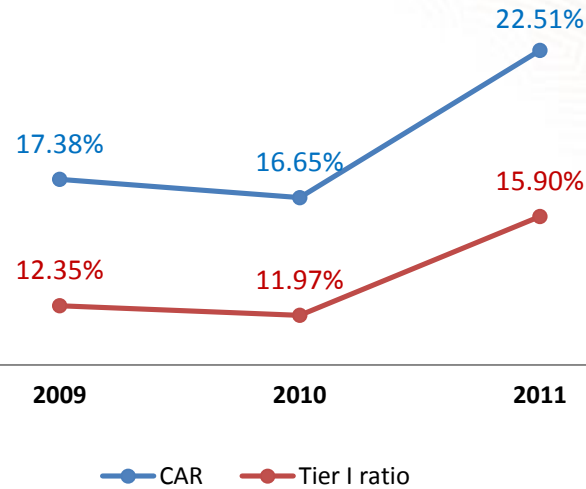
- Funded FRN and CDO net exposure was AED 44 mn
- Available for sale investment securities were AED 15 bn compared to AED 8 bn in 2010
- 90% of investment securities rated investment grade and/or above
- In 2011, treasury and investment group transacted FX volumes at more than AED 600 bn

Strong capital position, comfortable liquidity levels and funding profile...

Capital position and risk weighted assets



Capital adequacy ratio and Tier I ratio

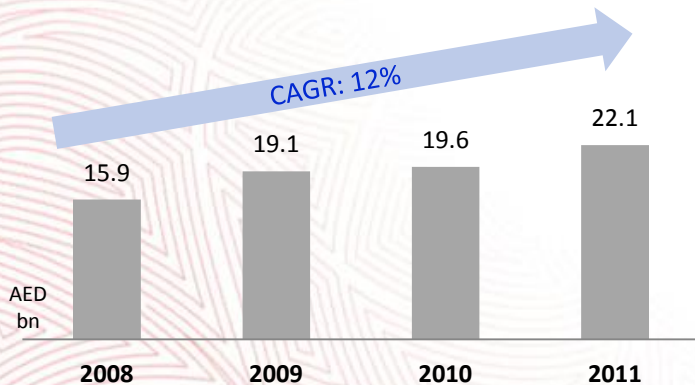


Highlights

CAR
22.51%

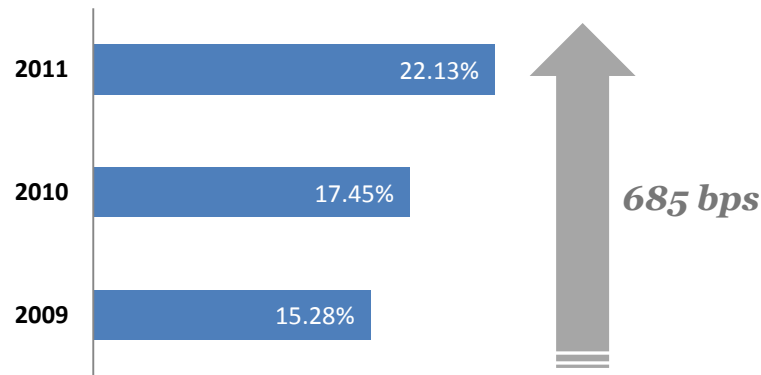
Tier I ratio
15.90%

Total equity* and reserves



* Tier I capital notes of AED 4 bn included in equity since March 2009

Liquidity ratio*



*Liqud assets include cash and balances with Central Banks, deposits and balances due from banks, trading securities, and liquid investments (liquidity ratio is calculated as follows: liquid assets divided by total assets)

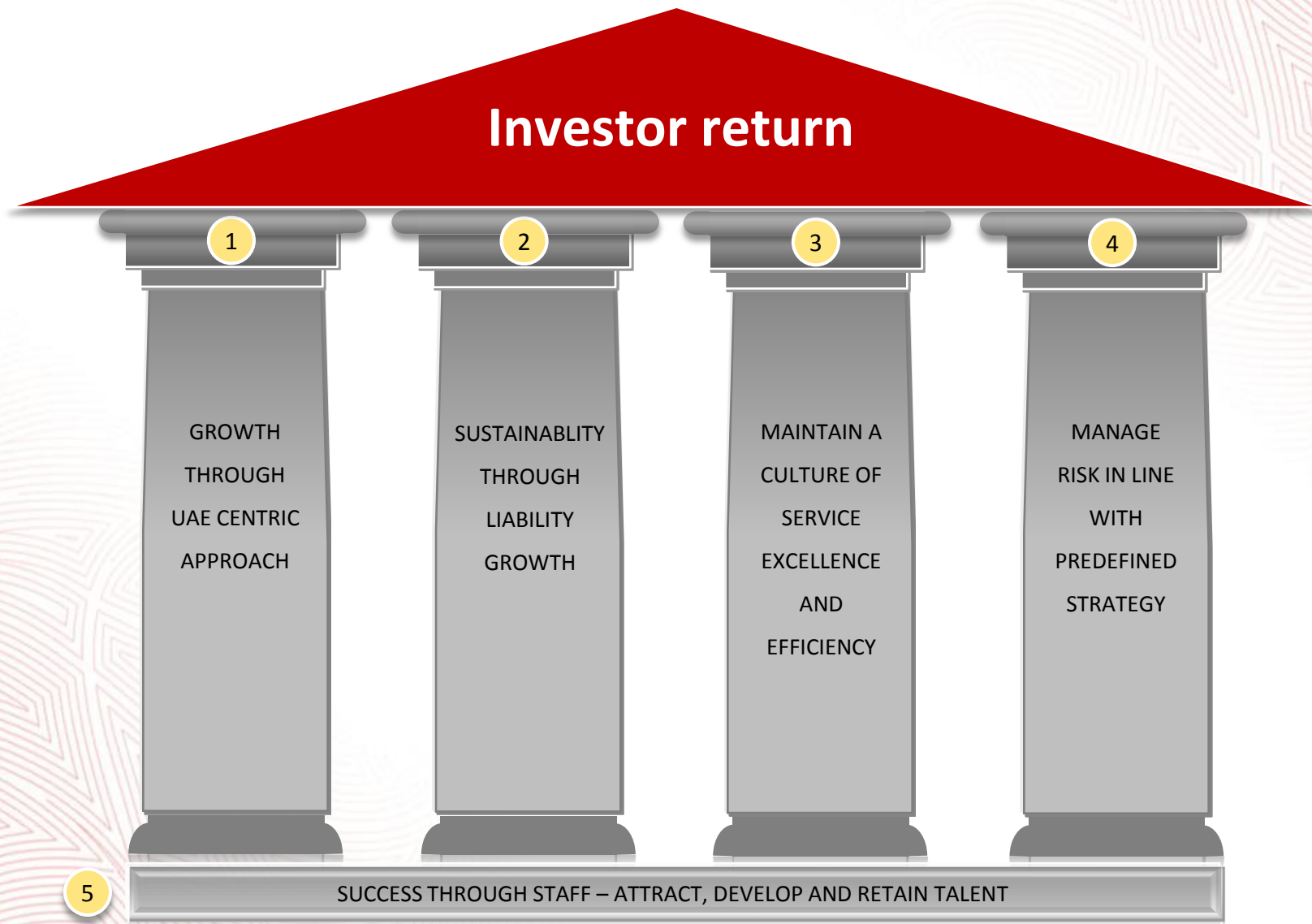
***Net interbank lender of**
AED 19 bn

*Certificate of deposits with Central Bank is considered as due to banks for the purpose of calculating net position in interbank market

Liquidity ratio
22.13%

Business overview

Strategic overview – aiming for fundamentally sound growth...



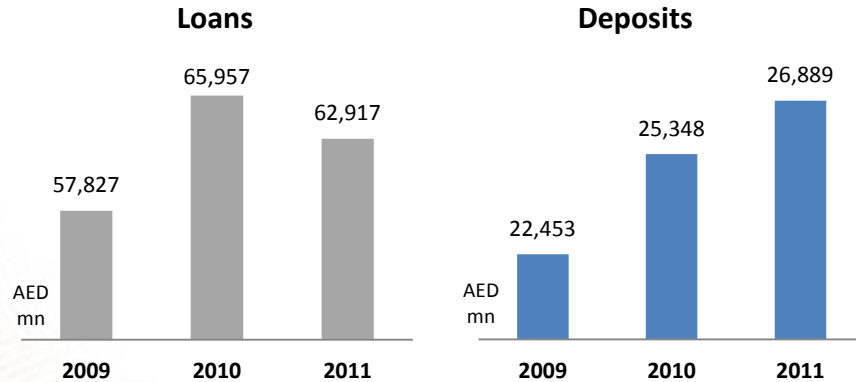
ADCB Services - active across all business lines...

*Contribution to
operating income in 2011*

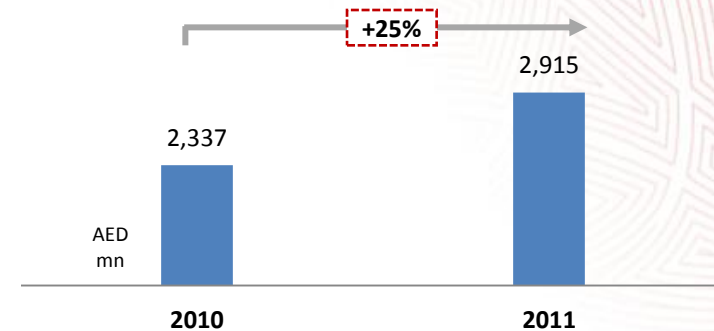
Business segment	Overview	
<p>Consumer banking</p>	<ul style="list-style-type: none"> Covers retail, wealth management and Islamic operations Growth in consumer banking underpinned by an increased product offering, expansion of sales and distribution infrastructure and effective cross-selling Wealth management – ADCB Excellency Wealth Management Exclusive private banking partnership with Schroder & Co Bank AG Launch of co-branded Visa Cards with Etihad Airways Acquired RBS' UAE retail, wealth management and SME banking businesses Launch of offshore banking service through the Jersey branch 	<p>48% AED 2,915 mn</p>
<p>Wholesale banking</p>	<ul style="list-style-type: none"> Relationship coverage to SMEs and large corporate clients, financial institutions, Indian operations, international business development, strategic client operations, corporate finance and investment banking Focus on tight management of balance sheet growth and monitoring asset quality JV with Macquarie Bank covering infrastructure funds and infrastructure advisory services Strategic relationship with Bank of America Merrill Lynch to allow clients who require services in the region to access capabilities provided by ADCB 	<p>26% AED 1,583 mn</p>
<p>Treasury and investments</p>	<ul style="list-style-type: none"> The Bank's treasury business and investment portfolio provides interest rate, commodities and foreign exchange services Covers money market, FX, interest rates, currency, commodity derivatives and asset liability management 	<p>22% AED 1,349 mn</p>
<p>Property management</p>	<ul style="list-style-type: none"> Includes real estate and property management activities Comprises of real estate management and engineering service operations of subsidiaries - Abu Dhabi Commercial Properties L.L.C., Abu Dhabi Commercial Engineering Services L.L.C., ADCB Real Estate Fund operations and rental income 	<p>4% AED 222 mn</p>

Consumer banking...

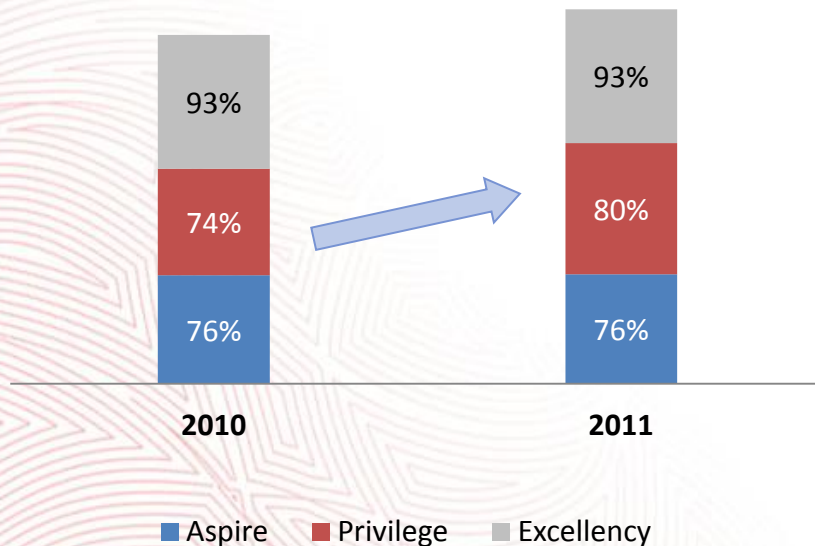
Balance sheet trends



Operating income



Customer satisfaction – Overall satisfaction percentage

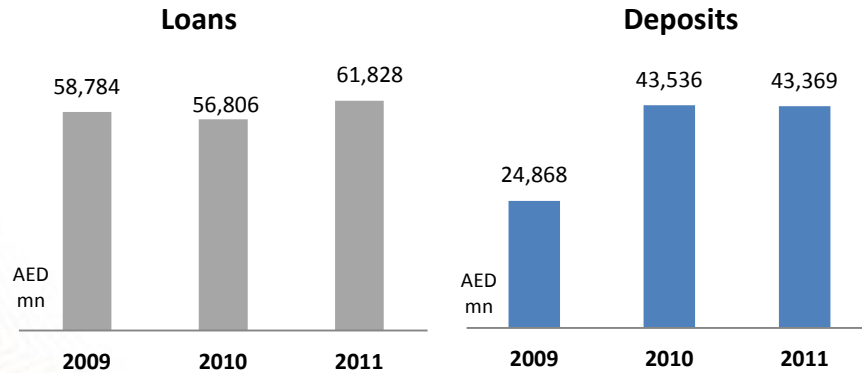


2011 Highlights

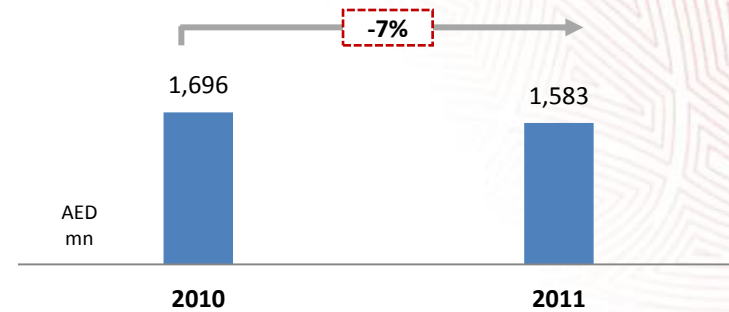
- Successfully integrated the acquired RBS Retail Banking, Wealth Management and SME businesses in UAE, in record time resulting in significant synergies
- Revenue growth of 25%, led by both volume growth and right pricing of assets
- Operating profit growth of 21% over 2010, net interest income growth of 29% and non-interest income growth of 10% over 2010
- Credit card portfolio of AED 2.1 bn
- Introduced “Free Banking” in a marked deviation from conventional banking norms
- Enhanced customer value proposition by launch of Offshore Banking and prepaid cards
- Focus on deepening customer relationships and enhancing loyalty - steady improvement in customer satisfaction and advocacy scores

Wholesale banking...

Balance sheet trends

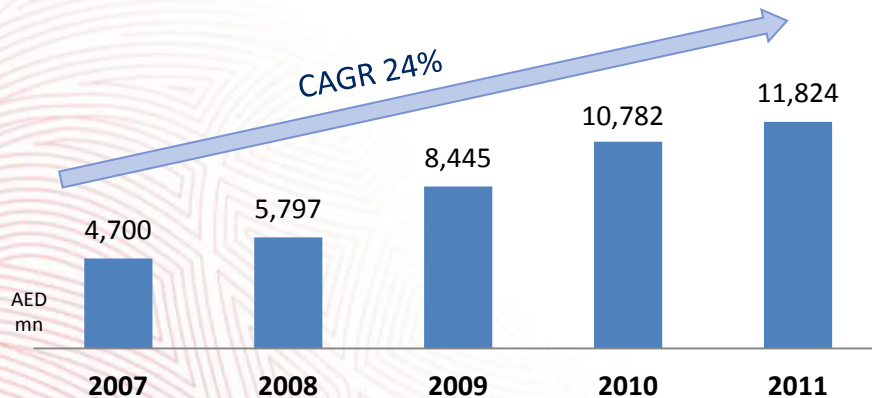


Operating income*



* Excludes share of profit of associate and net gain on sale of investment in associate

Wholesale banking - CASA balances



2011 Highlights

- Deployed state of the art trade platform, 'Pro Trade', allowing straight through processing; showing strong client take-up
- Phase I of cash management platform, 'ProCash' went live in 2011, CASA balances grew over 10% during the year
- SME business significantly enhanced with the launch of a range of financing products
- Investment Banking played a pivotal role in the sale of stake in RHB Capital Berhad
- In 2011, managed down cost of fixed deposits significantly
- Offering to Government, 'Reyadah', resulted in significant business wins during the year
- Lower operating income on account of decline in fee income in investment banking and trade finance, reflecting prevailing market conditions

Corporate governance and risk management...

Corporate governance - In line with best international practices

Principles and awards

- Focused around principles of integrity, transparency, responsibility and accountability
- Rated 'Top Bank in GCC' in terms of transparency according to a survey by The National Investor and Hawkamah in 2009 and awarded "Top Bank in GCC for Corporate Governance" by Hawkamah in 2010 and 'The Best Corporate Governance Award in the UAE' by World Finance in 2010 and 2011, and Financial Institution of the Year and Corporate Governance Officer of the Year at The ACC 3rd Annual International GRC & Financial Crimes Conference and Exhibition
- Recently selected by World Bank for a case study on "Corporate Governance Success Stories"

Top Bank in GCC For corporate governance

by



November 2010

Best Corporate Governance in United Arab Emirates

By

World Finance

Corporate Governance Awards

WORLD FINANCE

March 2011

Financial Institution of the Year and Corporate Governance Officer of the Year

at

The ACC 3rd Annual International GRC & Financial Crimes Conference and Exhibition



November 2011

Risk management pillars - Achieving sustainable growth

Credit risk

- Single borrower, group, industry and country concentration limits
- Regular audits of business units
- Continuous monitoring of all customer exposures
- Pricing tool incorporating Basel norms and funds transfer pricing (FTP) in place to price risk appropriately

Liquidity risk

- Assets liabilities committee (ALCO) sets and monitors liquidity and treasury limits
- Monitors and reports liquidity on a daily and a weekly basis
- Stress testing on a regular basis

Interest rate risk

- Assets and liabilities predominantly floating rate
- Monitored by risk management function within established limits and parameters

Market risk

- Independent market risk function
- Established monitoring, review and reporting processes for market risk reporting

Operational risk

- Operational risk management (ORM) governance framework established
- Policy and processes (ORM tools) in place to effectively manage and monitor operational risk
- Process, systems and tools currently being upgraded

Appendix

- Operating environment
- Key group subsidiaries
- Board of Directors and Management profiles
- Awards
- Financial statements

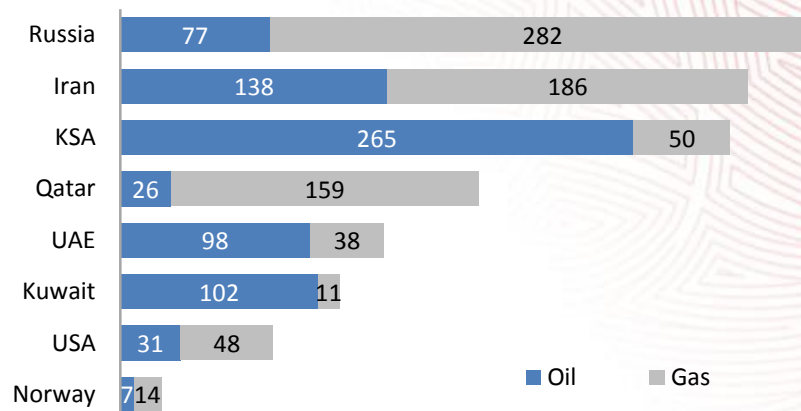
United Arab Emirates (UAE) – stable operating environment...

United Arab Emirates

Country rating	<ul style="list-style-type: none"> Moody's: Aa2 (unsolicited)
Robust economic fundamentals	<ul style="list-style-type: none"> Economic growth of over 3% expected for 2011 with a GDP of US\$ 358.1 (Moody's Investor Services estimates)
General overview	<ul style="list-style-type: none"> Second largest economy in the GCC, after Saudi Arabia Relatively well diversified economy – with hydrocarbon sector traditionally accounting for less than one third of the UAE GDP The UAE boasts a stable socio-political environment – the country did not witness any turmoil amidst the unrest seen in the wider MENA region

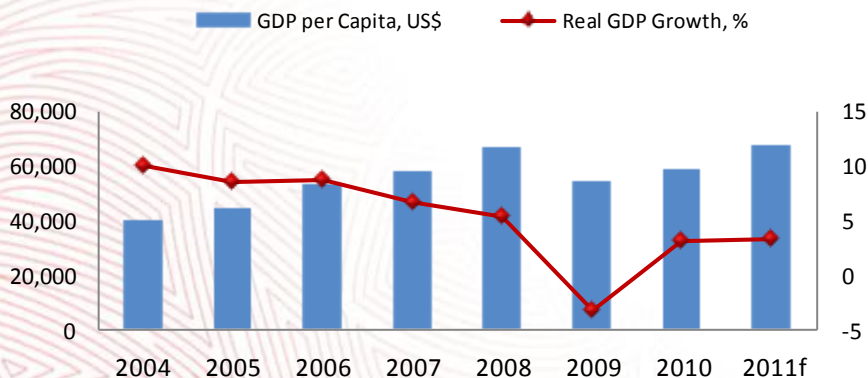
Substantial hydrocarbon wealth (billion barrels of oil equivalent)

The UAE has 6th and 7th highest reserves of oil and gas, respectively, in the world



Source: BP Statistical Review of World Energy – June 2011

Robust economic growth



Source: Moody's Country Statistics: United Arab Emirates as at November 2011

Global peer comparison

2011 Forecasts	UAE	Singapore	Hong Kong
Nominal GDP (US\$ bn)	358.1	280.4	247.8
Real GDP Growth (%)	3.3	5.3	5.2
GDP per Capita (US\$)	66,619	53,929	34,905
Population (mn)	5.4	5.2	7.1
Government Debt (% of GDP)	17.8	42.9	3.3
Current Account Balance (% of GDP)	13.9	13.2	5.5

Source: Moody's Investor Services

Abu Dhabi – strong economic outlook...

Abu Dhabi

Emirate rating

- Moody's: Aa2, S&P: AA, Fitch: AA

Nominal GDP

- 2011 nominal GDP estimated at US\$ 205bn (as per Standard & Poor's)

Strong prospects

- Vast hydrocarbon wealth underpinning economic development
- Government focus on driving economic diversification
- The Emirate of Abu Dhabi is the largest and wealthiest of the seven emirates forming the UAE, holding the vast majority of the country's oil and gas reserves

2030 Economic Vision – seven areas of ongoing economic policy focus

Build open, efficient, effective and globally integrated business environment

Adopt disciplined fiscal policies, responsive to economic cycles

Establish resilient monetary and financial market environment

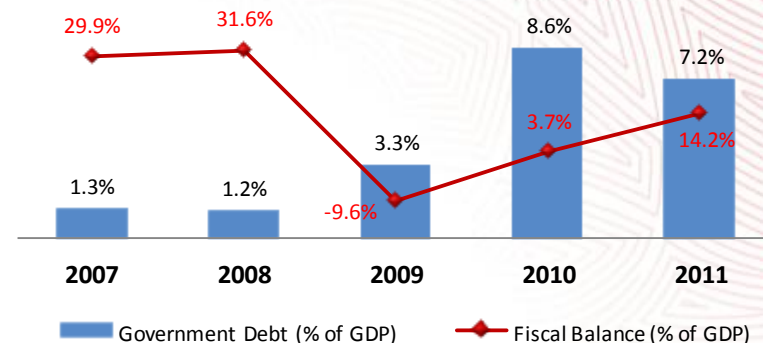
Improve efficiency of the labour market

Develop a sufficient and resilient infrastructure

Develop highly skilled, highly productive workforce

Enable financial markets to become the key financiers of economic sectors and projects

Healthy public finances



Source: Moody's Credit Opinion, January 2012

Key economic indicators

	2007	2008	2009	2010	2011e
Real GDP growth (%)	2.6	7.6	-3.6	4.0	3.8
GDP per capita (US\$)*	97,034	113,227	79,795	85,841	97,707
Population (mn)	1.574	1.696	1.827	1.968	--
Oil and gas % of GDP	56.4	60.9	49.4	--	--
CPI (average, % change)	10.6	14.9	0.8	3.0	3.0

Sources: Standard & Poor's, January 2012 and Abu Dhabi Statistics Centre

*GDP per capita is calculated using nominal GDP

UAE Banking Sector – ADCB’s home market...

As at 30 November 2011:

- Regulated by the UAE Central Bank
 - 23 local banks with 765 branches
 - 28 licensed foreign banks with 83 branches
- The UAE banking sector has effectively weathered the financial crisis – the local central bank and government have been highly supportive of the financial sector.
- With an asset base (net of provisions) in excess of AED 1,673 bn, the UAE banking sector is the largest in the GCC.

Source: UAE Central Bank

UAE banking sector

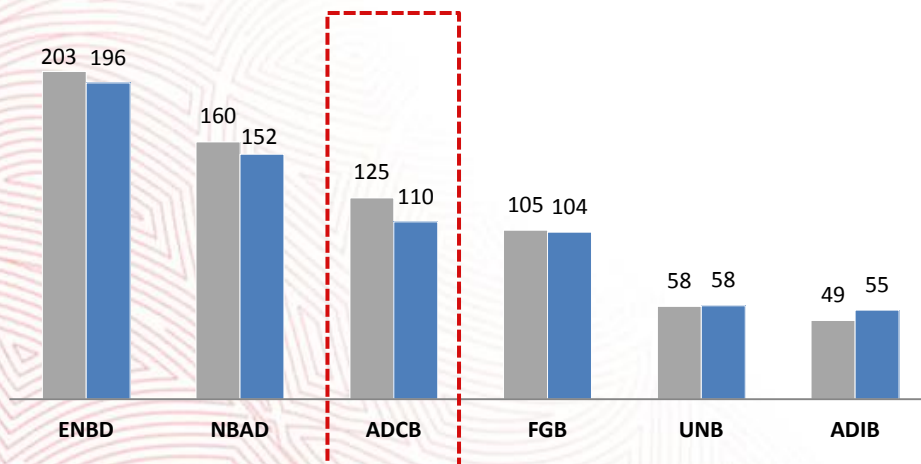
UAE Banking Sector	2008	2009	2010	Nov'11
Total Assets (AED bn)	1,446	1,519	1,606	1,673
Deposits (AED bn)	922	983	1,050	1,054
Loans and advances (AED bn)	995	1,018	1,031	1,075
CAR (%)	13.3	19.2	20.8	21.2*

Source: UAE Central Bank

*CAR figure as at September 2011

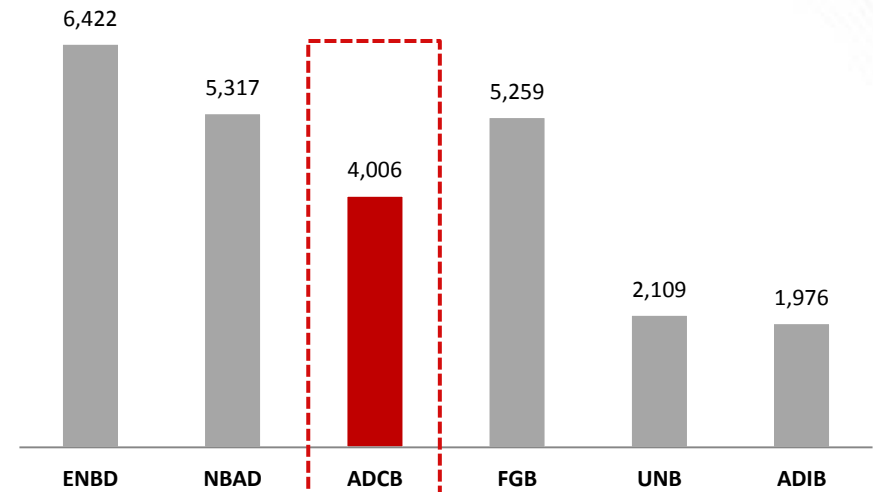
ADCB – the third largest bank in the UAE (AED bn)

■ Net Loans & Advances ■ Customer Deposits



Sources: ADCB and other banks' financial statements as at 31 December 2011

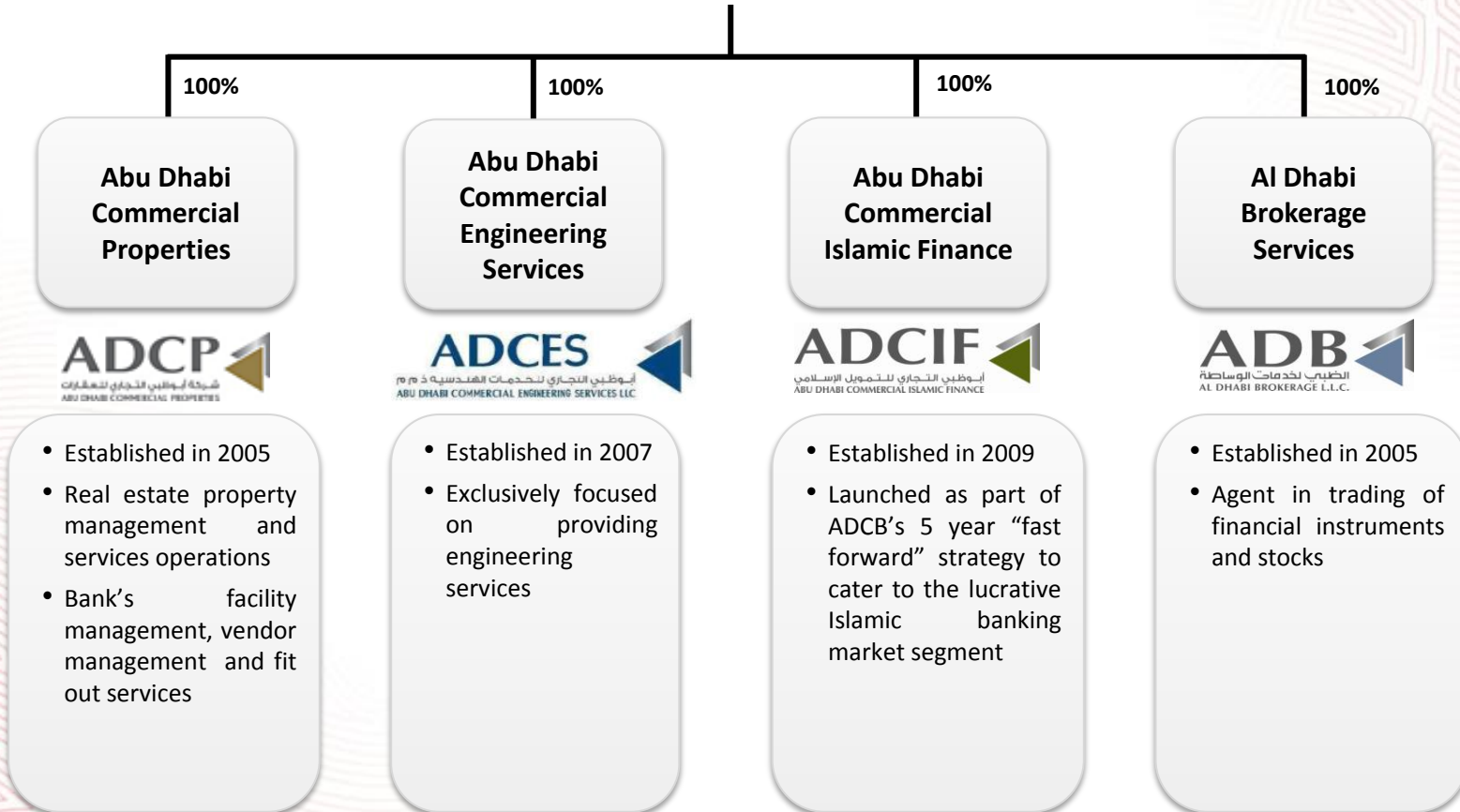
Continued profitability of UAE banking sector* (AED mn)



*Operating profits before impairment allowances

Sources: ADCB and other banks' financial statements as at 31 December 2011

Key group subsidiaries...



Board of Directors



H.E. Eissa Al Suwaidi, Chairman

- Appointed by the Government of Abu Dhabi to join the ADCB Board of Directors and was elected the chairman of ADCB in September 2008.
- Over 20 years of experience in banking & finance
- External appointments:
 - Executive Director – Abu Dhabi Investment Council
 - Board Member - Abu Dhabi National Oil Company for Distribution, International Petroleum Investment Company, Abu Dhabi Fund for Development
 - Board Member - Arab Bank Corporation
 - Board Member – Emirates Investment Authority
 - Vice Chairman – Arab Banking Corporation - Egypt



Mr. Mohamed Al Hameli, Vice Chairman

- Appointed by ADIA to join ADCB Board of Directors in 2004.
- Prior to joining the Finance Dept of the Government of Abu Dhabi, Mr. Al Hameli was the Assistant Director of the European Equities Department of ADIA.
- External appointments:
 - Board Member - Abu Dhabi Development Fund
 - Board Member - Abu Dhabi Airport Company
 - Assistant Undersecretary of the Finance Department of the Government of Abu Dhabi



Mr. Mohamed Darwish Al Khouri, Independent

- Nominated by the Government of Abu Dhabi to join ADCB Board of Directors in 2004, and in April 2006 he was elected to act as an independent Director
- External appointments:
 - Executive Director – Internal Equities Department, ADIA
 - Member of the Investment Committee, ADIA
 - Board Member - National Marine Dredging Company
 - Board Member - Al Benaa Property Investment Company



Mr. Khalid Abdalla Deemas Al Suwaidi

- Appointed by Abu Dhabi Investment Council to join ADCB Board of Directors in March 2009.
- External appointments:
 - Chief Executive Officer – Das Holding
 - Board Member - Takaful
 - Chairman – Manafa Outdoors
 - Chairman – United Tina
 - Board Member – Al Dar Financial Securities



Mr. Mohamed Al Dhaheri

- Before being appointed by Abu Dhabi Investment Council to join the ADCB Board of Directors in May 2007, Mr. Al Dhaheri was the Chief Operating Officer of the Treasury Department in ADIA
- External appointments:
 - Accounting & Financial Services – Abu Dhabi Investment Council
 - Board Member - Abu Dhabi Investment Company



Mr. Mohamed Esmaeel Al Fahim

- Appointed by ADIA holding senior position since 1987.
- External appointments:
 - Board Member – Burooj Properties (Subsidiary of Abu Dhabi Islamic Bank)
 - Board Member - Abu Dhabi Islamic Services (Subsidiary of Abu Dhabi Islamic Bank)
 - Board Member – Auwqaf Investment Board
 - Board Member – Takaful
 - Board Member – Baniyas Investment
 - Board Member – Al Fajer Investment
 - Board Member – Green Crescent Insurance



Lord Davies of Abersoch, CBE

- Joined ADCB as Advisor to Board in 2011
- External appointments:
 - Lord Davies of Abersoch is a partner and Vice Chairman of Corsair Capital, a private equity firm specialising in financial services
 - Non-Executive Chairman of PineBridge Investments Limited and
 - Chair of the Advisory Board of Moelis & Co.
 - Non-Executive Director role at Diageo plc
 - Non-Executive Independent Director at Bharti Airtel Limited



Mr. Ala'a Eraiqat, CEO & Member - Board of Directors

- Appointed as Chief Executive Officer & Board Member in February 2009.
- Over 20 years of banking experience. Joined ADCB in 2004 and started the Wealth Management Division to later become Head-Consumer Banking and then Deputy CEO in 2007. He also held senior positions previously within Citibank, Standard Chartered Bank, amongst others
- The sole recipient in March 2008 of the Asian Banker Promising Young Banker Award for the Gulf Region 2007 and chosen by Arabian Business as one of GCCs Most Admired Executives in 2009
- External appointments:
 - Member of Board of Directors in Abu Dhabi National Hotels, Public Joint Stock Co.
 - Member of Board of Directors in Gulf Capital
 - Director to the MasterCard AsiaPacific, Middle East and Africa regional Advisory Board
 - Member of Mubadala Infrastructure Partners Advisory Board
 - Member of the Honorary Board of Al Ain Club



Mr. Jean-Paul Pierre Villain

- Appointed by ADIA to join the ADCB Board of Directors in 2004. In 2007, the President of the French Republic made him "Chevalier de la Legion d'Honneur"
- External appointments:
 - Head of ADIA Strategy Committee
 - Head of Strategy Unit at H.H. the Managing Director's Office of ADIA
 - Member of the Investment Committee of the Abu Dhabi Fund for Retirement and Benefits
 - Governor – British Community School, Abu Dhabi



Mr. Salem Al Ameri

- Joined ADCB Board of Directors in 2007. He spent 9 years with ADIA as the Head of the Rest of the World region in the Private Equities Department
- External appointments:
 - Executive Director - Abu Dhabi Investment Council
 - Board Member - Abu Dhabi Investment Company
 - Chairman – Airport International Group (Developer & Operator of Queen Alia International Airport), Jordan



Mr. Abdulla Al Mutawa

- Nominated by ADCB shareholders to join the ADCB Board of Directors in 1997.
- External appointments:
 - General Manager - Office of Sheikh Suroor Bin Mohamed Al Nahyan
 - Board Member - Al Falah Exchange, U.A.E
 - Board Member - Bank Al Falah, Pakistan



Sheikh. Sultan Bin Suroor Al Dhaheri

- Elected by ADCB Shareholders to join the ADCB Board of Directors in March 2009.
- External appointments:
 - Chief Executive Officer – Al Dhaheri Group
 - Board Member - Abu Dhabi National Tourism and Hotels Company
 - Board Member - Al Khazna Insurance Company

Management team



Ala'a Eraiqat, CEO & Member - Board of Directors

- Joined ADCB in 2004, appointed Deputy CEO in 2007; CEO since February 2009
- Over 20 years of banking experience with previous employers including Citibank and Standard Chartered
- Broad-based experience in consumer, wholesale and general management in leading financial institutions
- On the Board of Directors of several UAE companies (Abu Dhabi National Hotels PJSC, Gulf Capital PJSC)
- Received 'The Asian Banker Promising Young Banker Award' for the Gulf Region in 2008



Deepak Khullar, Group Chief Financial Officer

- Joined ADCB: 2008
- Previous Experience: Standard Chartered First Bank, Korea - CFO
- Over 25 years of banking & finance experience



Abdulla Khalifa Al Suwaidi, Head Of Government Relations

- Joined ADCB: 2010
- Previous Experience : Dubai Islamic Bank- Area Manager of Wealth Management
- 11 years of banking & business management



Colin Fraser, Group Head of Wholesale Banking

- Joined ADCB: 2008
- Previous Experience : Barclays Bank- Head of Corporate Banking, GCC Region
- 17 years of banking & finance experience



Arup Mukhopadhyay, Group Head of Consumer Banking

- Joined ADCB: 2005
- Previous Experience : Citibank - Head Wealth Management and Marketing Services , UAE region
- 11 years of banking & finance experience



Kevin Taylor, Group Treasurer

- Joined ADCB: 2009
- Previous Experience : ALICO - Chief Risk Officer
- 25 years of banking & finance experience



Jerry Möllenkramer, Group Chief Operating Officer

- Joined ADCB: 2010
- Previous Experience : Chief Operating Officer for Royal Bank of Scotland's MEA franchise
- Executive Director for ABN Amro's Group Services Division



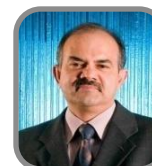
Ali Darwish, Group Head of Human Resources

- Joined ADCB: 2010
- Previous Experience : HSBC and ABN AMRO
- 10 years of ESCROW, business development and Islamic banking



Simon Copleston, Board Secretary & General Counsel

- Joined ADCB: 2008
- Previous Experience : ADIA – Lawyer to the Emerging Markets Department & Strategic Investment and Infrastructure teams
- Over 10 years of banking, finance and corporate finance experience
- Solicitor of the Courts of England & Wales



Kishore Rao, Chief Risk Officer

- Joined ADCB: 2009
- Previous Experience : Arab Banking Corporation - CRO
- Over 25 years of banking industry & risk management

Awards – bright recognition during uncertain times...

Best Corporate Governance in United Arab Emirates
 By
 World Finance
 Corporate Governance Awards



March 2011

Best Retail Bank in the UAE
 By



March 2011

Best SME Account Award
 By
 Banker Middle East product awards 2011



April 2011

ADCB won the coveted Best Credit Card Award for its LuLu Credit Card and the Best Co-branded Card Award for its Etihad Guest Above Credit Card



May 2011

Best Commercial Bank Award
 By
 Banker Middle East Industry Awards



June 2011

World's Safest Banks 2011
 By
 Global Finance Magazine



August 2011

Financial Institution of the Year
 at
 The ACC 3rd Annual International GRC & Financial Crimes Conference and Exhibition



November 2011

Most Improved Islamic Bank in the UAE
 By
 the Global Islamic Finance Awards (GIFA) committee



December 2011

Group performance – balance sheet

AED mn	2011	2010	Variance %
Cash and balances with Central Banks	6,630	5,888	13
Deposits and balances due from banks	20,840	18,398	13
Loans and advances, net	124,755	122,772	2
Derivative financial instruments	4,845	3,977	22
Investment securities	15,068	8,263	82
Investment in associates	82	5,358	(98)
Investment properties	397	289	37
Other assets	10,021	12,101	(17)
Property and equipment, net	965	1,070	(10)
Intangibles assets	124	155	(20)
Total assets	183,726	178,271	3
Due to Central bank	48	-	NA
Due to banks	3,090	4,842	(36)
Deposits from customers	109,887	106,134	4
Mandatory convertible securities -liability component	-	29	(100)
Wholesale borrowings including Tier II	31,897	29,926	7
Derivative financial instruments	4,822	3,854	25
Other liabilities	11,904	13,913	(14)
Total liabilities	161,648	158,698	2
Total shareholders' equity	22,072	19,565	13
Non -controlling interest	6	9	(36)
Total liabilities and shareholders' equity	183,726	178,271	3

Group performance - income statement

AED mn	2011	2010	Variance %
Interest and income from Islamic financing	7,716	7,376	5
Interest expense and distribution to depositors	(3,028)	(3,694)	(18)
Net interest and Islamic financing income	4,688	3,682	27
Net fees and commission income	898	956	(6)
Net trading income	336	308	9
Other operating income	159	170	(6)
Loss on disposal of subsidiary		(1)	NM
Decrease in fair value of investment properties	(12)	(116)	(90)
Non interest income	1,382	1,317	5
Operating income	6,069	5,000	21
Staff expenses	(1,095)	(830)	32
Other operating expenses	(787)	(711)	11
Depreciation	(149)	(102)	47
Amortisation of intangible assets	(32)	(7)	NM
Operating expenses	(2,063)	(1,649)	25
Operating profit before provision & tax	4,006	3,351	20
Impairment allowance on loans and advances	(2,303)	(3,143)	(27)
Recovery of loans	221	283	(22)
Other impairment	(315)	(427)	(26)
Share of profit of associates	159	336	(53)
Net gain on sale of investment in associate	1,314	0	0
Overseas income tax credit/(expense)	(36)	(9)	292
Net profit/(loss) for the period	3,045	391	680