

AMBITION+  
DISCIPLINE

Abu Dhabi Commercial Bank PJSC  
2013 Investor Presentation

بنك أبوظبي التجاري  
**ADCB** 

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# Macro overview

Business overview

Financial highlights

Appendix

# Macro overview

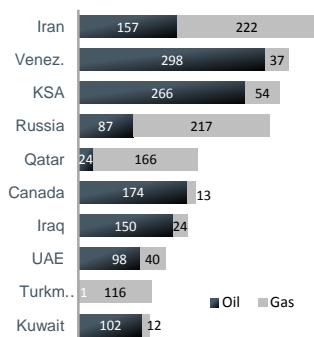
## United Arab Emirates

The UAE has 7<sup>th</sup> highest proven reserves among GCC and CIS oil exporters

2<sup>nd</sup> highest GDP per Capita in the GCC, and 7<sup>th</sup> highest globally

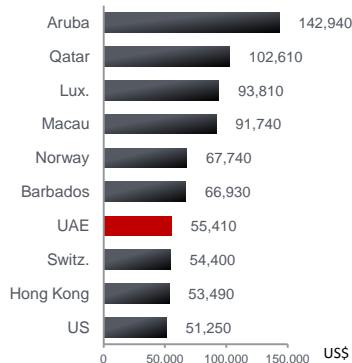
Stable economic growth across the GCC and the UAE

### Substantial hydrocarbon wealth (BBOE)



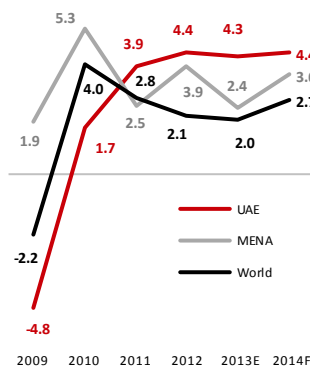
Source: Proved reserves - BP Statistical Review of World Energy, June 2013  
BBOE – Billion barrel of oil equivalent

### UAE has one of the highest GDP per capita globally (thousands US\$)



Source: 2013e GDP per head (\$ at PPP) - EIU Country Reports, June 2013

### Robust regional economic growth (real GDP growth %)



Source: EIU UAE Country Report January 2014

### UAE key indicators 2014e

UAE rating	Moody's: Aa2, Stable (unsolicited)
Nominal GDP	428 bn
Crude oil production (mn barrels/day)	2.785
UAE population (mn)	8.4
CPI (average, % change)	2.5

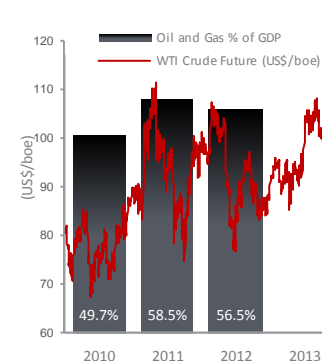
Source: EIU UAE Country Report, January 2014

## Abu Dhabi

Strong hydrocarbon revenues have boosted available public finances

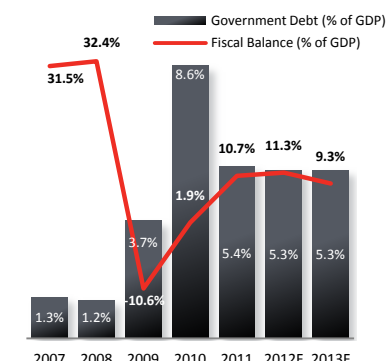
Conservative debt management strategy and stable spending policy

### Abu Dhabi continues to benefit from high oil prices



Source: Bloomberg, Statistics Centre – Abu Dhabi

### Conservative investment policy and manageable debt position



Source: Moody's Credit Opinion August 2013

### Abu Dhabi rating

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

### Nominal GDP 2012

- US\$ 248.2bn (Moody's, January 2014)

### Strong prospects

- Vast hydrocarbon wealth underpinning economic development
- Abu Dhabi ranks 19 out of 148 countries in the Global Competitiveness Index (Source: World Economic Forum)
- Approximately 94% of UAE's crude oil reserves are located in the Emirate of Abu Dhabi (Source: Moody's, December 2013)
- Government focus on driving economic diversification

# UAE banks overview

## Highlights

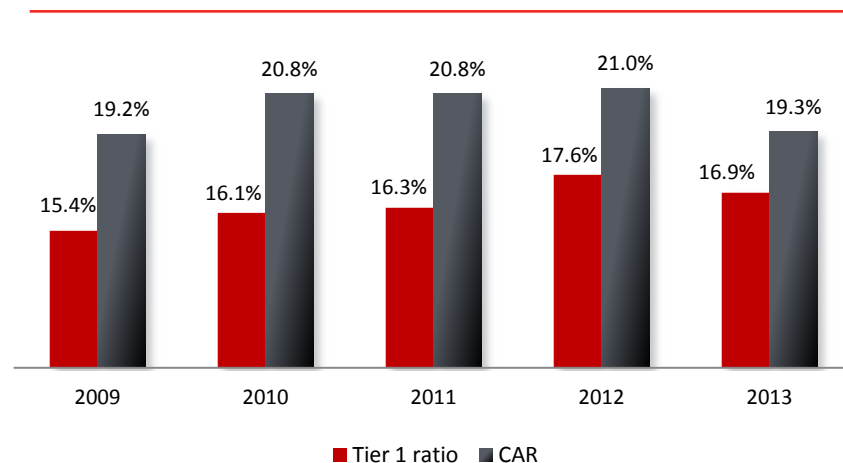
- ▶ UAE Banking sector is ranked highest in the GCC in terms of assets
- ▶ As of December 2013, deposit growth of 9.5% outpaced loan growth of 7.1%. Loan to deposit ratio for the sector was 92%. (Source: UAE Central Bank)
- ▶ The banking system maintains significant capital and liquidity buffers
- ▶ As at 31 December 2013, average Tier I ratio was at 16.9% and CAR at 19.3%. (Source: UAE Central Bank)

## UAE banking sector indicators

AED bn	2009	2010	2011	2012	Dec'13	YTD % change
<b>Total Assets</b> (net of provisions)	1,519	1,606	1,662	1,792	<b>1,991</b>	<b>11%</b>
<b>Loans and advances</b> (net of provisions)	1,018	1,031	1,071	1,099	<b>1,174</b>	<b>7%</b>
<b>Deposits</b>	983	1,050	1,070	1,168	<b>1,274</b>	<b>9%</b>

Source: UAE Central Bank

## UAE banks capital adequacy and Tier I ratios



Source: UAE Central Bank

Macro overview

# Business overview

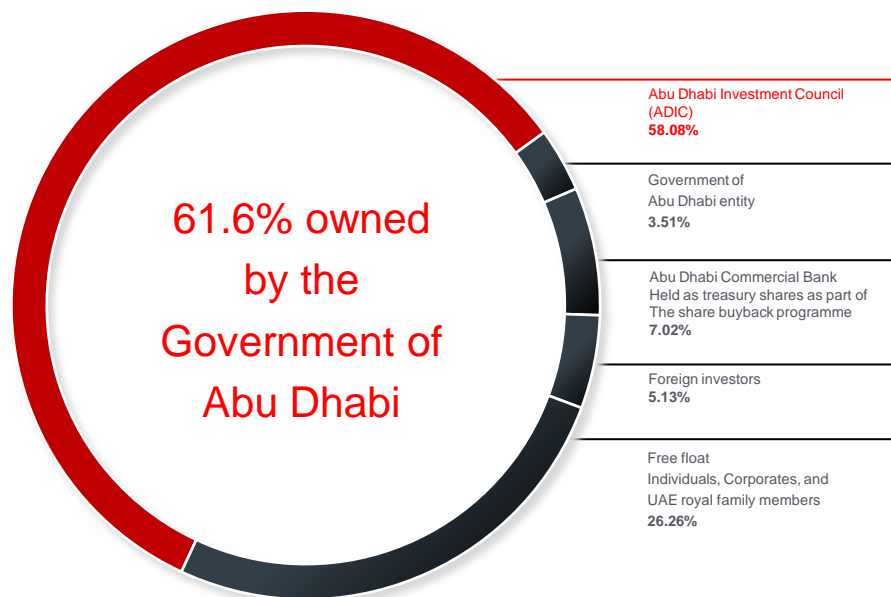
Financial highlights

Appendix



# ADCB overview

## Ownership structure



## ADCB franchise

	Dec'13	Dec'12
Total number of retail customers	<b>520,000</b>	465,000
Total number of wholesale clients	<b>41,000</b>	37,000
Market cap (AED bn) <sup>1</sup>	<b>34</b>	17
Branch network (UAE) <sup>2</sup>	<b>50</b>	50
Overseas branches <sup>3</sup>	<b>3</b>	3
Market share of loans	<b>11.2%</b>	11.21%
Market share of deposits	<b>9.0%</b>	9.35%

<sup>1</sup> Market cap as at 31 December 2013 and 31 December 2012

<sup>2</sup> Excludes pay offices    <sup>3</sup> Two branches in India and a branch in Jersey

## Ratings



## ADCB overview

### Key financial highlights of 2013

183 bn

Total assets (AED)

15.5%

ROE

25 bn

Total equity (AED)

1.72%

ROA

3,620 mn

Net profit (AED)

21.21%

CAR



# OUR STRATEGY

Sustainability  
through liability growth

**+6%**

increase in customer  
deposits over  
2012

Growth through  
a UAE centric  
approach &  
controlled  
'internationalisation'

**95%**  
of loans (net) within  
the UAE

**15.5%**

Return on equity

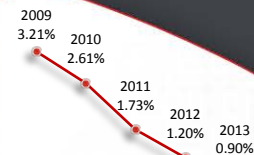
**93%**  
customer  
satisfaction

Source: IPSOS, customer  
satisfaction survey

Maintain a culture of  
service excellence  
and efficiency  
through Improved  
customer  
satisfaction

Attracting,  
developing and  
retaining the best  
talent with  
incentives aligned  
with the strategic  
objectives

Over  
**4,000**  
employees



progressive  
reduction in cost  
of risk<sup>1</sup> (%)

Managing  
ADCB's risk in  
line with a  
predefined  
risk strategy

<sup>1</sup> Cost of risk: Total provisions including investments/average loans & advances and investments

## Core strengths

### Situated to benefit from UAE economic growth

- ▶ Resilience in earnings and ability to grow operating income
- ▶ Well managed balance sheet
- ▶ Recently announced government projects will provide opportunities for all of ADCB's businesses

### Supportive principal shareholders

- ▶ The Government owns 61.6% of the issued share capital, with ADIC ownership at 58.08%
- ▶ Long-standing government related corporate client base
- ▶ Financial support provided during global crisis by the government

### Capital base and liquidity

- ▶ Total Capital Adequacy Ratio of 21.21 %
- ▶ Tier I capital ratio of 16.62% / Core Tier I capital ratio of 13.90%
- ▶ Strong liquidity position, net lender of AED 8.5 bn in the interbank markets as at 31 December 2013

### Strong domestic franchise with a well known and trusted brand

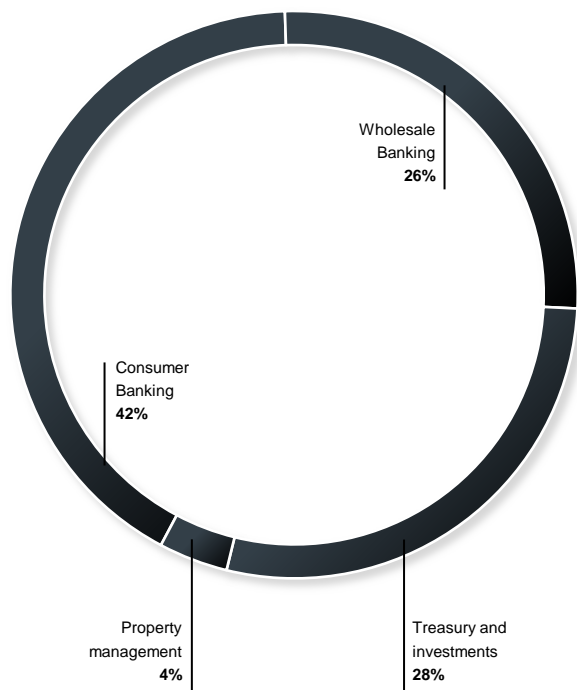
- ▶ Broad portfolio of consumer and wholesale products
- ▶ Extensive distribution network and well established relationships
- ▶ Over 520,000 retail customers and approximately 41,000 corporate customers

### Experienced management team and innovative banking products

- ▶ Management team has experience in international and regional institutions
- ▶ Customised cash management and trade finance solutions
- ▶ Strategic partnerships with Bank of America Merrill Lynch and Banco Santander

# Diversified revenue stream

## Percentage contribution to operating income



AED mn	Consumer Banking		Wholesale Banking		Treasury and investments		Property management	
	2013	2012	2013	2012	2013	2012	2013	2012
Net interest and Islamic financing income	2,138	2,335	1,465	1,466	1,705	1,282	120	124
Non - interest income	914	694	460	431	348	133	169	130
Operating income	3,053	3,029	1,925	1,897	2,053	1,416	289	253

Macro overview

Business overview

# Financial highlights

Appendix

## 2013 highlights

### Strong and conservative balance sheet

- ▶ Net loans grew 7% over 2012 and 10% over the last quarter despite a large repayment in September 2013
- ▶ Customer deposits increased 6%, substantial increase in CASA<sup>1</sup> deposits from 33% in 2012 to 39% of total customer deposits
- ▶ Investment securities increased 11% to AED 21 bn
- ▶ Remain well capitalised, with a CAR of 21.21% and Tier I ratio of 16.62%

AED mn	2013	2012	Change %
Net loans	131,649	123,195	7
Investment securities	20,855	18,713	11
Total assets	183,143	180,796	1
Customer deposits	115,428	109,217	6
Borrowings	23,786	26,140	(9)
Shareholders' equity*	24,177	24,270	(0)
<b>Ratios (%)</b>			Change bps
CAR (Capital adequacy ratio)	21.21	23.05	(184)
Tier I ratio	16.62	17.47	(85)
LTD (Loan to deposit ratio)	114.05	112.80	125

### Record levels of net profit

- ▶ Record level of net profit and operating income, up 29% and 11% respectively
- ▶ Cost of funds improved significantly, interest expense decreased by 36%
- ▶ Non- interest income up 36%, primarily due to the retirement of financial liabilities and associated hedges on the repayment of the Tier II loan and higher net trading income
- ▶ Impairment allowance charge was 22% lower at AED 1,334 mn

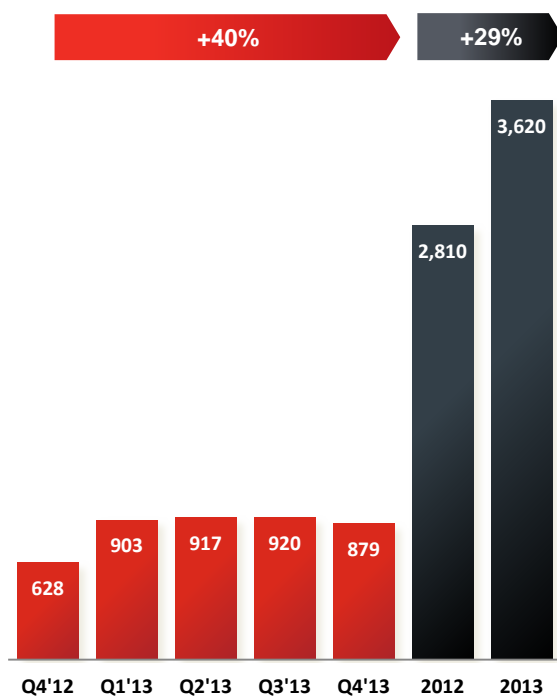
AED mn	2013	2012	Change %
Total net interest income <sup>2</sup>	5,429	5,207	4
Non - interest income	1,890	1,388	36
Operating income	7,320	6,595	11
Operating expenses	(2,358)	(2,069)	14
Operating profit	4,961	4,526	10
Impairment allowances	(1,334)	(1,710)	(22)
Overseas income tax	(7)	(6)	28
Net profit	3,620	2,810	29

<sup>1</sup> Includes Islamic CASA (Current account deposits and savings deposits) <sup>2</sup> Includes income from Islamic financing and Islamic profit distribution.  
\* Attributable to equity holders of the parent

# Performance indicators

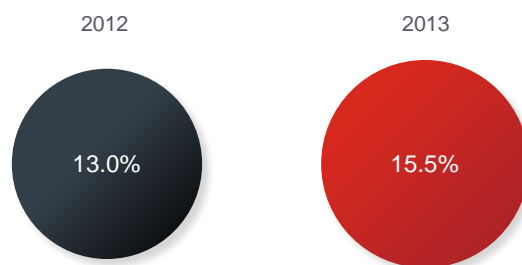
## Improved profitability

Net profit  
(AED mn)

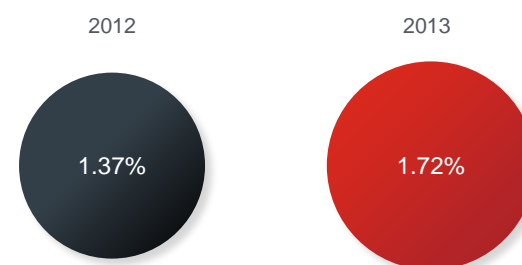


## Strong performance indicators

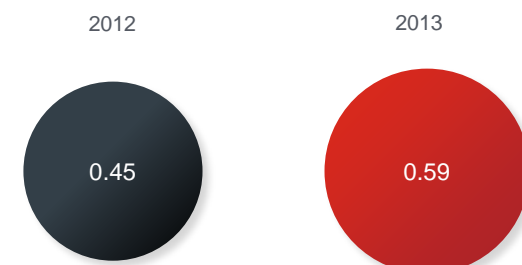
Return on equity  
(ROE %)\*



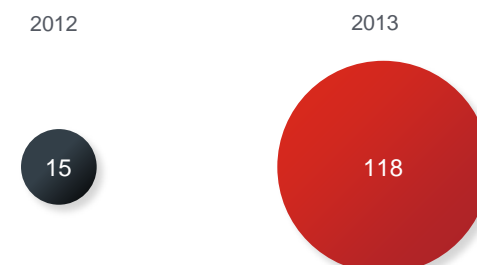
Return on average assets  
(ROAA %)\*



Basic earnings per share  
(EPS- AED)



Total shareholder return  
(TSR %)



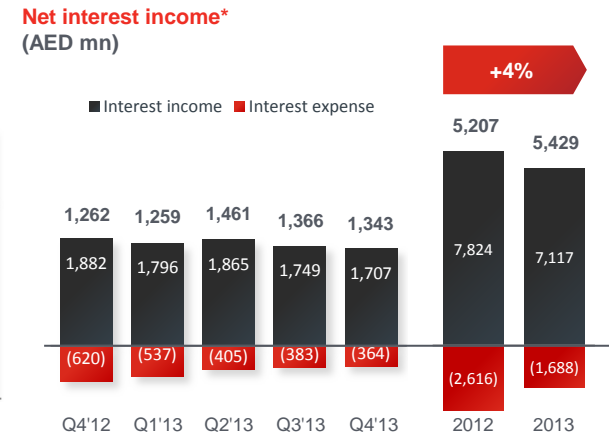
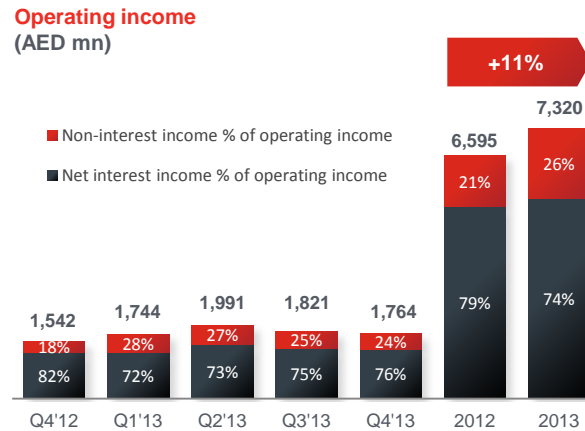
\* For ROE/ROA calculations, net profit attributable to equity shareholders is considered, i.e., net profit after deducting minority interest and interest expense on Tier I capital notes



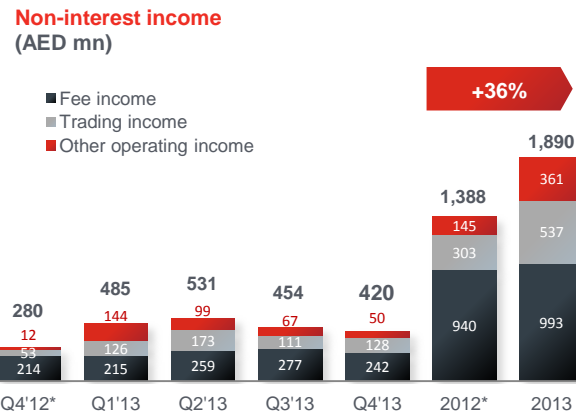
# Operating performance

## Highlights (2013 vs. 2012)

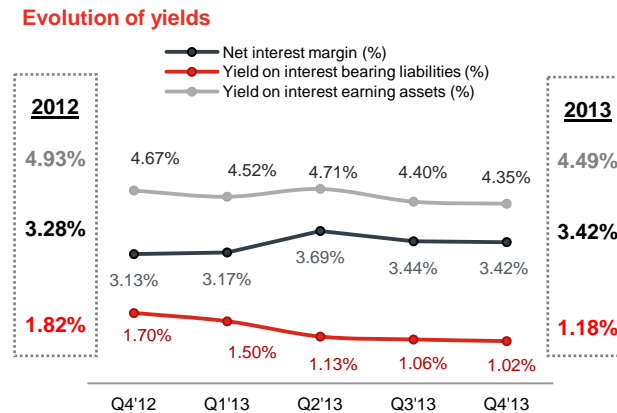
- ▶ Record operating income up 11% at AED 7,320 mn
- ▶ Net interest income 4% higher, primarily driven by 36% reduction in interest expense
- ▶ NIM (Net interest margin) increased to 3.42% from 3.28% in 2012, improvement underpinned by lower cost of funds. Cost of funds declined to 1.18% compared to 1.82% in 2012
- ▶ Non-interest income 36% higher primarily due to retirement of financial liabilities and associated hedges on the repayment of Tier II loan and higher net trading income primarily due to consolidation of funds
- ▶ Fees and commission up 6%, primarily attributable to higher retail banking fees (gross), up 11%
- ▶ Non-interest income was 26% of total operating income compared to 21% in 2012



\* Includes income from Islamic financing and Islamic profit distribution



\* Other operating income includes decrease in fair value of investment properties (AED 29 mn) in Q4'12/FY'12

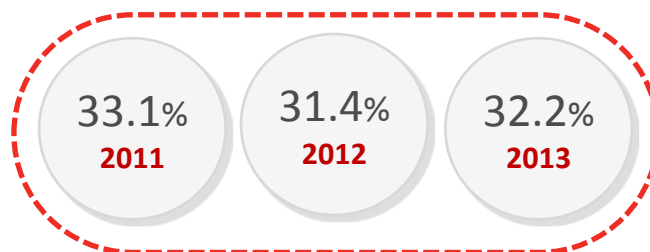


# Operating expenses

## Highlights (2013 vs. 2012)

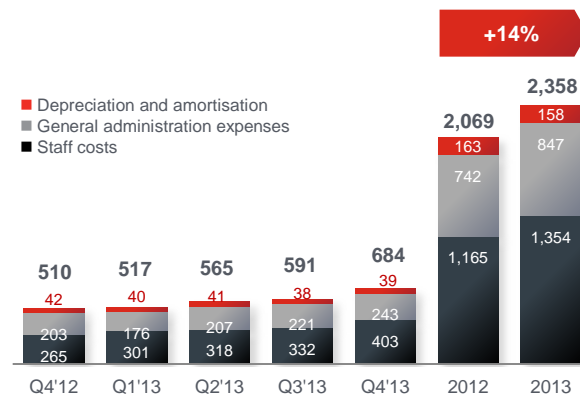
- ▶ Operating expenses totaled AED 2,358 mn, 14% higher, primarily attributable to increase in staff expenses
- ▶ Staff expenses contributed to 57% of total operating expenses compared to 56% in 2012
- ▶ Cost to income ratio was at 32.2% in 2013
- ▶ Continue to manage expenses whilst investing in people, systems, processes and infrastructure to help increase revenues

### Cost to income ratio\*

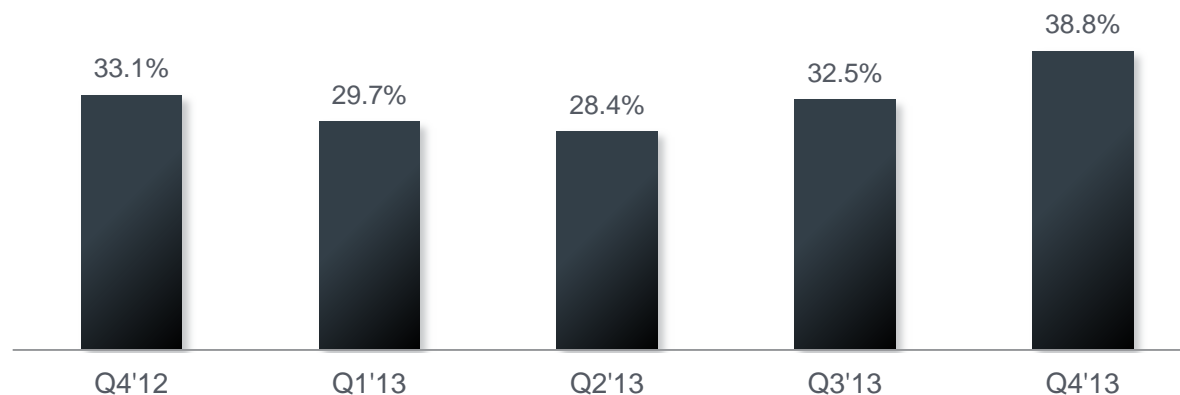


\* Operating income for the purpose of calculating cost to income ratio includes share of profit of associates but excludes net gain on sale of investment in associate

### Operating expenses (AED mn)



### Quarterly cost to income ratio



# Composition of assets

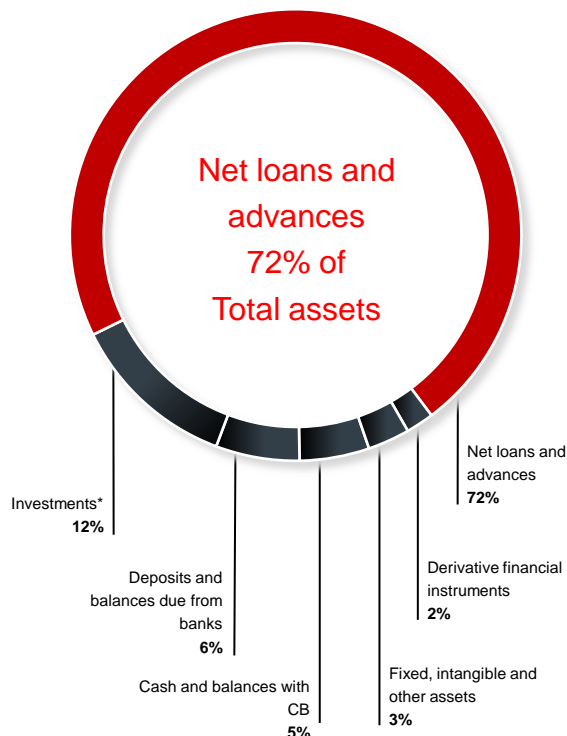
## Highlights (2013 vs. 2012)

- ▶ Total assets at AED 183,143 mn, compared to AED 180,796 mn, up 1%
- ▶ Net loans and advances increased 7% and comprised 72% of total assets compared to 68% in 2012
- ▶ Islamic financing up 62% at AED 10,667 mn
- ▶ Investment securities portfolio up 11% at AED 20,855 mn with 98% of the investment portfolio invested in bonds issued by government, public sector, banks and financial institutions

### Composition of assets

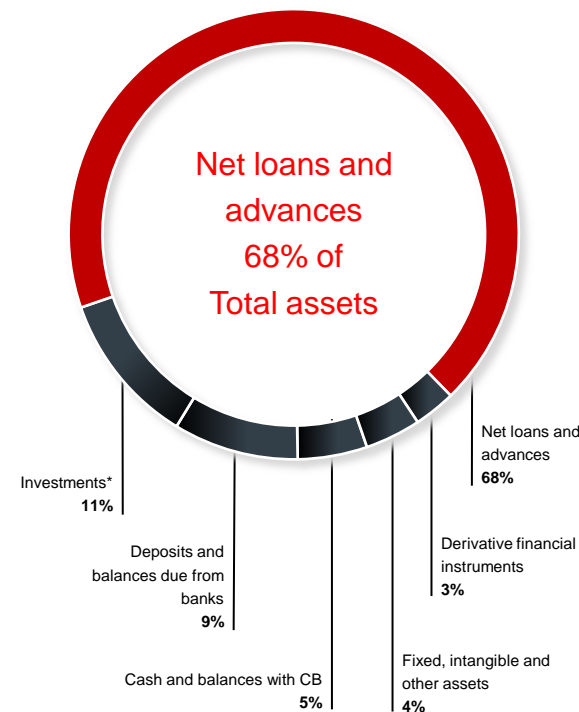
2013

Total assets = AED 183,143 mn



2012

Total assets = AED 180,796 mn



\* Investments include: investment securities, trading securities, investment properties

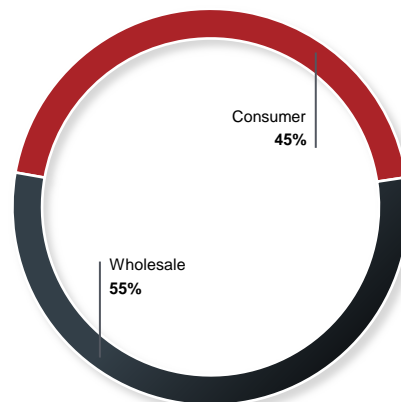
# Customer loans

## Highlights (2013 vs. 2012)

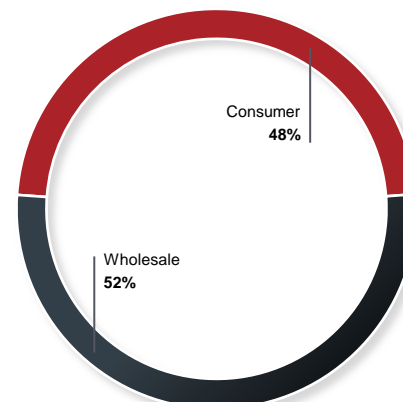
- ▶ Wholesale banking loans comprised 55% of total loans (net), compared to 52% in 2012
- ▶ As at 31 December 2013, loan to deposit ratio was 114.1%
- ▶ Throughout the year, the Bank optimised the overall quality of the loan book to maximise returns and minimise risks.
- ▶ Strong domestic focus, with 95% of loans (net) within UAE
- ▶ 61% of loans (gross) were in Abu Dhabi vs. 28% in Dubai

## Evolution of net loans

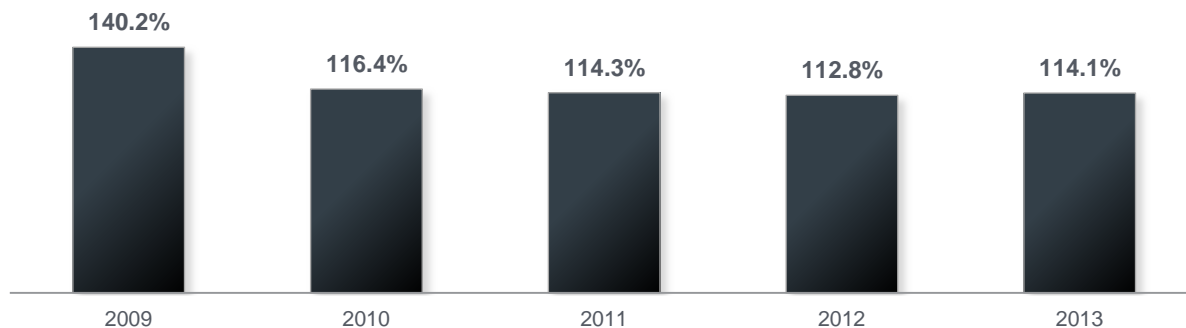
**2013**  
Net loans = AED 131,649 mn



**2012**  
Net loans = AED 123,195 mn



## Loan to deposit ratio



# Customer loans

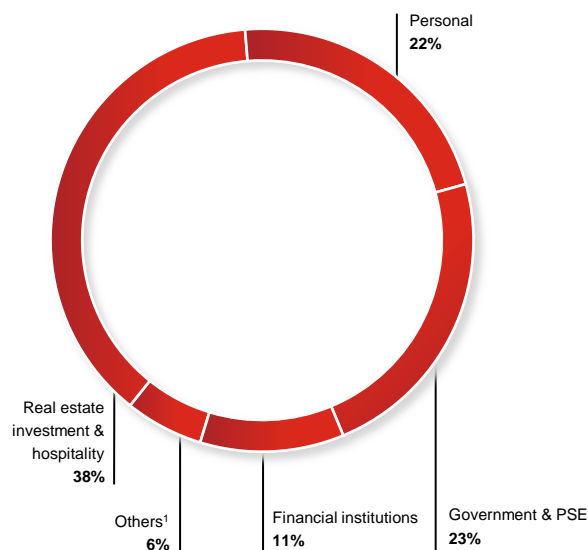
## Highlights (2013 vs. 2012)

- ▶ Gross loans increased 7% to AED 138,539 mn, despite a large repayment in September 2013, which significantly reduced concentration exposure
- ▶ Diversified loan portfolio across all economic sectors
- ▶ Personal loans comprised 22% of total gross loans compared to 21% in 2012
- ▶ Government and public sector entities comprised 23% of the loan portfolio in 2013
- ▶ As at 31 December 2013, the estimated fair value of collateral and other security enhancements held against loans and advances to customers and banks was AED 118 bn, compared to AED 96 bn as at 31 December 2012

### Gross loans by industry

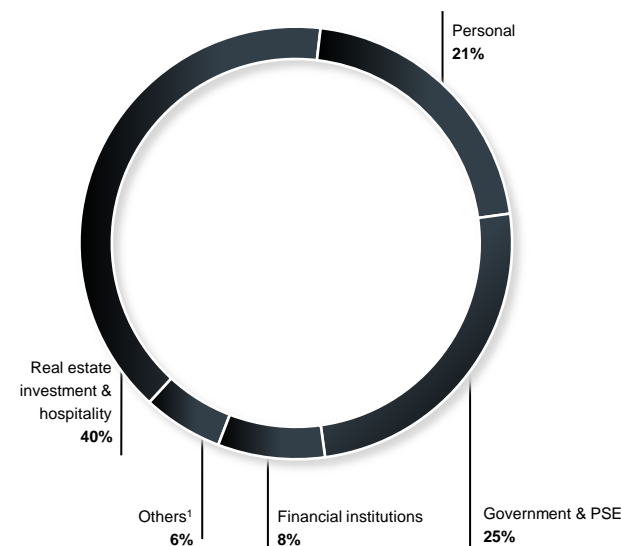
2013

Gross loans = AED 138,539 mn



2012

Gross loans = AED 129,659 mn



<sup>1</sup> Agriculture, energy, trading, transport, manufacturing, services and others

# Investment securities

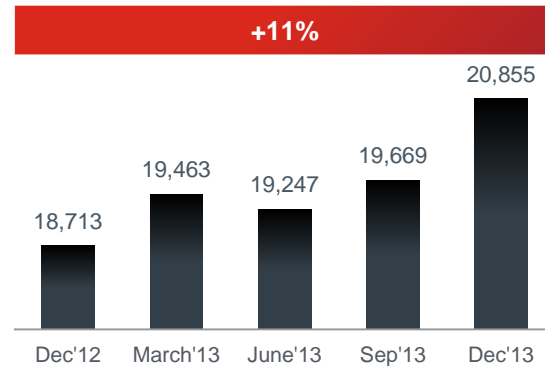
## Highlights

- ▶ Investment securities portfolio totaled AED 20,855 mn, at the end of 2013
- ▶ 98% of the investment portfolio is invested in bonds issued by government, public sector, banks and financial institutions
- ▶ Average life of the investment securities portfolio is 1.96 years
- ▶ 65% invested in the UAE and other GCC countries

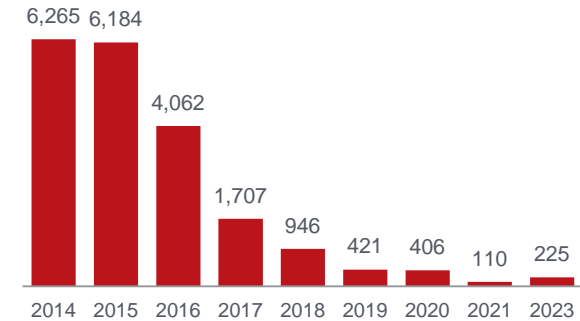
## Portfolio summary:

- ▶ 64% of Non Government AFS investments are rated A3 or above
- ▶ 22% of the portfolio is invested in Government securities
- ▶ 10% is invested in local public sector bonds

Investment securities (AED mn)

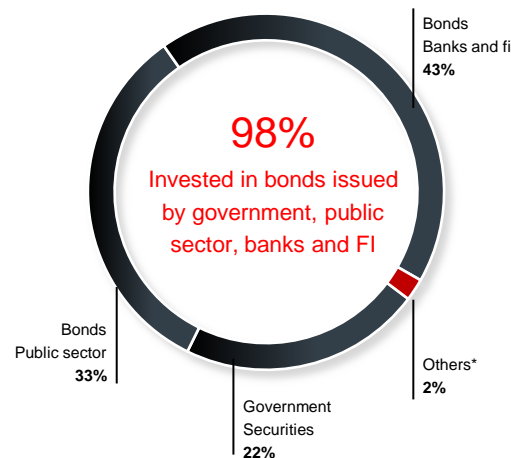


Maturity profile of Investment securities portfolio (AED mn)

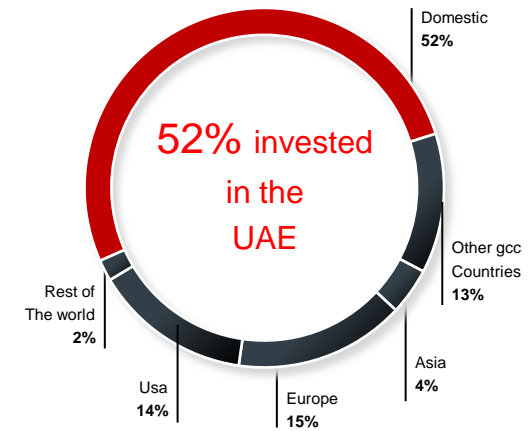


## Investments

By issuer



By region



\* Include Bonds-corporate, equity instruments and mutual funds



# Composition of liabilities

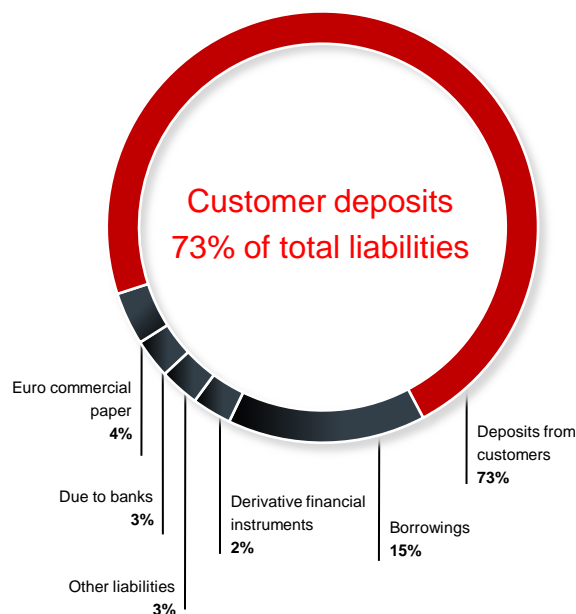
## Highlights (2013 vs. 2012)

- ▶ Total liabilities at AED 158,321 mn, compared to AED 156,088 mn, up 1%
- ▶ Customer deposits increased 6% to AED 115,428 mn
- ▶ Deposits from customers comprised 73% of total liabilities compared to 70% in 2012
- ▶ Diversified sources of deposits by counterparty, currency, tenor and instrument

### Composition of liabilities

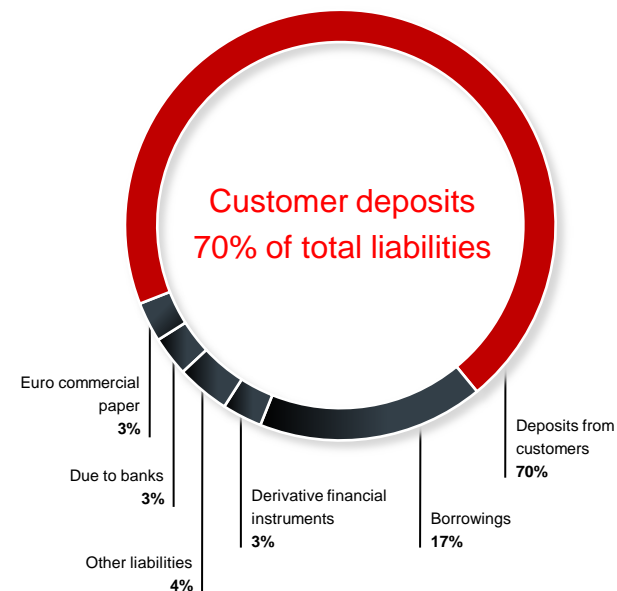
2013

Total liabilities = AED 158,321 mn



2012

Total liabilities = AED 156,088 mn



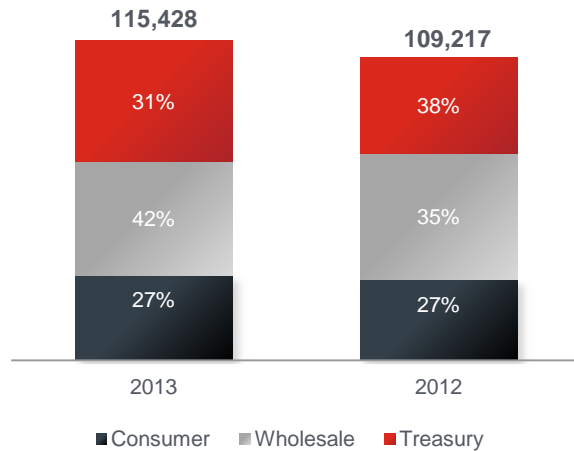
# Customer deposits

## Highlights (2013 vs. 2012)

- ▶ Consumer Banking deposits comprised 27% of total customer deposits, remaining stable over 2012
- ▶ Treasury deposits increased from AED 34,399 mn in 2012 to AED 43,663 mn, up 27%
- ▶ Substantial increase in CASA deposits, contributing to 39% of total deposits compared to 33% in 2012

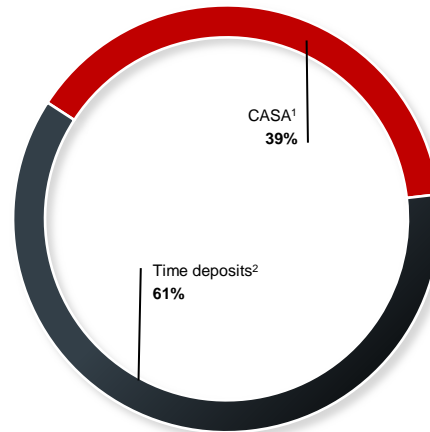
### Deposits

Evolution of deposits  
(AED mn)



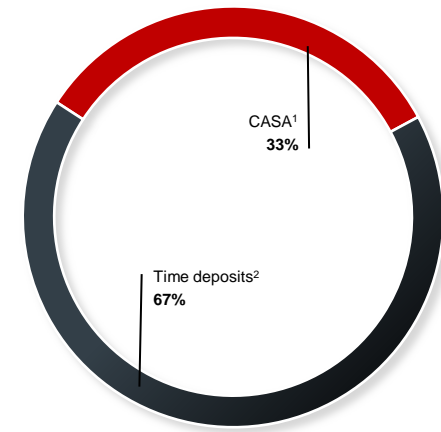
### Customer deposits by type

2013  
Customer deposits = AED 115,428 mn



### Customer deposits by type

2012  
Customer deposits = AED 109,217 mn



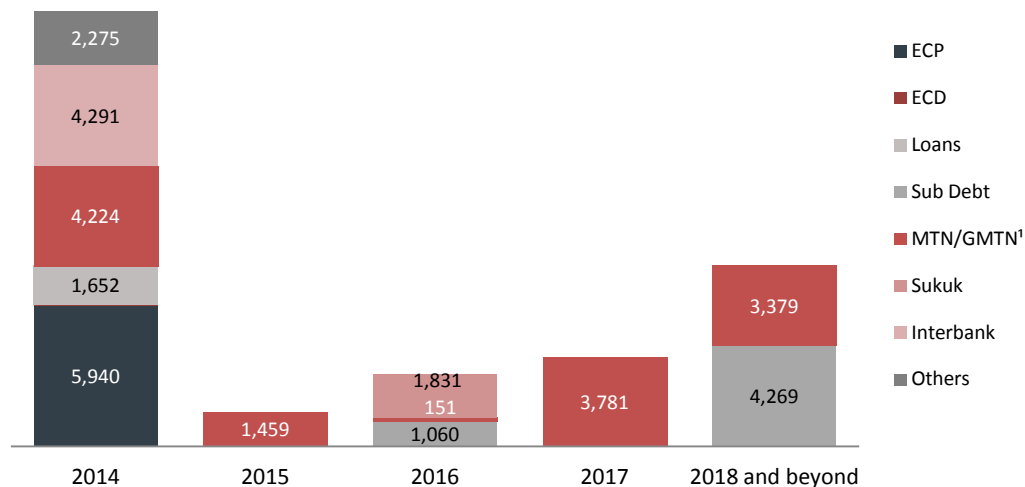
<sup>1</sup> CASA includes current account deposits, saving deposits and margin deposits

<sup>2</sup> Time deposits include long-term government deposits and Murabaha deposits

# Wholesale funding & maturity profile

## Maturity profile

As at 31 December 2013 (AED mn)



## Wholesale funding split

As at 31 December 2013

Source of funds	AED mn
GMTN/EMTN	13,013
Sub Debt	5,254
Interbank	4,291
Euro Commercial Paper	5,940
Others (Repo)	2,275
Islamic Sukuk Notes	1,831
Bilateral loans	1,652
CD Issuances	51
<b>Total</b>	<b>34,307</b>

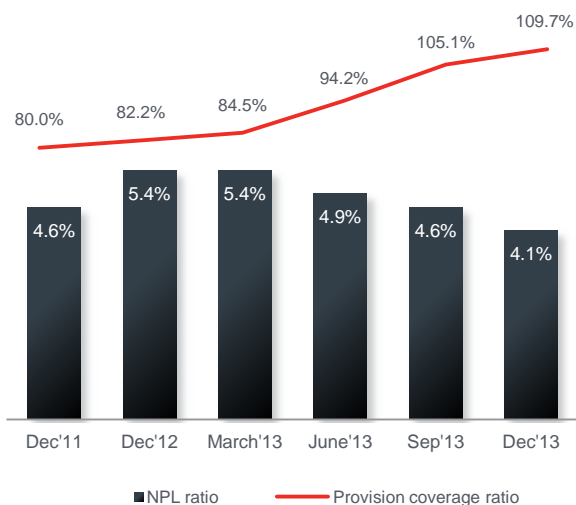
<sup>1</sup> Does not include fair value adjustment on short, medium and long term borrowings being hedged

# Asset quality

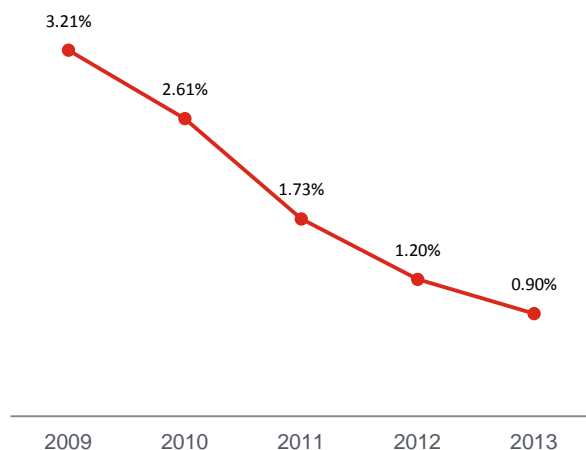
## Highlights

- ▶ Non-performing loan ratio improved to 4.1% from 5.4% as at 31 December 2012
- ▶ Non-performing loans were at AED 5,722 mn compared to AED 6,939 mn as at 31 December 2012, 18% lower
- ▶ Past due but not impaired loans decreased by 50% over 31 December 2012
- ▶ Provision coverage ratio improved to 109.7% from 82.2% as at 31 December 2012
- ▶ Collective impairment allowance balance was AED 2,640 mn and 1.96% of credit risk weighted assets and individual impairment allowance balance was AED 4,250 mn
- ▶ Impairment allowance charges on loans and advances, net of recoveries amounted to AED 1,366 mn, 19% lower over 2012
- ▶ Cost of risk reduced to 0.90% compared to 1.20% in 2012

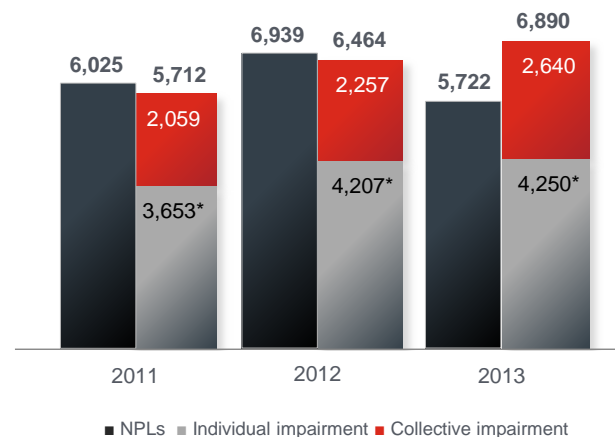
NPL and provision coverage ratios<sup>1</sup>



Cost of risk<sup>2</sup>



NPLs and impairment allowances (AED mn)



Dubai World exposure classified to performing status in 2011 as the client is performing in accordance with the new restructured terms

<sup>1</sup> Excludes Dubai World exposure and related provision re-classified as performing loan in 2011

<sup>2</sup> Cost of risk: Total provisions including investments/average loans & advances and investments

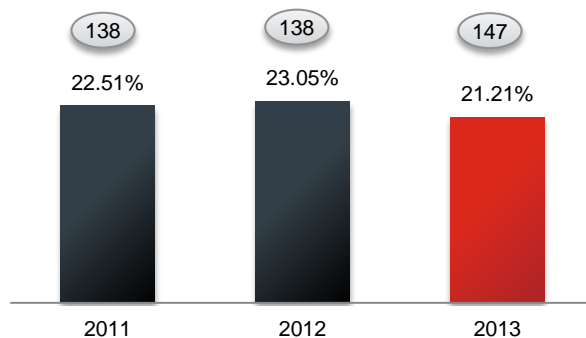
\* Includes provision for Dubai World exposure

# Capital and liquidity position

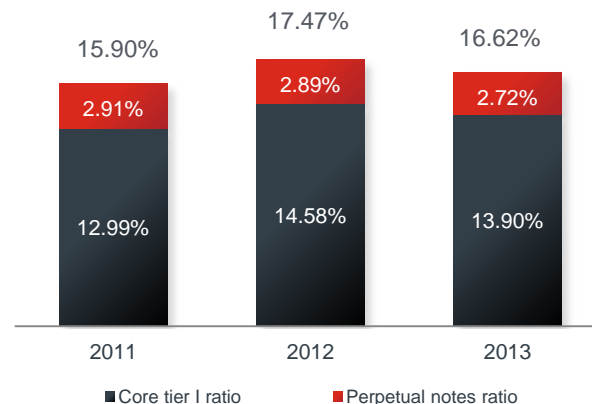
## Highlights (2013 vs. 2012)

- ▶ As at 31 December 2013, the Bank bought back 392,741,711 ordinary shares at a total consideration of AED 1,797 mn, equivalent to 7.02% of the issued share capital. This resulted in an EPS uplift of 7% on a pro-forma basis
- ▶ As at 31 December 2013, capital adequacy ratio was 21.21% and Tier I ratio was 16.62%. The decline in CAR was mainly on account of the share buyback and increase in risk weighted assets
- ▶ In the first half of 2013, the Bank repaid AED 6.7 bn from the Ministry of Finance, substituting this with lower cost funding from the wholesale markets
- ▶ Net interbank lender of AED 8.5 bn as at 31 December 2013
- ▶ As at 31 December 2013, the Bank's liquidity ratio was 22.8%

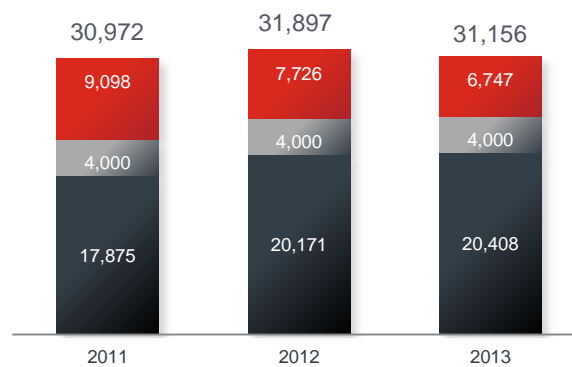
**Capital adequacy ratio**  
Risk weighted assets (AED bn)



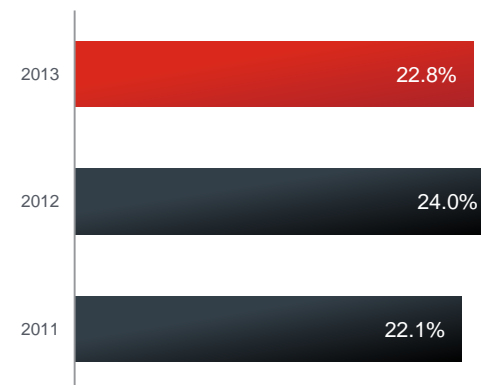
**Tier I and core tier I ratios**



**Capital base**  
(AED mn)



**Liquidity ratio\***



■ Core Tier I capital ■ Perpetual capital notes ■ Tier II capital

\* Liquid assets include cash and balances with Central Banks, deposits and balances due from banks, trading securities, and liquid investments (liquidity ratio: liquid assets/total assets)

# Summary

- ▶ Record levels of net profit and operating income
- ▶ NIM improvement underpinned by lower cost of funds
- ▶ Net loans grew 7% despite a large repayment in September
- ▶ Substantial growth in CASA deposits, relying on diversified sources of income
- ▶ Capital position at industry leading levels
- ▶ Improved cost of risk, provision coverage ratio significantly higher
- ▶ ROE and EPS significantly higher as a result of the share buyback and improved financial performance



Macro overview

Business overview

Financial highlights

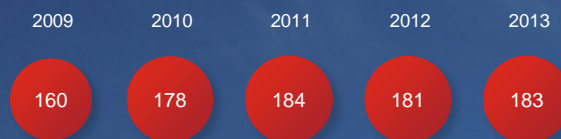
# Appendix

# ADCB 5 year overview

## Balance sheet

### Strategically managed balance sheet

Total assets (AED bn)



### Investment portfolio providing a liquidity pool

Investment securities portfolio (AED bn)



### Strong capital position

Capital adequacy ratio (%)



### Strengthened funding profile

Loan to deposit ratio (%)



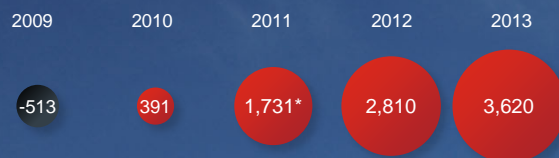
<sup>1</sup> Post share buy back of 7.02% of the issued share capital

# ADCB 5 year overview

## Income statement

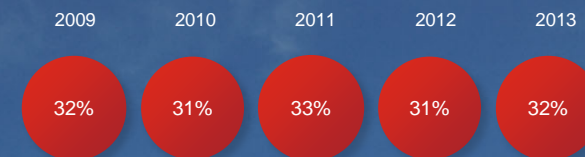
### Improved profitability

Net profit (AED mn)



### Disciplined cost management

Cost to income ratio\*\* (%)



Figures have been rounded

### Strong operating performance

Operating income (AED mn)



### Improved asset quality

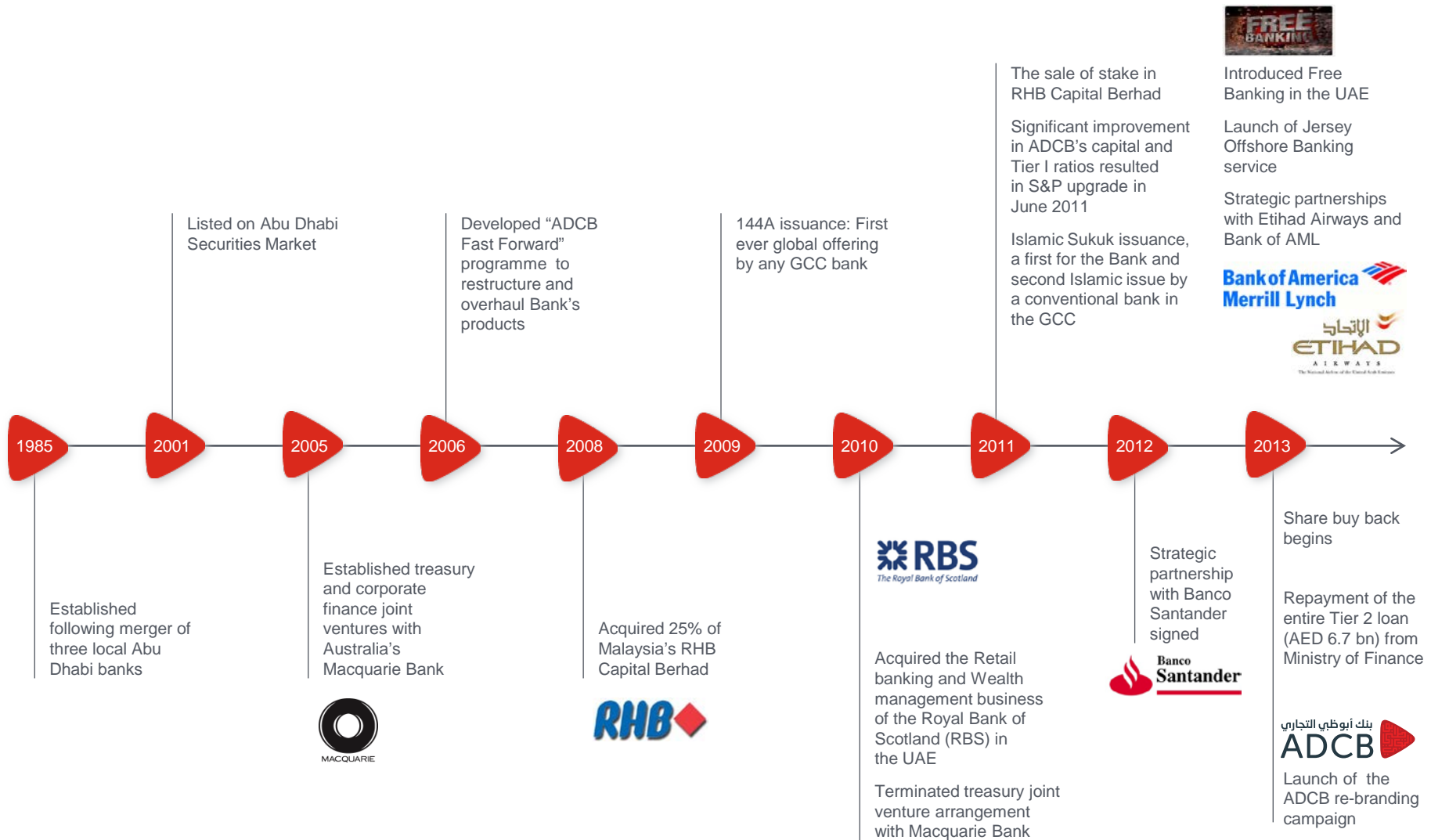
Impairment allowance charge (AED mn)



\* Normalised to reflect sale of investment in associate.

\*\* Operating income for the purpose of calculating cost to income ratio includes share of profit of associates but excludes net gain on sale of investment in associate.

# Recent timeline and milestones





# Corporate governance: in line with best international practices

## Principles and awards

- ▶ Focused around principles of integrity, transparency, responsibility and accountability
- ▶ Selected by World Finance Magazine as “The Best Corporate Governance - United Arab Emirates 2013”.
- ▶ Awarded “The Hawkamah Bank Corporate Governance Award 2012” by Hawkamah and “The Best Corporate Governance Award in the UAE” by World Finance in 2011 and 2010 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 in 2011
- ▶ Selected by World Bank for a case study on “Corporate Governance Success Stories”



## Rating agency views

“... ADCB has a high-quality management team. ...”

“... As a result of management's efforts, the bank has decelerated its lending since 2008 and focused on liability management. ADCB was able to improve its ratio of net loans to deposits to 113% by end-2012 from a peak of 135% in 2009...”

JULY 2013

**STANDARD  
& POOR'S**

“... ADCB is well funded by customer deposits due to its strong franchise and links to the Abu Dhabi government ...”

“... the bank's liquidity position is supported by a good stock of highly liquid assets and a very diverse funding mix. Capital has improved significantly over the last four years due to a series of capital-strengthening measures ...”

JUNE 2013

**FitchRatings**



## Active across all business lines

### Consumer banking

- ▶ 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
- ▶ Co-branded Visa Cards with Etihad Airways
- ▶ Touchpoints – Unique market leading rewards programme for customers

### Wholesale banking

- ▶ Relationship coverage to SMEs and large corporate clients, financial institutions, Indian operations, international business development, strategic client operations, corporate finance and investment banking
- ▶ JV with Macquarie Bank covering infrastructure funds
- ▶ Emerging cash management franchise
- ▶ Disciplined management of balance sheet growth and monitoring asset quality
- ▶ Strategic relationship with Bank of America Merrill Lynch and Banco Santander to allow clients who require services in the region to access capabilities provided by ADCB

### Treasury and investments

- ▶ 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

### Property Management

- ▶ Includes real estate and property management activities
- ▶ Comprises real estate management and engineering service operations of subsidiaries - Abu Dhabi Commercial Properties, Abu Dhabi Commercial Engineering Services, investment properties and rental income of ADCB

# 2013 awards

"The Best Emiratisation CEO Award"

"Honouring UAE nationals in Higher Management positions in the Banking Sector Award"

"Distinguished Woman in the Banking & Finance sectors Award"

THE EMIRATES INSTITUTE FOR BANKING & FINANCIAL STUDIES

"Best Trade Bank in the Middle East — Silver"

TFR EXCELLENCE AWARDS 2013

"Best Transaction Bank"

"Best Corporate Bank"

"The Best Corporate Governance - United Arab Emirates 2013"

THE BANKER MIDDLE EAST INDUSTRY AWARDS 2013

WORLD FINANCE MAGAZINE

"Best New SME Product"

"Best Trade Finance Offering"

"Best Cash Management"

THE BANKER MIDDLE EAST PRODUCT AWARDS 2013

"Best Cash Management Bank in the UAE"

EUROMONEY

"Deal of the Year 2013: Middle East — Islamic Finance Category Jebel Ali Free Zone Sukuk refinancing"

"Deal of the Year 2013: Middle East — Restructuring Category — Global Investment House Restructuring Deal"

THE BANKER 'DEALS OF THE YEAR' 2013 AWARDS

"Best Islamic Banking Window"

"Most Innovative Product of the Year"

GLOBAL ISLAMIC FINANCE AWARDS

"Best Bank in Trade Finance in the UAE"

"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

# Board of directors



## H. E. Eissa Mohamed Ghanem 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 asset management and banking.
- ▶ External appointments:
  - Executive Director – Abu Dhabi Investment Council.
  - Board Member – Abu Dhabi National Oil Company for Distribution.
  - Board Member – International Petroleum Investment Company.
  - Board Member – Abu Dhabi Fund for Development.
  - Board Member – Emirates Investment Authority.
  - Chairman – Emirates Telecommunication Corporation “Etisalat”.



## H.E. Mohamed Sultan Ghannoum AlHameli, *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:
  - Executive Director – Finance Department of the Government of Abu Dhabi
  - Chairman – Health Authority Abu Dhabi.
  - Board Member – Abu Dhabi Ports Co (ADPC).
  - Board Member – Abu Dhabi Health Services Company (SEHA).
  - Board Member – Abu Dhabi Public Service Company (Musanada).
  - Board Member – Social Welfare & Minor Affairs Foundation



## Mr. Ala'a Mohamed Atta Khalil Eraiqat, *Executive Director*

- ▶ Has held senior positions within Citibank, Standard Chartered Bank, and other financial institutions. He is a certified trainer in sales, investments, marketing and leadership.
- ▶ Received the Asian Banker Promising Young Banker Award for the Gulf Region in 2007 on 16 March 2008. In 2009, he was chosen by Arabian Business as one of GCC's Most Admired Executives.
- ▶ External appointments:
  - Board Member – Abu Dhabi National Hotels PJSC.
  - Director – MasterCard Asia-Pacific, Middle East and Africa Regional Advisory Board.
  - Member - Mubadala Infrastructure Partners Advisory Board.



## Mr. Abdulla Khalil AlMutawa, *Non - Executive Director*

- ▶ Mr. AlMutawa is a competent and dedicated investment professional with more than 20 years of experience and a comprehensive background in finance and administration. He was nominated by ADCB shareholders to join the ADCB Board of Directors in March 1997.
- ▶ External appointments:
  - Chairman – Board Audit Committee and Board Risk Committee, Bank Al Falah Limited. (Pakistan).
  - Board Member – U.A.E. Bank Federation.
  - General Manager – Office of Sheikh Suroor Bin Mohammed Al Nahyan.
  - Board Member – Al Falah Exchange, U.A.E.
  - Board Member – Bank Al Falah Ltd. Pakistan.
  - Board Member – Wateen Telecom Ltd., Pakistan.
  - Member – Board Finance Credit & HR Committee, Bank Al Falah Ltd.



## Mr. Mohamed Darwish Al Khoori, *Non - Executive Director*

- ▶ Mr. Al Khoori has 23 years of experience in asset management. In January 2008 Mr. Al Khoori was appointed as the Executive Director of ADIA's Internal Equities Department.
- ▶ In May 2004, Mr. Al Khoori was nominated by the Government of Abu Dhabi to join the ADCB Board of Directors and he was subsequently, in April 2006, elected by ADCB shareholders to act as an ADCB Director. In March 2009, he was again nominated by the Government of Abu Dhabi to join the ADCB Board of Directors.
- ▶ External appointments:
  - Chairman of the Executive Committee – Oman & Emirates Investment Holding Company.
  - Chairman of the Board of Directors – Oman & Emirates Investment Holding Company.
  - Executive Director – Internal Equities Department, ADIA.
  - Board Member – Alpha Committee, ADIA.
  - Board Member – The Financial Corporation; and Member – Investment Committee, ADIA.



## Mr. Khalid Haji Khoori, *Non - Executive Director*

- ▶ Elected by ADCB shareholders to join ADCB's Board of Directors in April 2012.
- ▶ External appointments:
  - Chairman – Orient House for Development & Construction.
  - CEO – Future Investments & Blue Lake Properties.
  - Board Member & Chairman of Audit Committee – Abu Dhabi National Hotels.

# Board of directors



**Mr. Mohamed Ali Al Dhaheri,**  
*Non - Executive Director*

- ▶ 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:
  - Executive Director – Accounting and Financial Services Department, – Abu Dhabi Investment Council.
  - Board Member – Securities & Commodities Authority.
  - Board Member – Abu Dhabi Investment Company.
  - Board Member – Al Hilal Takaful.
  - Chairman – Investment Committee, Al Hilal Takaful.
  - Member – Executive Committee, Al Hilal Takaful.
  - Member – Audit Committee, Al Hilal Takaful.
  - Member – Remuneration Committee, Abu Dhabi Investment Company.



**Sheikh Sultan Bin Suroor AlDhahiri,**  
*Non - Executive Director*

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



**Mr. Khalid Deemas AlSuwaidi,**  
*Non - Executive Director*

- ▶ Appointed by Abu Dhabi Investment Council to join ADCB Board of Directors in March 2009. Mr. AlSuwaidi has approximately 13 years of banking experience, having held senior management positions with National Bank of Abu Dhabi and First Gulf Bank
- ▶ External appointments:
  - Chairman – Emirates & Morocco Trading & General Investment.
  - Chairman – Manafa Outdoors.
  - Chairman – United Tina.
  - Vice-Chairman – Manazel Real Estate.
  - Chief Executive Officer – Das Holdings.
  - Board Member – Abu Dhabi National Takaful Company, Citiscape LLC.



**Mrs. Aysha Ahmed Sultan Al Hallami,**  
*Non - Executive Director*

- ▶ Mrs. Al Hallami is currently a Research Analyst in the Strategy Unit of HH the Managing Director's Office at Abu Dhabi Investment Authority dealing with the strategic quantitative research team which is part of the Strategy unit responsible for strategic and tactical asset allocation of ADIA's wide portfolio.
  - Master of Sciences in Finance & Banking, British University in Dubai in association with Cass Business School, City University, London.
  - Bachelor of Science in Business Sciences: major in Finance, Zayed University, Abu Dhabi.



**Mr. Omar Liaqat ,**  
*Non - Executive Director*

- ▶ Mr. Liaqat is the Chief Operating Officer at Abu Dhabi Investment Council. He is an experienced professional having over 25 years of experience in a wide range of industries in the financial, auditing and management areas. He was a member of the founding team of the Abu Dhabi Investment Council prior to which he worked at Abu Dhabi Investment Authority (ADIA) for 19 years. At the onset of his career he worked in the Auditing profession with a host of high profile clients in London.
- ▶ Chartered Accountant (Fellow) from England & Wales Institute.
- ▶ External appointments:
  - Chief Operating Officer – Abu Dhabi Investment Council.
  - Member – Audit Committee – Abu Dhabi National Insurance Company.
  - Member – Audit Committee – Abu Dhabi Fund for Development.



**Mr. Gerry Grimstone**

- ▶ Joined ADCB as Advisor to Board January 2013.
- ▶ External appointments:
  - Chairman – Standard Life.
  - Chairman – The City UK.
  - Lead Non-Executive Director – UK Ministry of Defense.
  - Independent Non-Executive Director – Deloitte LLP.
  - Board Member – UK Government's Shareholder Executive.
  - UKTI Special Representative to India for Financial Services.



# Management team

From left to right



## **Abdirizak Mohamed,** *Group chief Internal Auditor*

- ▶ Joined ADCB: 2006
- ▶ Previous Experience: NASDAQ Stock Market, NASD (FINRA) and OFHEO (FHFA)
- ▶ Over 18 years of financial industry experience in capital markets management, accounting policy/applications, examinations and auditing, risk management, regulatory oversight, and corporate governance

## **Arup Mukhopadhyay,** *Group Head of Consumer Banking*

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

## **Simon Copleston,** *Board Secretary & General Counsel*

- ▶ Joined ADCB: 2008
- ▶ Previous Experience : ADIA – Lawyer to the Emerging Markets Department & Strategic Investment and Infrastructure teams
- ▶ Over 15 years of banking, finance and corporate finance experience
- ▶ Solicitor of the Courts of England & Wales

## **Ali Darwish,** *Group Head of Human Resources*

- ▶ Joined ADCB: 2010
- ▶ Previous Experience : General Manager, CEO and Head of Distribution positions with Tamweel, Islamic Financial Services, Royal Bank of Scotland and ABN Amro
- ▶ Over 20 years in banking and finance experience

## **Kevin Taylor,** *Group Treasurer*

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

## **Ala'a Eraiqat,** *CEO & Member of the 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)

## **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
- ▶ Over 17 years of banking & finance experience

## **Kishore Rao,** *Chief Risk Officer*

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

## **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

## Balance sheet

AED mn	2013	2012	Change %
Cash and balances with Central Banks	9,961	9,338	7
Deposits and balances due from banks	11,345	16,517	(31)
Loans and advances, net	131,649	123,195	7
Derivative financial instruments	3,616	4,993	(28)
Investment securities	21,739	19,355	12
Investment properties	561	529	6
Other assets	3,405	5,926	(43)
Property and equipment, net	805	850	(5)
Intangible assets	62	92	(33)
<b>Total assets</b>	<b>183,143</b>	<b>180,796</b>	<b>1</b>
Due to banks	4,291	4,411	(3)
Euro Commercial Paper	5,940	4,557	30
Deposits from customers	115,428	109,217	6
Borrowings	23,786	26,140	(9)
Derivative financial instruments	3,966	4,768	(17)
Other liabilities	4,911	6,995	(30)
<b>Total liabilities</b>	<b>158,321</b>	<b>156,088</b>	<b>1</b>
Total shareholders' equity	24,177	24,270	(0)
Non -controlling interests	645	438	47
<b>Total liabilities and shareholders' equity</b>	<b>183,143</b>	<b>180,796</b>	<b>1</b>

## Income statement

AED mn	2013	2012	Change %
Interest and income from Islamic financing	7,117	7,824	(9)
Interest expense and profit distribution	(1,688)	(2,616)	(36)
<b>Net interest and Islamic financing income</b>	<b>5,429</b>	<b>5,207</b>	<b>4</b>
Net fees and commission income	993	940	6
Net trading income	537	303	78
Decrease in fair value of investment properties	0	(29)	(100)
Other operating income	361	174	107
<b>Non interest income</b>	<b>1,890</b>	<b>1,388</b>	<b>36</b>
<b>Operating income</b>	<b>7,320</b>	<b>6,595</b>	<b>11</b>
Staff expenses	(1,354)	(1,165)	16
Other operating expenses	(847)	(742)	14
Depreciation	(127)	(131)	(3)
Amortisation of intangible assets	(30)	(32)	(3)
<b>Operating expenses</b>	<b>(2,358)</b>	<b>(2,069)</b>	<b>14</b>
<b>Operating profit before impairment allowances &amp; taxation</b>	<b>4,961</b>	<b>4,526</b>	<b>10</b>
Impairment allowances	(1,334)	(1,710)	(22)
Overseas income tax expense	(7)	(6)	28
<b>Net profit for the year</b>	<b>3,620</b>	<b>2,810</b>	<b>29</b>
Attributed to:			
Equity holders of the Bank	3,365	2,736	23
Non-controlling interests	254	75	241
<b>Net profit for the year</b>	<b>3,620</b>	<b>2,810</b>	<b>29</b>