

EMERGING STRONGER

ABU DHABI COMMERCIAL BANK PJSC



Q2/H1 2021 Investor presentation

September 2021

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Section 1
About ADCB

Clear strategy for digital-led growth, built on strong franchise and track record of effective delivery

- ▶ Robust governance, reputable Board and stable Executive Management driving effective execution of strategy
- ▶ Strong shareholder returns with consistent dividend payout ratio of c.50%
- ▶ On track to exceed AED 1 billion synergy target in 2021
- ▶ Digital transformation accompanied by one of most extensive branch optimisations in CEEMEA in short timeframe
- ▶ Strong CASA franchise, leveraging leading cash management and retail platforms
- ▶ Five-year UAE-centric growth strategy to accelerate digital transformation and enhance efficiencies
- ▶ Al Hilal Bank developing digital Islamic Banking proposition and ADCB Egypt expanding rapidly in affluent and corporate segments



Increased scale following merger with UNB and acquisition of Al Hilal Bank in 2019



3rd largest bank in the UAE by assets



AED 416 bn in total assets as at 30 June 2021



60.2% owned by Abu Dhabi Investment Council



1 mn+ customers

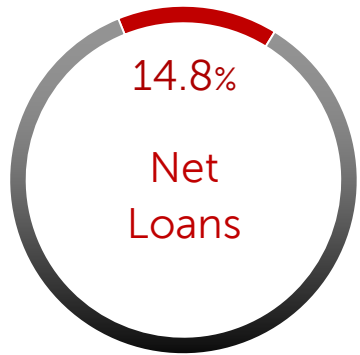


6500+ employees*

*Including Al Hilal Bank, excluding outsourced

Focused on core UAE market with selective international presence

Solid market position in loans and growing share of customer deposits in UAE



QoQ market share in total loans were stable at 14.8%, while market share in customer deposits increased to 13.1% from 12.7%

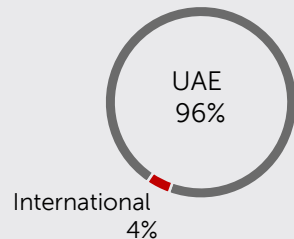
Source: UAE Central Bank data available to end of June 2021

1 **بنك أبوظبي التجاري** - UAE

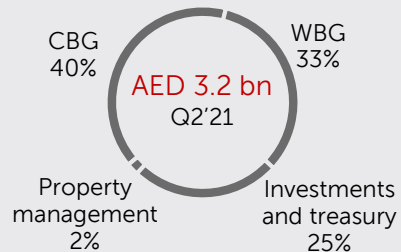
67 branches (ADCB: 54; AHB: 13)

500 ATMs (ADCB: 428; AHB: 72)

96% of Q2'21 revenue derived from UAE



Revenue well-balanced across business segments



2 **بنك أبوظبي التجاري** - ADCB Egypt

45 branches

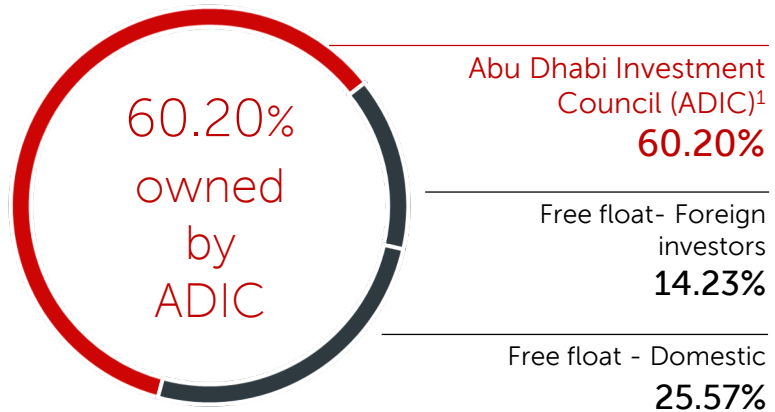
96 ATMs

3 **مصرف الهلال** - Kazakhstan

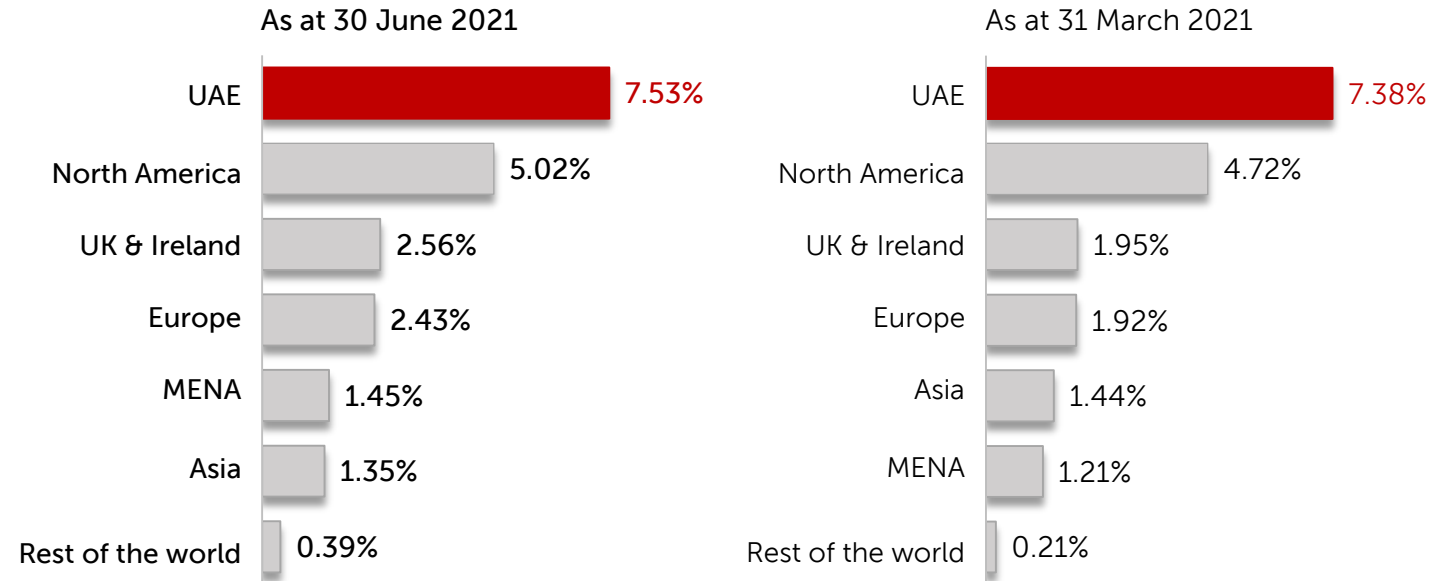
4 branches

~60% owned by Abu Dhabi Government; growing and diverse base of foreign institutional shareholders

Large base of long-term strategic shareholders



Increasing ownership among foreign institutional investors



14.23%

Foreign ownership
(March'21: 12.41%)

40%

Foreign ownership limit

39.80%

Free float

6,957 million

Number of shares issued

Shareholders from
80 countries

¹ ADIC is an investment arm of the Government and is responsible for investing the Government's financial resources. In 2018, ADIC was restructured to become part of Mubadala Investment Company (MIC). MIC is the development and investment company leading the Government's economic diversification strategy.

High credit ratings maintained in a challenging operating environment

S&P GLOBAL RATINGS

- ▶ “ADCB has a well-established franchise, stable management, and structurally predictable earnings across different business segments. Although we expect the ongoing economic strains--which are very significant and pervasive throughout the United Arab Emirates (UAE) economy--to cause some metrics to deteriorate significantly, we still expect ADCB to maintain strong fundamentals.”
- ▶ “We view ADCB as a GRE. We believe there is a high likelihood the government of Abu Dhabi would provide timely and sufficient extraordinary support to ADCB in the event of financial distress.”
- ▶ “Operationally, ADCB’s response to the onset of COVID-19 was swift and the bank has accelerated its transition into digital banking throughout the year. During this period of significant disruption, ADCB’s merger with Union National Bank and Al Hilal Bank has progressed smoothly and is ahead of schedule. These factors all speak to ADCB’s strong business position in the UAE, which we believe will only serve to reinforce its franchise.”

S&P Global
Ratings

A/A-1/Stable

25 March 2021 and
20 December 2020

FITCH RATINGS

- ▶ “Issuer Default Ratings (IDRs) are driven by its ‘A+’ Support Rating Floor (SRF), which is in line with Abu Dhabi’s domestic systemically important banks’ (D-SIB) SRF. The SRF reflects an extremely high probability of sovereign support available to the bank from both the UAE (AA-/Stable) and Abu Dhabi (AA/Stable) authorities.”
- ▶ “The Viability Rating (VR) reflects the bank’s strong domestic franchise, particularly in Abu Dhabi, strengthened by the merger with Union National Bank (UNB) and Al Hilal Bank (AHB), a reasonable strategy and a good funding and liquidity profile.”

Fitch
Ratings

A+/F1/Stable

07 July 2021

MSCI ESG RATINGS

- ▶ “ADCB has been upgraded to ‘AA’ from ‘A’.”
- ▶ “ADCB has undertaken several initiatives to support micro enterprises; this is a key driver to the upgrade. In September 2020, it launched PacePay, UAE’s first virtual point-of-sale payment terminal, designed to support small businesses. It also has a dedicated business division which caters to start-ups and firms with turnover less than AED 5million (USD 1.36million).”
- ▶ “Relative to peers, ADCB has robust data protection policies, and conducts regular audits of information security practices.”
- ▶ “...ADCB has less than 5% exposure to environmentally intensive industries such as agriculture and energy. Factoring this granular breakdown of loan portfolio with low exposure leads to an improvement in the company’s Financing Environmental Impact Key Issue Score.”

MSCI
ESG RATINGS



CCC B BB BBB A AA AAA






AA

12 August 2021



Section 2 Financial highlights

Strong Q2 performance as economic recovery gathers momentum

-  **Strong increase in Q2 net profit**, resulting in double-digit ROATE, with net interest income picking up sequentially and fee income rising
-  **Uptick in lending** driven by government and public sector credit, while exposure to real estate continued to decline
-  **Improvement in cost to income ratio** despite low interest rate environment, driven by lower cost of funds, merger synergies and further efficiencies
-  **CASA deposits continue to increase** by AED 14.4 bn during H1'21, accounting for 57% of total deposits from 51% at year end
-  Good progress on **five-year strategy** through acceleration of **digital transformation**

KEY HIGHLIGHTS

Q2'21 | H1'21

NET PROFIT (AED BN)

1.402 | **2.524**
QoQ +25% | YoY +76%
YoY +14%

ROATE

13.1% | **11.3%**
Q1'21: 9.8% | H1'20: 6.3%
Q2'20: 13.2%

ROAA

1.39% | **1.19%**
Q1'21: 1.04% | H1'20: 0.64%
Q2'20: 1.20%

EPS (AED)

0.20 | **0.35**
Q1'21: 0.15 | H1'20: 0.19
Q2'20: 0.18

¹ For ROATE/ROAA calculations, net profit attributable to equity shareholders is considered, i.e., net profit after deducting interest expense on Tier I capital notes

Pick-up in net interest income sequentially and strong increase in fee income

Income statement (AED mn)	Q2'21	Q1'21	Q2'20	ΔQoQ%	ΔYoY%
Total net interest income ¹	2,315	2,119	2,347	9	(1)
Non-interest income	840	802	594	5	41
Operating income	3,155	2,922	2,941	8	7
Operating expenses ²	(1,055)	(1,061)	(1,025)	(1)	3
<i>Integration expenses</i>	0	0	(22)	NA	NA
Operating profit ³	2,100	1,861	1,916	13	10
Impairment allowances	(678)	(704)	(668)	(4)	1
Net profit⁴	1,402	1,121	1,227	25	14

Figures may not add up due to rounding differences

¹ Including Islamic financing

² Operating expenses include non-recurring expenses pertaining to integration-related costs

³ Before impairment allowances

⁴ After share in profit of associates, overseas income tax charge, and profit/loss from discontinued operations

Q2'21 key highlights

- ▶ Net profit of AED 1.402 bn was up 14% YoY and 25% QoQ, supported by higher revenues as well as continued focus on cost efficiencies and digital transformation
- ▶ Net interest income of AED 2.315 bn was 1% lower YoY and increased 9% QoQ, mainly driven by a continued decline in interest expense, which stood at AED 522 mn in Q2'21
- ▶ Non-interest income increased 5% QoQ and 41% YoY to AED 840 mn on account of a significant increase in fee income (up 61% YoY) and higher trading income
- ▶ Operating expenses of AED 1.055 bn were 1% lower QoQ, and up 3% YoY mainly due to lower variable pay accruals in the previous year

Net profit up 76% YoY in H1'21 as the Bank continues to focus on optimising cost of funds and operational efficiencies, while cost of risk improves

Income statement (AED mn)	H1'21	H1'20	ΔYoY%
Total net interest income ¹	4,434	5,136	(14)
Non-interest income	1,643	1,281	28
Operating income	6,077	6,417	(5)
Operating expenses ²	(2,116)	(2,351)	(10)
<i>Integration expenses</i>	-	(165)	NA
Operating profit ³	3,961	4,066	(3)
Impairment allowances	(1,382)	(2,551)	(46)
Net profit⁴	2,524	1,436	76

Figures may not add up due to rounding differences

¹ Including Islamic financing

² Operating expenses include non-recurring expenses pertaining to integration-related costs

³ Before impairment allowances

⁴ After share in profit of associates, overseas income tax charge, and profit/loss from discontinued operations

Key highlights (H1'21 vs. H1'20)

- ▶ Net profit of AED 2.524 bn was up 76%, driven by higher fees, lower operating expenses and improved cost of risk. H1'20 net profit was impacted by significant impairment charges related to NMC, Finabl and associated companies
- ▶ Net interest income of AED 4.434 bn was 14% lower on account of the low interest rate environment and subdued macro-economic conditions. This was partially offset by higher non-interest income, which was up 28% at AED 1.643 bn
- ▶ Operating expenses of AED 2.116 bn were 10% lower, driven by merger synergies, efficiencies derived from digital transformation and additional cost control measures

Sequential increase in loans and deposits, with continued growth in CASA deposits

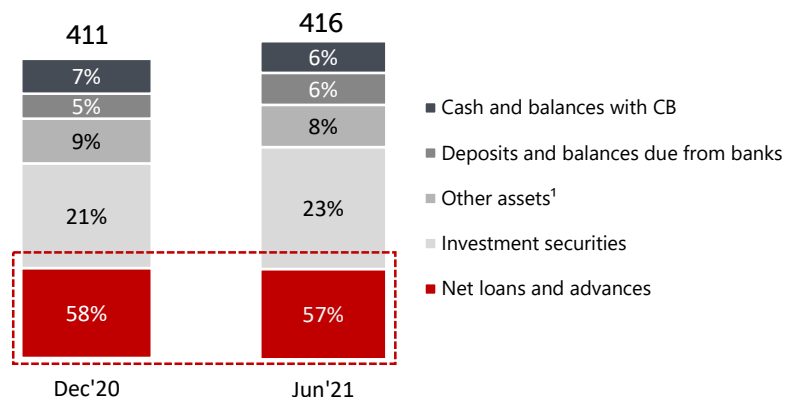
Balance sheet (AED mn)	Jun'21	Mar'21	Dec'20	ΔQoQ%	ΔYTD%
Total assets	416,290	395,819	411,156	5	1
Net loans and advances	237,814	235,725	238,976	1	(0)
Investment securities	93,897	91,057	88,206	3	6
Deposits from customers	250,564	238,830	251,395	5	(0)
Borrowings (including ECP)	74,362	73,123	70,150	2	6
Total shareholders' equity	57,104	55,719	56,597	2	1

Key highlights

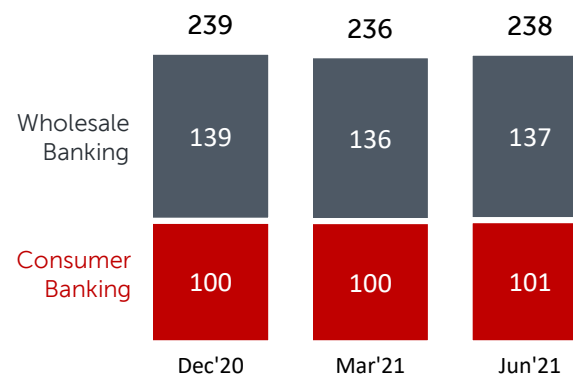
- ▶ Net loans and advances increased 1% sequentially to AED 238 bn driven by lending to government and public sector entities. Year to date, net loans were 0.5% lower vs. UAE industry average contraction of 0.9%*. The YTD decrease was mainly on account of significant corporate repayments in H1'21. Average loan balance was AED 235 bn during H1'21
- ▶ Customer deposits of AED 251 bn were 5% higher sequentially as the Bank continued to attract CASA deposits to optimise cost of funds. Average deposit balance for H1'21 was AED 245 bn
- ▶ Total shareholders' equity of AED 57 bn was 2% higher sequentially on account of retained earnings

Well diversified loan portfolio, with real estate exposure declining, while loans to government sector increasing

Asset mix (AED bn)

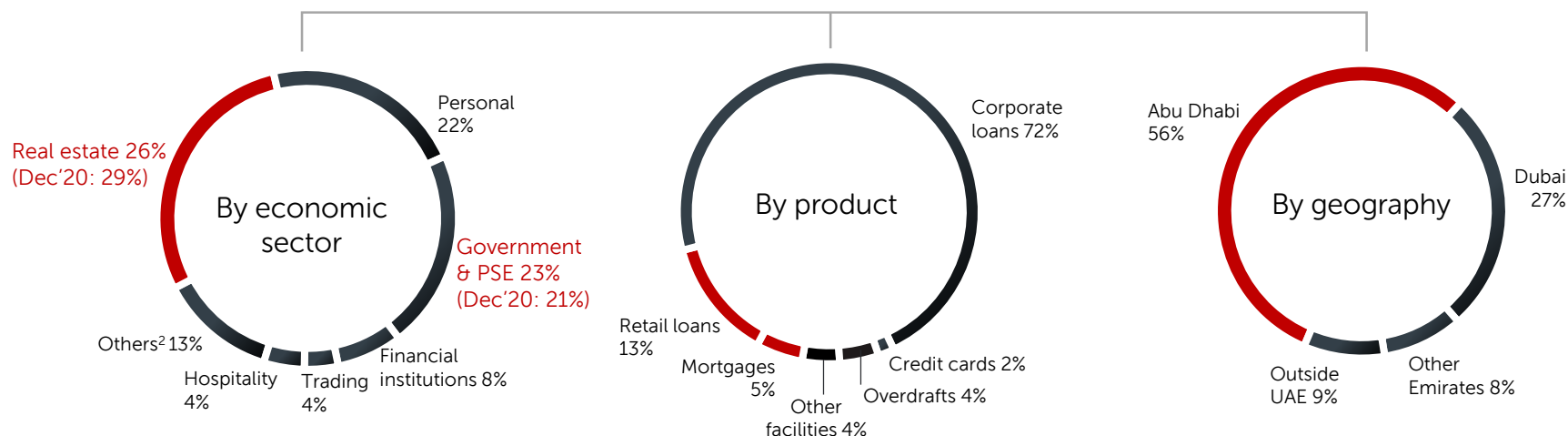


Net loans (AED bn)



Gross loans

AED 249 bn



Key highlights

▶ **Lending to the government and public sector enterprises increased** by AED 2.4 bn during H1'21, accounting for 23% of gross loans vs. 21% in December

▶ **Exposure to real estate reduced to 26%** of gross loans, with loans to the sector decreasing by AED 8.2 bn during H1'21 driven by corporate repayments

▶ **Acquisition of mortgage portfolio from Abu Dhabi Finance completed**, resulting in an **increase of AED 1.077 bn** in mortgage loan book

▶ **Well diversified real estate portfolio with LTV of 80%** as at June end

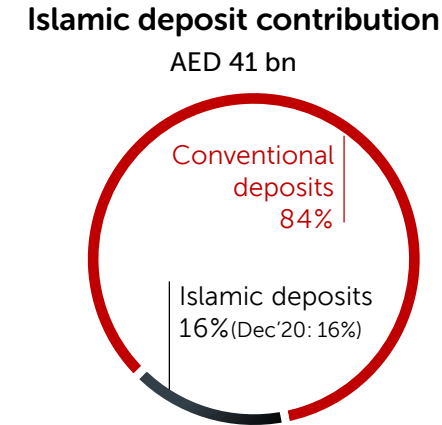
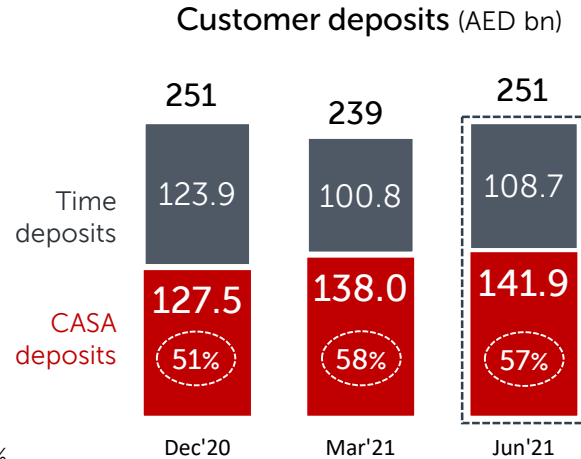
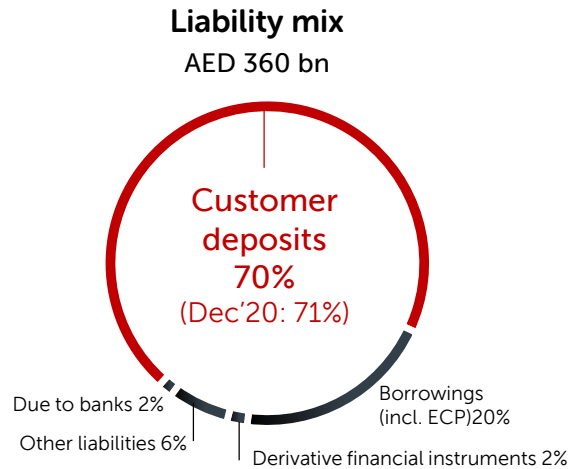
▶ **Continued commitment to SME financing** through pandemic, with AED 4 bn in loans to sector

▶ **Net Islamic financing assets were AED 40 bn**

¹ Other assets include derivative financial instruments, investments in associate, investment properties, property and equipment (net), intangible assets, reverse repo placements and assets held for sale

² Others include: Agriculture, Energy, Transport, Manufacturing, Services and others

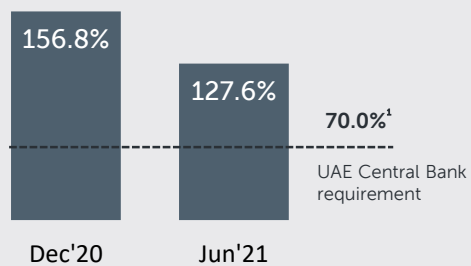
Strong franchise continues to deliver growth in CASA deposits



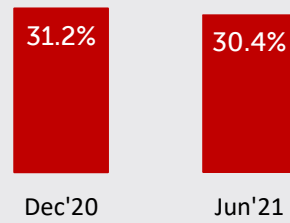
Key highlights

- ▶ **Customer deposits** comprised **70%** of total liabilities, reflecting the strength of the ADCB franchise. Wholesale borrowings (incl. ECP) accounted for 20%
- ▶ **CASA deposits up by AED 14.4 bn** during H1'21 to **AED 141.9 bn**, with retail CASA deposits up 8%
- ▶ **Corporate CASA deposits increased 12% in H1'21** driven by an innovative cash management platform, with new product and service offerings backed by proactive customer service
- ▶ Time deposits were AED 15.2 bn lower than December'20
- ▶ Comfortable liquidity position, with LCR of 127.6%

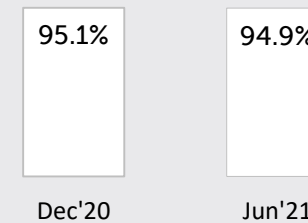
Liquidity coverage ratio (LCR %)



Liquidity ratio (%)²



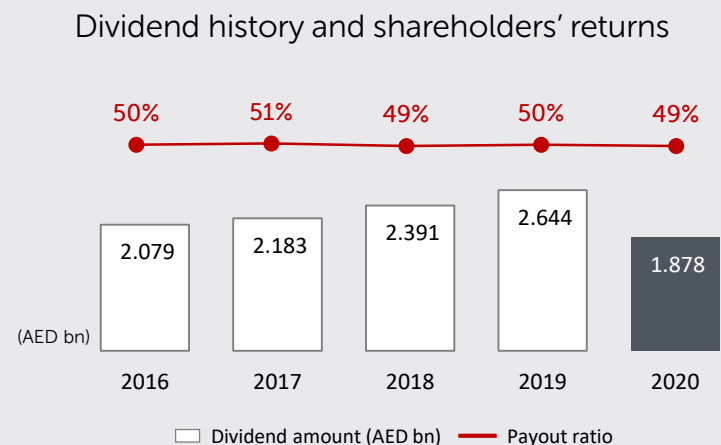
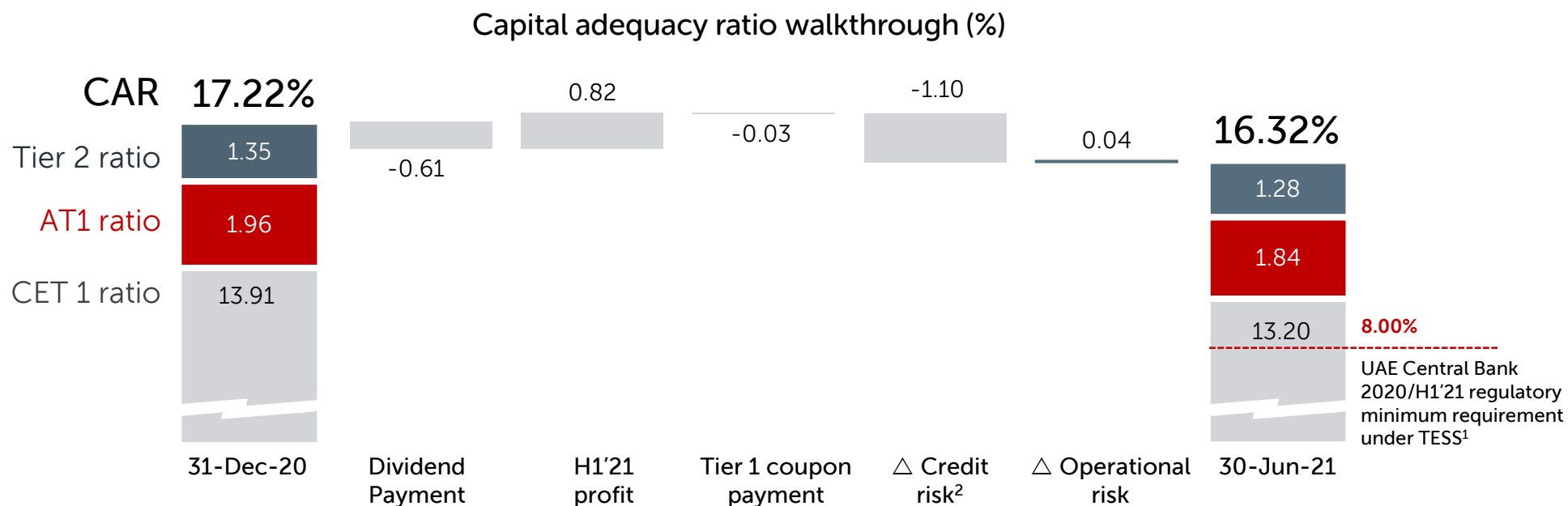
Loan to deposit ratio (LTD %)



¹ Central Bank has temporarily allowed banks to have a reduced LCR of 70% without any supervisory consequences until 31 December 2021

² Liquidity ratio: liquid assets/total assets. Liquid assets include cash and balances with Central Banks, deposits and balances due from banks (excluding loans to banks), reverse repo placements, trading securities, and liquid investments (excluding unquoted investments)

Capital ratios remain comfortably above regulatory minimum requirements



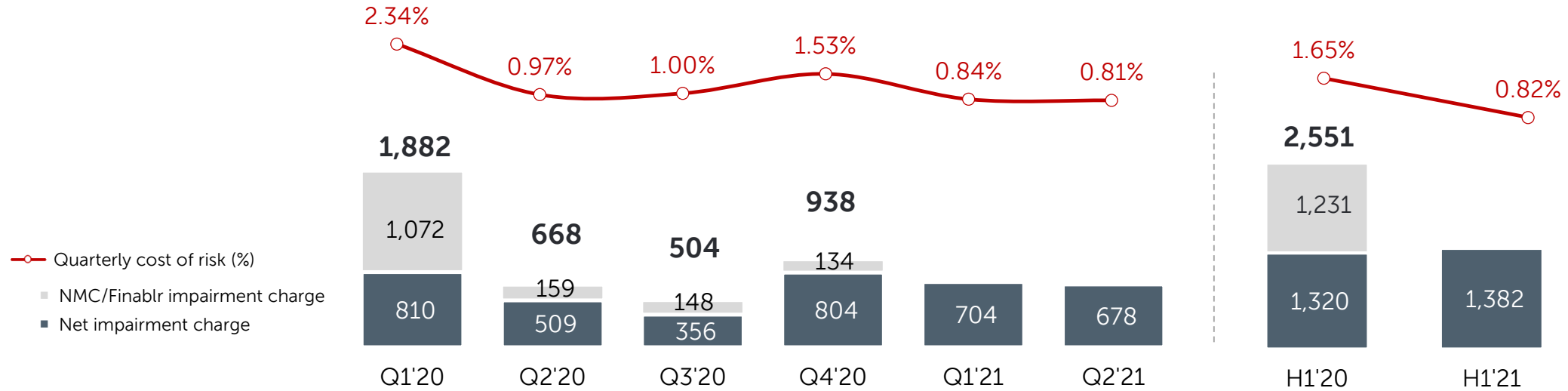
Dividend payout ratio guidance:
50% of net profit

¹ Under TESS, UAE Central Bank has temporarily allowed banks to use the CCF and D-SIB buffers without any supervisory consequences. Accordingly, CET1 and CAR regulatory minimum requirement has reduced to 8% and 11.50% respectively until 31 December 2021

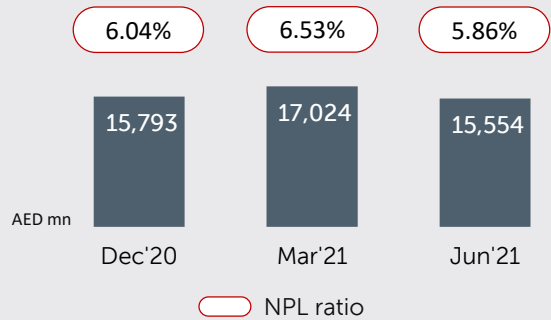
² Change in credit risk weighted assets is mainly due to new regulations by the Central Bank with regards to GCC exposure

Enhanced asset quality metrics, with significant improvement in cost of risk, lower NPLs and higher provision coverage ratio

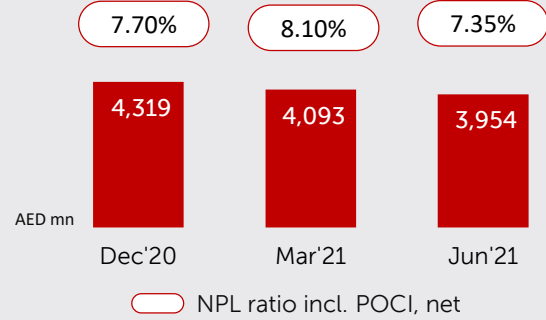
Net impairment charge (AED mn) and cost of risk (%)



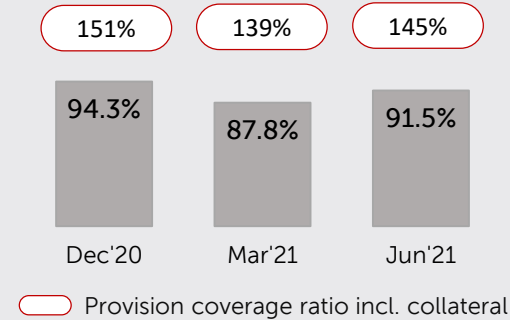
Non performing loans and NPL ratio



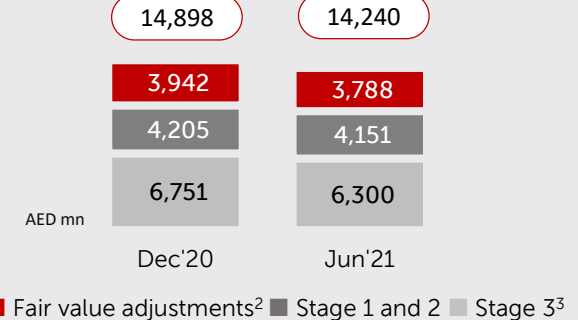
POCI assets and NPL ratio incl. POCI



Provision coverage ratio¹



ECL by stage



POCI: Purchase or originated credit-impaired financial assets ¹ Provisions on loans and advances, including fair value adjustments
² Fair value adjustments on loans include the historical ECL carried in books of AHB and ex-UNB (excluding POCI) ³ Excludes AED 438 million impairment allowances on POCI

NMC restructuring approved by creditors; ADCB expected to receive c. 39% of exit instruments in \$2.25 bn facility

NMC RESTRUCTURING APPROVED BY CREDITORS

- ▶ On 1 September 2021, **NMC Group creditors voted overwhelmingly in favour of a debt restructuring plan**, which will see NMC exit administration over the next 3-5 months
- ▶ Creditors will receive **"exit instruments" in a US\$ 2.25 bn "Holdco facility"**, a debt claim sized to the expected future value of NMC
- ▶ All **net proceeds from a future sale of the business** will return to holders of exit instruments, including value in excess of US\$ 2.25 bn
- ▶ There are further possibilities to benefit from any recoveries from ongoing litigation
- ▶ Participants in exit instruments will benefit from a cash margin of 0.5% per annum, as well as payment in kind of 2% per annum (paid along with principal), which will accrue from the date of the signing of the facility document, expected during Q4 2021

STRONG POSITION TO MAXIMISE RECOVERIES

- ▶ ADCB is expected to receive approx. **39% of the US\$ 2.25 bn exit instruments**, which will be treated as a loan in the Bank's asset book
- ▶ The Bank participated in a US\$ 325 mn "Administration Funding Facility" (AFF), **which granted elevation and conversion rights** in the new Holdco Facility. The AFF will be repaid using proceeds from the sale of non-core assets
- ▶ Given this material progress in restructuring, the Bank considers the **provisions and interest in suspense for NMC recorded to date to be at an appropriate level** (AED 1.075 bn as at 30 June 2021)
- ▶ **ADCB will appoint three** of the seven **non-executive directors** that participants in the exit instruments will select to the new Holdco's BoD

NMC PERFORMANCE REMAINS AHEAD OF BUSINESS PLAN

- ▶ NMC is one year into a three-year business plan and has been **outperforming its financial projections** on revenue and EBITDA metrics*
- ▶ Gross revenues for the year to July 2021 period were 9% ahead of business plan and up 16% on the corresponding period in 2020 and 3% on 2019
- ▶ EBITDA for the same year to July 2021 period was US\$ 120 mn, which is 44% ahead of business plan, 91% up on 2020 and 15% up on 2019
- ▶ Restructuring will enable NMC to create **maximum value for creditors** while ensuring operational continuity for patients, healthcare workers and other stakeholders

* Source: NMC website; <https://cf-cdn.nmc.ae/Uploads/InvestorRelations/nmc-july-year-to-date-results-29-aug-2021-ab0aa368-1b82-4c72-ba05-7fac7e1140a.pdf>
Further information on the restructuring process, financial performance and projections is available in the Investor Relations section of the NMC website – nmc.ae

Well collateralised TESS exposure, active customer engagement has resulted in a reduction of AED 8.9 bn in TESS and other deferrals


Deferrals by group and business segment

Segment (AED mn)	Deferrals	Exposure	Provisions	Collaterals
Group 1				
Wholesale Banking ¹	3,640	32,612	243	46,618
Retail Banking	11	173	1	95
Group 1 total	3,651	32,785	244	46,713
Group 2				
Wholesale Banking ¹	1,479	5,800	704	5,099
Retail Banking	211	330	171	149
Group 2 total	1,690	6,130	875	5,248
Total	5,341	38,915	1,119	51,961

Components may not sum exactly to totals because of rounding

Group 1 - Customers that are temporarily and mildly impacted by the Covid-19 crisis

Group 2 - Customers that are expected to face substantial changes in their credit worthiness beyond liquidity issues



Key highlights

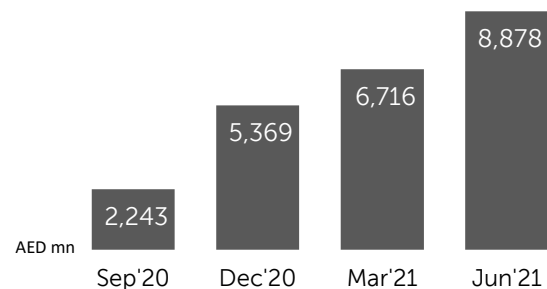
- Reduction of AED 8.878 bn in TESS and other deferrals brings total outstanding deferrals to AED 5.341 bn at June end
- Collateral of AED 51.961 bn held against the total exposure of AED 38.915 bn to customers benefiting from deferrals
- AED 3.651 bn classified as "Group 1", representing 68% of total outstanding deferrals and 84% of exposure to all customers benefitting from deferrals

TESS and other payment deferrals

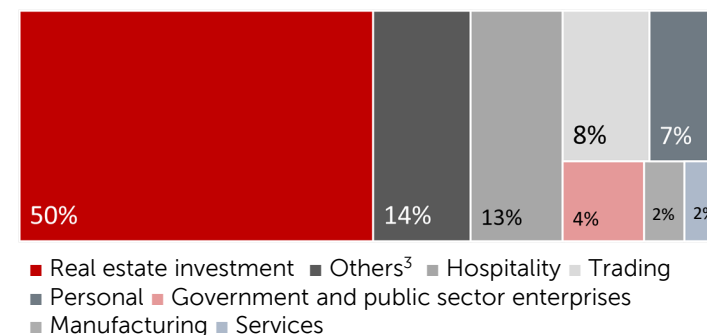
AED mn	Wholesale Banking	Retail Banking	Total
TESS deferrals	10,629	1,270	11,899
Other deferrals	2,320	0	2,320
Total deferrals	12,949	1,271	14,219
Settled deferrals	(7,830)	(1,048)	(8,878)
Outstanding deferrals	5,119	222	5,341

Payment deferrals settled

(TESS and other deferrals)²



Deferrals by economic sector



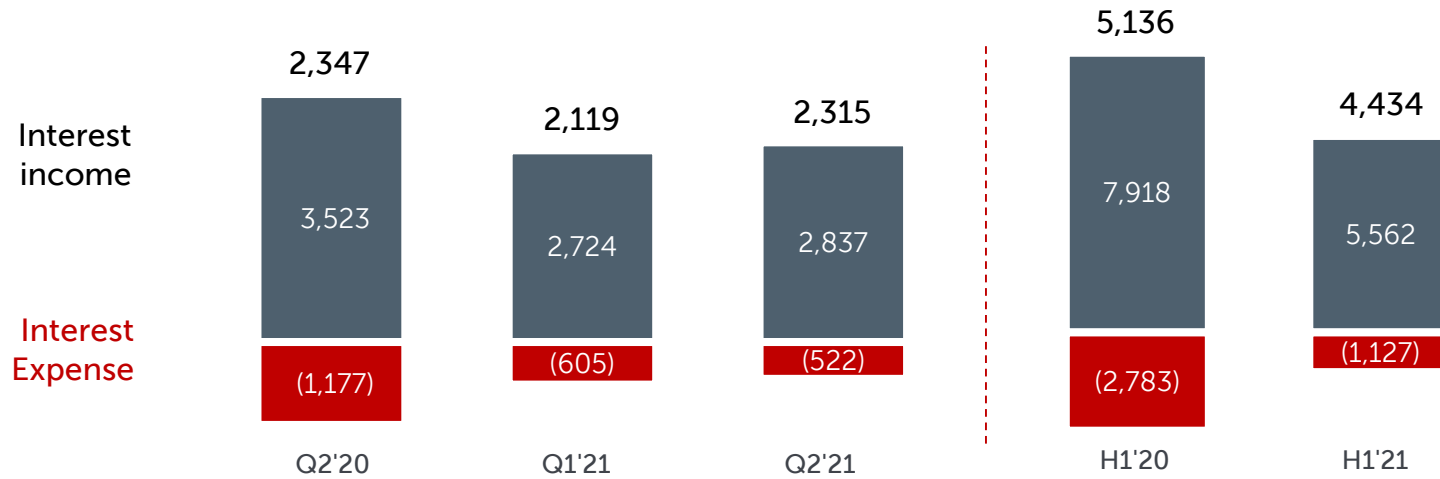
¹ For the purpose of this disclosure, high net worth clients are included in Wholesale Banking

² Sept'20 repayments are for TESS only, whereas Dec'20, Mar'21 and Jun'21 include TESS and other deferrals

³ Others include: Energy, Transport and communication, financial institutions and others

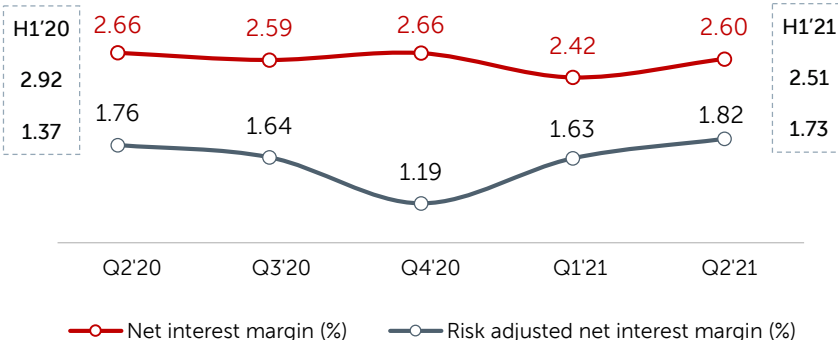
NIM picked up 18 bps sequentially on higher volumes and improved cost of funds

Net interest income (AED mn)

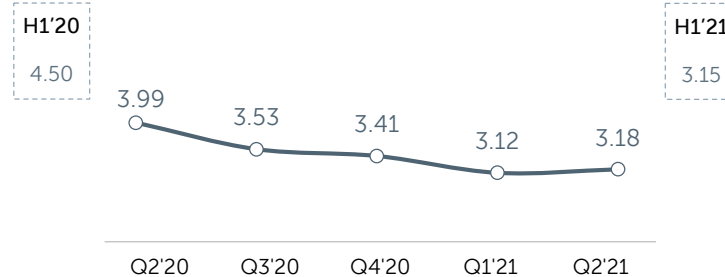


- ▶ NIM of 2.60% in Q2'21 was 18 bps higher, mainly driven by higher volumes, improved cost of funds, interest in suspense reversals and fair value unwinds
- ▶ Risk adjusted NIM* of 1.82% in Q2'21, was up 19 bps QoQ and 6 bps YoY
- ▶ Cost of funds improved to 0.66% in Q2'21 from 0.78% in Q1'21 and 1.47% in Q2'20 as the Bank continued to increase CASA deposits to optimise its funding mix. Interest expense decreased 56% YoY and 14% sequentially to AED 522 mn in Q2'21
- ▶ Asset yields increased by 6 bps QoQ to 3.18% in Q2'21

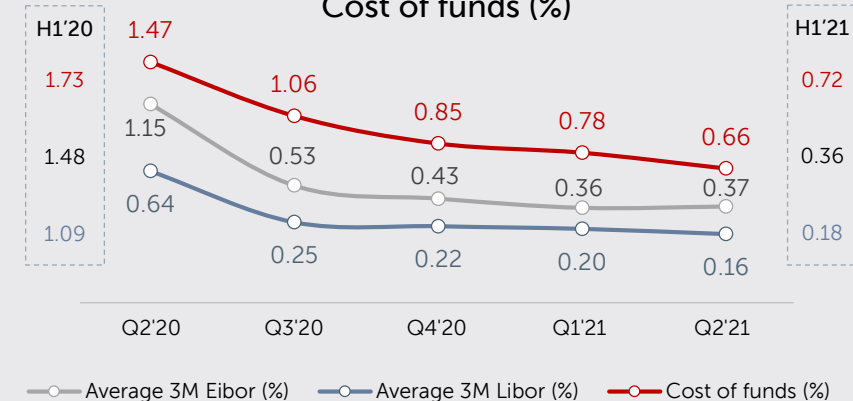
NIM and risk adjusted NIM* (%)



Asset yield (%)



Cost of funds (%)



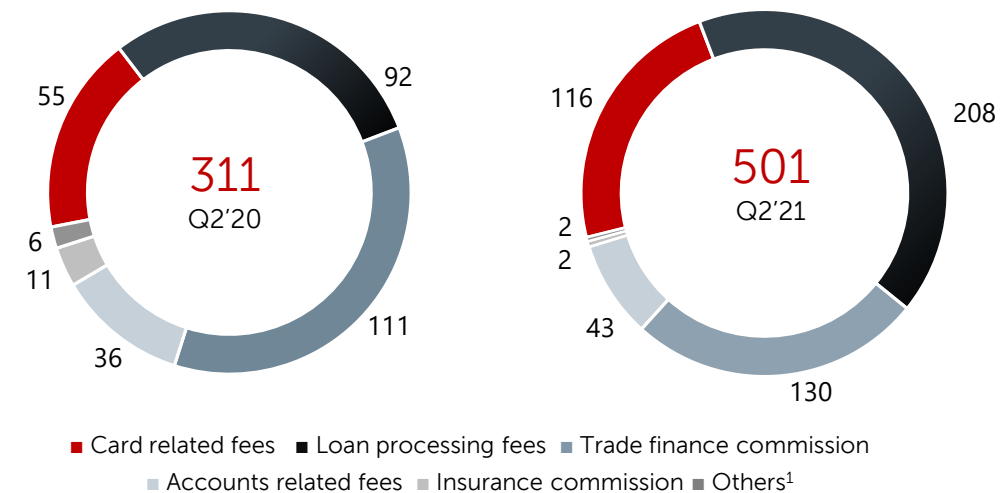
* Risk adjusted NIM: Net interest income less impairment charge on loans and advances to customers, banks, and investments securities divided by average interest earning assets

Increasingly diversified revenues, as fees and trading income continue to rise

Non-interest income (AED mn)	Q2'21	Q1'21	Q2'20	QoQ%	YoY%	H1'21	H1'20	YoY%
Net fees and commission income	501	443	311	13	61	944	742	27
Net trading income	174	154	156	13	12	328	295	11
Other operating income	165	205	128	(20)	29	370	245	51
Total non interest income	840	802	594	5	41	1,643	1,281	28

Components may not sum exactly to totals because of rounding

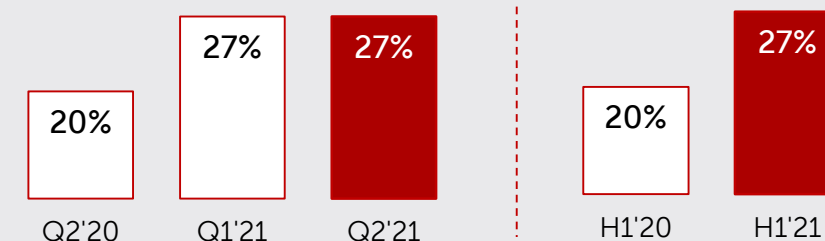
Net fees and commission income (AED mn)



Key highlights

- Non-interest income up 5% QoQ and 41% YoY to AED 840 mn in Q2'21 to account for 27% of total operating income, vs. 20% in Q2'20
- Net fee and commission income of AED 501 mn in Q2'21 was up 13% QoQ and 61% higher YoY, with card-related fees and loan processing fees more than doubling from a year earlier. Net trading income of AED 174 mn in Q2'21 increased 13% QoQ and 12% YoY
- Other operating income increased 29% YoY to AED 165 mn in Q2'21 and was 20% lower QoQ. The sequential decrease was due to gains on retirement of hedges recorded in Q1'21, which were not repeated in the second quarter

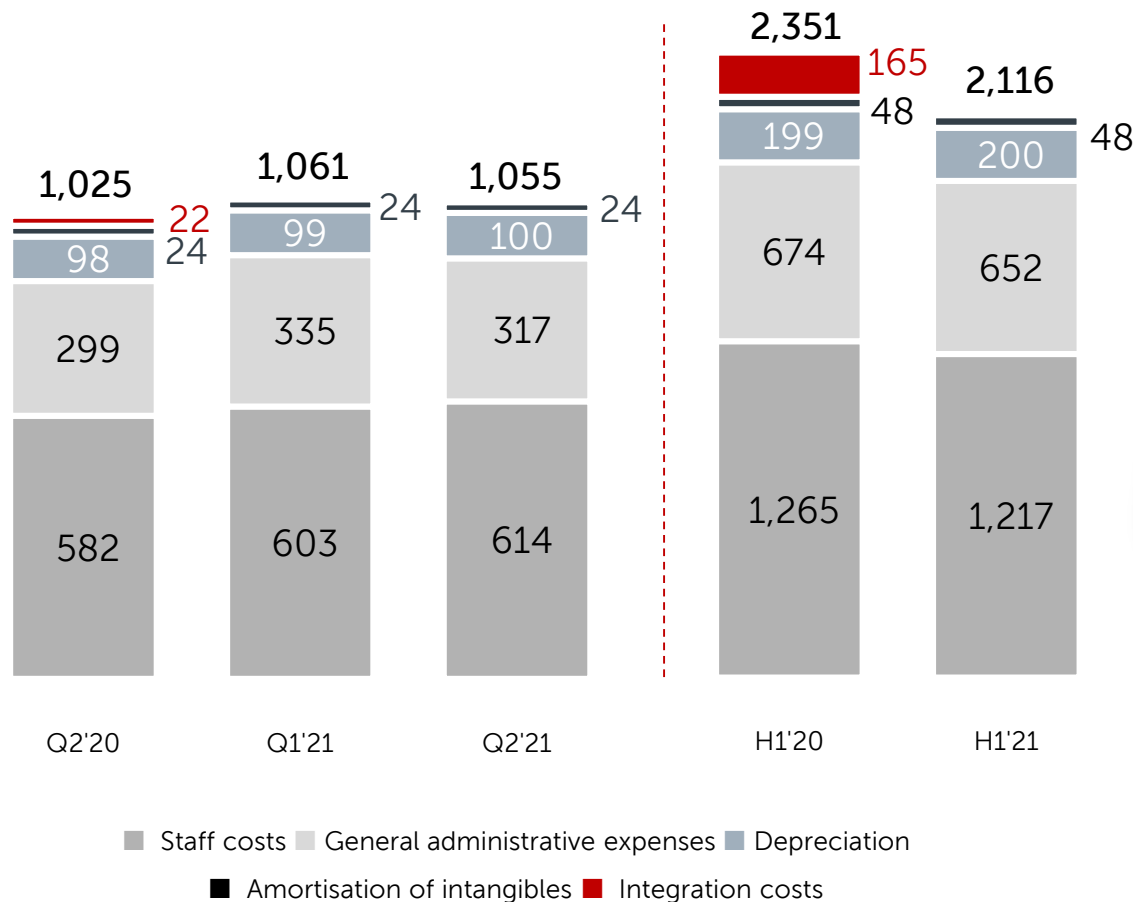
Non-interest income/total income (%)



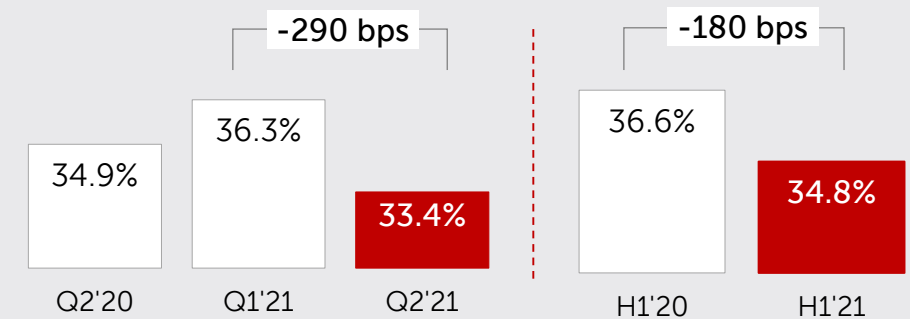
¹ Others include asset management, investment services, brokerage fees, fees from accounts related activities and other fees

Cost to income ratio approaching guidance levels of 29-32% as the Bank focuses on efficiencies and disciplined approach to cost of funds

Operating expenses (AED mn)



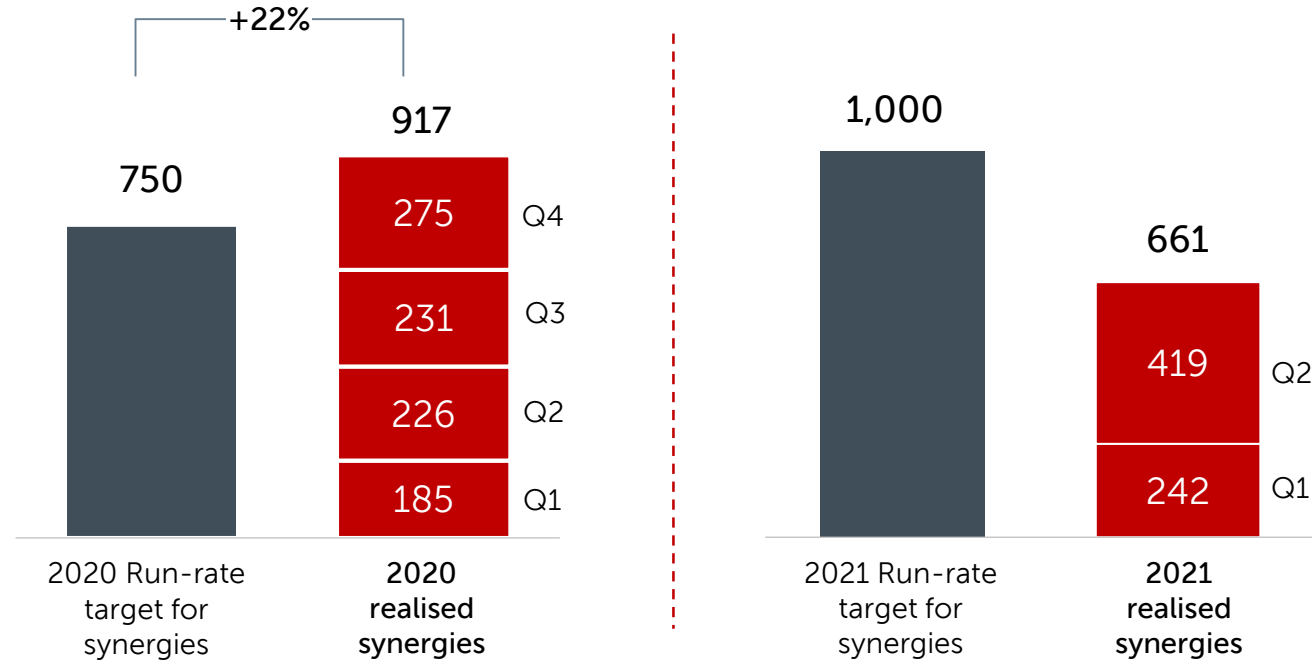
Cost to income ratio (%)



- Cost to income (C/I) ratio of 33.4% in Q2'21, improved 150 bps YoY and 290 bps QoQ. Operating expenses of AED 1.055 billion in Q2'21 decreased 1% QoQ and were 3% higher YoY, mainly on account of lower variable pay accruals in the previous year
- Cost to income ratio of 34.8% in H1'21 declined 180 bps YoY despite an environment of subdued growth and declining interest rates, which resulted in a 30% decline in gross interest income in H1'21. The improvement was driven by a 10% reduction in operating expenses and a 59% decrease in interest expense, supported by the Bank's disciplined approach to cost of funds and to increasing CASA deposits
- Branch network reduced to 54 locations in the UAE, from a peak of 127 on merger with UNB in 2019. Greater efficiencies are also being driven by digital transformation, synergies and additional cost control measures

Realised cost synergies of AED 661 mn in H1'21, on track to exceed AED 1 bn target for 2021

Realised synergies (AED million)



Integration journey in numbers

AED 1 bn

Cost synergy annual target to be achieved by 2021, up from initial target of AED 615 million

AED 661 mn

Cost synergies realised in H1'21

AED 545 mn

One-off integration costs (exc. capex) remain below budget of AED 980 million

Full integration of UNB and Al Hilal Bank into ADCB was completed in April 2020, in an accelerated time frame of **11 months**, less than half the initial target and below budget




Section 3 Strategy & digital transformation


1 Sustained profitable market share growth with the objective of creating superior benefits to shareholders in the long-term


2  **Growth:** Increase net profit in the UAE and from subsidiaries

+

3  **Efficiency:** Optimise costs by achieving additional savings beyond integration synergies

4  **Risk Appetite & demeanour:** Review risk appetite and demeanor to enable strategic growth

5  **Funding & liquidity:** Optimise funding & liquidity and reduce cost of funding

6  **Capital:** Efficient capital planning and deployment, with CET1 above regulatory requirements and internal limits

7  **Digitisation, artificial intelligence & advanced analytics:**
Implement comprehensive digital and AA roadmap across the Bank focusing on customer acquisition, engagement and experience

8  **Setting up and empowering a winning executive team and organisation:**
Maintain winning culture, reinforce lean organisation, continue developing capabilities, enhancing digital talent and linking incentives to clear strategic objectives

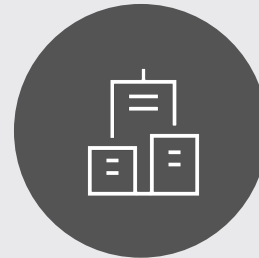
9  **Effective governance for strategy execution:**
Established a strong governance structure with a dedicated steering committee to ensure smooth strategy implementation

2. Growth: Detailed roadmap to deliver superior digital offering and deeper customer engagement

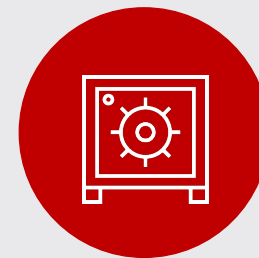
▶ Deep dive strategy slide



Consumer



Wholesale



Treasury



Subsidiaries



Strong growth in liabilities, mainly CASA



Growth of Retail Loans ahead of market, significant growth in mortgages and credit cards, enabled by a revamped digital value proposition



Notable growth in Wealth Management through upgraded products and services



Significant growth in existing portfolio driven by value based account planning, yield/fee uplift and strong CASA collection



Increased focus on new segments, high priority sectors



Enhanced customer experience and service enabled by back office and front office digitisation



Broaden parameters of ADCB's investment portfolio by focusing on longer tenor bonds and increasing trading income



Construct incremental bilateral/public funding structures and opportunities



ADCB Egypt: significant growth in a large and promising market, with over double digit rate of expansion



AHB: innovation, expansion and growth engine as a regional Islamic digital attacker

(Further details on next slide)

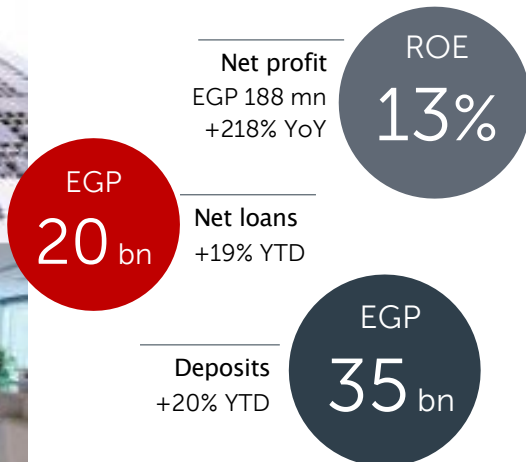
Subsidiaries – Strong progress in implementation of growth strategies



- ▶ ADCB Egypt reported Q2'21 net profit of EGP 188 mn, up 218% YoY, and H1'21 net profit of EGP 358 mn, an increase of 83% YoY. Growth has been driven by significant operational improvements across the Consumer and Wholesale Banking businesses, resulting in strong growth in loans and deposits
- ▶ Consumer Banking, which is focused on the affluent segment, has taken steps to enhance the customer experience, launching a new digital banking platform, a full credit card offering and a remittance payment solution
- ▶ Wholesale Banking continues to capture synergies with the ADCB Group through facilitation of cross-border services. The business has also launched a new online banking platform

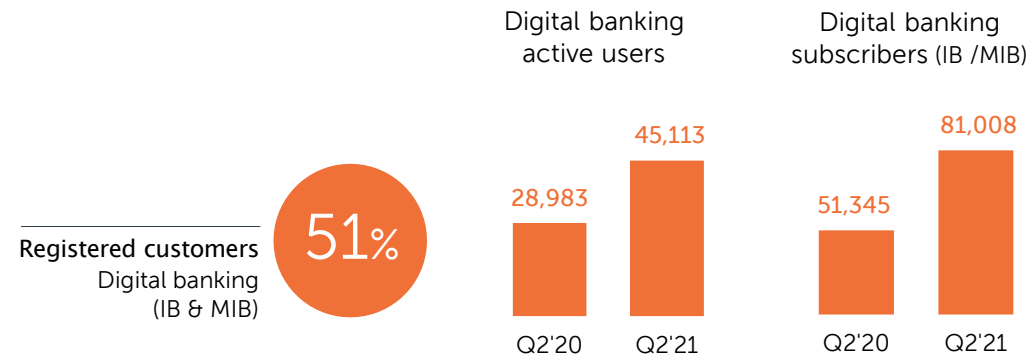


Q2'21 financial highlights

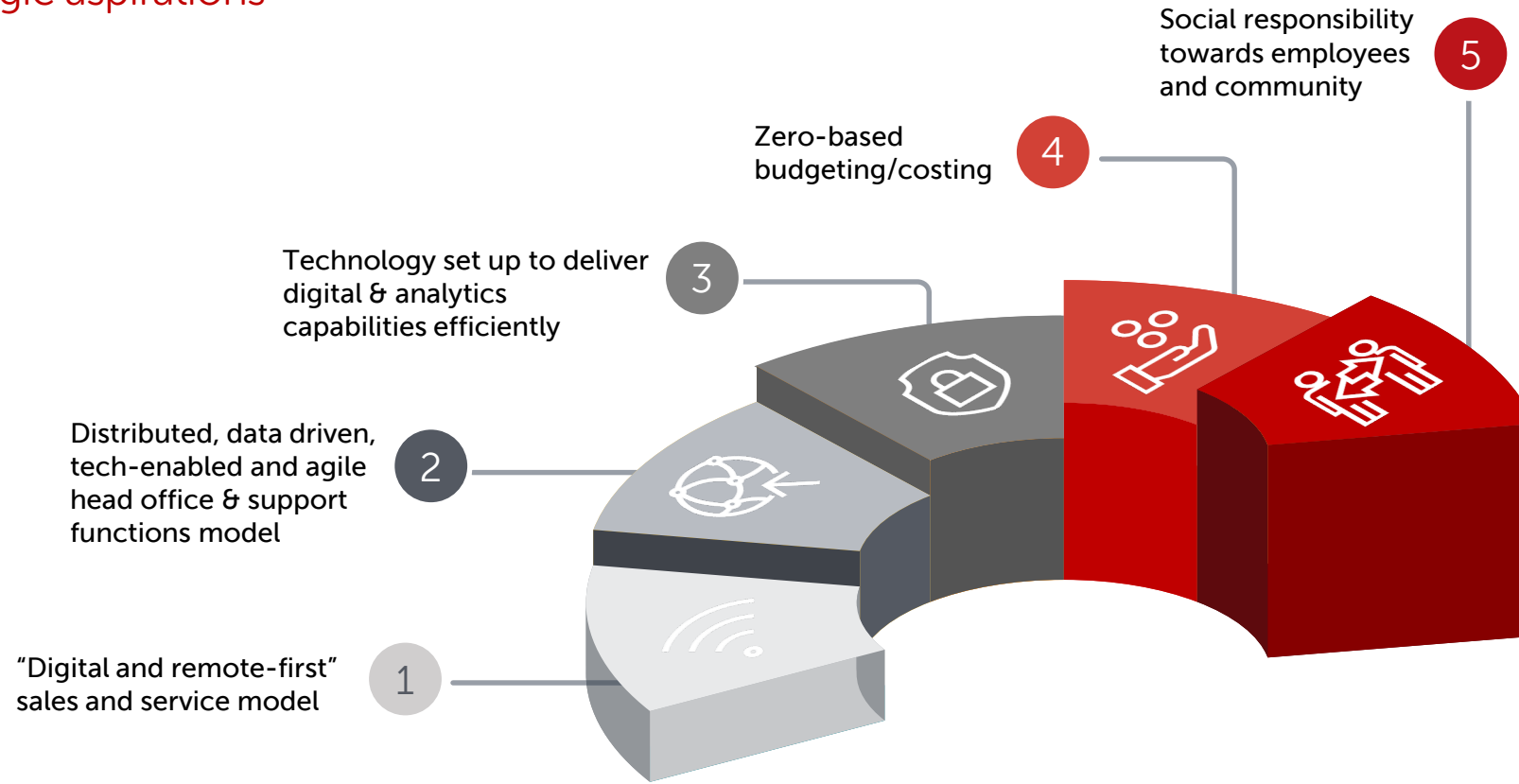


- ◻ With active digital banking users increasing 56% in the last year, Al Hilal Bank is on track to launch a new Islamic digital financial services platform in Q4'21. The value proposition has received positive feedback during testing by a community of potential customers
- ◻ The platform will harness state-of-the-art technology to enable non-banking financial solutions through an ecosystem of partnerships. The proposition is driven by customer insight through advanced data analytics, machine learning and artificial intelligence
- ◻ The fully scalable offering will be complemented by a number of physical customer centres. The platform will enable regional expansion post successful launch in the UAE

Q2'21 digital metrics



3. Efficiency: Reshape operating model to achieve highest levels of efficiency in line with strategic aspirations



1 Banking with **streamlined branch network**, processes (almost paperless), and business functions with enhanced **digital capabilities at the core**

2 Embracing the "new normal" with agile working capabilities and significant use of **analytics, robotization** and **artificial intelligence**

3 Modernizing and standardizing **technology setup** to enable delivery of digital and analytical capabilities **with speed and productivity**, while maintaining resilience and stability

4 Introducing a radical approach to **manage/lower business costs across the board** to provide room for future growth investments

5 Reskilling employees in line with operating model and enhancing **contributing to UAE and Abu Dhabi community**

7. Digitisation, artificial intelligence & advanced analytics: Vision to reimagine banking and to become a digital leader

End to end digital acquisition

Customer acquisition & sales:

- **Regional leader in digital onboarding** (market share)
- Sales of all products primarily through digital channels
- Drive digital enabled revenues

Seamless service at the palm of your hand:

Customer engagement:

- **Regional leader** in active customers and **digital engagement**
- Customers predominantly use **self-service channels** with fully automated, paperless and straight-through-processing that enhance customer experience and cost efficiency

Bespoke banking embedded in customer journeys and lives:

Customer experience:

- **Bank of choice** for customers due to excellent user experience delivered by superior functionality and design
- **Real-time customer insights**; effective and proactive execution
- **Embedded in customers' lives** through digital partnerships, innovative products and value-added services

Bank-wide enablers

- **Re-design operations:** Integrated end to end processes, leveraging automation and AI
- **Digital to the core:** Customer value proposition delivered by flexible and scalable technology
- **Ecosystems & beyond banking platforms:** New revenue streams through strategic ecosystem partnerships and blockchain
- **Insights driven:** Leveraging data to make banking personalised and insight driven
- **Talent magnet:** Employer of choice for digital talent, creating collaborative, agile, cross-functional teams focused on an exceptional customer experience

Acceleration of digital transformation: Q2'21 update

KEY ENABLERS

- ▶ After **successful launch of the cloud environment for KYC blockchain**, the full API integration commenced in Q2'21
- ▶ Leveraged advanced analytics in Consumer Banking, with launch of new **personal loan pricing tool optimizer**, which provides for tailor-made personal loan interest rates for customers
- ▶ Continued to develop suite of **API products and services**, resulting in enhanced efficiency for customers and an opportunity to build new revenue streams

CONSUMER BANKING

- ▶ Reached milestone of **900,000 customers** subscribed to ADCB's digital channels
- ▶ **Launch of credit card loans** through the ADCB Mobile Banking App, received strong uptake among retail customers
- ▶ Launch of tailor-made offers and promotions on adcb.com
- ▶ **Online IPO portal** launched to provide customers with a convenient subscription channel

WHOLESALE BANKING

- ▶ Enabled **bill payments on ProCash Mobile**
- ▶ Launched cross border AED **remittance on ProCash** platforms, eliminating manual processing
- ▶ Enhanced **dashboards** enabled on **ProTrade** for improved **tracking of requests**

Key digital metrics

79

Digital customer releases

76%

Registered customers Digital banking (IB & MIB)

76%

Customers onboarded via 'Hayyak' (Q2'20:86%⁴)

94%

Self-service customer transactions

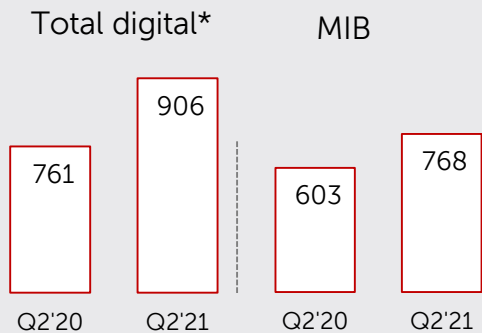
MIB trends

Fund transfer beneficiary setup **+85%** YoY

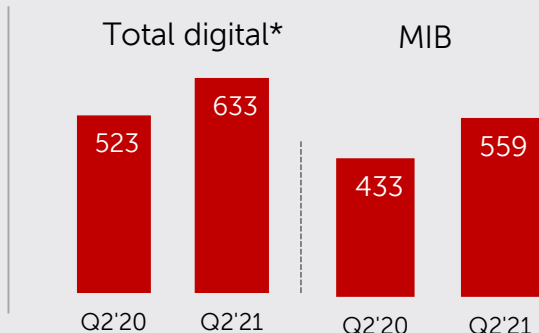
Fund transfer transactions **+87%** YoY

Consumer Banking digital metrics

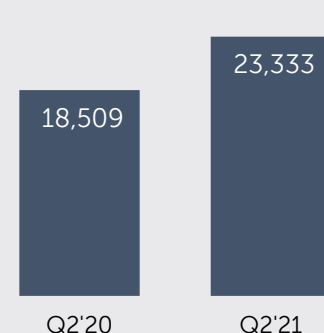
Digital registrations² ('000)



Digitally active customers³ ('000)

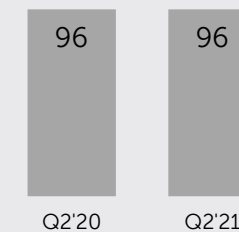


No. of digital transactions ('000)

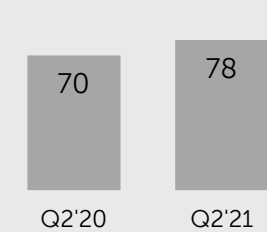


Wholesale Banking digital metrics

ProCash transactions (% of total)



ProTrade transactions (% of total)



*Total digital: IB or MIB ¹Due to lower physical acquisition during the lockdown in the same period last year

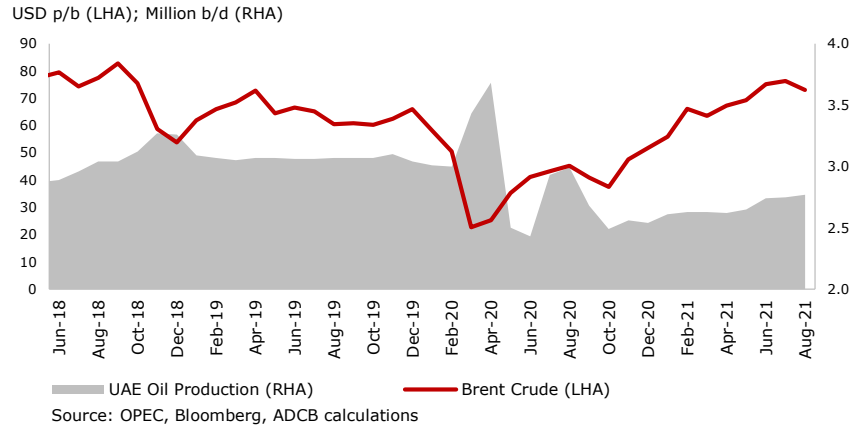
²Registration: Registered user having at least one active product relationship ³Active: At least one transaction in past three months



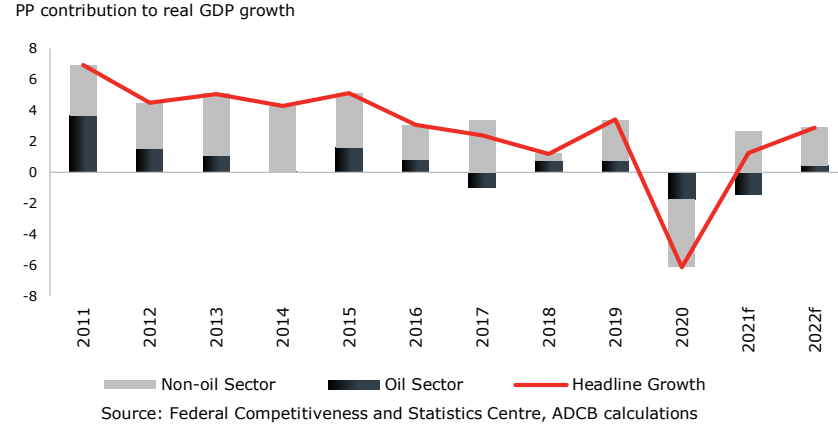
Section 4
Operating environment & guidance

Economic recovery to gather pace in H2'21 driven by strengthening oil price and high vaccination rate in the UAE

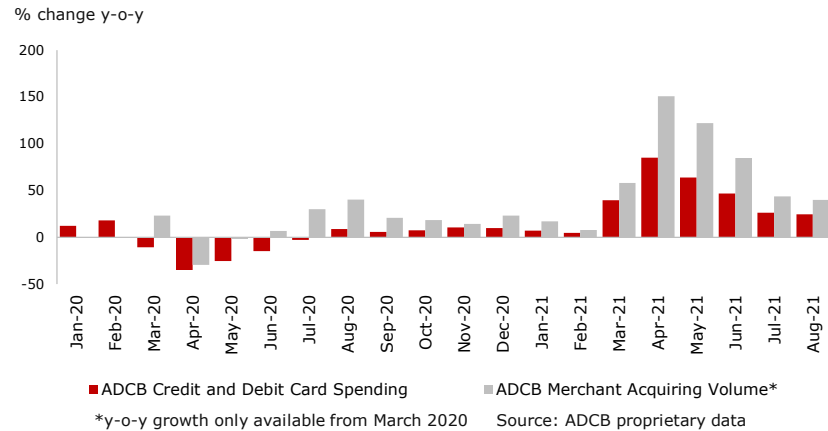
Strong rebound in oil price with OPEC+ supply restraint and recovering demand



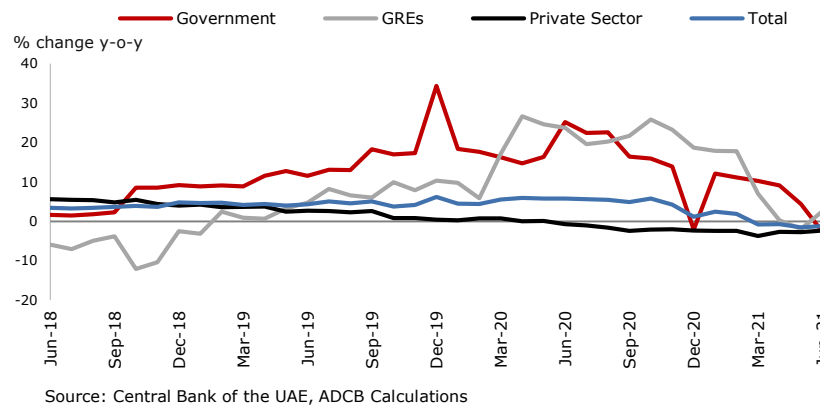
Non-oil activity to strengthen in 2021; headline GDP growth to reflect tight oil policy



Card spending data reflects limited restrictions, stronger sentiment and low base



Yearly credit demand driven by GREs and government



- ▶ UAE's economic recovery set to gather pace in H2'21 and 2022, supported by strengthening oil price and a waning of the COVID-19 impact, domestically and globally
- ▶ UAE has achieved among the highest vaccination rates globally, with 187 doses per 100 people as at 06 Sep 2021
- ▶ Limited domestic restrictions, with variations among the Emirates on international restrictions
- ▶ Recovery in externally facing services likely to gather pace from Q4'21 due to greater global vaccination, EXPO and the peak travel season for the region. This should support population growth, though corporate focus will remain on labour force efficiency
- ▶ Some sectors, such as aviation, are expected to take a number of years to reach pre-COVID levels
- ▶ Maturity of the non-oil investment programme to be a key headwind, due to oversupply in various areas including real estate and hospitality

Medium term (2021 – 2023) guidance

Financial metrics

Loan growth

Cost to income ratio

Cost of risk*

CET1 ratio

Dividend payout ratio

Medium term guidance

Mid-single digit

≈29-32%

≈80 bps

>12%

50% of net profit



*CoR: Net impairment charge on loans & advances and investments divided by net average loans & advances and investments

Summary



Strong Q2'21 financial performance, with fee income rising, continued improvement in cost to income ratio, and sustained growth in CASA deposits



On track to exceed AED 1 billion cost synergy target in 2021



Cost of risk reduced significantly in H1'21; progress towards resolution of NMC issue



Continued **focus on digital transformation** and cost efficiencies, embedded in five-year strategy

Q2'21 non-interest income: +41% YoY
Q2'21 C/I ratio: 33.4% (-150 bps YoY)

Realised cost synergies of AED 661 mn in H1'21

H1'21 cost of risk: 82 bps
Key steps in NMC restructuring scheduled for H2'21

+900k digital subscribers
8 digital release in Q2'21, 79 launches since programme inception



Section 5
Appendix

Key economic indicators

UAE

Population

11.1 million (2020, IMF)

GDP per capita

US\$ 39,200
(2019, based on IMF population data)

Forecast 2021 real GDP growth

Headline – 1.4%
Non-oil – 3.8% (ADCB estimate)

Current account balance / GDP

7.6% (2021 estimate ADCB)

Sovereign rating

AA- (Fitch); Aa2 (Moody's)

Global ease of doing business ranking

16 (For 2020, World Bank)

Contribution of non-oil GDP

75.0% in 2019
(Federal Competitiveness and Statistics Centre, FCSC)

Abu Dhabi

- ▶ GDP per capita: **US\$ 97,166** (SCAD, 2019)
- ▶ Sovereign rating: **AA (S&P); AA (Fitch); Aa2 (Moody's)**
- ▶ Strong fiscal position: **Government debt 11.8% of GDP** (Moody's Investor Service)
- ▶ World's 6th largest oil reserves: **107 bn barrels** (ADNOC Nov. 2020)
- ▶ Contribution of non-oil GDP: **59.2%** (SCAD, 2019)



Diversified sources of funding by markets, tenors, currencies and products;
manageable maturities spread over several years

Wholesale funding

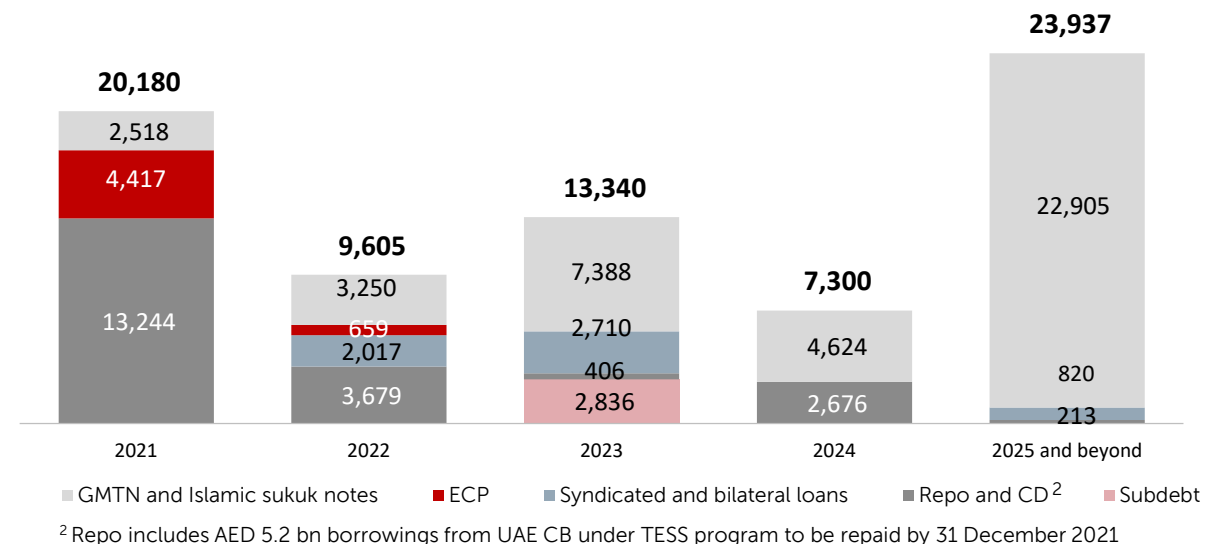
As at 30 Jun 2021	AED mn
GMTN	38,822
Repo ¹	17,252
Bilateral loans	5,546
Subordinated debt	2,836
Euro Commercial paper	5,077
Islamic Sukuk notes	1,862
Certificate of Deposits	2,966
Total	74,362

¹Repo includes AED 5.2 bn borrowings from CB UAE under TESS program at nil rate of interest

Main issuances in 2021

- USD 1,687 mn of Repo Issuance with fixed & floating interest rate, maturity of 3 mths to 4yrs
- USD 616 mn of CD issued with an IRR between 0.18% to 0.396%
- EUR 271 mn of CD issued with an IRR between negative 0.53% to negative 0.44%

Maturity profile (AED mn)



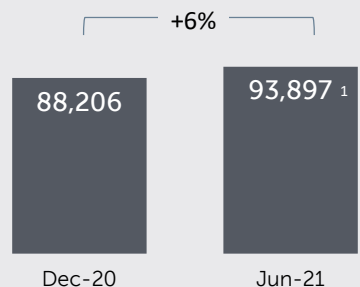
The Bank was a net lender of AED 11 billion in the interbank markets as at 30 June 2021

Main repayments in 2021

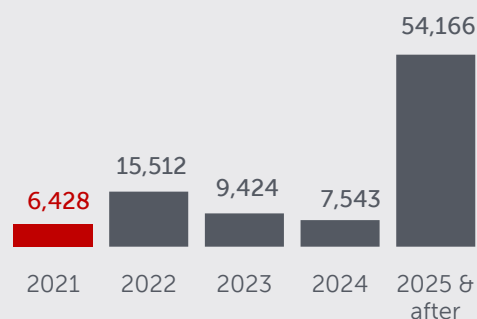
- USD 80 mn Accreting GMTNs repaid on first call date with an IRR of 5.00% to 5.10% p.a.
- CNH 240 mn GMTNs with coupons at fixed range from 4.85% p.a. to 5.02% p.a.
- HKD 320 mn GMTNs with coupons at fixed range from 2.69% p.a. to 2.86% p.a.
- USD 630 mn of CD & Repo repaid during the period
- AED 1,123 mn of TESS related Repo re-paid during the period

Investment securities increased to AED 94 bn, with 99% invested in bonds

Investment securities (AED mn)

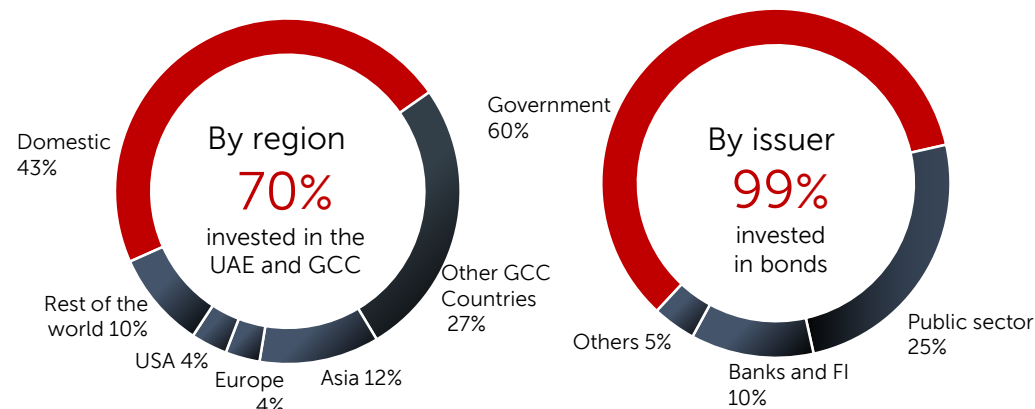


Maturity profile³ (AED mn)



Investment securities²

AED 93,897 mn

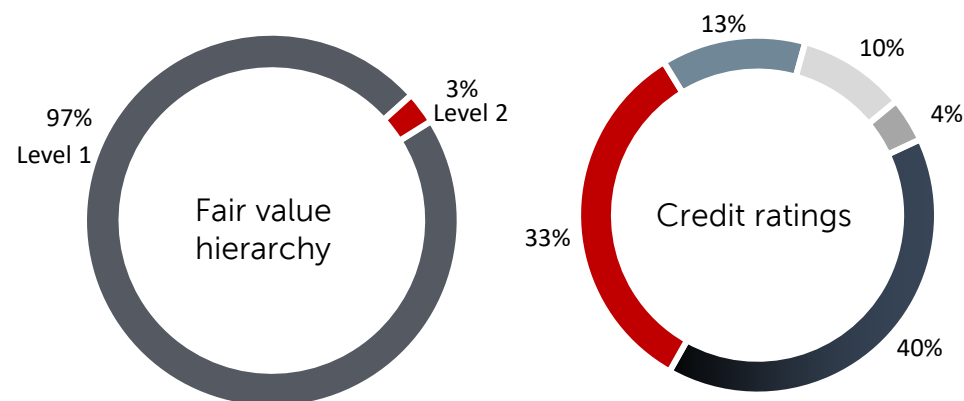


Non-government bond portfolio:

- Rated A- or better: 83%
- Rated BBB+ to BBB-: 14%
- Rated below investment grade: (BB+ and below including unrated): 3%

Total bond portfolio⁴

Government and Non-government bond portfolio: AED 93,072 mn



Credit ratings:

- AAA to AA-
- A+ to A-
- BBB+ to BBB-
- BB+ & unrated
- UAE Sovereign⁵

Standard & Poor's, or equivalent of Fitch or Moody's. Issuer/guarantor's based ratings are used, where bonds are unrated

Level 1 - Quoted market prices
Level 2 - Valuation techniques using observable inputs

¹ Includes AED 26.4 bn investments carried at amortized cost (Dec 31, 2020 : AED 21.7 bn)

² Includes equity instruments and mutual funds

³ Excluding investments in equity and funds

⁴ Excluding trading securities

⁵ UAE Sovereign internal rating in Grade 2 to 3 and maps to external rating between AA to A

Delivered 79 digital customer releases across all businesses since the launch of our digital transformation programme

Key highlights

H1'18 releases

- Digital transformation roadmap defined and execution commenced
- Digital Studio completed as a workplace for innovation
- MyChoice roll out to customers packaging products as financial solutions

H2'18

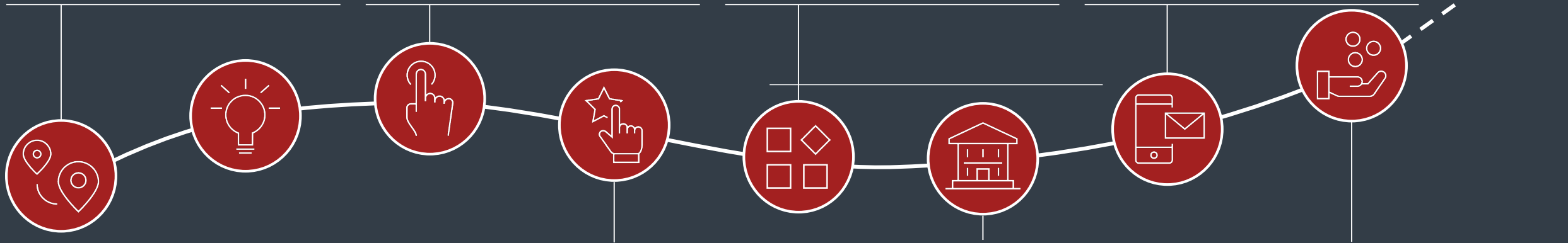
- SME account opening Digital onboarding journey
- ProCash Mobile banking on the go
- Samsung & Apple Pay enablement
- Trade workflow enhancement to improve TAT

H2'19

- Enhancements across MIB, Hayyak, ProCash Mobile, Trade Workflow
- MyChoice upgrades
- Partnership with Cleartrip

H2'20

- Personal Loan on Hayyak
- High value added features on ProCash Mobile
- Virtual Account API for RERA
- Data & Analytics use cases release (incl. campaign automation, email spam filter for call center)
- Instant Personal Loan on MIB
- Mortgage Digital Pre-approval with Bayut
- InstaPay



H1'19

- Hayyak provision of instant account opening
- MIB upgrades to improve customer experience
- SME Financing customer journey
- Launch of social media presence

H1'20

- Personal loans top-up on MIB
- IB technical upgrade
- MCD account opening
- SME Financing
- Virtual Accounts API for Noqoodi

H1'21

- Cloud environment for KYC Blockchain
- Virtual Accounts API for additional customers
- ProCash Mobile & Protrade enhancements
- Advanced Analytics use cases in Personal Loan pricing and collections
- MIB enhancements on privacy, payments and personal loan journeys
- Hayyak onboarding app introduced uBank as delivery channel
- ADCB.com enhancements with tailor made offers

Update on our ESG framework



ADCB's commitment to **developing a world-class ESG framework and strategy** is driven at the highest levels of the organization, from Board level and the Management Executive Committee through every aspect of our operations.



ESG function resides with the Group Chief Financial Officer to ensure complete alignment and integration with the Bank's overall corporate strategy and financial management.



We are **currently refreshing and building on our ESG framework**, which encompasses the following areas: comprehensive strategy and roadmap, governance framework for ESG, policies and processes, materiality assessments with key stakeholders and target setting. We are **guided by international sustainability reporting standards to ensure full transparency and effective measurement**.



Our ESG framework will be tightly linked to and embedded into the 5-year business strategy. As part of this rigorous process, the Bank intends to quantify and **publish data on environmental metrics from next year**.



ADCB is amongst the **25 founding signatory companies to the Abu Dhabi Sustainable Finance Declaration in 2019**, alongside the UAE Ministry of Climate Change and Environment, UAE Central Bank, Abu Dhabi Global Market, Securities and Commodities Authority and Insurance Authority.

Our sustainability commitments

- ADCB continues to ensure that **sustainability is embedded** in all facets of our **operating model**, through effective implementation of our Economic, Social and Governance (ESG) responsibilities
- In 2021, the Bank developed a sustainability strategy through a detailed **materiality assessment** in accordance with the **Global Report Initiative (GRI) guidelines** and identified the following **key focus areas** that are considered important to our stakeholders

ESG Rating



ADCB has been upgraded to 'AA' from 'A' in Aug'21. Please see slide 8 for further details

Key focus areas:

Delivering safe and sustainable financial solutions



Making banking more accessible and inclusive to all



Supporting the UAE's diverse and dynamic community



Enabling a responsible and growth-oriented working environment



Global & national framework alignments



Delivering on our ESG strategic pillars - A focused approach to contribute sustainable and responsible solutions for our communities across the UAE



Governance and ethics

- Year on year, ADCB has maintained **100%** of all operations **assessed for corruption risk**
- Through our **Ambition University**, we deliver learning programmes that include **key risk management modules**, such as anti-money laundering, compliance, fraud, IT & physical security, code of conduct, operational risk, and business continuity



Accessible banking

- Our **Net Promoter Score*** conveyed **improvements** in Consumer Banking (from 67% to 69%) and Wholesale Banking (from 66% to 71%), illustrating the growth in **customer loyalty and acquisition**
- In 2020, **clients registered** for Wholesale Banking Group's market-leading **digital platforms**, ProCash and ProTrade, **increased** by 16% and 64%, respectively (Please refer to slide 30 for Q2'21 key digital metrics)



UAE centricity

- Launched **UAE's first virtual point of sale (PoS)** payment terminal, **ADCB Pace Pay**, designed to equip **small and micro-businesses** with a digital payment infrastructure at zero cost per transaction
- In 2020, a total of 184 female candidates passed through the Tamooha programme, which aims at assisting female UAE Nationals to develop career paths and access professional opportunities



Success enablers

- Delivered 170,000+ hours of learning in 2020. In total, 4,200+ employees undertook (self-paced) **e-learning courses**, while 5,500+ participated in virtual, live online learning sessions
- Total of AED 21.5 million invested in direct and indirect community donations



SDGs that ADCB contributes to



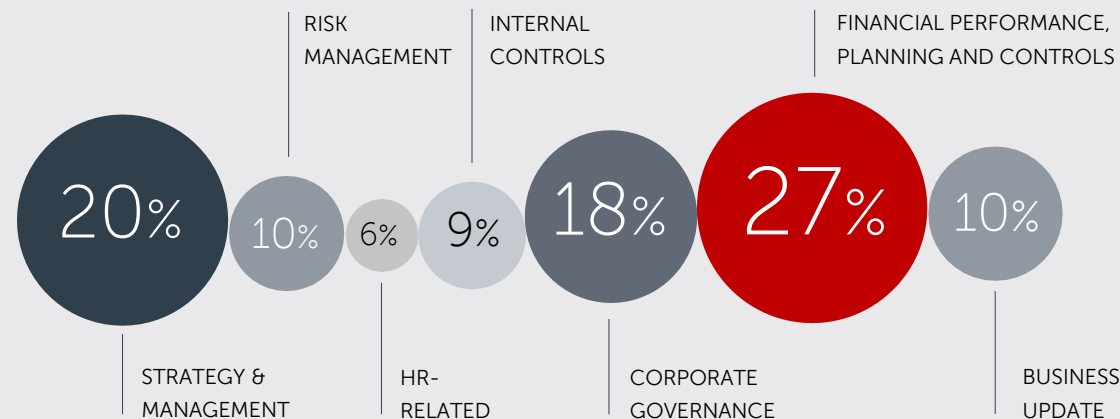
For further information on ESG, please visit adcb.com/esgreport

*The NPS scores are up to Q1'20. In Q3'20, as part of our digitisation strategy, ADCB switched to a different methodology for measuring NPS. Due to the change in methodology, NPS will not be comparable to the previous years, and the 2020 NPS score will be used as a new baseline going forward

World-class corporate governance, driven through pro-active Board oversight

- ▶ Robust corporate governance and effective risk management are paramount to ADCB's long-term success, and we foster a corporate culture that holds **integrity as a core value**
- ▶ **Board of Directors comprises 10 members**, all of whom are considered **independent** in accordance with applicable corporate governance regulations
- ▶ **Board Committees** (BACC, BREC and NCHRG) **convened 40 times in 2020** (please see next slide for details)
- ▶ The Board is committed to supporting **gender diversity**; **women represent 10%** of ADCB's **Board membership**. Aysha Al Hallami, was the first woman appointed to the Bank's Board of Directors in 2013
- ▶ In light of the global pandemic, the Bank has implemented a range of initiatives to **promote health and well-being** across the company

Time allocation for 2020 Board meetings



For further information on Corporate Governance, including remuneration, please visit adcb.com/CGreport

World-class corporate governance, driven through pro-active Board oversight

Board Committees

Audit & Compliance Committee	Risk & Executive Committee	Nomination, Compensation, Human Resources & Governance Committee
<p>Meetings held in 2020- 10</p> <p>The committee is responsible for:</p> <ul style="list-style-type: none"> ▶ The integrity of the Bank's financial statements; ▶ The qualifications, independence, performance and remuneration of the Bank's external auditors; ▶ The qualifications, independence and performance of the Bank's internal audit department; ▶ The Bank's compliance with legal and regulatory requirements, and the Bank's internal policies; ▶ The Bank's internal controls, including controls over financial reporting and disclosure 	<p>Meetings held in 2020- 18</p> <p>The committee is responsible for:</p> <ul style="list-style-type: none"> ▶ The Bank's development of strategy, and business performance against approved strategy; ▶ The Bank-wide risk governance framework which includes the Bank's risk appetite; ▶ The Bank's development of risk management tools and compliance with regulatory requirements relating to risk management; ▶ The Bank's progress of technology transformation; ▶ The Bank's major credit commitments. 	<p>Meetings held in 2020- 6</p> <p>The committee is responsible for:</p> <ul style="list-style-type: none"> ▶ Ensuring the appropriate diversity of the Board of Directors; ▶ Ensuring Independent Directors remain independent on a continuous basis; ▶ Selecting and appointing Directors; ▶ Orienting and training new and existing Directors; ▶ Planning the succession of Board Members and Senior Management; ▶ Selecting and appointing Senior Management; ▶ Assessing the performance of the Board, individual Directors and Senior Management and overseeing implementation of recommendations arising from the performance review; ▶ Developing, applying and reviewing human resources and training policies

Management Committees

2020	Management Executive Committee (MEC)	Assets & Liabilities Committee (ALCO)	Management Risk & Credit Committee (MRCC)	Capital Expenditure Committee (CEC)	Financial Performance Management Committee (FPMC)
Number of meetings held	47	6	49	3	7

Best practice corporate governance structure and reporting lines



1. The Group Chief Risk Officer has a dotted reporting line to the Board Risk & Executive Committee (BREC)
2. The Group Chief Compliance Officer has a dotted reporting line to the Board Audit & Compliance Committee (BACC)
3. The Company Secretary reports directly to the Board and has a dotted line to the General Counsel
4. The Group Chief Internal Auditor reports directly to the Board Audit & Compliance Committee (BACC) and administratively to the Group Chief Executive Officer (GCEO)
5. MRCC is chaired by the Group Chief Executive Officer (GCEO)

* For Board bios please refer to slides 48-50, and for MEC bios please refer to slides 51-52

Robust risk management framework with a culture of responsibility and accountability

- ▶ **Board** is responsible for **setting risk appetite** and effective management of risks, with Board Risk & Executive Committee (BREC) tasked with oversight
- ▶ Focus on **individual responsibility and accountability** throughout organisation, set out in the code of conduct and embedded through regular training

Enhancements in 2020:

- ▶ Introduction of a **new framework for setting credit limits** following all-inclusive review of loan portfolio and activities across key economic sectors
- ▶ Review of over 190 Covid-19-induced changes in business processes to ensure they remained within Bank's risk appetite. Business continuity policy and tools enacted with over 50 meetings of Crisis Management Team

For further information on risk management, please visit adcb.com/RMreport

Risk governance roles & responsibilities

Board of Directors: Establish & ensure strong control environment

Management Executive Committee: Oversight & implementation

Risk management: Governance & compliance

Business line management: Ownership

Internal audit: Assurance

Risk management framework – Three lines of defence

1
FIRST LINE OF DEFENCE

Business units 'own the risks' and are responsible for identifying, recording, reporting and managing them, and ensuring that the right controls and assessments are in place for mitigation

2
SECOND LINE OF DEFENCE

Risk control and compliance functions set the policy and guidelines for managing specific risk areas, provide advice and guidance, and challenge the first line of defence on effective risk management

3
THIRD LINE OF DEFENCE

Internal Audit provides independent and objective assurance of the adequacy of the design and operational effectiveness of the risk management framework and control governance process

Principal risks



Strategic risks*



Business conduct embedded in organizational and personal decision making at every level

ADCB accords critical importance to business conduct and ethical employee behavior to ensure the Bank retains the trust and confidence of stakeholders, effectively manages risk and operates at the **highest levels of honesty, integrity, and professionalism**. The Bank's business conduct framework mandates that **every business decision** is assessed on whether it is "right, legal and fair" and that the actions of each employee are driven by the same standards. The framework is enacted through a suite of policies, including a **Code of Conduct** that is **approved by Senior Management and Board committees**, and requires annual declarations by all employees. This is reinforced by a reporting mechanism, mandatory training and awareness campaigns.

Policy Framework

- ▶ Bank wide Code of Conduct: a **road-map designed to guide employees** to make decisions that meet the highest standards of integrity, professionalism and ethical behavior
- ▶ Personal Trading Policy
- ▶ Anti Bribery and Corruption Policy
- ▶ Whistleblowing Policy
- ▶ Chinese Walls Policy
- ▶ End User Information security Policy

Staff Annual Declarations

- ▶ Employee Financial and Private Business Declaration
- ▶ Non Disclosure Agreement Declaration
- ▶ Personal Trading Declaration
- ▶ PNG Acknowledgement
- ▶ Relative Declaration
- ▶ Code of Conduct Declaration
- ▶ End User Information Security Policy Declaration

Review and Monitoring

- ▶ **All new initiatives** including products and service initiatives go through a **rigorous review** and **approval by 2nd line functions** prior to launch, including Compliance, Risk, Legal
- ▶ **Any changes to Schedule of Fees** is reviewed by **Compliance** and rationalized/challenged as needed.
- ▶ Complaint monitoring and reporting and escalation
- ▶ Close tracking of service metrics including TAT for account opening
- ▶ **Maintaining Insiders list** and quarterly reporting on Insiders' trades
- ▶ Whistle-blowing and ABC case investigations

Training and Awareness

- ▶ Code of Conduct Training conducted at the time of Hiring and Refresher every 3 years
- ▶ Anti-Bribery & Corruption Training conducted on hiring and every 2 years thereafter
- ▶ Operational Risk Management Training conducted every 3 years
- ▶ Awareness messages are released as needed
- ▶ Product specific training and certification as applicable

Experienced leadership – Board bios



H.E. Khaldoon Khalifa Al Mubarak

CHAIRMAN, INDEPENDENT,
NON-EXECUTIVE DIRECTOR

H.E. Khaldoon Khalifa Al Mubarak is the Managing Director & Group Chief Executive Officer of Mubadala Investment Company, responsible for aligning Mubadala with Abu Dhabi's economic diversification efforts. Beginning his career at the Abu Dhabi National Oil Company, H.E. Al Mubarak held a number of positions at Tawazun Economic Council, formerly known as UAE Offsets Group, before assuming his current portfolio of responsibilities.

Degree in Economics & Finance (Tufts University, USA)

EXTERNAL APPOINTMENTS:

- Managing Director and Group CEO — Mubadala Investment Company
- Member — Abu Dhabi Executive Council
- Chairman — Abu Dhabi Executive Affairs Authority
- Member — UAE Supreme Council for Financial and Economic Affairs
- Chairman — Emirates Nuclear Energy Corporation, Emirates Global Aluminium and City Football Group



H.E. Hussain Jasim Naser Al Nowais

VICE CHAIRMAN, INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Chairman of the Board Nomination, Compensation, HR & Governance Committee

H.E. Hussain Jasim Naser Al Nowais joined the ADCB Board in 2019. He is the Founding Member and Chairman of AlNowais Investments.

BSc Business Finance (Lewis & Clark College, USA)

EXTERNAL APPOINTMENTS:

- Chairman — AMEA Power
- Board Member — Rotana Hotels and Real Estate Investment
- Founding Member — Sandoog Al Watan



Aysha Al Hallami

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Chairlady of the Board Audit & Compliance Committee

Aysha Al Hallami was elected by ADIC to join the ADCB Board of Directors in April 2013. She is a Research Specialist in the Strategy and Planning Department at Abu Dhabi Investment Authority.

Chartered Financial Analyst (CFA Institute, USA)

Private Equity and Venture Capital (Harvard Business School, USA)

MSc Finance & Banking (Cass Business School, City University, UK)

BSc Business Sciences, Finance (Zayed University, UAE)



Saeed Mohamed Hamad Almazrouei

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Chairman of the Board Risk & Executive Committee

Saeed Mohamed Hamad Almazrouei was appointed to the ADCB Board of Directors in 2019. He is the Group Deputy Chief Financial Officer and Head of Mergers and Acquisitions in Mubadala Investment Company.

MSc International Securities Investment and Banking (University of Reading, UK)

MSc National Security and Strategic Studies (National Defense College, UAE)

BSc Finance (Suffolk University, USA)

EXTERNAL APPOINTMENTS:

- Board Member — Borealis
- Board Member — Musanada — Abu Dhabi General Services Company
- Board Member — Cleveland Clinic Abu Dhabi
- Board Member — Masdar
- Board Member — Abu Dhabi Retirement Pension & Benefits Fund
- Board Member — CEPSA – Compañía Española de Petróleos S.A.
- Board Member — Modon Properties
- Board Member — Mubadala Healthcare Company

Experienced leadership – Board bios continued



Carlos Obeid

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Carlos Obeid joined the ADCB Board of Directors in 2019. He is the Group Chief Financial Officer of Mubadala Investment Company.

Master's Degree in Business Administration (INSEAD)

Bachelor's Degree in Electrical Engineering (American University of Beirut, Lebanon)

EXTERNAL APPOINTMENTS:

- Board Member — Cleveland Clinic Abu Dhabi
- Board Member — GlobalFoundries
- Board Member — Waha Capital PJSC
- Chairman — Mubadala Infrastructure Partners Limited
- Board Member — Bank AUDI Lebanon SAL



Khalid Deemas Alsuwaidi

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Khalid Deemas Alsuwaidi was appointed by ADIC to join the ADCB Board of Directors in March 2009. In 2012, he was nominated and elected by ADCB shareholders to act as a Director and, in March 2015, he was again nominated and elected by ADIC to act as a Director. He has more than 15 years of banking experience, having held senior management positions in National Bank of Abu Dhabi and First Gulf Bank.

MSc Business Administration, minor in Management Information Systems and Strategic Planning (Widener University, USA)

BSc Computer Information Systems (Bethune Cookman College, USA)

EXTERNAL APPOINTMENTS:

- Board Member — Manazel Real Estate Company
- Vice Chairman — Abu Dhabi National Takaful Company
- Group Chief Executive Officer — Das Holding



Ahmed Saeed Al Calily

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Ahmed Saeed Al Calily is the Chief Strategy & Risk Officer (CSRO) at Mubadala Investment Company, responsible for the company's corporate strategy and risk framework. Ahmed's diverse professional experience includes several leadership positions as well as Board positions on various companies.

Bachelor's Degree in Economics and Political Science (Boston University, USA)

EXTERNAL APPOINTMENTS:

- Board Member — Medical Holding Company
- Board Member — Cleveland Clinic Abu Dhabi
- Board Member — Masdar
- Board Member — GlobalFoundries



Mohamed Ali Aldhaheri

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Mohamed Ali Aldhaheri has a comprehensive background in the financial sector with more than 22 years of experience. He served in various senior roles within financial institutions, and currently holds the position of the Deputy CEO & Executive Director of the Accounting & Financial Services Department at Abu Dhabi Investment Council.

EXTERNAL APPOINTMENTS:

- Chairman — InvestAD

Experienced leadership – Board bios continued



Khaled H. Alkhoori

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Khaled H. Alkhoori was elected by ADCB shareholders to join the Bank's Board of Directors in April 2012. Since January 2006, he has been the Chairman of Orient House for Development and Construction.

MSc Civil Engineering (Northeastern University, USA)

BSc Civil Engineering (Northeastern University, USA)

EXTERNAL APPOINTMENTS:

- Chairman — Orient House for Development & Construction
- Board Member — Abu Dhabi National Hotels



Sheikh Zayed Bin Suroor AlNehayan

INDEPENDENT,
NON-EXECUTIVE DIRECTOR

Sheikh Zayed Bin Suroor Al Nahyan was appointed as a Director of ADCB in 2021. He holds a Master's in Computer Science from University College London as well as a Bachelor's in Business Management from the University of Sussex.

“A decade ago, we emerged from the global economic crisis fitter and stronger, and with a renewed focus on implementing best practice governance.”

Executive Management bios



Ala'a Eraiqat
GROUP CHIEF EXECUTIVE OFFICER

Ala'a Eraiqat joined ADCB in January 2004 and held various senior posts before taking over as Group Chief Executive Officer and becoming a member of ADCB's Board of Directors in February 2009. He has been a banker since 1991 and previously held senior positions at Citibank and Standard Chartered Bank, among others. His responsibilities extend to being the Chairman of the Board of Directors of Al Hilal Bank and chairing the following subsidiaries and committees of ADCB, among others: Abu Dhabi Commercial Properties (ADCP), Abu Dhabi Commercial Engineering Services (ADCE), the ADCB Management Executive Committee, and the ADCB Management Risk & Credit Committee.

External appointments:

— Board Member — Abu Dhabi National Hotels PJSC (ADNH)



Deepak Khullar
GROUP CHIEF FINANCIAL OFFICER

Deepak Khullar was appointed ADCB's Group Chief Financial Officer in 2008. In this role, Deepak oversees the Group Finance function (Financial Planning, Business Performance, Governance & Reporting), including Investor Relations and Sustainability (ESG), Taxation, Economics, Group Strategy, Strategic Sourcing and Procurement. He previously spent 15 years with Standard Chartered Bank in the Middle East and in Korea in a variety of senior positions. Prior to that, he worked with Ernst & Young and Price Waterhouse & Co. (now PricewaterhouseCoopers) in their assurance, advisory and technical services and training practices in the Middle East and India. He is an alumnus of the University of Delhi, an Associate of the Institute of Chartered Accountants of India, and an Associate Member of the Association of Corporate Treasurers (UK).

Deepak was appointed as a Board Director at Al Hilal Bank in 2019.



Kevin Taylor
GROUP TREASURER

Kevin Taylor joined ADCB in 2009 as Head of the Treasury & Investments Group. He has held significant treasury and risk positions in global organisations such as ALICO, Citigroup, Westpac Bank and Merrill Lynch. At ADCB, he is responsible for FX trading and sales, derivative trading and sales, fixed income and investments personnel and the balance sheet analytics teams. Kevin has more than 30 years of global experience in banking and finance, and is a member of the UAE Banks Federation Financial Markets Committee. He holds an MBA from Macquarie University in Australia and a Master of Science in Risk Management from the Stern School of Business, New York University.

Kevin was appointed as a Board Director at Al Hilal Bank in 2019.



Arup Mukhopadhyay
GROUP HEAD OF CONSUMER BANKING

Arup Mukhopadhyay joined ADCB in 2005 and is Head of the Consumer Banking Group. He previously spent seven years with Citibank, becoming Head of Wealth Management products and Marketing Director for its UAE Consumer Business. Before that, he worked with Unilever in India in several sales and marketing roles. Arup is a mechanical engineering graduate and holds an MBA from the Indian Institute of Management, Lucknow.

Arup was appointed as a Board Director at Al Hilal Bank in 2019.



Rasha Mortada
GROUP CHIEF COMPLIANCE OFFICER

Rasha Mortada was appointed as the Group Chief Compliance Officer in 2021, having been the Acting Group Chief Compliance Officer since 2019 and with ADCB since 2006. She has 25 years of experience in the banking industry with leading global and local institutions with over 16 years of experience in the compliance field covering Regulatory Compliance, Financial Crime, and Conduct Compliance across all business lines. Prior to joining ADCB, Rasha worked for Citibank UAE, undertaking different roles within Compliance. Rasha holds a Bachelor in Banking and Finance from the Lebanese American University in Beirut. She is a Certified Anti-Money Laundering Specialist (CAMS), and holds an International Diploma in Compliance from the International Compliance Association, and a Fintech qualification from Harvard.



Mohammed Al Jayyash
GROUP CHIEF OPERATIONS OFFICER

Mohammed Al Jayyash was appointed as ADCB's Acting Group Chief Operations Officer in 2019 and was confirmed in 2020. He has held senior operational management positions at ADCB, including Group Chief Service Officer and Branch Operations Manager. He holds Board seats with several ADCB subsidiary companies, and is the Chairman of ITMAM Services and Vice-Chairman of Abu Dhabi Commercial Engineering Services and Abu Dhabi Commercial Properties. He is the Chairman of Emirates Digital Wallet and a Board Member of Al Hilal Bank. A leader with over 15 years' experience in improving customer experience, ensuring regulatory compliance and delivering capabilities for growth, he has deep experience in banking operations, customer journey and experience, and digital channels. Mohammed holds a Bachelor's Degree in Business Administration from Al Ghurair University in the UAE, a Post Graduate Certificate in Management at Ashridge Executive Education HULT in the UK, and a Diploma in Banking from the Emirates Institute for Banking and Financial Studies.

Executive Management bios - continued



Abdirizak Mohamed
GROUP CHIEF INTERNAL
AUDITOR

Abdirizak Mohamed has been the Group Chief Internal Auditor at ADCB since 2006, responsible for covering the Bank and all of its subsidiaries, having previously worked at the NASDAQ Stock Market, NASD (FINRA) and OFHEO (FHFA). He has more than 25 years of financial industry experience that spans capital markets management, accounting policy/applications, examinations and auditing, risk management, regulatory oversight, and corporate governance. He is the former Chairman and current member of the UAE Banking Federation Audit Committee, and over the years served/continues to serve as an independent Audit Committee member of various Abu Dhabi-based companies. Abdirizak is a Certified Public Accountant and holds a master's degree from the George Washington University in Washington, DC, and a bachelor's degree from the University of Washington in Seattle, WA.



Jane Livingston
ACTING GROUP GENERAL
COUNSEL

Jane Livingston joined ADCB in 2011 and was appointed Acting Group General Counsel in 2021. Jane is an English qualified solicitor who practiced law in the City of London prior to moving to Abu Dhabi in 2007. She has more than 20 years of legal experience covering a broad range of banking, finance, corporate and commercial matters.



Paul Keating
GROUP CHIEF RISK
OFFICER

Paul Keating was appointed as ADCB's Group Chief Risk Officer in 2018. He previously worked for the Australia and New Zealand Banking (ANZ) Group for over 30 years, where he served in various capacities across the world. Paul's previous role at ANZ was the Chief Risk Officer and Head of Credit for the Pacific division, which was responsible for 11 countries. Paul is responsible for Operational Risk, Market Risk, Fraud Risk, Data Management, Credit Risk Policy, and Information Security. He sits on various management and board sub committees to provide an enterprise-wide risk management perspective. Paul holds a Bachelor of Commerce and Administration from Victoria University in New Zealand and a Post Graduate Diploma.



Tilak Silva
GROUP CHIEF CREDIT
OFFICER

Tilak Silva was appointed as the Group Chief Credit Officer in 2018, having been the Acting Group Chief Risk Officer since 2017. He has been with ADCB for 38 years, focusing on credit underwriting, remedial risk and restructuring. He has an in-depth understanding of the functionalities of all areas of the Bank. Prior to joining ADCB, Tilak worked for Hatton National Bank in Sri Lanka, undertaking different roles within the Credit Group.



Ali Darwish
GROUP HEAD OF HUMAN
RESOURCES

Ali Darwish joined ADCB in 2010 and leads the Human Resources Group. He has a wealth of experience in the banking industry that extends for more than 20 years working for leading financial institutions in the UAE. At ADCB, he ensures the Bank is building a competitive advantage through people by focusing on strategic talent management, Emiratisation and employee engagement. Furthermore, he is responsible for driving the Bank's high-performance and agile culture through its talent.

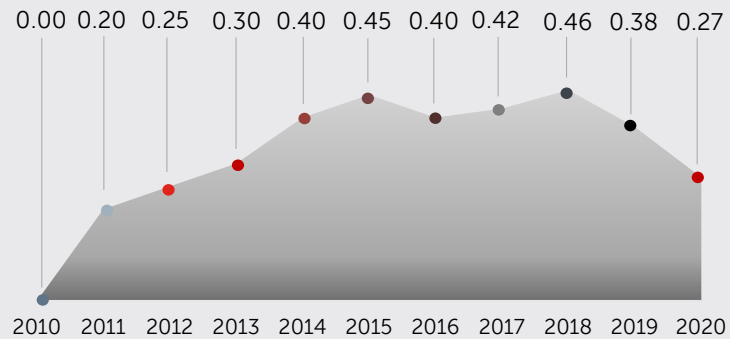


Ludovic Nobili
GROUP HEAD OF WHOLESALE
BANKING

Ludovic was appointed as Group Head of Wholesale Banking at ADCB in March 2020. Prior to that, he managed the Bank's Investment Banking activity. He joined ADCB in November 2008 from Citigroup in London. He is a senior investment banker with 20 years' experience. In 2000, Ludovic started his investment banking career in the securitization team of Credit Agricole Indosuez, London after which he moved to Citigroup where he focused on Corporate Securitization. During his time in Europe, Ludovic was instrumental in originating and structuring complex and high profile transactions. In his current role, Ludovic is responsible for Cash Management, Trade Finance, Corporate Finance and Investment Banking across the Group. He also leads ADCB's principal finance initiatives. Ludovic is a French citizen and an alumni of Université Paris-Sorbonne.

Our 10 year journey

Dividend per share (AED)

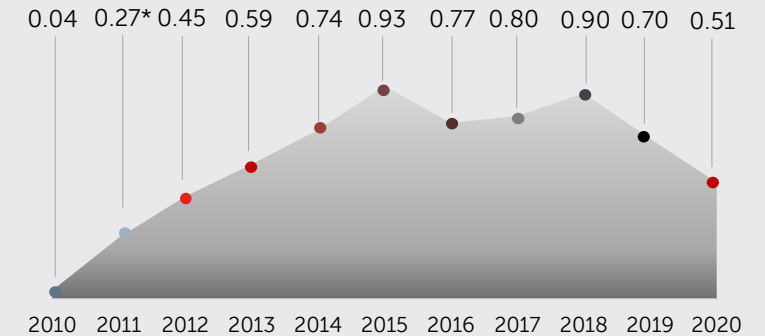


Total shareholder return (%)

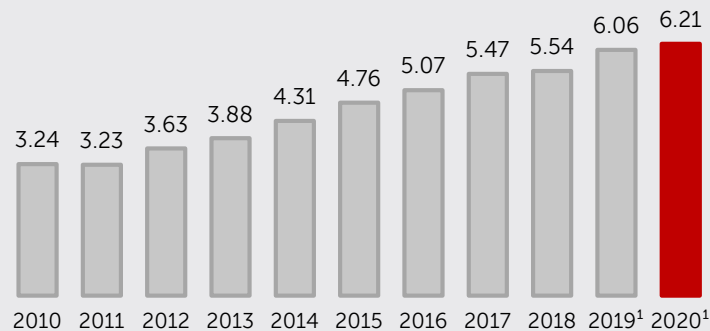
	ADCB	ADX	ADBF
5 Year	23%	45%	44%
7 Year	38%	55%	44%
10 Year	370%	162%	202%

Source: Bloomberg: ADCB, ADX: Abu Dhabi Securities Exchange, ADBF: Banking Index as at 31 December 2020

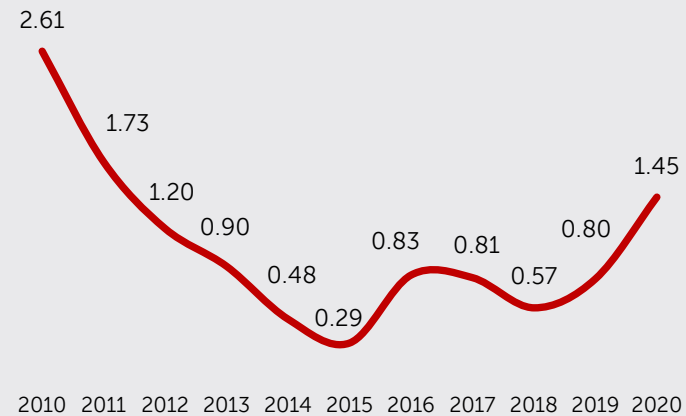
Basic earnings per share (AED)



Book value per share (AED)



Cost of risk (%)



Return on average equity (%)



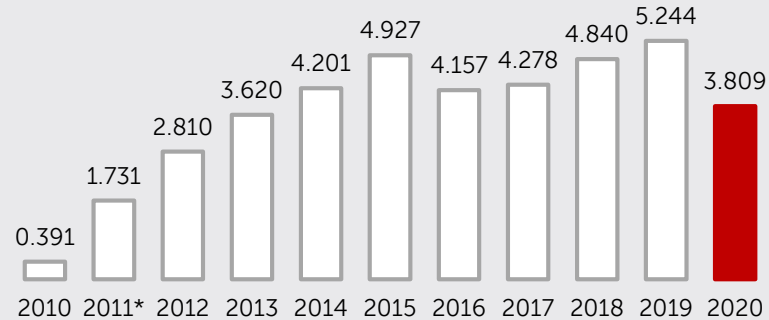
¹ Tangible book value per share ² Return on average tangible equity

*Normalised to reflect sale of investment in associate

Pre-2018 data is for ADCB standalone entity, while data for 2019 and 2020 is pro-forma for the combined entity (ADCB, AHB, UNB)

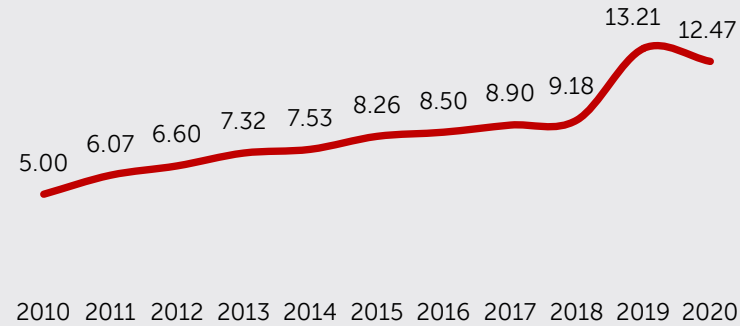
Our 10 year journey - continued

Net profit (AED billion)

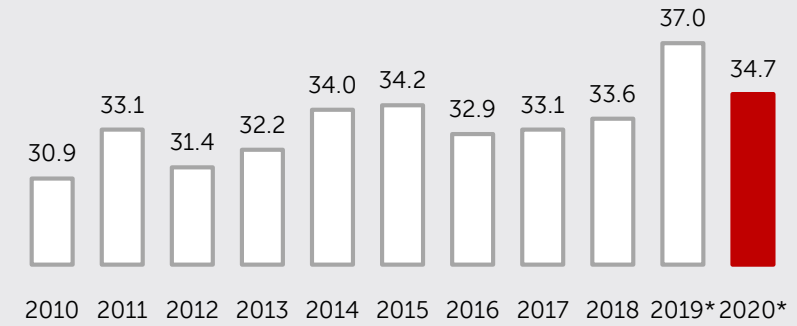


*Normalised to reflect sale of investment in associate

Operating income (AED billion)

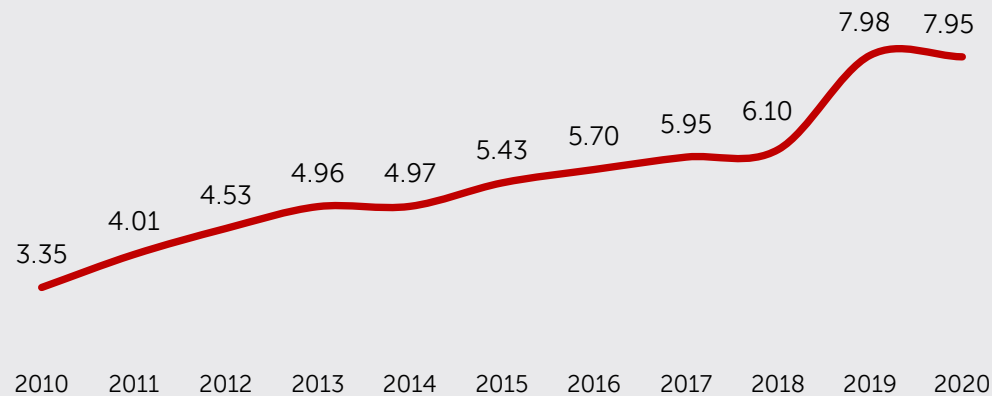


Cost to income ratio (%)

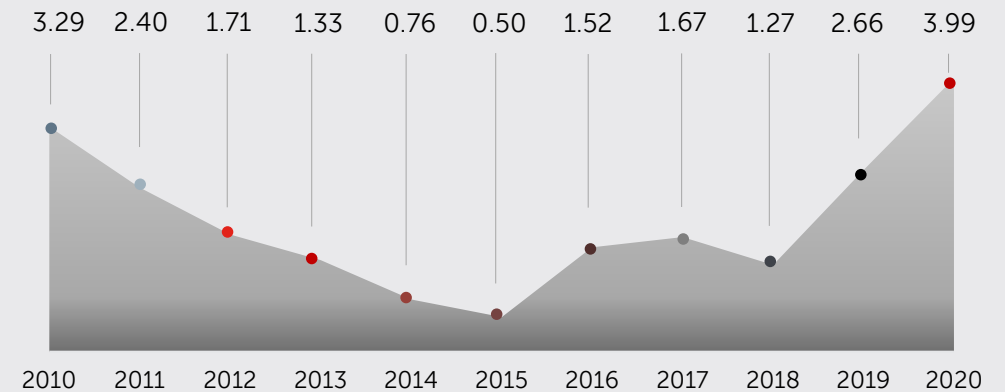


*Excluding integration and restructuring related costs

Operating profit (AED billion)



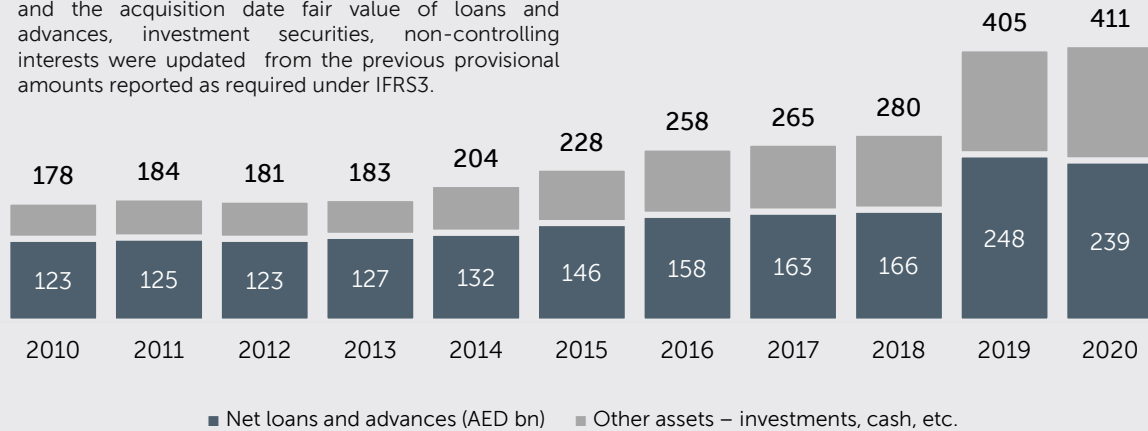
Impairment charge (AED billion)



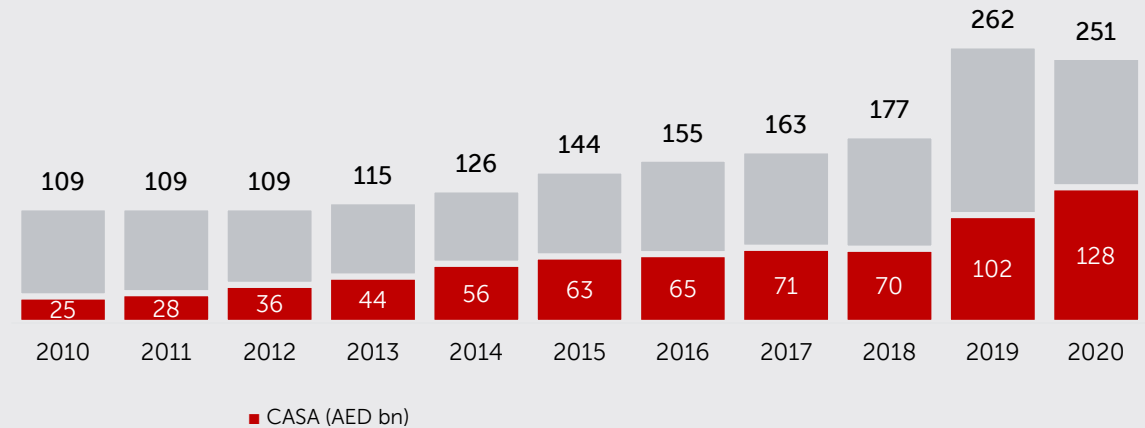
Our 10 year journey - continued

Total assets and net loans and advances (AED billion)

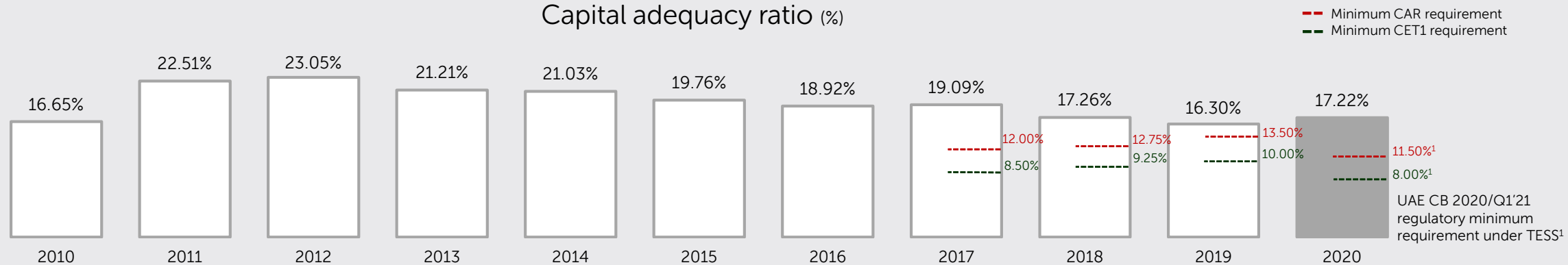
In March 2020, the valuation exercise was completed and the acquisition date fair value of loans and advances, investment securities, non-controlling interests were updated from the previous provisional amounts reported as required under IFRS3.



Customer deposits and CASA (AED billion)



Capital adequacy ratio (%)



¹ Under TESS, UAE Central Bank has temporarily allowed banks to use the CCF and D-SIB buffers without any supervisory consequences. Accordingly, CET1 and CAR regulatory minimum requirement has reduced to 8% and 11.50% respectively until 31 December 2021. Pre-2018 data is for ADCB standalone entity, while data for 2019 and 2020 is pro-forma for the combined entity (ADCB, AHB, UNB).

2020 and H1'21 awards



Published balance sheet as at 30 June 2021

AED mn	Jun'21	Dec'20	ΔYTD %
Cash and balances with Central banks, net	23,140	29,602	(22)
Deposits and balances due from banks, net	24,638	21,535	14
Financial assets at fair value through profit or loss	1,604		NM
Derivative financial instruments	8,358	11,146	(25)
Investment securities	93,897	88,206	6
Loans and advances to customers, net	237,814	238,976	(0)
Investment in associates	261	256	2
Investment properties	1,673	1,644	2
Other assets, net ¹	15,547	10,342	50
Property and equipment, net	2,015	2,059	(2)
Intangible assets ²	7,343	7,390	(1)
Total assets	416,290	411,156	1
Due to banks	5,918	8,222	(28)
Financial liabilities at fair value through profit or loss	95		NM
Derivative financial instruments	8,447	10,855	(22)
Deposits from customers	250,564	251,395	(0)
Euro commercial paper	5,077	4,754	7
Borrowings	69,285	65,396	6
Other liabilities ³	19,796	13,933	42
Total liabilities	359,181	354,555	1
Total shareholders' equity	57,104	56,597	1
Non -controlling interests	5	4	NM
Total liabilities and shareholders' equity	416,290	411,156	1

¹ Other assets include assets held for sale

² Intangible assets include goodwill

³ Other liabilities include liabilities directly related to assets held for sale
Components may not sum exactly to totals because of rounding

Income statement for the six month period ended 30 June 2021

AED mn	Quarterly trend			Half-yearly trend		
	Q2'21	Q2'20	ΔYoY %	H1'21	H1'20	ΔYoY %
Interest and income from Islamic financing	2,837	3,523	(19)	5,562	7,918	(30)
Interest expense and profit distribution	(522)	(1,177)	(56)	(1,127)	(2,783)	(59)
Net interest and Islamic financing income	2,315	2,347	(1)	4,434	5,136	(14)
Net fees and commission income	501	311	61	944	742	27
Net trading income	174	156	12	328	295	11
Other operating income	165	128	29	370	244	52
Non interest income	840	594	41	1,643	1,281	28
Operating income	3,155	2,941	7	6,077	6,417	(5)
Staff expenses	(614)	(583)	5	(1,217)	(1,271)	(4)
General administrative expenses	(317)	(320)	(1)	(652)	(833)	(22)
Depreciation	(100)	(98)	2	(200)	(199)	0
Amortisation of intangible assets	(24)	(24)	(0)	(48)	(47)	1
Operating expenses	(1,055)	(1,025)	3	(2,116)	(2,351)	(10)
Operating profit before impairment allowances	2,100	1,916	10	3,961	4,066	(3)
Impairment charge	(678)	(668)	1	(1,382)	(2,551)	(46)
Share in profit of associates	3	11	NM	6	1	NM
Overseas income tax expense	(19)	(29)	(33)	(47)	(60)	(23)
Loss from discontinued operations	(4)	(3)	NM	(15)	(20)	NM
Published profit	1,402	1,227	14	2,524	1,436	76

Components may not sum exactly to totals because of rounding

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