

Emirates NBD Investor Presentation

September 2017





Important Information

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Certain matters discussed in this presentation about the future performance of Emirates NBD or members of its group (the Group), including without limitation, future revenues, earnings, strategies, prospects and all other statements that are not purely historical, constitute “forward-looking statements”. Such forward-looking statements are based on current expectations or beliefs, as well as assumptions about future events, made from information currently available. Forward-looking statements often use words such as “anticipate”, “target”, “expect”, “estimate”, “intend”, “plan”, “goal”, “seek”, “believe”, “will”, “may”, “should”, “would”, “could” or other words of similar meaning. Undue reliance should not be placed on any such statements in making an investment decision, as forward-looking statements, by their nature, are subject to known and unknown risks and uncertainties that could cause actual results, as well as the Group’s plans and objectives, to differ materially from those expressed or implied in the forward-looking statements.

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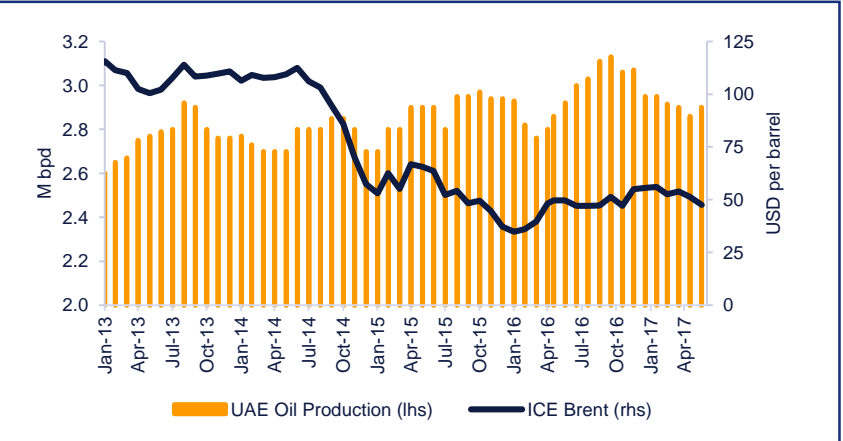


UAE Economic Update

Highlights

- Non-oil growth in the UAE appears to have accelerated in H1 2017, based on PMI survey data. However, OPEC’s decision to extend output cuts through Q1 2018 has led us to revise down our projections for oil sector growth this year and next
- As a result, we have downgraded our 2017 growth forecast to 2.0% from 3.4% previously. We expect Dubai to grow at a faster rate than Abu Dhabi as it won’t be as affected by lower oil output
- The Emirates NBD Purchasing Managers’ Index for the UAE rose to 57.3 in August from 56.0 in July, signalling the sharpest improvement in business conditions since February 2015.

Oil Price and UAE oil production



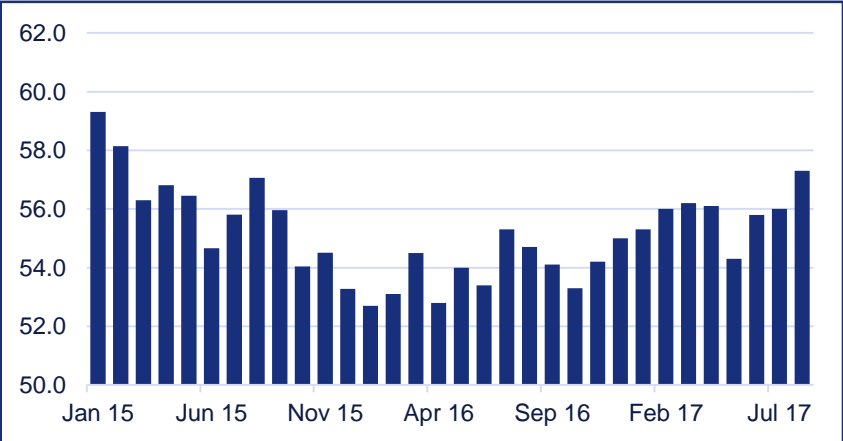
Source: Bloomberg, Emirates NBD Research

Real GDP growth forecasts

	2013	2014	2015	2016	2017F	2018F
S. Arabia	2.7	3.7	4.1	1.7	0.5	2.5
UAE	4.7	3.3	3.8	3.0	2.0	3.4
Qatar	4.0	3.5	3.3	2.0	2.5	3.5
Kuwait	1.1	0.5	1.8	2.1	-1.0	2.2
Oman	4.4	2.5	5.7	3.7	1.0	2.3
Bahrain	5.4	4.4	2.9	3.0	2.2	2.4
GCC (average)	3.3	3.2	3.8	2.3	1.1	2.8
Egypt	2.1	2.9	4.4	4.3	3.5	4.9
Jordan	2.8	3.1	2.4	2.0	2.8	3.0
Lebanon	3.0	1.8	1.5	2.4	3.1	3.3
Tunisia	2.9	2.3	0.8	1.1	2.8	4.0
Morocco	4.4	2.6	4.5	1.0	4.7	4.8
MENA (average)	2.8	2.7	3.8	3.1	3.7	4.4

Source: Bloomberg, Emirates NBD Research

UAE PMI – Non oil private sector activity



Source: Markit / Emirates NBD

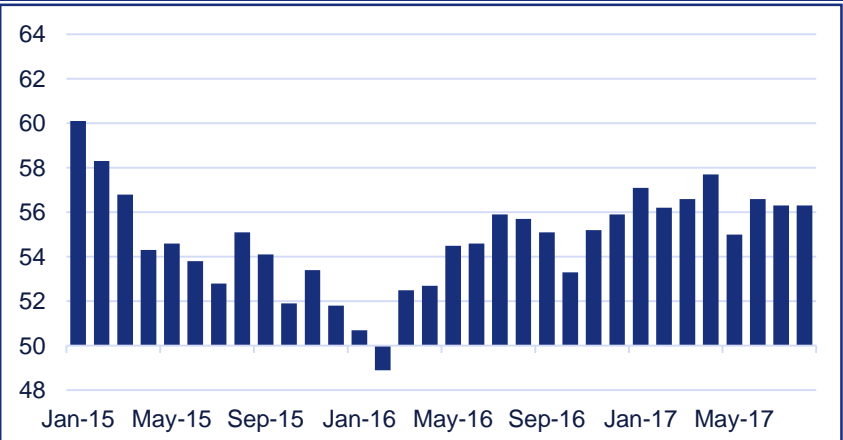


Dubai Economic Update (1/3)

Highlights

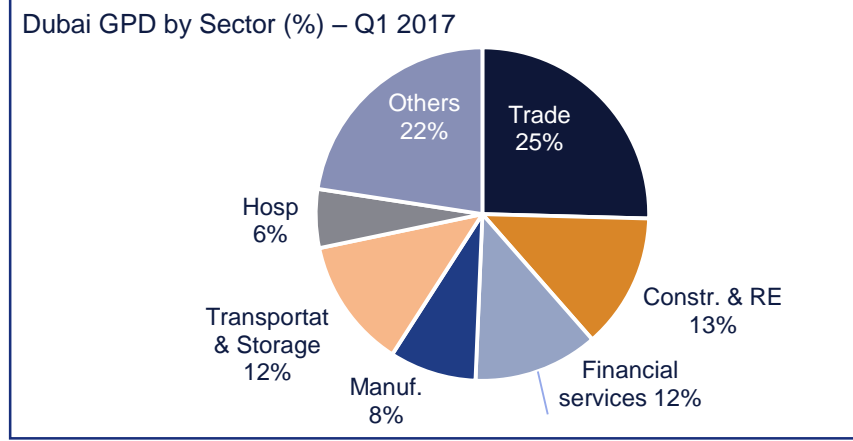
- The Emirates NBD Dubai Economy Tracker Index was unchanged at 56.3 in August, signaling a solid expansion in the non-oil private sector last month
- Dubai's economy expanded 3.2% y-o-y in Q1 2017. Hospitality (restaurants and hotels) was the fastest growing sector in Dubai at 8.8% followed by Real Estate at 7.2%

Emirates NBD Dubai Economy Tracker Index



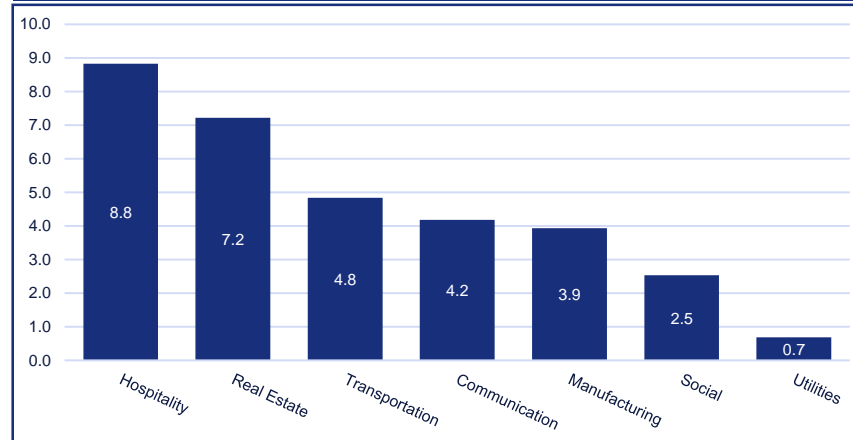
Source : Markit, Emirates NBD Research

Composition of Dubai GDP



Source: Dubai Statistics Centre

Dubai: Key sector growth rates in Q1 2017



Source: Dubai Statistics Centre



Dubai Economic Update (2/3)

Highlights

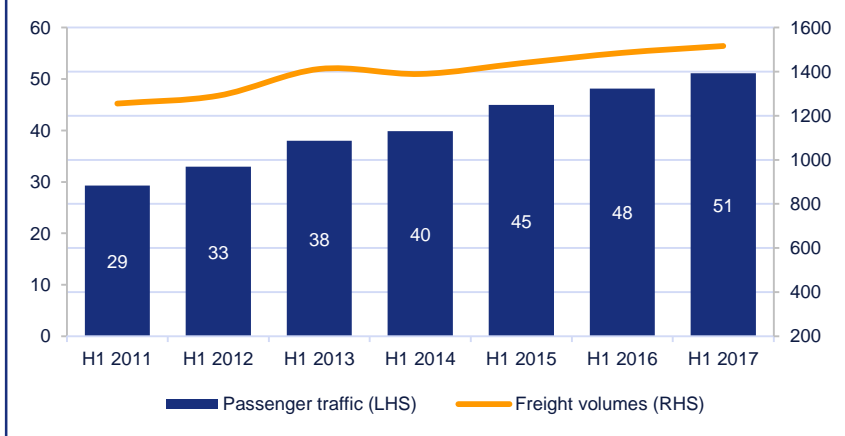
- Passenger traffic at the Dubai International Airport (DXB) rose to 51 million in H1 2017, up 5.9% y/y
- Passenger traffic is expected to exceed 89 million at DXB by the end of 2017, according to Dubai Airports
- Dubai's hotel occupancy rates remained high averaging 78.0% in H1 2017 up from 76.3% in the same period a year ago
- The supply of hotel rooms in Dubai increased by 5.7% y/y in June 2017 to 94,705 rooms. The Department of Tourism and Commerce Marketing (DTCM) is targeting 140,000 to 160,000 hotel rooms by the end of the decade

Hotel occupancy and RevPAR



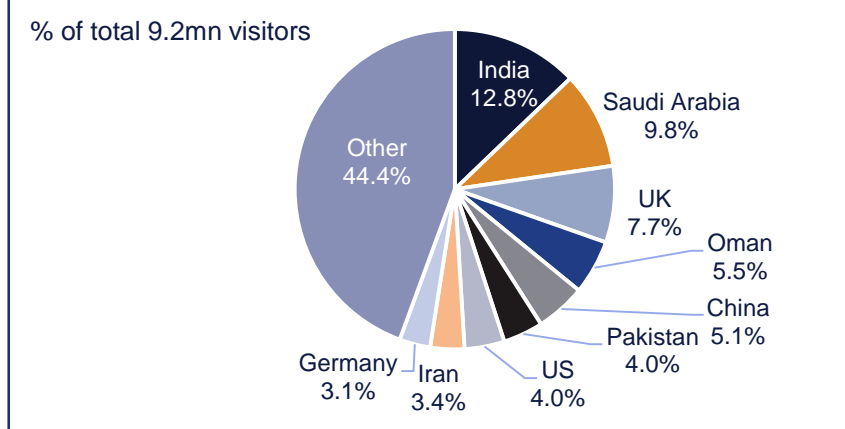
Source: STR Global, Emirates NBD Research

Dubai Airports passenger traffic



Source: Dubai Airports, Emirates NBD Research

Top 10 visitors by nationality in Jan-Jul 2017



Source: Department of Tourism and Commerce Marketing, Emirates NBD Research

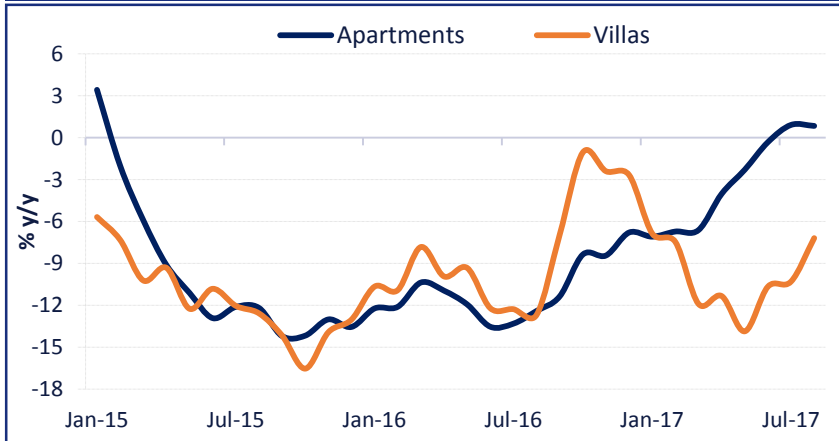


Dubai Economic Update (3/3)

Highlights

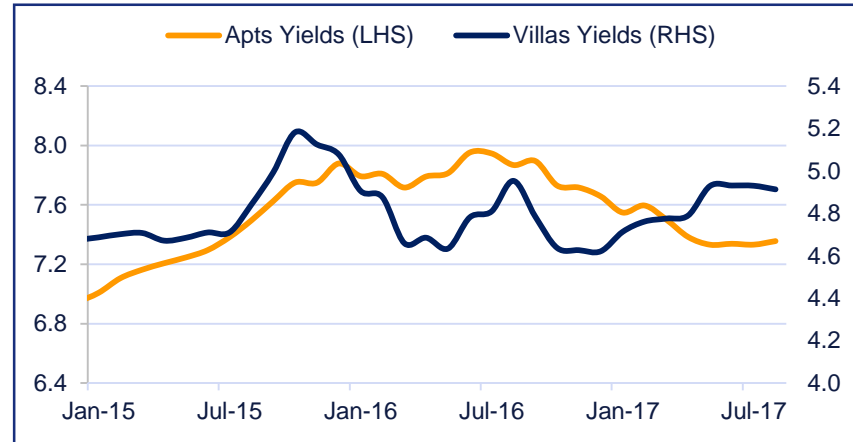
- Dubai residential property prices continued to decline in Jan-Aug 2017. Apartment price decline slowed sharply in 2017, up 0.8% y/y in August, compared with -7.1% y/y in January. Villa prices fell -7.2% y/y in August
- The slower contraction in residential real estate prices over the first eight months of 2017 has been accompanied by higher transaction volumes in all areas of Dubai. Overall transaction volumes increased by 9.8% y/y in Jan-Aug 2017 compared with -24.6% decline recorded in same period 2016
- Apartment and villa rents were down in August by -5.7% and -7.9% y/y, respectively. Yields on apartments fell in August at 7.4% compared with 7.9% the same month in 2016

Dubai residential property prices



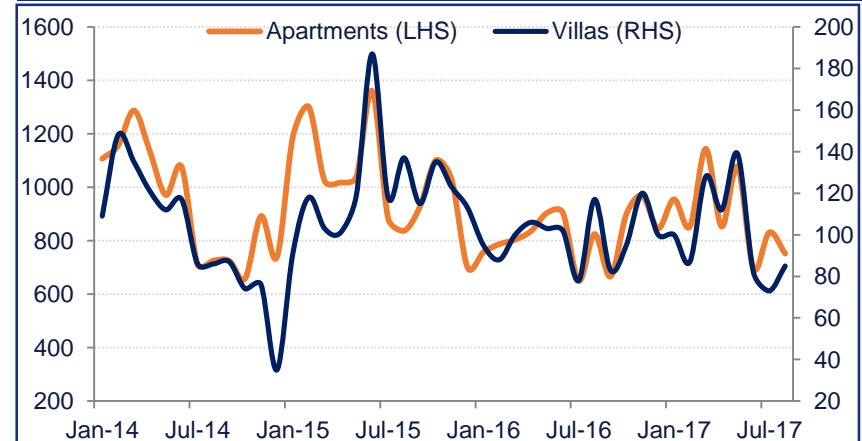
Source: Phidar Advisory, Emirates NBD Research

Dubai residential yield



Source: Phidar Advisory, Emirates NBD Research

Dubai transaction volumes



Source: Phidar Advisory, Emirates NBD Research

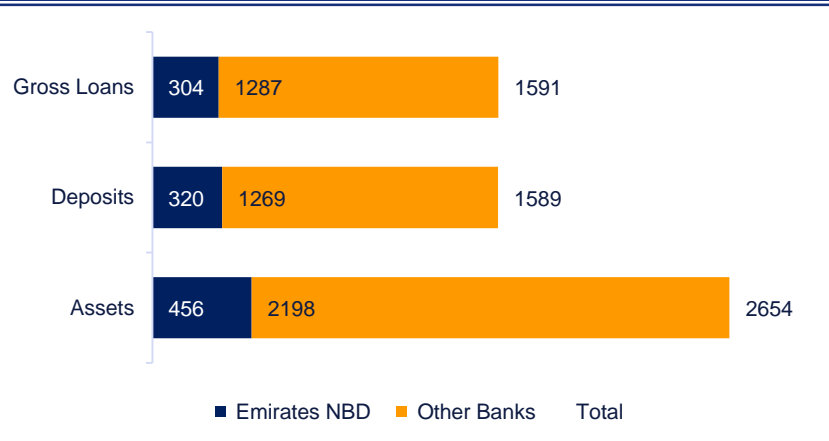


UAE Banking Market Update

Highlights

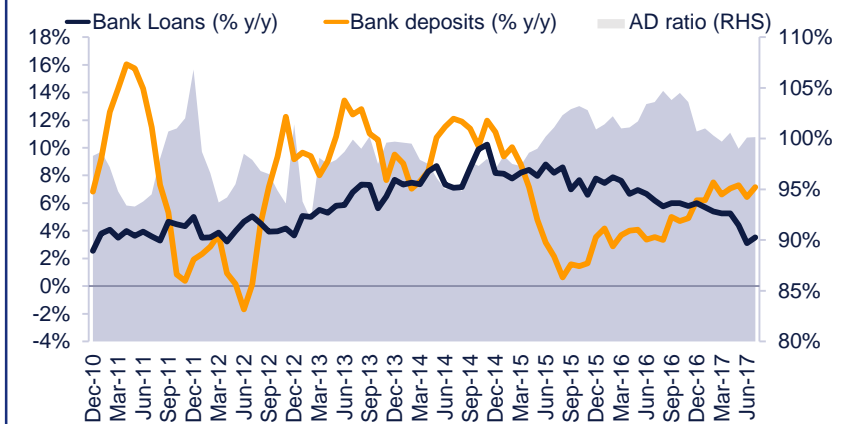
- Money supply (M2) slowed to 6.1% y/y in July compared with 7.3% y/y in June 2017
- Bank deposits increased by AED 3.1bn and 7.15% y/y to AED 1592.2bn in July
- Although the 3m EIBOR rate has increased in recent months, this has been mostly due to higher USD rates, with the spread over 3m LIBOR narrowing

UAE banking market (AED Bn)



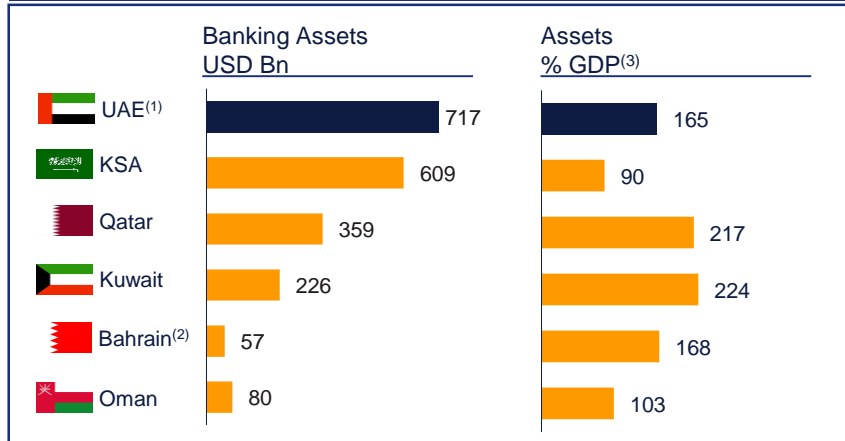
Source: UAE Central Bank Statistics and ENBD as at June 2017

Bank deposit and loan growth



Source: UAE Central Bank; loan growth gross of provisions

GCC banking market



1) Includes Foreign Banks; 2) Excludes Foreign Banks; 3) GDP data is for FY 2017 forecasted. KSA and UAE as at July 2017; Qatar, Kuwait and Oman as at June 2017; Bahrain as at April 2017. Source: UAE Central Bank; National Central Banks and Emirates NBD forecasts.

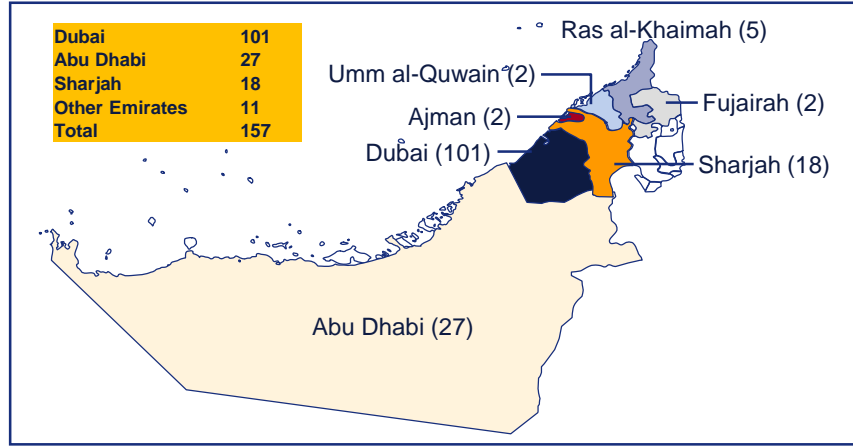


Emirates NBD at a glance

A leading bank in the region

- **Market share** in the UAE (as at 30 June 2017)
 - Assets 17.2%; Loans 19.1%; Deposits 20.1%
- **Leading retail banking franchise** in the UAE with the largest distribution network, complemented by a best-in-class mobile and online banking platform
- **Fully fledged financial services offerings** across retail banking, private banking, wholesale banking, global markets & trading, investment banking, brokerage, asset management, merchant acquiring and cards processing

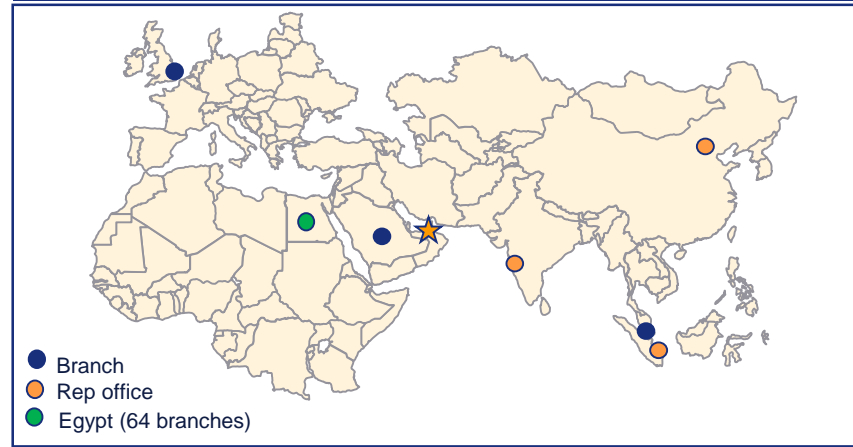
Largest branch network in the UAE



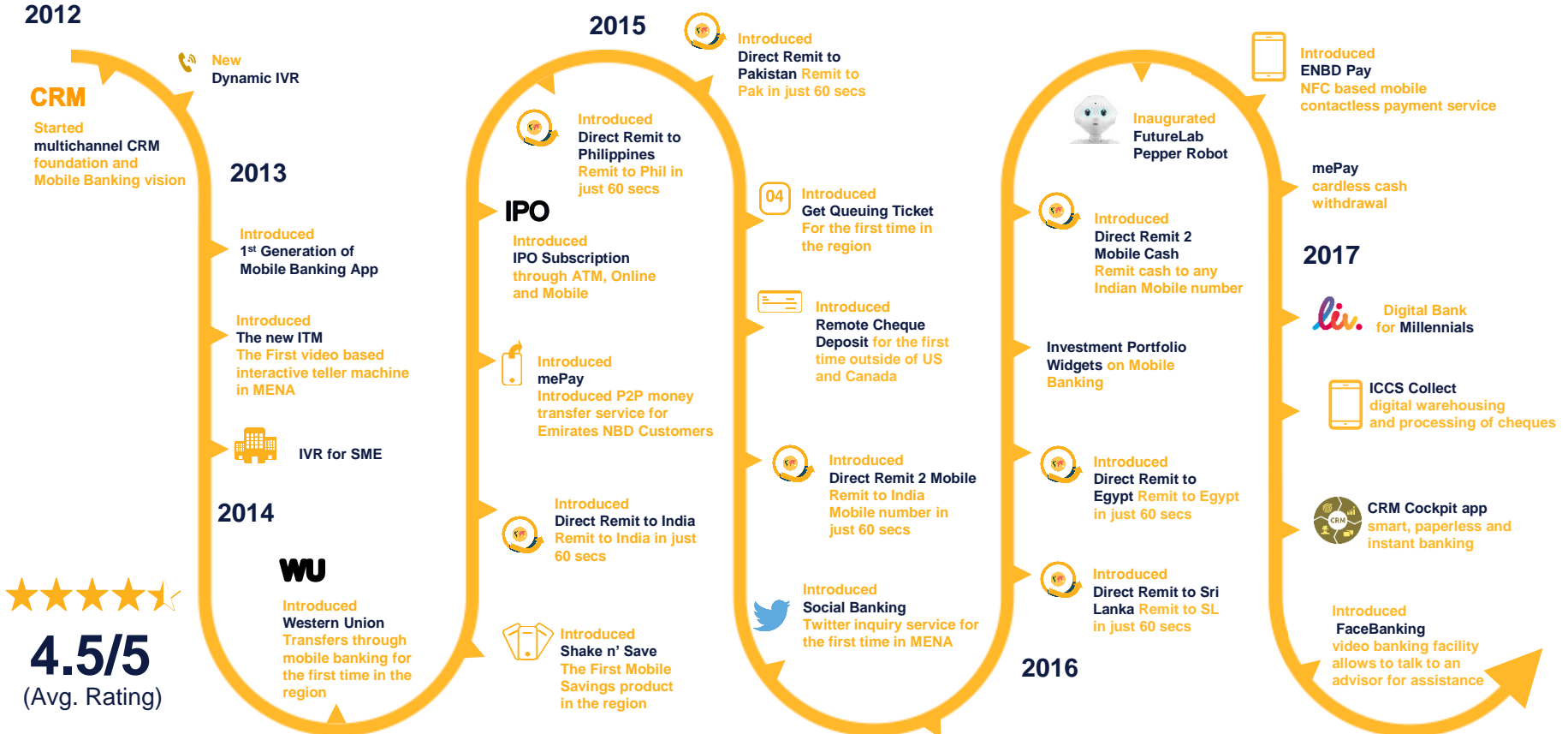
Credit ratings

	Long Term / Short Term	Outlook	Most Recent Rating Action
	A+ / F1	Stable	Ratings affirmed (22-Feb-2017)
	A3 / P-2	Stable	Issuer In-Depth (26 July 2017)
	A+ / A1	Stable	LT FCR and FSR upgraded (12-Oct-16)

International presence



Emirates NBD is the regional leader in digital innovation



★★★★★
4.5/5
(Avg. Rating)

6th best app worldwide
(as ranked by Forrester)



Best Digital Bank in the Middle East

Operating Environment

Emirates NBD is one of the largest banks in the GCC

x% 2016 vs. 2015

Emirates NBD Profile

Financial & Operating Performance

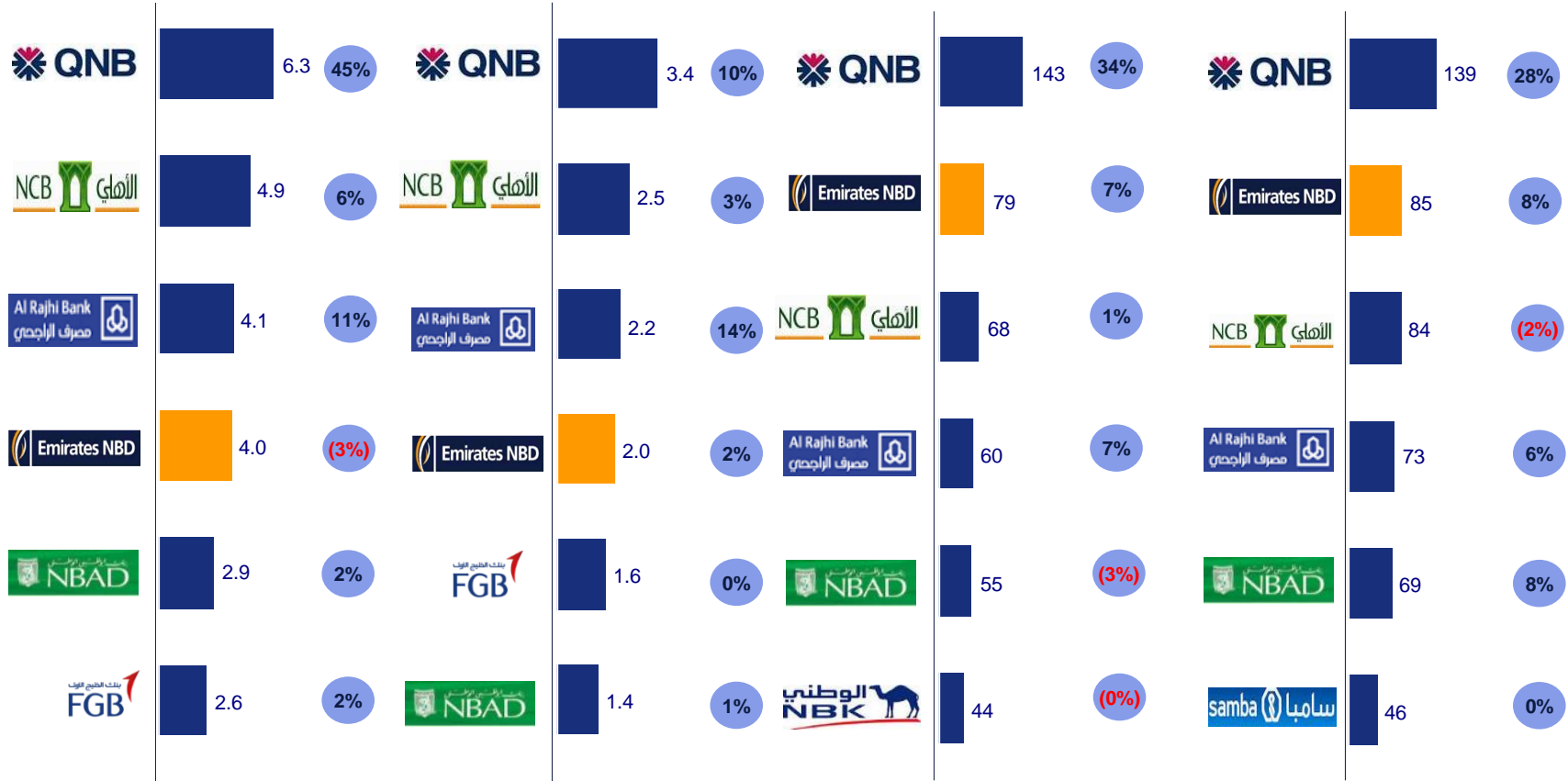
Strategy

Appendix

Operating Income
 USD Bn, 2016

Net Profit *
 USD Bn, 2016

Loans
 USD Bn, 2016

Total Deposits
 USD Bn, 2016


* Net Income to Equity Shareholders



Profit and Balance Sheet Growth in Recent Years

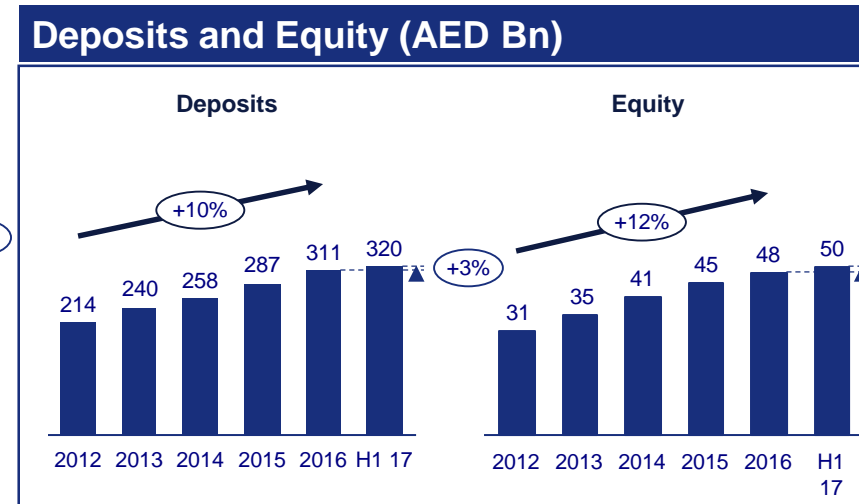
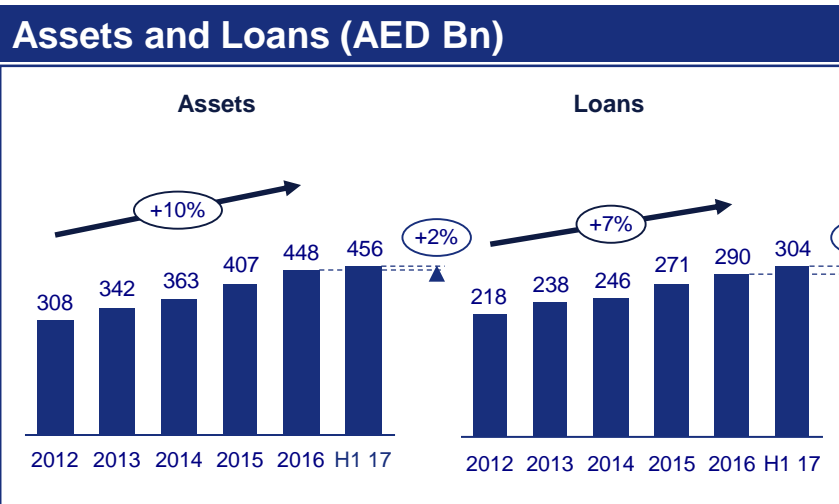
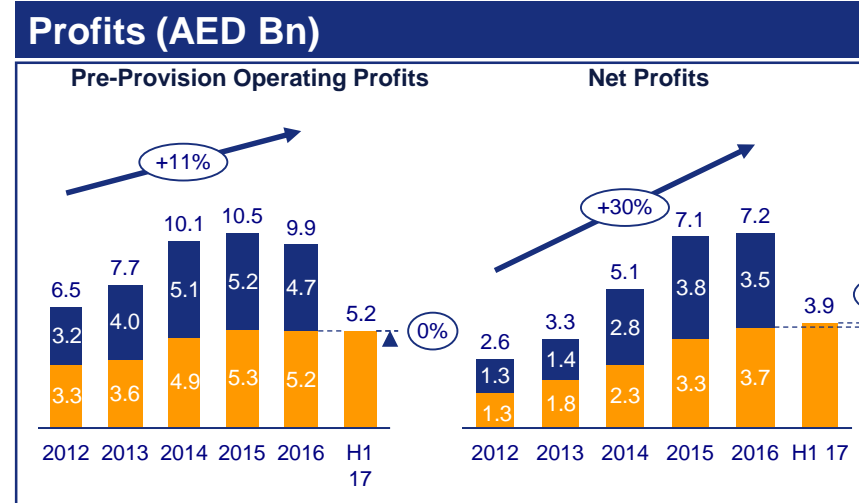
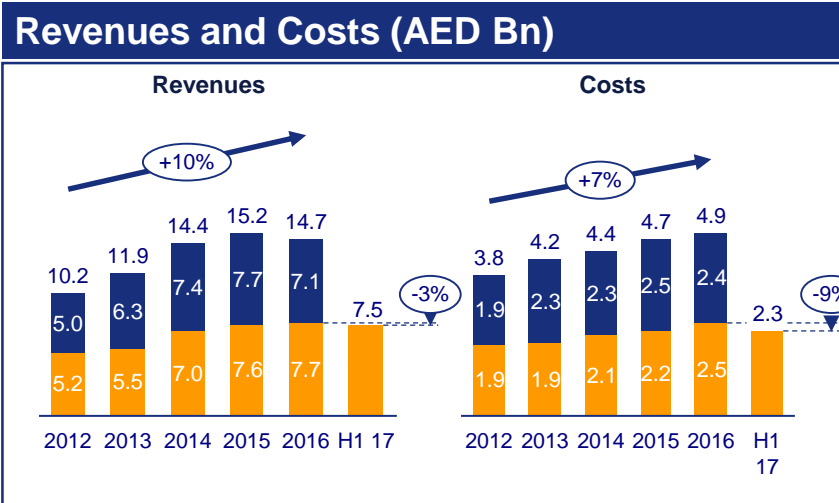
Operating Environment

Emirates NBD Profile

Financial & Operating Performance

Strategy

Appendix



Equity is Tangible Shareholder's Equity excluding Goodwill and Intangibles. All P&L numbers are YTD, all Balance Sheet numbers are at end of period
 Source: Financial Statements



Emirates NBD delivered a strong set of results in H1-17 amidst an uncertain environment

H1 2017 at a glance		H1 2017	vs. 2017 guidance
Profitability	Net profit	AED 3.89 Bn	
		+5% y-o-y	
	Net interest margin	2.41%	2.35 – 2.45%
	Cost-to-income ratio	30.2%	33%
Credit Quality	NPL ratio	6.1%	✓
	Coverage ratio	123.5%	✓
Capital & Liquidity	Tier 1 ratio	18.3%	
	Capital adequacy ratio	20.7%	
	AD ratio	95.0%	90-100%
	LCR ratio	157.3%	
Assets	Net Loan growth	5% ytd	mid-single digit

2017 Macro themes			
	Regional	Global	
+	<ul style="list-style-type: none"> Resilience of UAE economy underpinned by non-oil activity growth Robust business sentiment Improving liquidity 	<ul style="list-style-type: none"> Emirates NBD's balance sheet positioned to benefit from rising interest rates Improved banking system liquidity to support private sector growth 	
	-	<ul style="list-style-type: none"> Impact on GCC of prolonged standoff with Qatar Strong dollar impact on Dubai tourism 	<ul style="list-style-type: none"> Potential Euro area volatility from implementation of Brexit and key government elections Tensions in the Korean Peninsula



H1-17 Financial Results Highlights

Highlights

- Net profit of AED 3,894 Mn for H1-17 improved 5% y-o-y
- Net interest income improved 2% y-o-y as loan growth more than offset NIM contraction
- Non-interest income declined 12% y-o-y due to lower one-off gains from the sale of investment securities. Non-interest income improved 10% compared to H2-16 as the earlier period was impacted by the devaluation of the Egyptian Pound
- Costs improved 9% y-o-y as cost control measures introduced in 2016 have taken effect. This gives Emirates NBD headroom as we embark on a multi-year planned investment in our digital offering and a technology refresh
- Provisions of AED 1,260 Mn improved 13% y-o-y as cost of risk continues to normalize on the back of improving asset quality metrics
- NPL ratio improved to 6.1% and coverage ratio strengthened to 123.5%
- Liquidity Coverage Ratio (LCR) of 157.3% and AD ratio of 95% demonstrates healthy liquidity position
- NIMs widened since the beginning of the year as loans reset at higher EIBOR rates and Deposit and Wholesale funding costs receded on improved liquidity

Key Performance Indicators

AED Mn	H1-17	H1-16	Better / (Worse)	H2-16	Better / (Worse)
Net interest income	5,185	5,099	2%	5,012	3%
Non-interest income	2,268	2,572	(12%)	2,065	10%
Total income	7,453	7,671	(3%)	7,077	5%
Operating expenses	(2,253)	(2,476)	9%	(2,412)	7%
Pre-impairment operating profit	5,201	5,195	0%	4,665	11%
Impairment allowances	(1,260)	(1,456)	13%	(1,152)	(9%)
Operating profit	3,940	3,739	5%	3,513	12%
Share of profits from associates	12	61	(80%)	74	(83%)
Taxation charge	(58)	(82)	29%	(66)	12%
Net profit	3,894	3,718	5%	3,521	11%
Cost: income ratio (%)	30.2%	32.3%	2.1%	34.1%	3.9%
Net interest margin (%)	2.41%	2.58%	(0.17%)	2.37%	0.04%

AED Bn	30-Jun-17	30-Jun-16	%	31-Dec-16	%
Total assets	456.2	425.8	7%	448.0	2%
Loans	304.0	286.0	6%	290.4	5%
Deposits	319.9	297.6	7%	310.8	3%
AD ratio (%)	95.0%	96.1%	1.1%	93.4%	(1.6%)
NPL ratio (%)	6.1%	6.6%	0.5%	6.4%	0.3%



Q2-17 Financial Results Highlights

Highlights

- Net profit of AED 2,021 Mn for Q2-17 increased 8% q-o-q and 6% y-o-y
- Net interest income improved 6% y-o-y as loan growth and higher EIBORs offset NIM contraction. Net interest income improved 9% q-o-q due to loan growth coupled with an improvement in NIMs
- Non-interest income declined 7% y-o-y due to lower gains from sale of investment securities in Q2-16
- Costs improved 7% y-o-y as cost control measures introduced in 2016 have taken effect
- Provisions of AED 621 Mn improved 1% y-o-y and 3% q-o-q as cost of risk continues to normalize on the back of improving asset quality metrics
- NPL ratio improved to 6.1% and coverage ratio strengthened to 123.5%
- Liquidity Coverage Ratio (LCR) of 157.3% and AD ratio of 95% demonstrates healthy liquidity position
- NIMs widened since the beginning of the year as loans reset at higher EIBOR rates and Deposit and Wholesale funding costs receded on improved liquidity

Key Performance Indicators

AED Mn	Q2-17	Q2-16	Better / (Worse)	Q1-17	Better / (Worse)
Net interest income	2,699	2,544	6%	2,486	9%
Non-interest income	1,137	1,221	(7%)	1,131	0%
Total income	3,836	3,766	2%	3,617	6%
Operating expenses	(1,136)	(1,226)	7%	(1,116)	(2%)
Pre-impairment operating profit	2,699	2,540	6%	2,501	8%
Impairment allowances	(621)	(626)	1%	(639)	3%
Operating profit	2,078	1,914	9%	1,862	12%
Share of profits from associates	(26)	34	(176%)	39	(168%)
Taxation charge	(31)	(38)	17%	(27)	(14%)
Net profit	2,021	1,910	6%	1,873	8%
Cost: income ratio (%)	29.6%	32.6%	3.0%	30.9%	1.3%
Net interest margin (%)	2.49%	2.55%	(0.06%)	2.33%	0.16%

AED Bn	30-Jun-17	31-Dec-16	%	31-Mar-17	%
Total assets	456.2	448.0	2%	452.0	1%
Loans	304.0	290.4	5%	295.3	3%
Deposits	319.9	310.8	3%	319.2	0%
AD ratio (%)	95.0%	93.4%	(1.6%)	92.5%	(2.5%)
NPL ratio (%)	6.1%	6.4%	0.3%	6.3%	0.2%

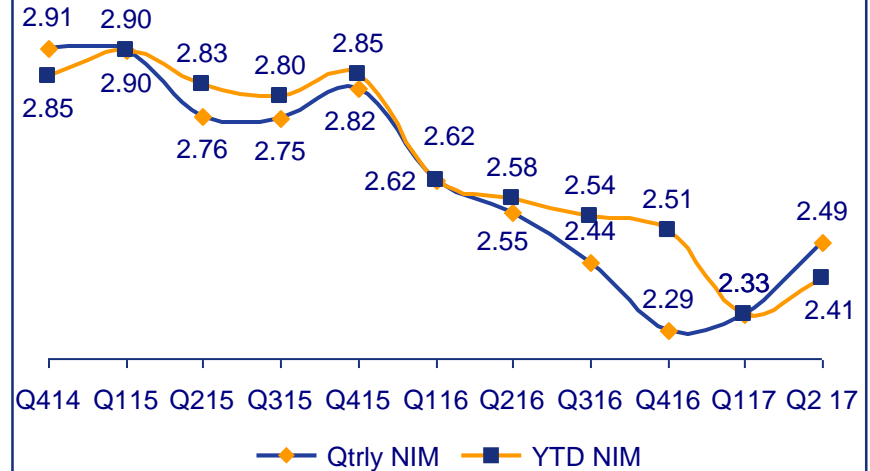


Net Interest Income

Highlights

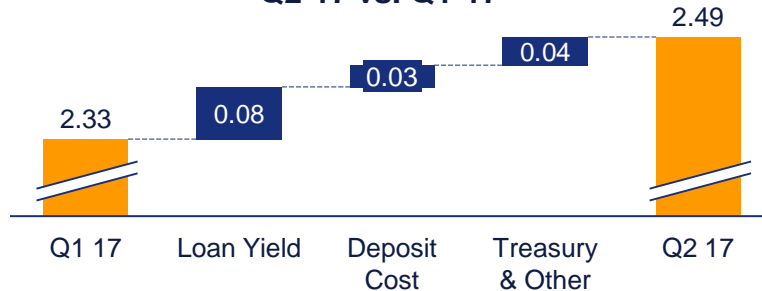
- NIMs improved 16 bps q-o-q as rate rises flowed into loan yields and funding pressures receded. NIMs tightened 17 bps y-o-y on higher funding costs
- Loan yields improved 8 bps q-o-q as loans reset at higher rates due to the recent rise in interest rates and were flat y-o-y
- Contribution from both Deposits and Treasury have improved as impact from higher funding costs eased
- We expect some further improvement in NIMs in subsequent quarters as the effect of recent rate rises flow through
- NIM guidance is maintained at the 2.35-2.45% range

Net Interest Margin (%)

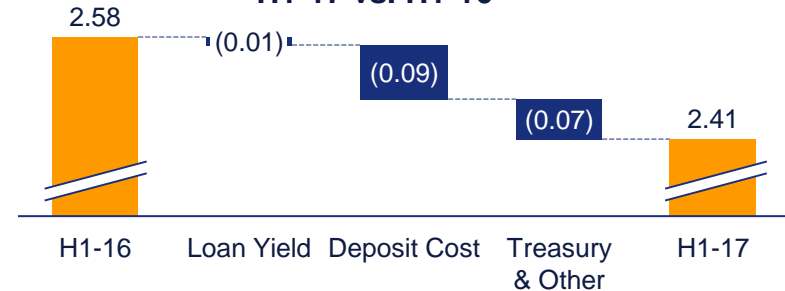


Net Interest Margin Drivers (%)

Q2-17 vs. Q1-17



H1-17 vs. H1-16





Non-Interest Income

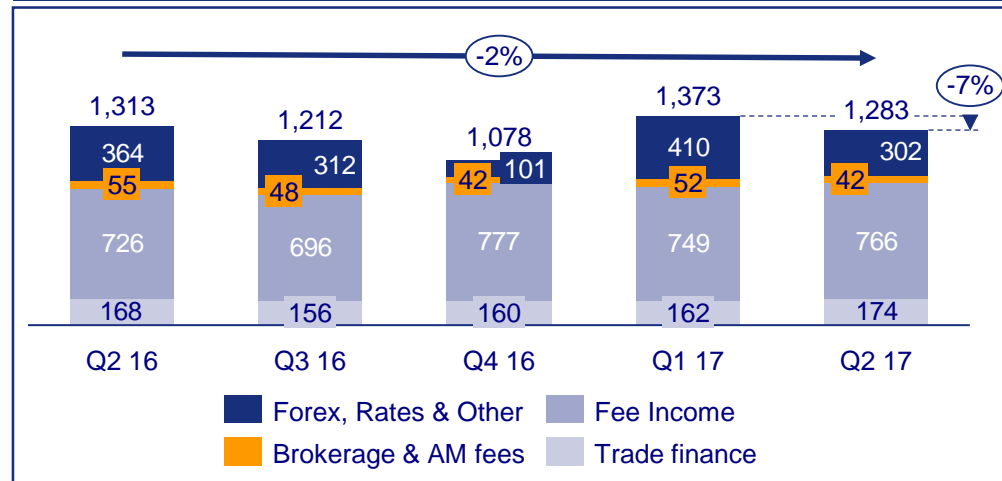
Highlights

- Core gross fee income declined 2% y-o-y and 7% q-o-q on lower income from foreign exchange and derivatives partly due to fewer working days and from increased volatility in global FX trading markets
- Income from property declined 23% y-o-y on lower demand for property sales and improved 121% q-o-q due to a downward revaluation of illiquid inventory in Q1-17
- Investment securities & other income was 33% lower y-o-y due to the one-off gain from the sale of investment securities in Q2-16

Composition of Non Interest Income (AED Mn)

AED Mn	Q2-17	Q2-16	Better / (Worse)	Q1-17	Better / (Worse)
Core gross fee income	1,283	1,313	(2%)	1,373	(7%)
Fees & commission expense	(236)	(221)	(7%)	(232)	(2%)
Core fee income	1,047	1,091	(4%)	1,141	(8%)
Property income / (loss)	23	30	(23%)	(109)	121%
Investment securities & other income	67	100	(33%)	100	(33%)
Total Non Interest Income	1,137	1,221	(7%)	1,131	0%

Trend in Core Gross Fee Income (AED Mn)



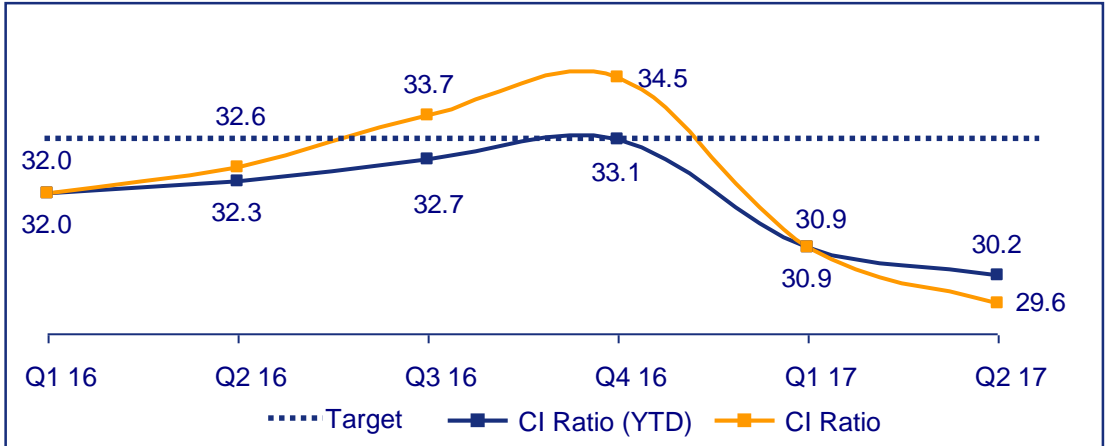


Operating Costs and Efficiency

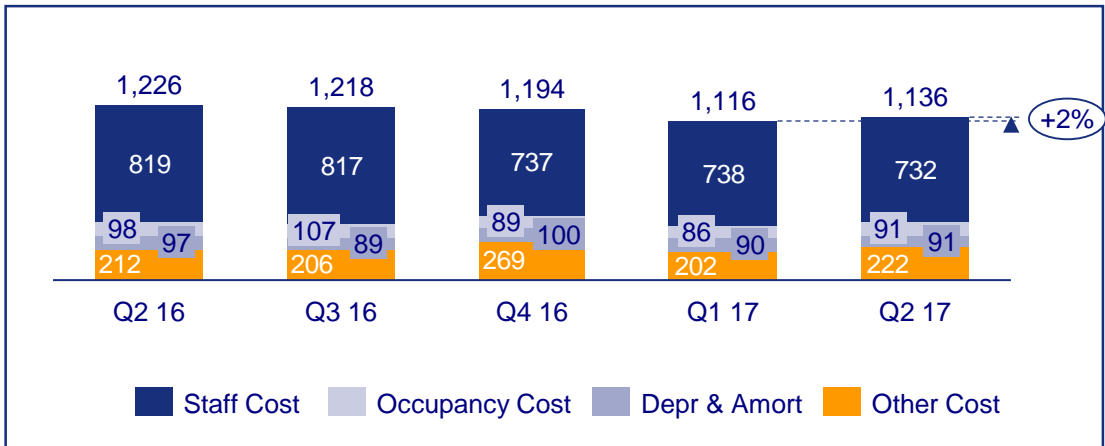
Highlights

- In Q2-17, costs improved by 7% y-o-y helped by a containment in staff costs following cost control measures implemented in 2016
- Cost-to-Income Ratio improved further in Q2-17 as the 2% increase in costs was more than offset by 6% increase in income
- Costs expected to be within 2017 guidance range as cost base is now right sized
- This gives Emirates NBD headroom as we embark on a multi-year planned investment in our digital offering and a technology refresh

Cost to Income Ratio (%)



Cost Composition (AED Mn)



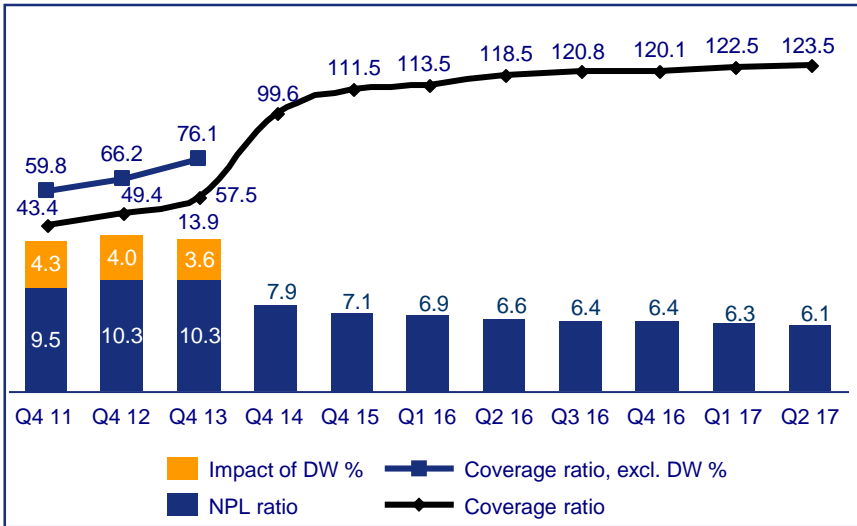


Credit Quality

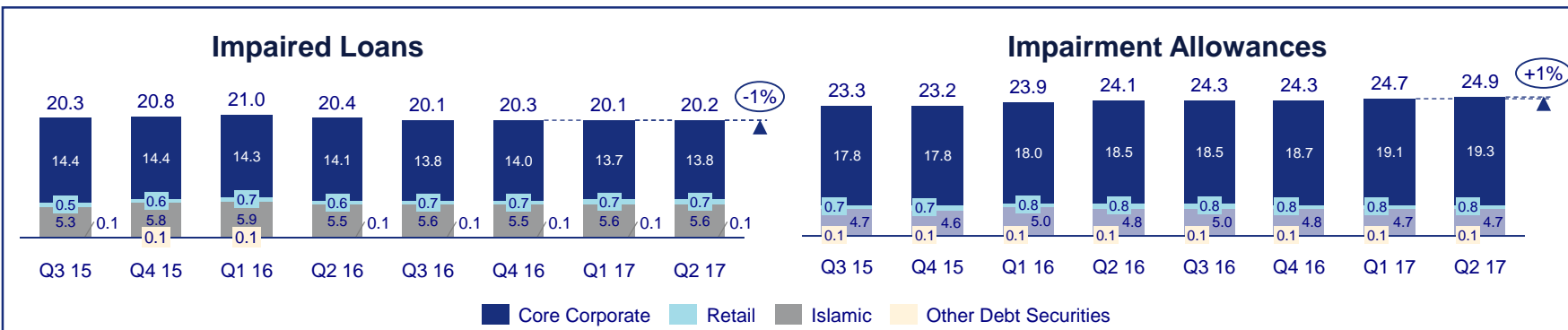
Highlights

- NPL ratio improved to 6.1%
- Impaired loans were steady at AED 20.2 Bn during 2017 helped by AED 696 Mn of write backs & recoveries in H1-17
- H1-17 cost of risk at 76 bps (annualized) continued to improve as net impairment charge of AED 1,260 Mn improved 13% y-o-y
- Coverage ratio strong at 123.5%
- Total portfolio impairment allowances amount to AED 7.4 Bn or 3.18% of credit RWAs

Impaired Loan & Coverage Ratios (%)



Impaired Loans and Impairment Allowances (AED Bn)



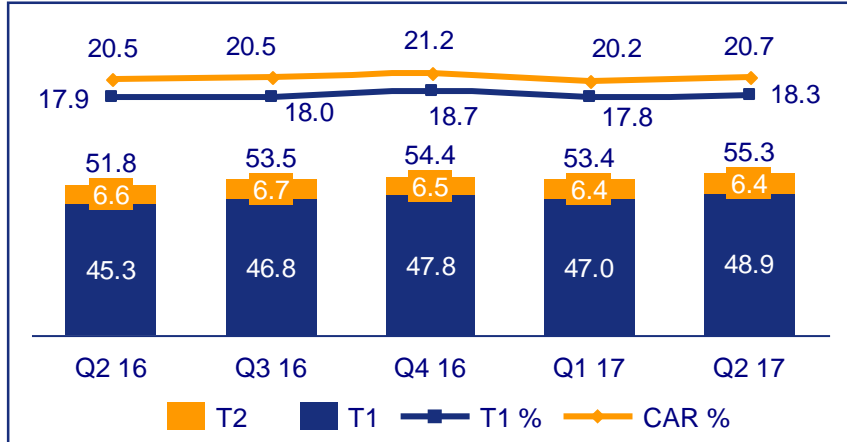


Capital Adequacy

Highlights

- In Q2-17, Tier 1 ratio improved by 0.5% to 18.3% and CAR increased by 0.5% to 20.7%
- Increase in Tier 1 capital from retained earning more than offsetting modest increase in risk weighted assets

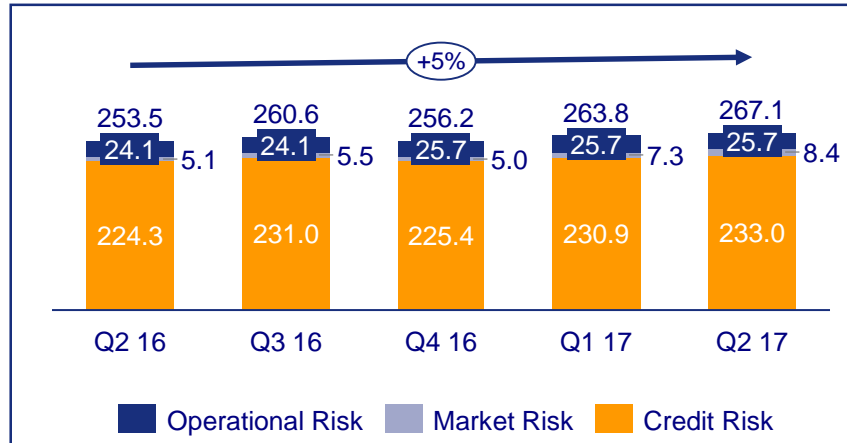
Capitalisation



Capital Movements

AED Bn	Tier 1	Tier 2	Total
Capital as at 31-Dec-2016	47.8	6.5	54.4
Net profits generated	3.9	-	3.9
FY 2016 dividend paid	(2.2)	-	(2.2)
Tier 1 Issuance/Repayment	-	-	-
Tier 2 Issuance/Repayment	-	-	-
Amortisation of Tier 2	-	-	-
Interest on T1 securities	(0.3)	-	(0.3)
Other	(0.3)	(0.1)	(0.4)
Capital as at 30-Jun-2017	48.9	6.4	55.3

Risk Weighted Assets – Basel II (AED Bn)



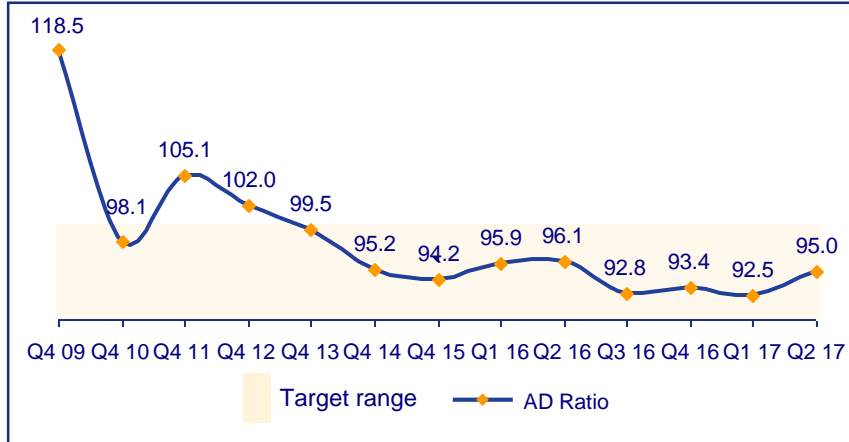


Funding and Liquidity

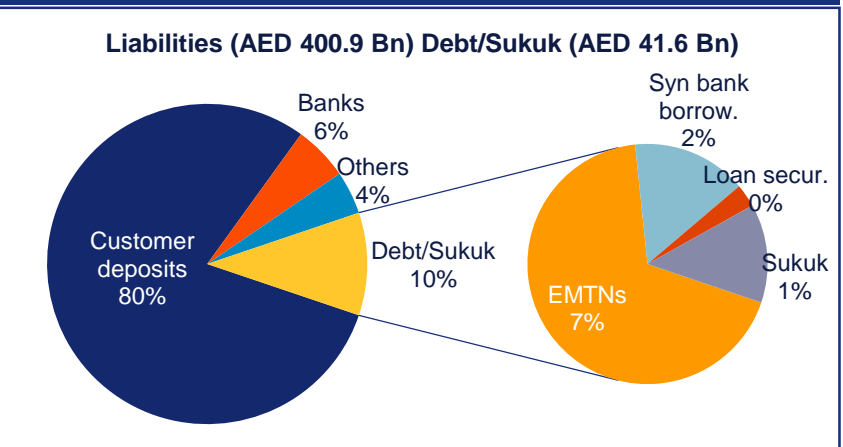
Highlights

- Liquidity Coverage Ratio (LCR) of 157.3% and AD ratio of 95% demonstrates healthy liquidity position
- Liquid assets* of AED 63.1 Bn as at Q2-17 (15.7% of total liabilities)
- Debt & Sukuk term funding represent 10% of total liabilities
- AED 1.6 Bn of term debt maturing in remainder of 2017. In H1-17, AED 4.8 Bn of private placements issued in 4 currencies with maturities out to 10 years
- Maturity profile for 2017 and 2018 affords the Group ability to consider public and private debt issues opportunistically

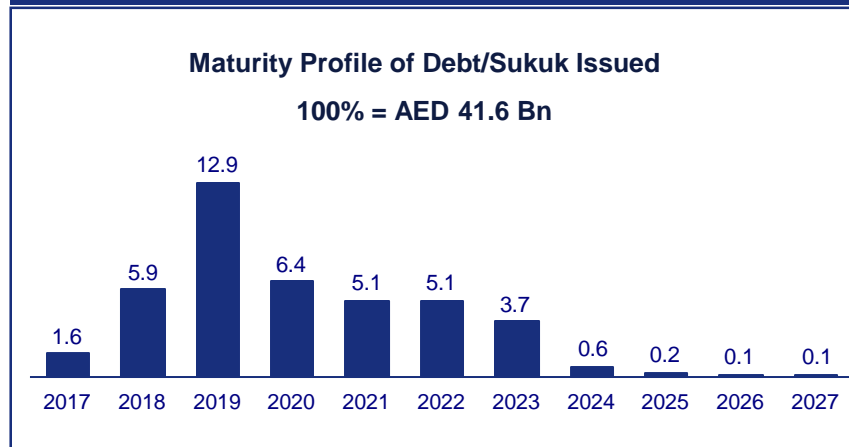
Advances to Deposit (AD) Ratio (%)



Composition of Liabilities/Debt Issued (%)



Maturity Profile of Debt Issued (AED Bn)



*Including cash and deposits with Central Banks but excluding interbank balances and liquid investment securities

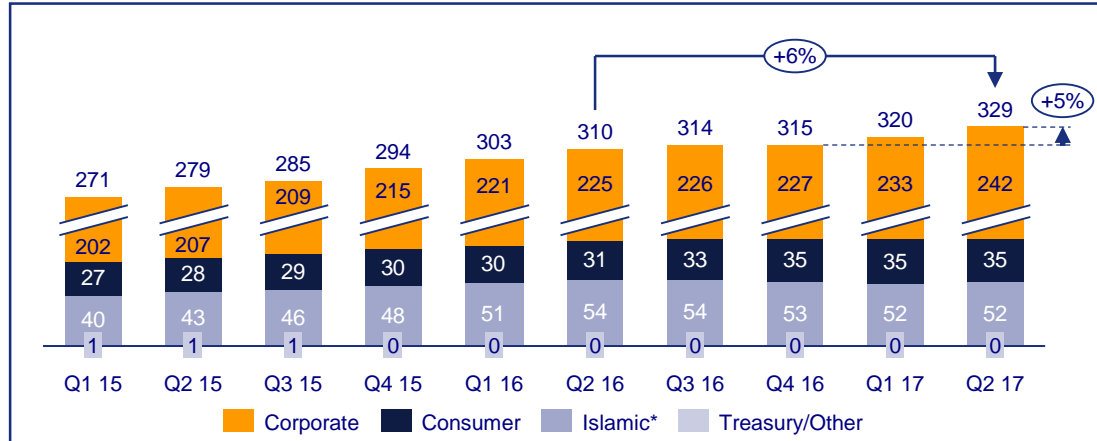


Loan and Deposit Trends

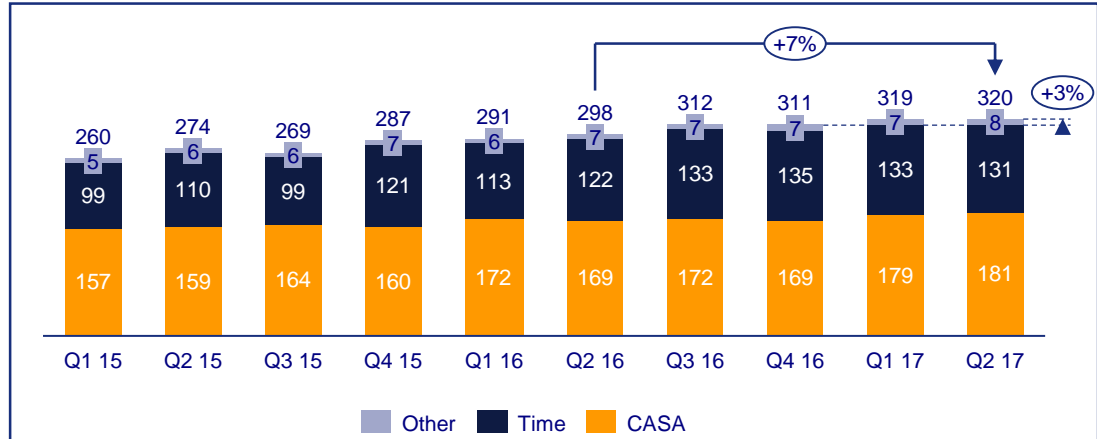
Highlights

- Gross loans grew 5% in H1-17 with good growth in Corporate lending
- Corporate lending grew 6% in H1-17 due to growth in real estate, trade and FI sectors
- Consumer lending grew 1% in H1-17 across a range of products, particularly mortgages
- Islamic financing declined 1% in H1-17 due to a slowdown in new business as Emirates Islamic tightened underwriting standards
- Deposits grew 3% since the start of the year and 7% y-o-y
- CASA deposits grew 7% since the start of the year and represent 56% of total deposits

Trend in Gross Loans by Type (AED Bn)



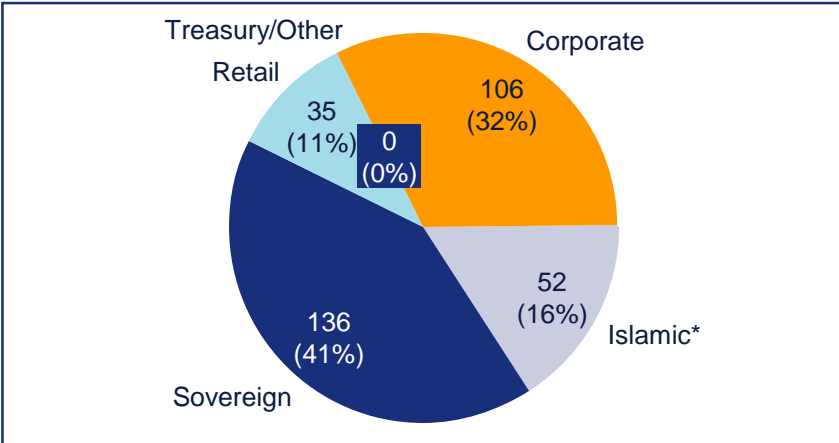
Trend in Deposits by Type (AED Bn)



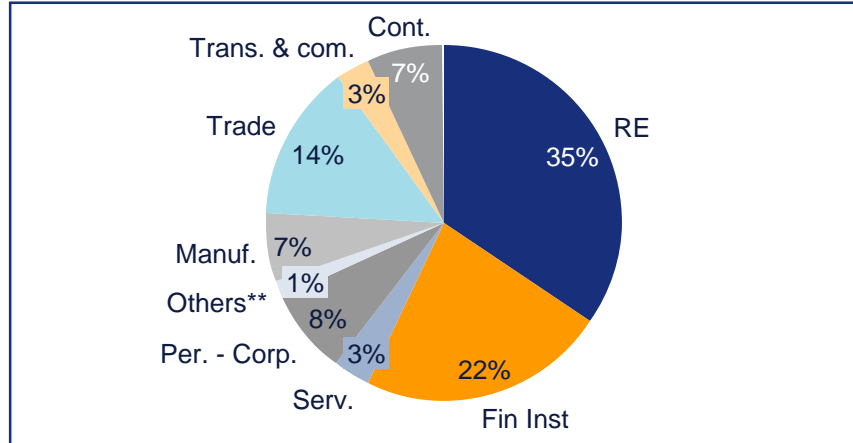


Profit and Balance Sheet Growth in Recent Years

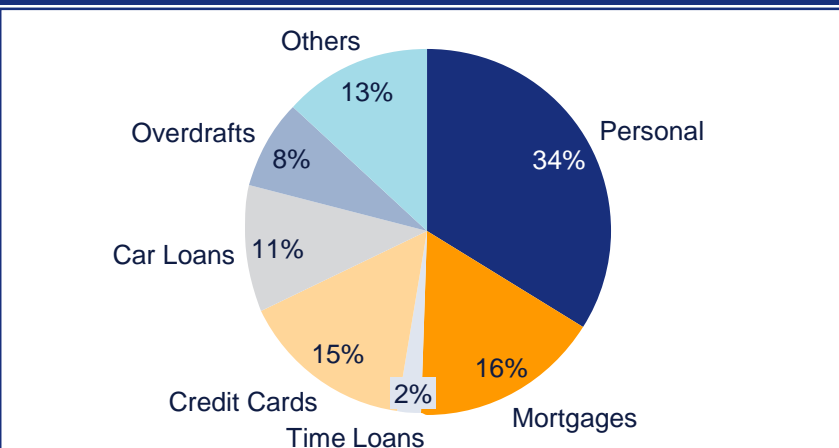
Total Gross Loans (AED 329 bn)



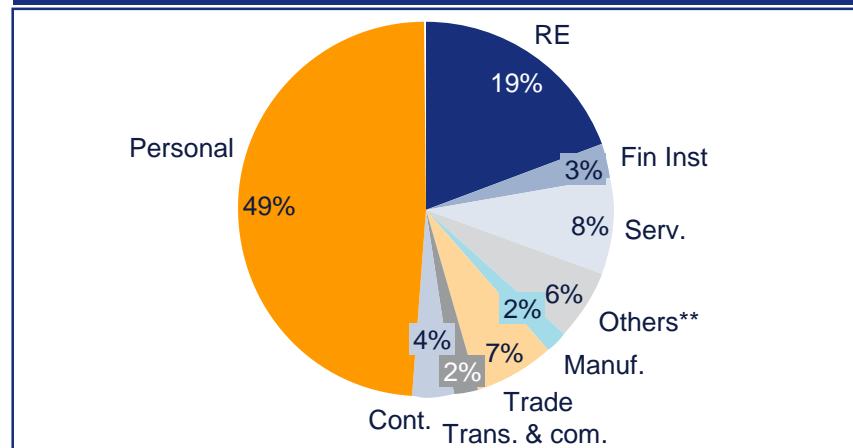
Corporate Loans (AED 106 bn)



Retail Loans (AED 35 bn)



Islamic* Loans (AED 52 bn)



* Islamic loans net of deferred income; **Others include Agriculture & allied activities and Mining & quarrying

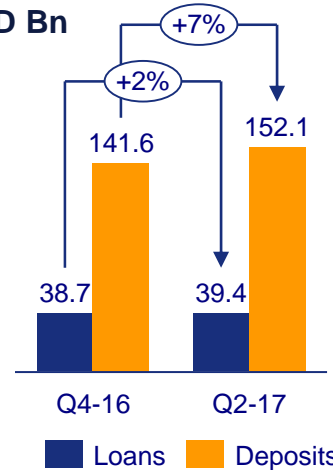


Divisional Performance

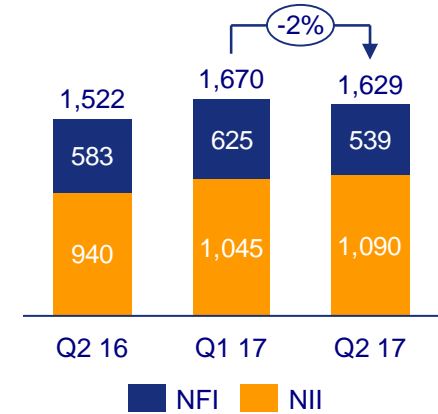
Retail Banking & Wealth Management

- Revenues increased 7% y-o-y and declined 2% q-o-q
- In Q2-17, fee income accounted for 33% of total RBWM revenue
- Loans grew 2% across a range of products particularly mortgages; and deposits by 7% from end 2016
- The bank continues to optimize its distribution network with 580 ATMs and 94 branches as at 30-Jun-17
- RBWM enhanced its digital banking leadership by launching a new online platform featuring a rich user interface, intuitive widgets and FaceBanking (video banking facility). In May 2017, the bank launched SkyShopper, an e-commerce platform enabling shopping across multiple stores from the same portal

Balance Sheet Trends AED Bn



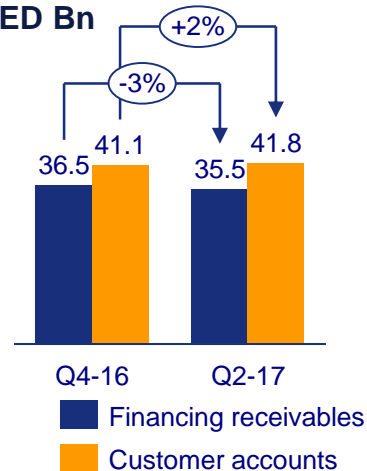
Revenue Trends AED Mn



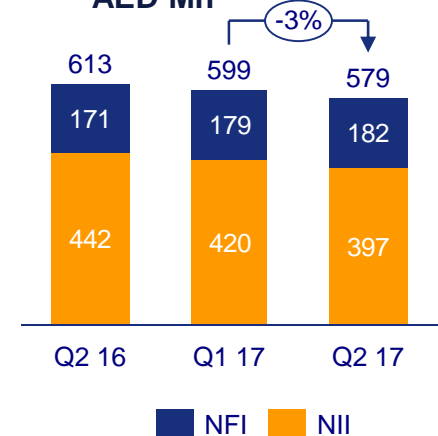
Islamic Banking

- EI well positioned after the 2016 business review as reflected by the 182% increase in half-year net profit
- Revenues declined 3% q-o-q and declined 6% y-o-y
- Financing receivables declined 3% from end 2016 due to a slowdown in new business as EI tightened underwriting standards
- Customer accounts increased 2% from end 2016 as EI's focused approach to improve liabilities mix and cost of funding led to a shift from expensive wakala deposits to CASA balances. As at end Jun-17, CASA represented 69% of EI's customer deposits
- As at 30-Jun-17, EI had 63 branches and an ATM & CDM network of 206

Balance Sheet Trends AED Bn



Revenue Trends AED Mn



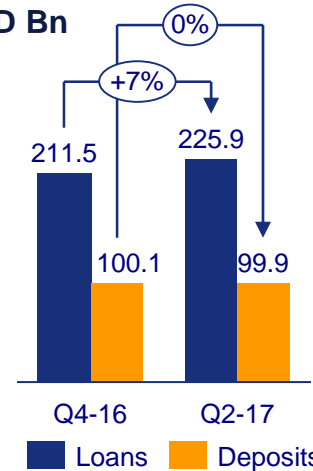


Divisional Performance (cont'd)

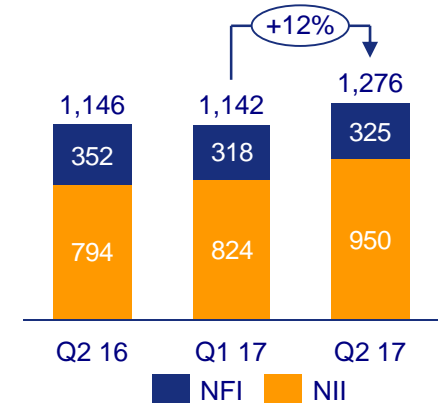
Wholesale Banking

- Wholesale Banking revenues increased 12% q-o-q and 11% y-o-y
- Loans grew 7% from end 2016 due to growth in real estate, trade and FI sectors
- Deposits held steady from end 2016
- Net Interest Income grew 20% y-o-y reflecting improved loan yields and better cost of funding as high yield deposits rolled off
- Focus in 2017 on enhancing customer service quality in key sectors, share of wallet, increased cross-sell of Treasury and Investment Banking products and larger Cash Management and Trade Finance penetration

Balance Sheet Trends AED Bn



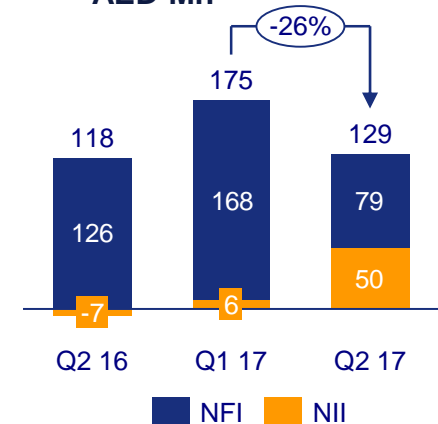
Revenue Trends AED Mn



Global Markets & Treasury

- GM&T revenues increased 9% y-o-y and declined 26% q-o-q
- NII showed strong growth due to positioning of balance sheet and higher interest rates in H1-17
- NFI decreased 53% q-o-q and 38% y-o-y largely due to decline in trading and investment revenues from Credit Derivatives and FX Trading due to increased volatility in regional and global markets
- Sales revenues saw strong growth due to higher volumes in FX products
- Global Funding raised AED 4.8 Bn of term debt via private placements

Revenue Trends AED Mn





Emirates NBD's core strategy is focused on the following building blocks

Key Objective

Deliver an excellent customer experience (with digital being the focus)

Strategic Levers

Drive core business

Run an efficient organization

Drive geographic expansion

Enablers

Build a high performing organization



Operating Environment

Emirates NBD Profile

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Appendix

Highlights of strategic achievements in 2016

2016 Strategic Priorities

Key Achievements

1 Deliver an excellent customer experience

- Extend servicing of products through online, mobile, social channels
- Reinforce ENBD's position as a digital innovator in the region via best-in-class online and mobile banking services
- Keep investing in new digital channels, products, and capabilities

- Won Best Bank in the Middle East, Best Bank in the UAE and Best Digital Bank in the Middle East at the Euromoney Awards for Excellence 2016 – first bank in UAE and Middle East to win in all three categories.
- Awarded 'Best Bank UAE - 2016' by The Banker, second year in a row.
- Emirates NBD's mobile banking app crossed 400K active users and Increased digital offerings like DirectRemit (to Sri Lanka and Egypt), Emirates NBD Pay, mePay and SmartPass.

2 Drive core business

- Drive asset growth and cross-sell in Retail and Islamic
- Diversify wholesale banking loans portfolio
- Grow fee income via improved Transaction Banking, Treasury and online offerings

- Transformation on track with key investments in developing our non-lending offering and services and Transaction Banking enhanced to include a host-to-host channel and a corporate cheque printing service.
- Retail loans growth of 14%, asset growth of 10%, with consistent efforts in launching best-in-class offerings. Islamic Financing Receivables growth of 8% (ENBD Group).

3 Run an efficient organization

- Optimize IT landscape to increase agility and enable digital banking
- Streamline key processes and enhance cross-functional collaboration throughout Group
- Enhance risk governance and compliance controls
- Align risk appetite to strategy and use of capital

- Healthy capital adequacy ratio at 21.2% and Tier 1 capital ratio at 18.7%
- Advances to deposits ratio improved 0.8% to 93.4% amid tighter liquidity.
- Drove profitable growth by controlling NPLs from 7.1% to 6.4%.
- Successfully implemented new core banking system in Emirates Islamic.
- As part of an AED 500 mn planned digital initiatives investment in the next three years, the bank launched Emirates NBD Future Lab™.

4 Drive geographic expansion

- Sustain our growth path and deepen footprint in Egypt and other offshore locations
- Catalyze growth in current international markets
- Continue to evaluate potential organic and inorganic opportunities in selected markets

- Received a license to operate a full fledged branch in India and expect to start operations on Q3 2017.
- Approval to open three additional branches in KSA.

5 Build a high performing organization

- Continue to drive nationalisation efforts with a focus on developing local leadership talent
- Improve performance management with greater recognition for high performers
- Continue successful Employee Engagement level programs

- National Leadership Program launched and implemented to identify and develop National leaders for the future.
- High Potential Talent and High Performers identified and efforts made to maintain high levels of engagement and retention.
- Emirates NBD engagement level in 2016 stood at 64% compared to 62% for Global Commercial Banks and 53% for GCC Commercial Banks.



Strategic priorities for 2017

Operating Environment

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Pillars of our strategy

Key focus areas

1

Deliver an excellent customer experience (with digital being the focus)

- Continue to deliver superior customer experience via investing into new digital channels, products, and capabilities
- Reinforce ENBD's position as a digital innovator in the region via best-in-class online and mobile banking services
- Launching digital platform in the corporate and transaction banking to provide seamless service to corporate clients

2

Drive core business

- Continue cross-sell efforts in the Retail business and focus on gaining market share in all products and segments
- Rebalance the Islamic franchise with a focus on delivering profitable growth
- Continue diversification of wholesale banking loans portfolio to include broader representation of sectors and segments
- Increase fee and commission income via improved Transaction Banking, Treasury and online offerings

3

Run an efficient organization

- Transform the IT platform to increase agility and enable digital banking through an organization wide plan
- Streamline and automate key processes while working on the end to end digitization program
- Align risk appetite and portfolio management framework to optimize risk return matrix and focus on lowering cost of risk
- Enhance cross-functional collaboration through alignment of KPIs and optimization of governance structures
- Identify areas of further operational efficiencies (cost and process)

4

Drive geographic expansion

- Sustain our growth path and deepen footprint in Egypt and develop other offshore locations
- Drive new markets and catalyze growth in current international markets by focusing on cross border trade and other opportunities
- Continue to evaluate potential organic and inorganic opportunities in selected markets

5

Build a high performing organization

- Continue to drive nationalization efforts with a focus on developing local leadership talent
- Improve performance management through people management capabilities and reward systems
- Keep the momentum on employee engagement through leadership commitment and impactful action plans



Operating Environment

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Appendix

2016 & H1 2017 Selected Awards



'Smart Financial Services Excellence Award'

**The Banker
Top 500
Banking Brands**

'Top banking brand in the UAE'

emeafinance

'Best equity house in the Middle East'

THE ASIAN BANKER®
STRATEGIC BUSINESS INTELLIGENCE FOR THE FINANCIAL SERVICES COMMUNITY

Best Retail Bank in the Middle East', 'Best Retail Bank in UAE' and 'Auto Loan Product of the Year in Asia Pacific'



'Most Improved Website' and 'Best Social Media Reach' – Emirates Islamic

The Banker
GLOBAL FINANCIAL INTELLIGENCE SINCE 1926

'Bank of the Year – UAE 2016'



'Sector Fund of the Year'



Emirates NBD's Fitness Account recognised for innovation in digital banking



'Best Retail Customer Service' and 'Best Online Banking Services'



'Best Digital Bank in the Middle East', 'Best Bank in the UAE' and 'Best Bank in the Middle East'



'Best Prepaid Program – Emirates Islamic'




**Gulf Customer
Experience Awards**

'best Customer Experience Team'




Large Deals Concluded in H1 2017

THE ISLAMIC REPUBLIC OF PAKISTAN
USD 650,000,000



SYNDICATED TERM LOAN FACILITY
June 2017

Mandated Lead Arranger and Bookrunner



CITY LAND REAL ESTATE DEVELOPMENT
USD 142,741,748



PROJECT FINANCE FACILITY
June 2017

Mandated Lead Arranger and Sole Coordinator



BANK FOR INVESTMENT AND DEVELOPMENT OF VIETNAM
USD 50,000,000



TERM LOAN FACILITY
June 2017

Mandated Lead Arranger and Sole Coordinator



AFREXIMBANK
USD 632,900,000 AND EUR 499,600,000




DUAL TRANCHE TERM LOAN FACILITY
May 2017

Initial Mandated Lead Arranger and Bookrunner




PUMA INTERNATIONAL FINANCING S.A.
USD 400 million



Syndicated Revolving Credit Facility
May 2017

Mandated Lead Arranger and Bookrunner



ZIRAAT KATILIM BANKASI .A.S.
USD 160,000,000 AND EUR 69,000,000



DUAL CURRENCY SYNDICATED MURABAHA FACILITY
May 2017

Mandated Lead Arranger and Bookrunner



JUMEIRAH GROUP LLC
USD 1,450,000,000



CONVENTIONAL AND MURABAHA FACILITIES
May 2017

Mandated Lead Arranger and Bookrunner Agent



T.C. ZIRAAT BANKASI .A.S.
USD 278,000,000 AND EUR 706,500,000



DUAL CURRENCY TERM LOAN FACILITY
April 2017

Mandated Lead Arranger and Bookrunner, Joint-Coordinator and Publicity Agent



ALBARAKA TURK KATILIM BANKASI
USD 213,000,000



SYNDICATED MURABAHA FINANCING FACILITY
April 2017

Initial Mandated Lead Arranger and Bookrunner



TURKIYE VAKIFLAR BANKASI T.A.O.
USD 188,500,000 AND EUR 716,500,000



DUAL CURRENCY TERM LOAN FACILITY
April 2017

Mandated Lead Arranger and Bookrunner, Joint-Coordinator and Publicity Agent



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