

Emirates NBD Investor Presentation

February 2016



Emirates NBD



Important Information

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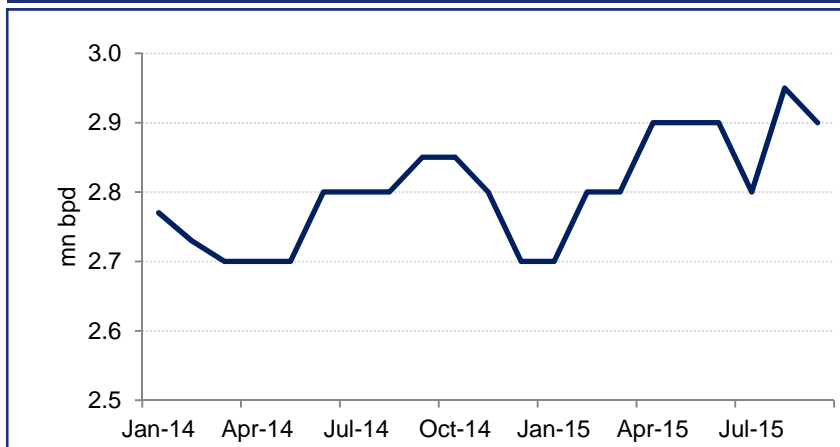


UAE Economic Update

Highlights

- **2015 real GDP growth** estimated at 4.0%. Oil production rose 4.1% according to Bloomberg estimates, offsetting slower growth in the non-oil sectors of the economy.
- UAE's PMI averaged 56.0 in 2015, down from 58.1 in 2014, signaling slower non-oil private sector growth. A strong USD, low oil prices and greater uncertainty about geopolitics and the economic outlook all contributed to weaker growth in the UAE's non-oil, service oriented sectors.
- Inflation averaged 4.0% in 2015, up from 2.3% in 2014. We expect inflation to average 3.5% in 2016 as lower housing costs are captured in the official data.

UAE oil production



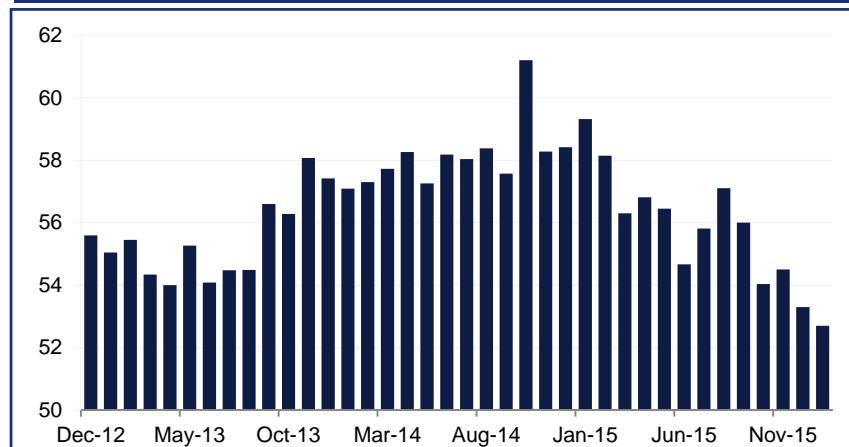
Source: Bloomberg, Emirates NBD Research

Real GDP growth forecasts

	2013	2014	2015	2016F	2017F
S. Arabia	2.7	3.5	3.4	1.9	2.6
UAE	4.3	4.6	4.0	3.0	3.4
Qatar	4.6	4.0	3.8	4.1	5.2
Kuwait	0.6	0.1	0.5	2.0	2.8
Oman	4.6	2.5	3.4	2.9	3.0
Bahrain	5.3	4.5	3.1	2.8	3.9
GCC (average)	3.2	3.4	3.4	2.6	3.2
Egypt	7.4	2.2	4.2	3.9	5.0
Jordan	2.8	3.1	2.5	3.0	3.5
Lebanon	3.0	1.8	2.0	2.2	2.5
Tunisia	2.9	2.7	0.6	2.5	3.0
Morocco	4.4	2.0	4.4	2.1	4.8
MENA (average)	5.7	2.2	3.7	3.2	4.5

Source: Bloomberg, Emirates NBD Research

UAE PMI – Non oil private sector activity



Source: Markit / Emirates NBD

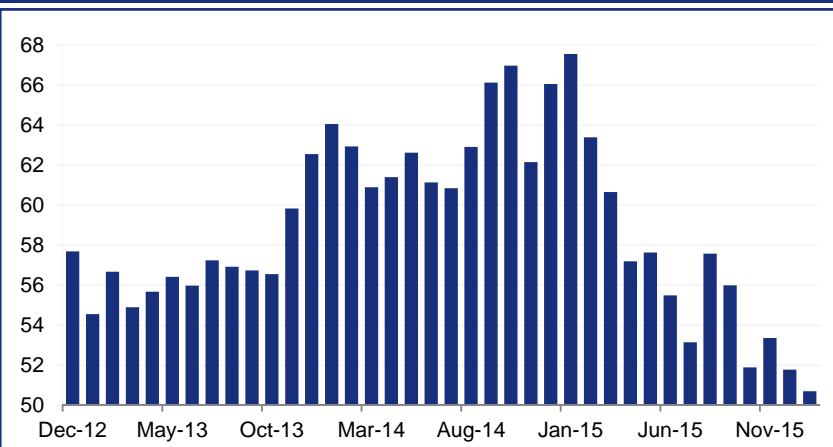


Dubai Economic Update (1/3)

Highlights

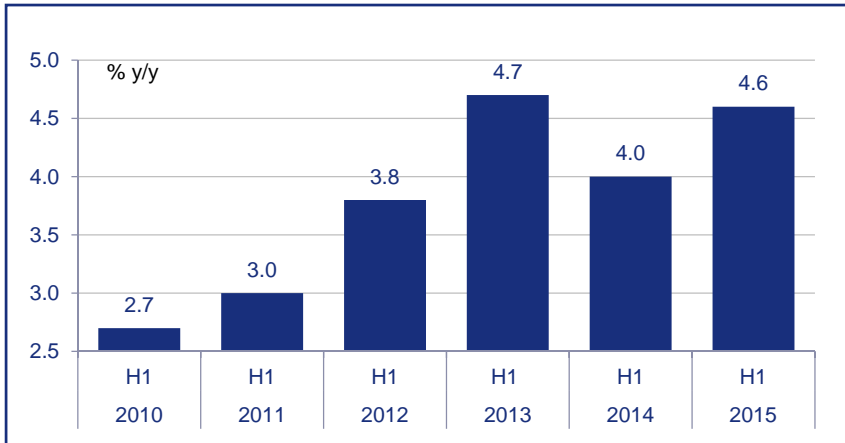
- **Dubai's economy expanded 4.6% y/y in H1 2015**, up from 4.0% in H1 2014. Wholesale & retail trade remains the largest sector in the economy, and expanded 5.3% in H1 2015. Transport, storage & communication rose 6.6% and retail and business services grew 4.5%.
- **The Emirates NBD Dubai Economy Tracker** indicates slower, but positive, growth in Dubai's non-oil private sector last year. The construction sector has showed robust levels of output and new orders expansion, while activity in the tourism & travel sector gained momentum in the last two months of 2015.

Emirates NBD Dubai Economy Tracker



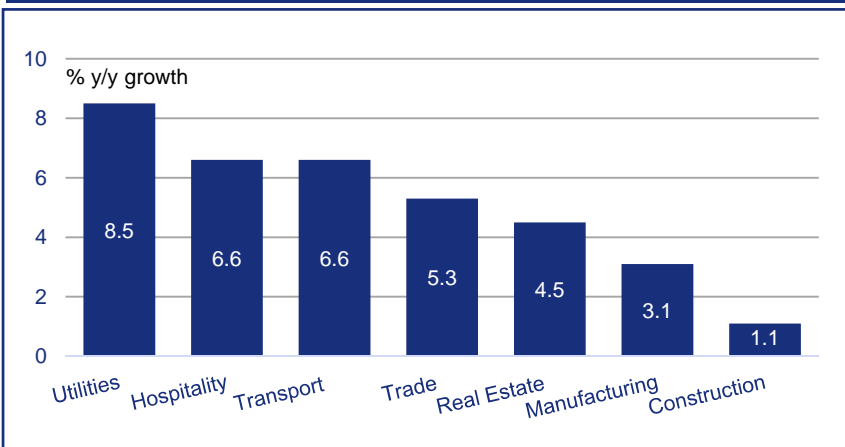
Source: Markit / Emirates NBD, Emirates NBD Research

Dubai: Real GDP Growth, H1 2015



Source: Dubai Statistics Centre, Emirates NBD Research

Key Sector Growth Rates, H1 2015



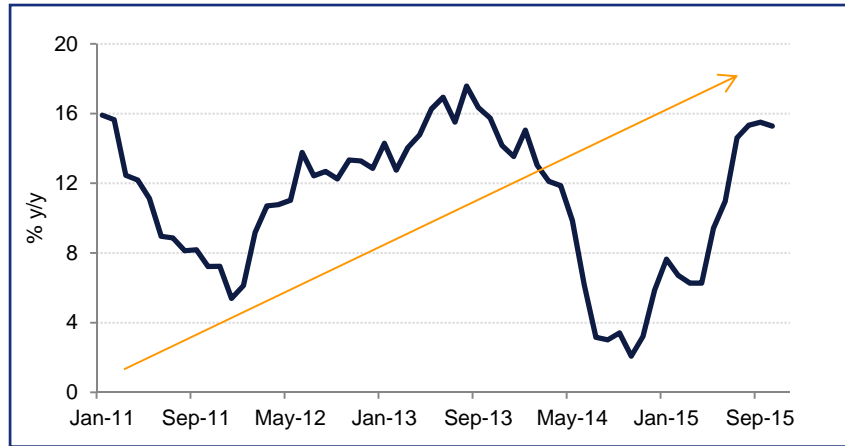
Source: Dubai Statistics Centre, Emirates NBD Research

Dubai Economic Update (2/3)

Highlights

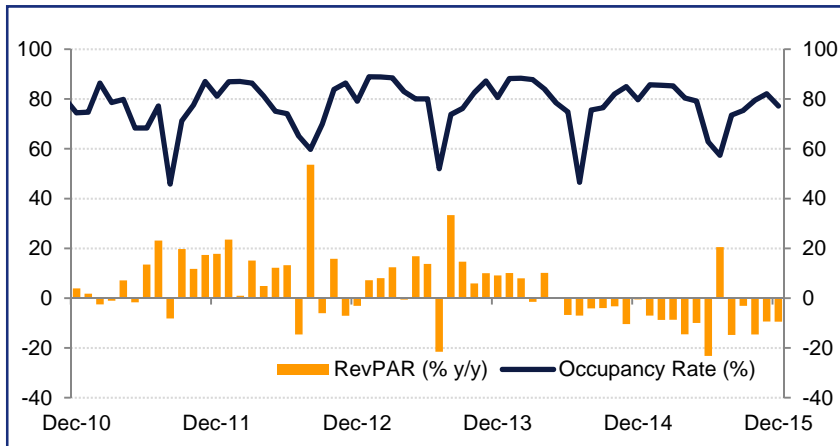
- **Passenger traffic at the Dubai International Airport rose to 78 million in 2015**, up by 10.7% y/y, retaining its position as the world's biggest international hub.
- Passenger traffic is expected to exceed 103.5 million by 2020, according to Dubai Airports.
- Dubai's hotel occupancy averaged 77% in 2015. **The supply of hotel rooms in Dubai increased by 6.7% y/y in 2015 to 79,002 rooms** with the Department of Tourism and Commerce Marketing (DTCM) targeting 140,000 to 160,000 hotel rooms by the end of the decade.

Dubai Airports passenger traffic



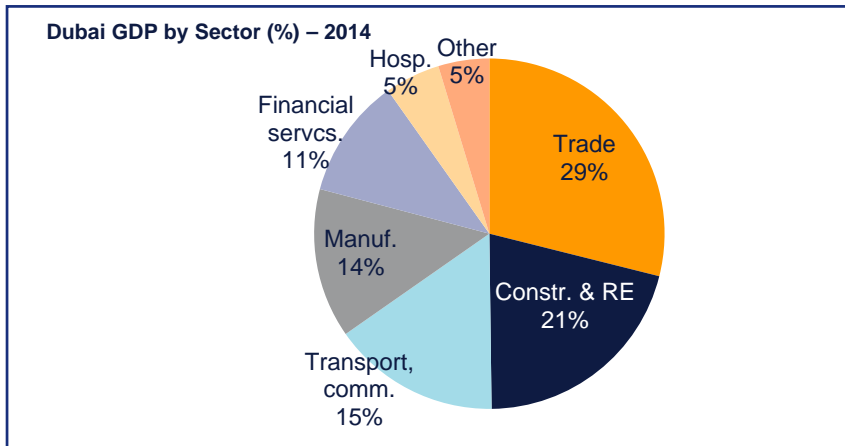
Source: Dubai Airports, Emirates NBD Research

Hotel occupancy and RevPAR



Source: STR Global, Emirates NBD Research

Composition of Dubai GDP



Source: Dubai Statistics Centre

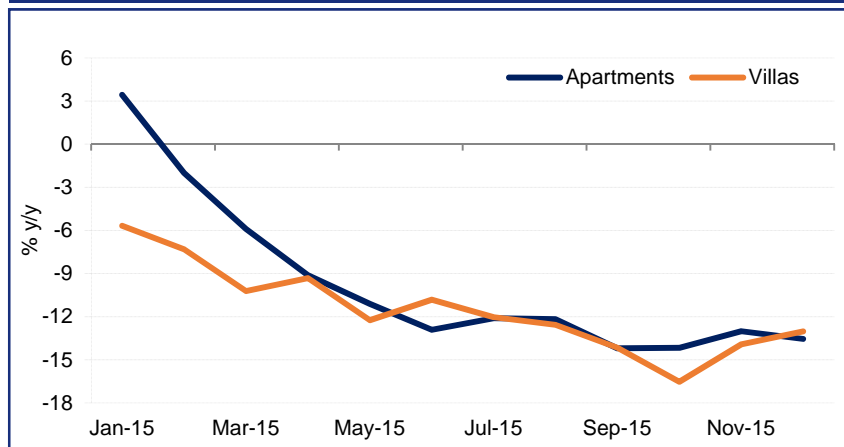


Dubai Economic Update (3/3)

Highlights

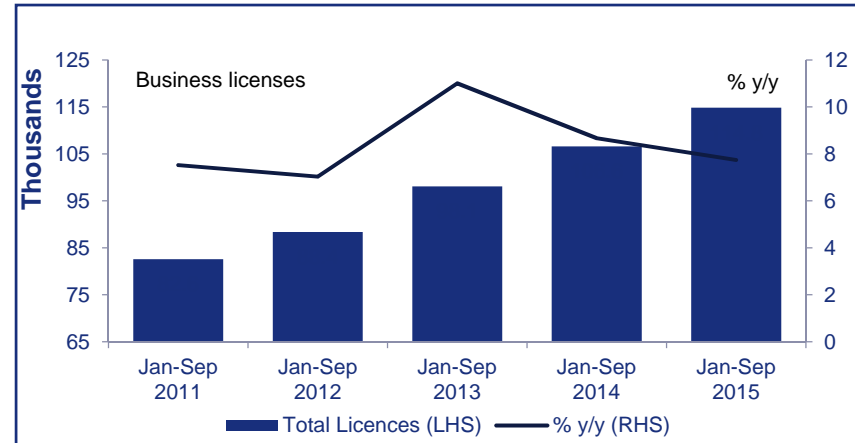
- Residential property prices have continued to ease in December 2015 with apartment prices down -13.5% y/y and villa prices down -13% y/y.
- The Emirates NBD Dubai Real Estate Tracker indicates that activity in the residential real estate market slowed further in 2015 as the strong USD and low oil prices weighed on sentiment and affordability.

Dubai residential property prices



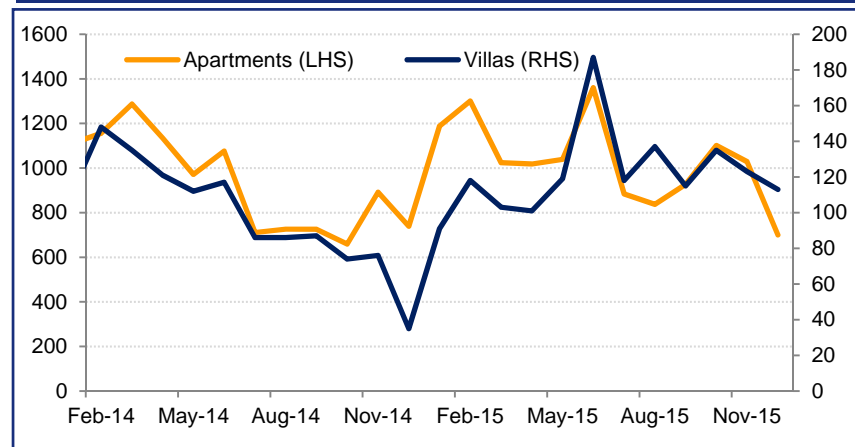
Source: 9/5 House Index - Phidar Advisory, Emirates NBD Research

Business licenses issued*



Source: DSC, *Licenses issued by DED only (excludes Freezones)

Dubai volumes



Source: Phidar Advisory, Emirates NBD Research



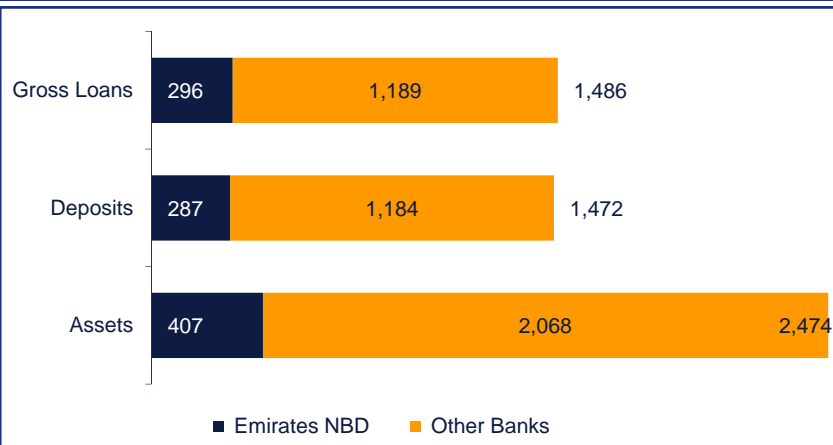
UAE Banking Market Update

Highlights

Tighter liquidity conditions are evident:

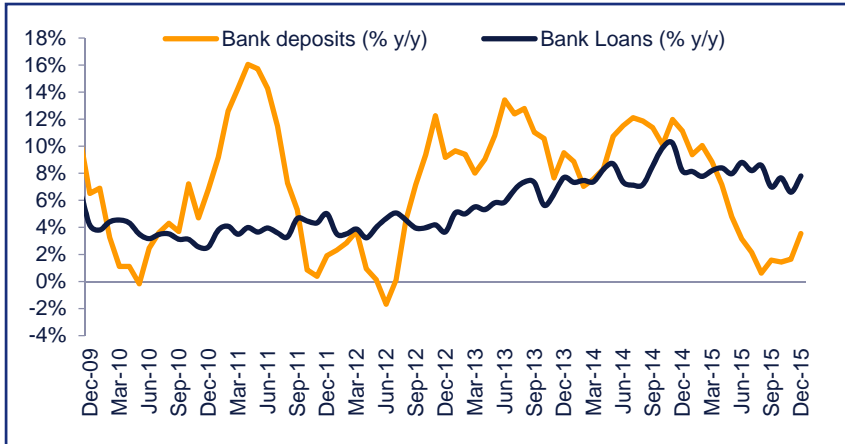
- M2 growth slowed to 5.5% in December 2015
- Bank deposits increased by AED 50.3bn in 2015, compared with AED 142.4bn rise in 2014. Gross loans increased by AED 107.4bn in 2015, pushing the loan/ deposit ratio to 100.9%.
- **3m EIBOR rate has continued to tick up since the start of 2015.** The spread over 3m LIBOR widened during 2015 but has narrowed on the back of the Fed rate hike in December.

UAE banking market (AED Bn)



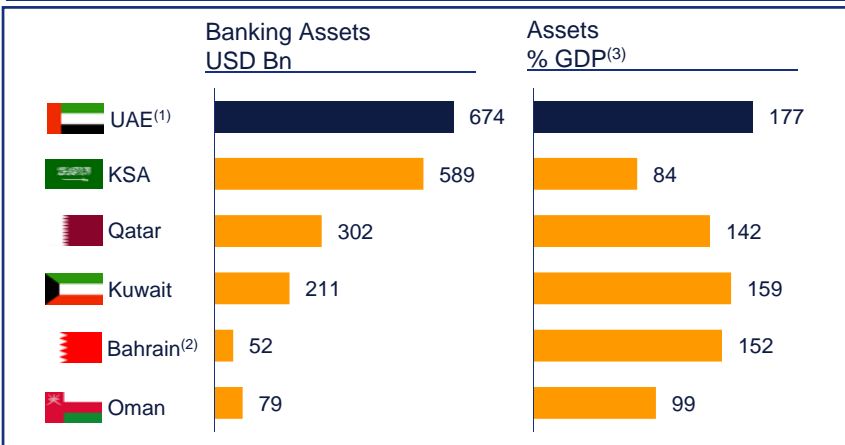
Source: UAE Central Bank Statistics, ENBD data as at end Dec 2015

Bank deposit and loan growth*



Source: UAE Central Bank, *loan growth gross of provisions

GCC banking market



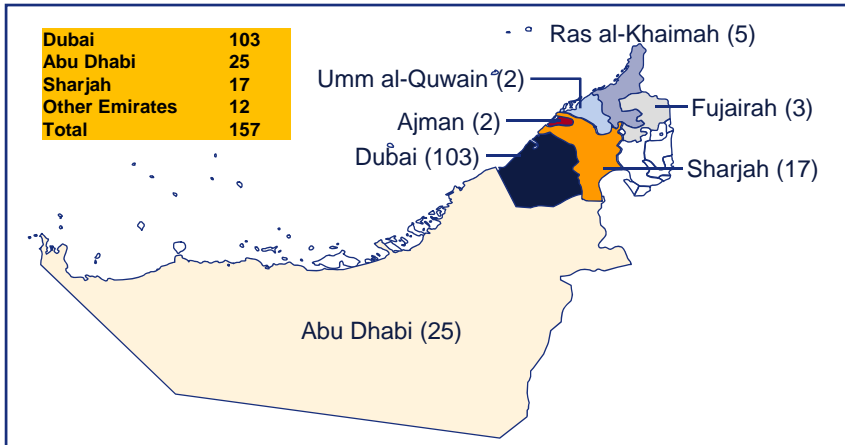
1) Includes Foreign Banks; 2) Excludes Foreign Banks; 3) GDP data is for FY 2015 forecasted. UAE, Saudi, Kuwait, Oman as at Dec 2015; Qatar as at Nov 2015; Bahrain as at Jun 2015
Source: UAE Central Bank; National Central Banks and Emirates NBD forecasts

Emirates NBD at a glance




#1 bank in the UAE

- **Market share** in the UAE (as at 31 Dec 2015)
 - Assets c.16.4%; Loans c.19.9%
 - Deposits c.19.5%
- **Retail market share** (estimated as at 31 Dec 2015)
 - Personal loans c.14%
 - Home loans c.4%
 - Auto loans c.15%
 - Credit cards c.17.6%
 - Debit cards c.23.6%
- **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

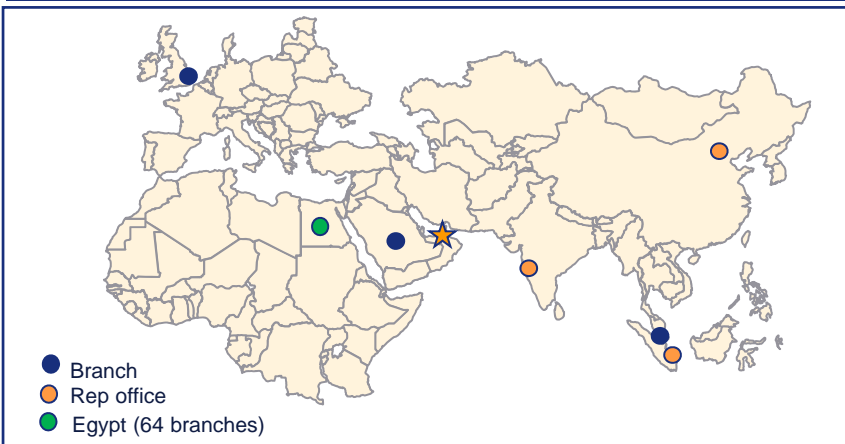
Largest branch network in the UAE



Credit ratings

	Long Term	Short Term	Outlook
	Baa1	P-2	Positive
	A+	F1	Stable
	A	A1	Positive

International presence





Emirates NBD is the largest bank in the UAE by Operating Income, Net Profit, Loans and Deposits in 2015

x% 2015 vs. 2014

Operating Environment

Emirates NBD Profile

Financial & Operating Performance

Strategy

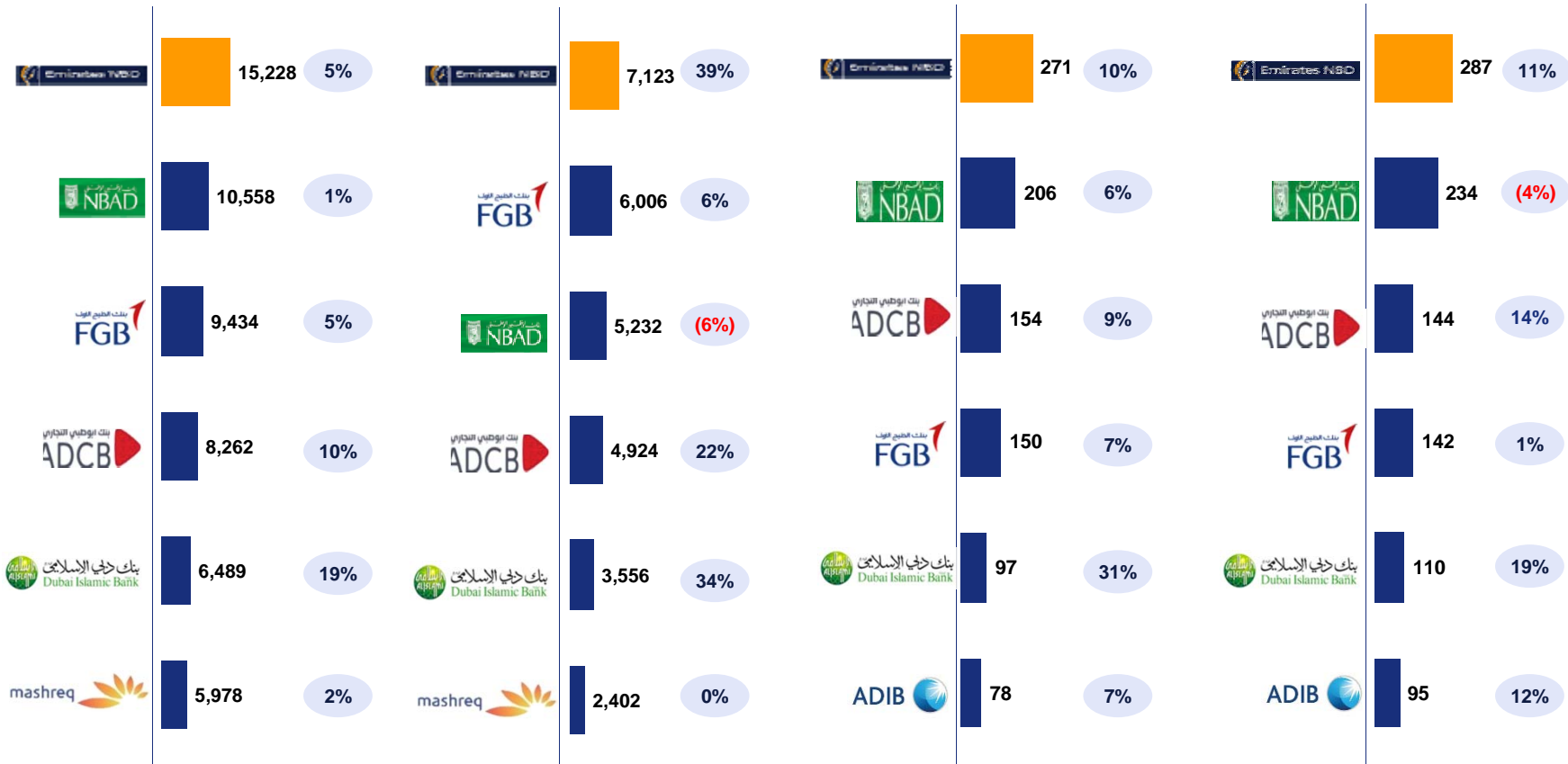
Appendix

Operating Income AED Mn, 2015

Net Profit AED Mn, 2015

Loans AED Bn, 2015

Total Deposits AED Bn, 2015



Operating Environment

Emirates NBD is among top 3 banks in the GCC by Operating Income, Net Profit, Loans and Deposits in 2015

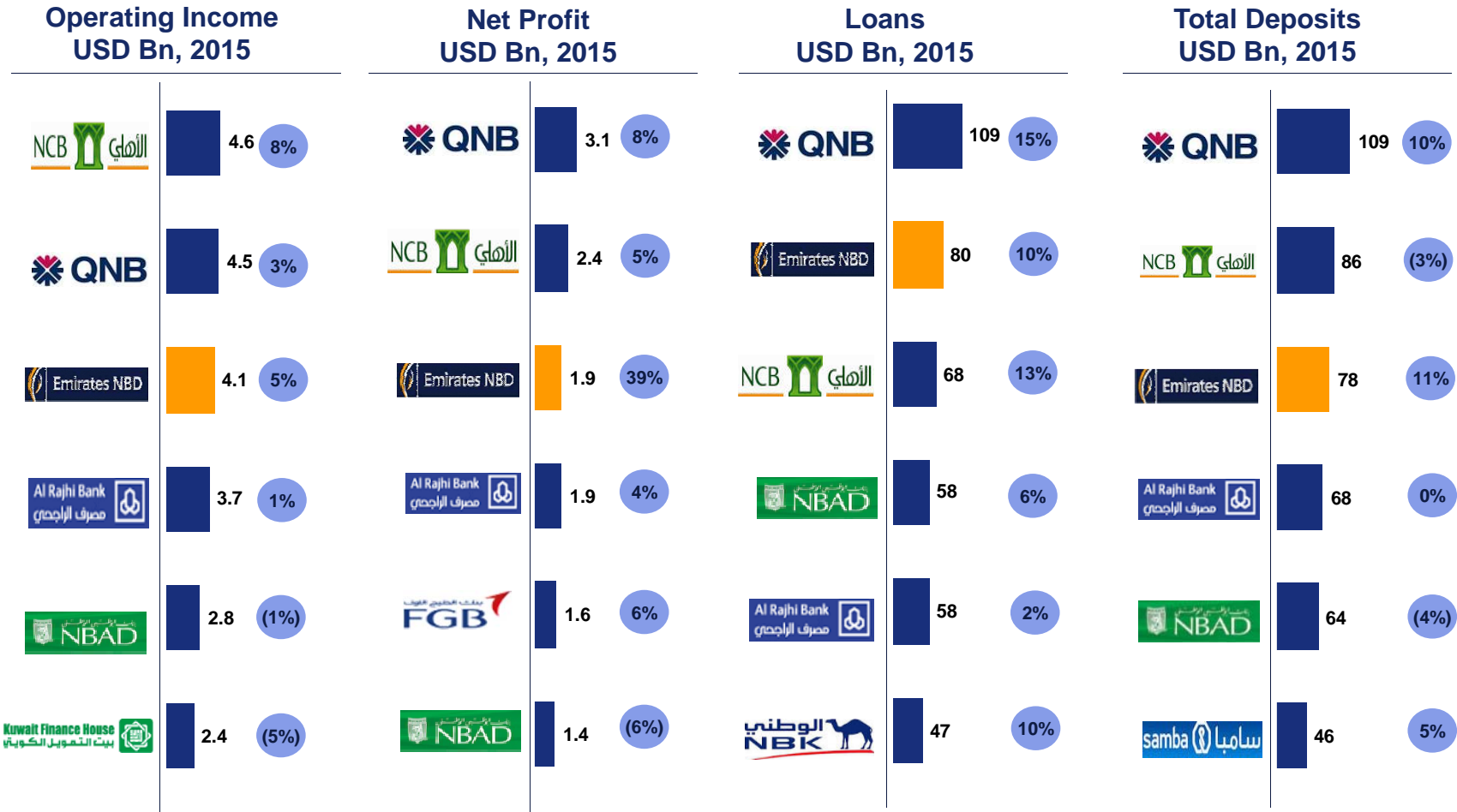
x% 2015 vs. 2014

Emirates NBD Profile

Financial & Operating Performance

Strategy

Appendix

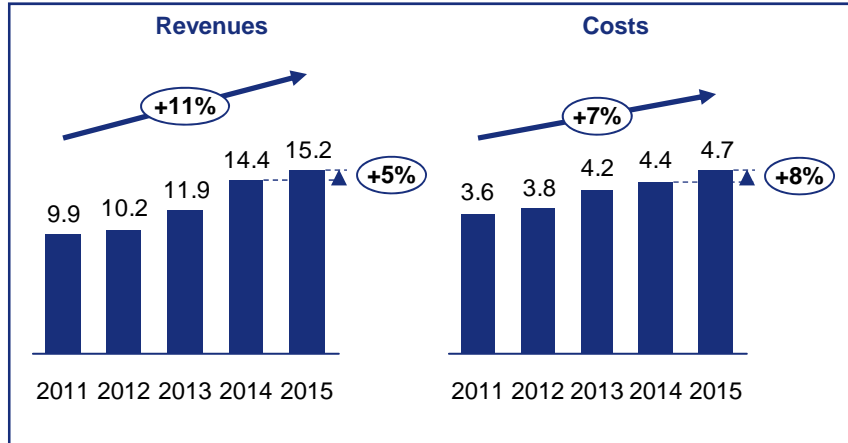




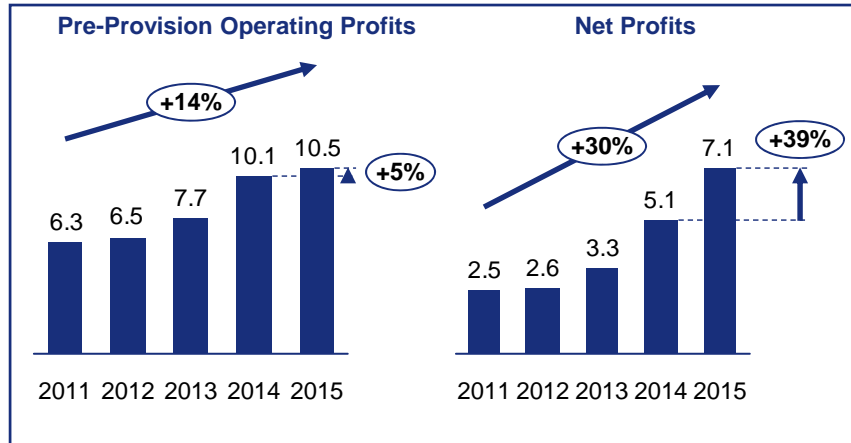
Operating Environment
Emirates NBD Profile
Financial & Operating Performance
Strategy
Appendix

Profit and Balance Sheet Growth in Recent Years

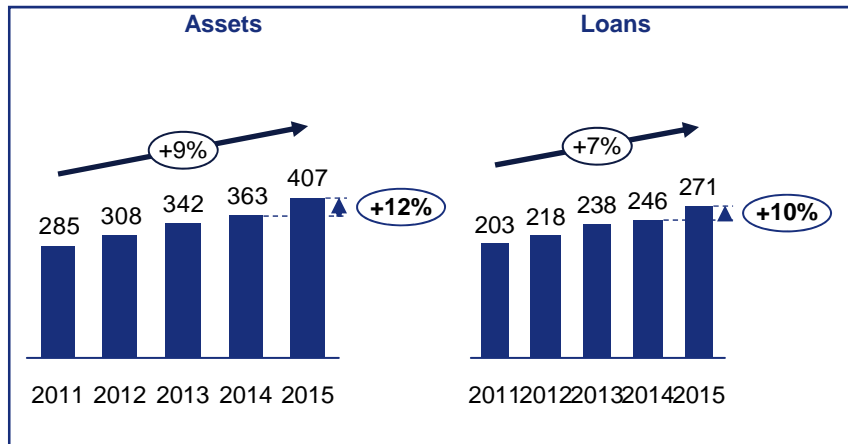
Revenues and Costs (AED Bn)



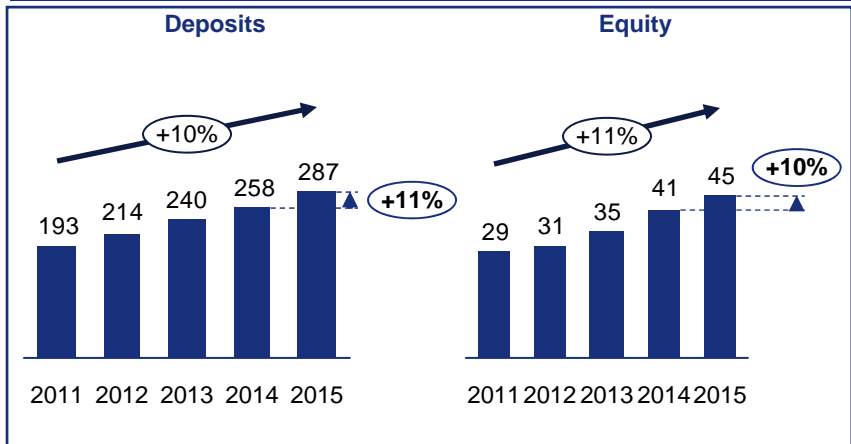
Profits (AED Bn)



Assets and Loans (AED Bn)



Deposits and Equity (AED Bn)



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



Operating Environment
Emirates NBD Profile
Financial & Operating Performance
Strategy
Appendix

Emirates NBD delivered a solid set of results in 2015 amid a challenging environment

FY 2015 at a glance

		FY 2015	vs. 2015 guidance
Profitability	Net profit	AED 7.1 Bn	+39%
	Net interest margin	2.85%	2.70 – 2.80% range
	Cost-to-income ratio	31.0%	33% management target
Credit Quality	NPL ratio	7.1%	
	Coverage ratio	111.5%	100-110% target range
Capital & Liquidity	Tier 1 ratio	18.0%	
	Capital adequacy ratio	20.7%	
	AD ratio	94.2%	90-100% management target
Assets	Loan growth (net)	10%	5% range

2015 Macro themes

	Regional	Global
+	<ul style="list-style-type: none"> Resilience of UAE economy due to non-oil sectors 	<ul style="list-style-type: none"> Recovering US economy
-	<ul style="list-style-type: none"> Sustained weakness in oil price dampened business and investor sentiment Strong dollar impact on Dubai tourism counterbalanced by overall growth in number of visitors helped by new routes Tighter market liquidity conditions due to outflow of government deposits in the banking system SME skip cases raised concerns on credit quality 	<ul style="list-style-type: none"> Global stock market volatility dampened investor sentiment Slowdown in global growth contributed to weaker business and investor sentiment



FY 2015 Financial Results

Highlights

- Net profit of AED 7,124 Mn for FY-15 improved 39% y-o-y
- Net interest income rose 8% y-o-y due to asset growth and a lower cost of deposits
- Non-interest income improved 1% y-o-y as core fee income growth was offset by lower gains from the sale of properties and investments. Core fee income improved 14% y-o-y driven by growth in trade finance, foreign exchange and derivative income, alongside growing credit card volumes
- Costs grew 8% y-o-y due to staff costs linked with rising business volumes and partially offset by a control on other costs
- Provisions of AED 3,406 Mn improved 32% y-o-y as cost of risk continues to normalise
- AD ratio of 94.2% improved 1% y-o-y despite tighter market liquidity conditions demonstrating strong structural liquidity
- NPL ratio improved to 7.1% and coverage ratio strengthened to 111.5%
- NIMs remained flat at 2.85% as downward pressure on loan spreads offset by growth in low-cost CASA deposits

Key Performance Indicators

AED Mn	FY-15	FY-14	Better / (Worse)
Net interest income	10,241	9,496	8%
Non-interest income	4,987	4,946	1%
Total income	15,228	14,442	5%
Operating expenses	(4,719)	(4,389)	(8%)
Pre-impairment operating profit	10,509	10,053	5%
Impairment allowances	(3,406)	(4,995)	32%
Operating profit	7,102	5,058	40%
Share of profits from associates	166	210	(21%)
Taxation charge	(145)	(129)	(12%)
Net profit	7,124	5,139	39%
Cost: income ratio (%)	31.0%	30.4%	(0.6%)
Net interest margin (%)	2.85%	2.85%	(0.00%)

AED Bn	31-Dec-15	31-Dec-14	%
Total assets	406.6	363.0	12%
Loans	270.6	246.0	10%
Deposits	287.2	258.3	11%
AD ratio (%)	94.2%	95.2%	1.0%
NPL ratio (%)	7.1%	7.9%	0.8%



Q4-15 Financial Results Highlights

Highlights

- Net profit of AED 2,134 Mn for Q4-15 improved 74% y-o-y and 28% q-o-q
- Net interest income improved 8% y-o-y due to loan growth and 3% q-o-q due to loan growth coupled with a slight widening in margins
- Non-interest income improved 30% y-o-y and 39% q-o-q due to growth in core fee income coupled with some one-off gains from the sale of investments and other income.
- Costs increased 15% y-o-y and 21% q-o-q due to staff costs linked with changing business volumes, and an increase in marketing costs in Q4 as we prepared to hit the ground running in 2016
- Provisions of AED 599 Mn improved 49% y-o-y and 27% q-o-q as cost of risk improved for the 6th consecutive quarter
- AD ratio of 94.2% improved 1% y-o-y and 3% q-o-q despite tighter market liquidity conditions demonstrating strong structural liquidity
- NPL ratio improved to 7.1% with strong coverage
- NIMs widened in Q4-15 by 7bp q-o-q to 2.82% as Treasury was able to profitably deploy excess liquidity at attractive yields. This, coupled with a widening in deposit spreads, more than offset the impact of rising EIBOR rates on loan spreads

Key Performance Indicators

AED Mn	Q4-15	Q4-14	Better / (Worse)	Q3-15	Better / (Worse)
Net interest income	2,669	2,473	8%	2,591	3%
Non-interest income	1,404	1,082	30%	1,009	39%
Total income	4,073	3,555	15%	3,600	13%
Operating expenses	(1,357)	(1,177)	(15%)	(1,126)	(21%)
Pre-impairment operating profit	2,716	2,378	14%	2,474	10%
Impairment allowances	(599)	(1,163)	49%	(822)	27%
Operating profit	2,117	1,214	74%	1,652	28%
Share of profits from associates	53	51	4%	39	37%
Taxation charge	(36)	(39)	7%	(18)	(103%)
Net profit	2,134	1,226	74%	1,673	28%
Cost: income ratio (%)	33.3%	33.1%	(0.2%)	31.3%	(2.0%)
Net interest margin (%)	2.82%	2.91%	(0.09%)	2.75%	0.07%

AED Bn	31-Dec-15	31-Dec-14	%	30-Sep-15	%
Total assets	406.6	363.0	12%	390.4	4%
Loans	270.6	246.0	10%	261.6	3%
Deposits	287.2	258.3	11%	269.3	7%
AD ratio (%)	94.2%	95.2%	1.0%	97.2%	3.0%
NPL ratio (%)	7.1%	7.9%	0.8%	7.1%	0.0%



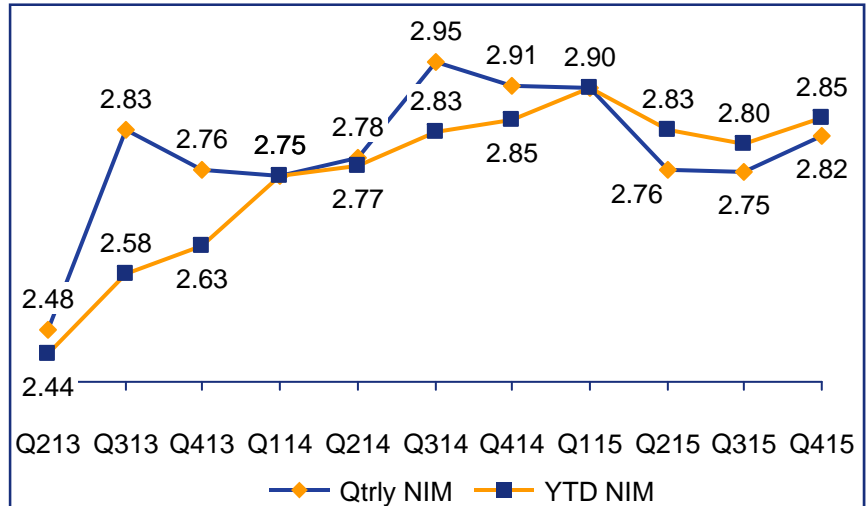
Operating Environment
Emirates NBD Profile
Financial & Operating Performance
Strategy
Appendix

Net Interest Income

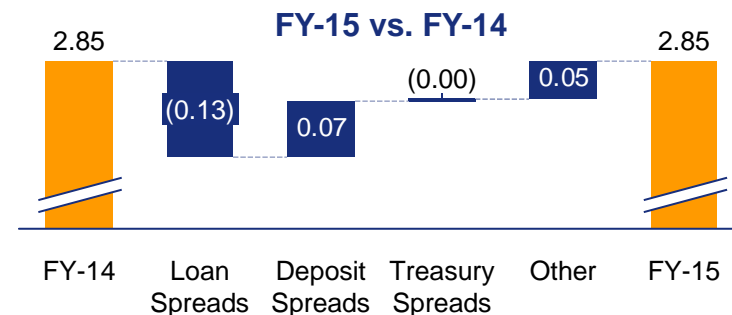
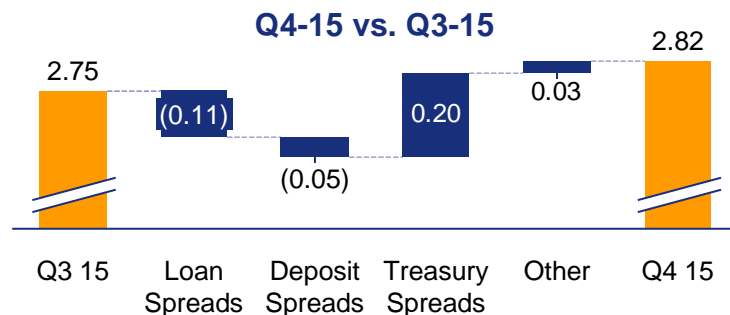
Highlights

- FY-15 NIMs remained flat at 2.85%
 - Loan spreads experienced downward pressure y-o-y across a broad range of products
 - Deposit spreads improved as growth in low-cost CASA replaced more expensive time deposits.
 - Treasury Spreads flat as cheaper short term funding offset an increase in more expensive term funding
- Q4-15 NIMs improved 7 bps q-o-q to 2.82%
 - Loan rates held steady against an 11 bps increase in EIBOR whilst cost of fixed deposits increased in Q4
 - Treasury spreads improved as excess liquidity was profitably deployed
- We expect NIMs for 2016 to be in the range of 2.70 – 2.85%

Net Interest Margin (%)



Net Interest Margin Drivers (%)





Non-Interest Income

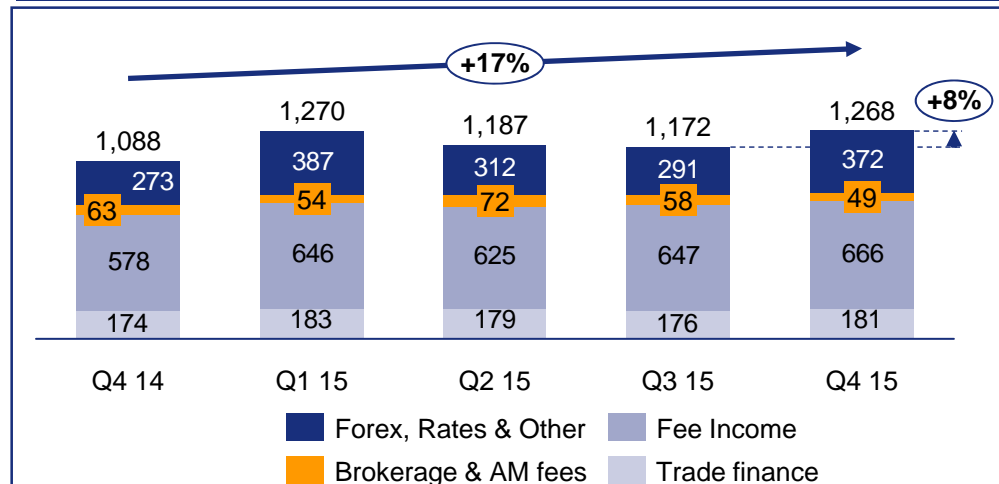
Highlights

- Non-interest income rose 1% y-o-y as core fee income growth was offset by lower gains from the sale of properties and investment securities
- Core fee income improved 14% y-o-y driven by increases in trade finance, foreign exchange and derivative income, alongside growing credit card volumes.
- Property income declined on lower demand for bulk and individual property sales compared to 2014
- Income from Investment Securities declined on the back of greater uncertainty in global markets, coupled with some large disposals in 2014 not repeated in 2015

Composition of Non Interest Income (AED Mn)

AED Mn	FY-15	FY-14	Better / (Worse)
Core gross fee income	4,897	4,324	13%
Fees & commission expense	(740)	(670)	(11%)
Core fee income	4,157	3,654	14%
Property income / (loss)	321	611	(47%)
Investment securities & other income	510	680	(25%)
Total Non Interest Income	4,987	4,946	1%

Trend in Core Gross Fee Income (AED Mn)



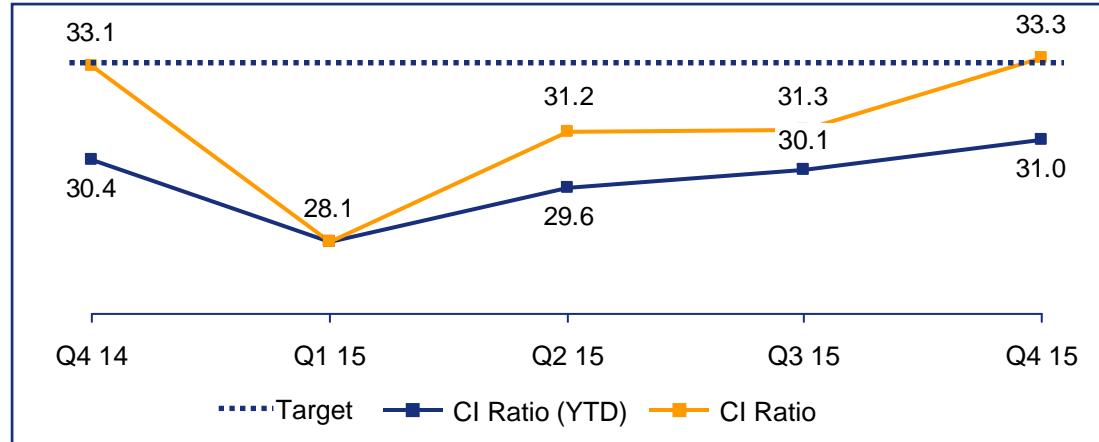


Operating Costs and Efficiency

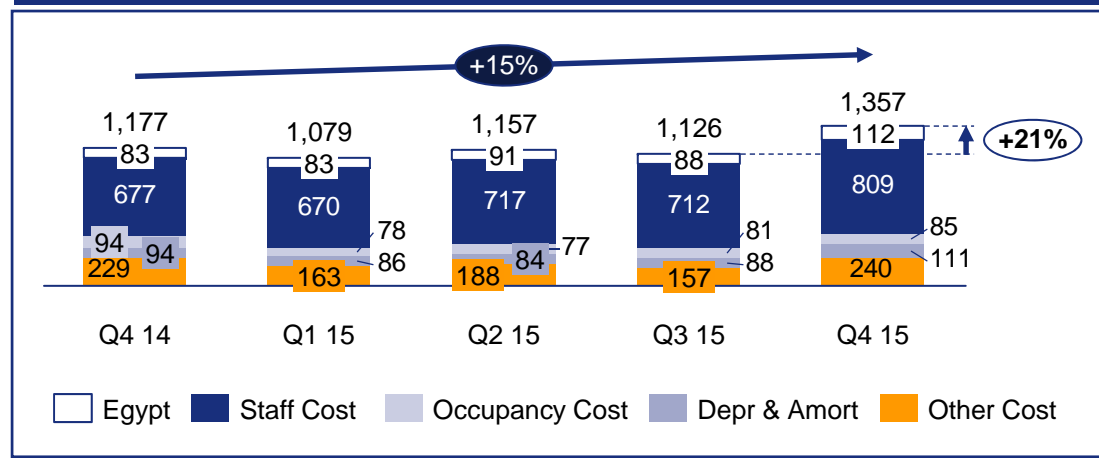
Highlights

- Costs increased by 21% q-o-q, as per previous guidance, and costs increased 8% in 2015 as staff costs increased in line with rising business volumes
- Cost to Income Ratio rose modestly by 0.6% to 31.0% from 30.4% in 2014
- Adjusted for one-offs, the 2015 Cost to Income Ratio was 32.7%

Cost to Income Ratio (%)



Cost Composition (AED Mn)



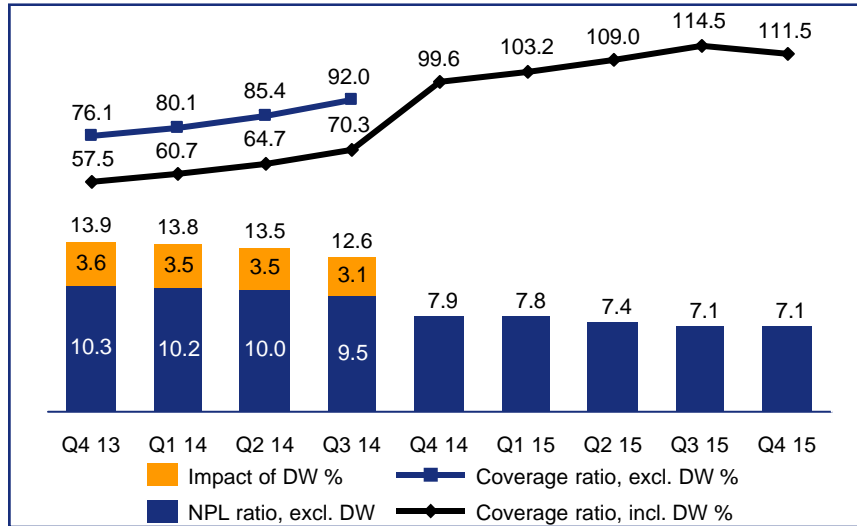


Credit Quality

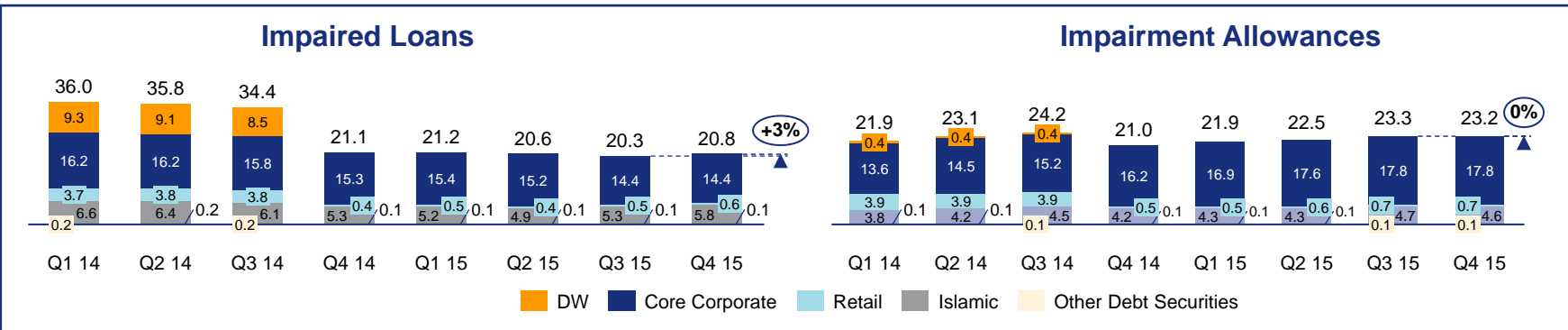
Highlights

- NPL ratio improved by 0.8% in 2015 to 7.1%
- Impaired loans improved to AED 20.8 Bn helped by over AED 2 Bn of writebacks & recoveries
- Cost of risk fell for the 6th consecutive quarter in Q4-15 with net impairment charge of AED 3.4 Bn in FY-15, AED 1.6 Bn lower than in FY-14
- Coverage ratio improved to 111.5% during 2015 due to the combined effect of routine provisioning and increased writebacks & recoveries
- Total portfolio impairment allowances amount to AED 6.1 Bn or 2.79% of credit RWAs

Impaired Loan & Coverage Ratios (%)



Impaired Loans and Impairment Allowances (AED Bn)





Capital Adequacy

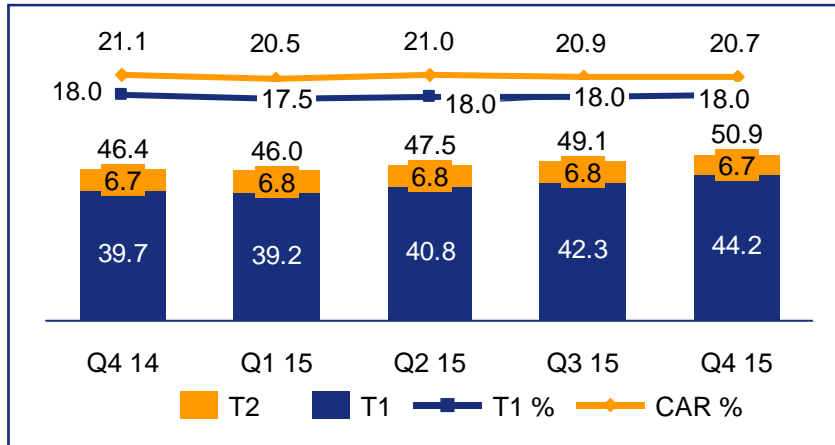
Highlights

- In 2015, Tier 1 ratio remained steady at 18% and CAR declined by 0.4% to 20.7%
- Increase in Tier 1 Capital from retained earnings offset by increase in RWAs
- Increase in RWAs due to growth in lending and treasury products

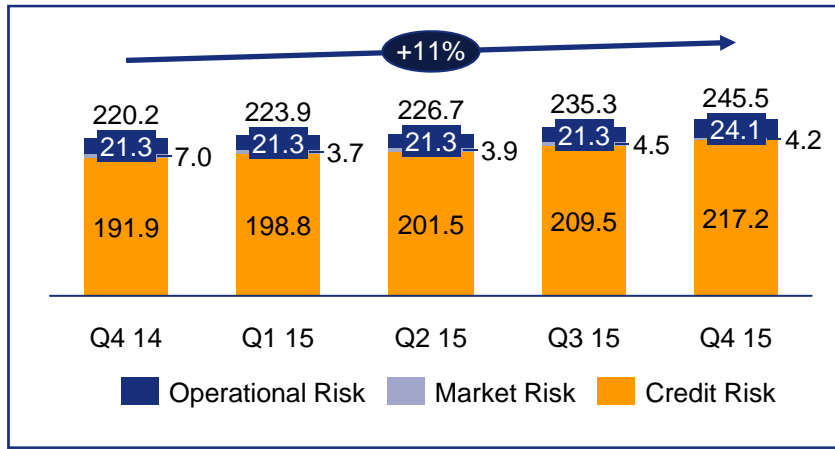
Capital Movements (AED Bn)

FY-14 to FY-15 (AED Bn)	Tier 1	Tier 2	Total
Capital as at 31-Dec-2014	39.7	6.7	46.4
Net profits generated	7.1	-	7.1
FY 2014 dividend paid	(1.9)	-	(1.9)
Tier 1 Issuance/Repayment	-	-	-
Tier 2 Issuance/Repayment	-	-	-
Amortisation of Tier 2	-	(0.1)	(0.1)
Interest on T1 securities	(0.6)	-	(0.6)
Goodwill	0.1	-	0.1
Other	(0.2)	0.1	(0.1)
Capital as at 31-Dec-2015	44.2	6.7	50.9

Capitalisation



Risk Weighted Assets – Basel II (AED Bn)





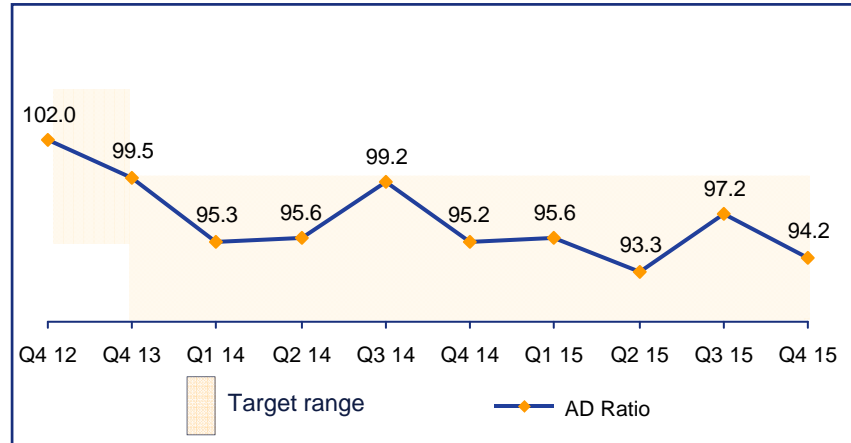
Operating Environment
Emirates NBD Profile
Financial & Operating Performance
Strategy
Appendix

Funding and Liquidity

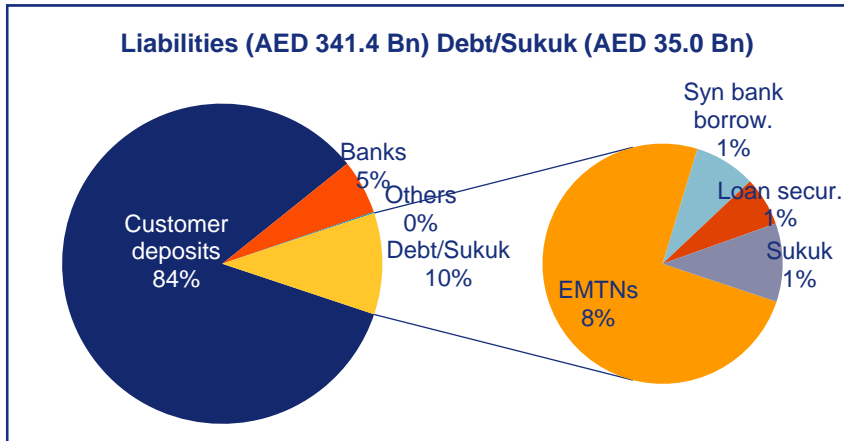
Highlights

- AD ratio of 94.2% within 90-100% management target range
- Liquid assets* of AED 55.0 Bn as at end 2015 (15.5% of total liabilities)
- Debt & Sukuk term funding represent 10% of total liabilities
- In 2015, maturity profile extended thanks to AED 10.6 Bn issuance through:
 - Public Issuance of AED 4.7 Bn in 3 currencies and
 - Private Placements of AED 5.9 Bn in 8 currencies
- Maturity profile affords Emirates NBD ability to consider public and private debt issues opportunistically

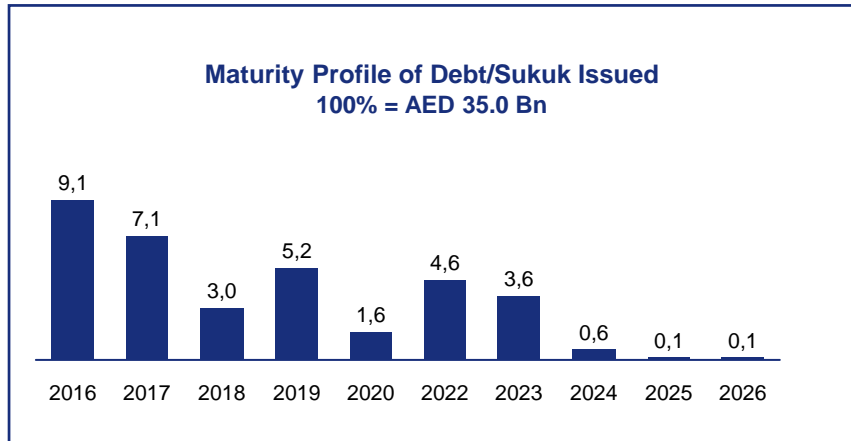
Advances to Deposit (AD) Ratio (%)



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

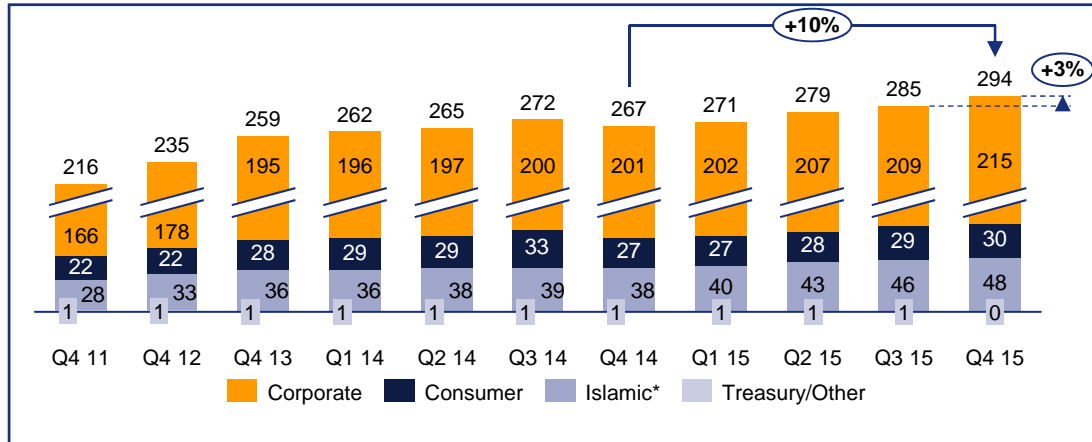


Loan and Deposit Trends

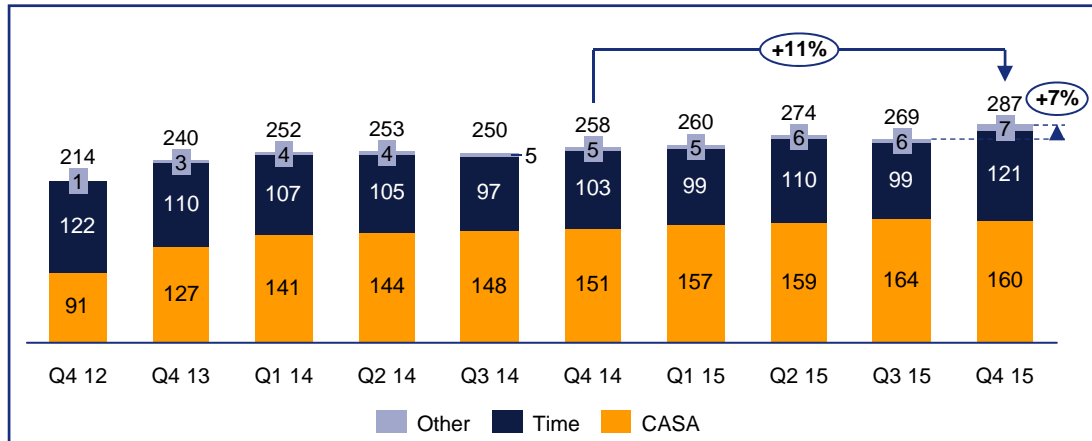
Highlights

- Gross loans grew 10% since end 2014 with strong growth in Retail and Islamic banking
- Islamic financing grew 27% since end 2014
- Consumer lending grew 12% since end 2014, mainly due to auto loans and credit cards
- Deposits increased 7% q-o-q and 11% from end 2014
- CASA balances declined 2% q-o-q as we prudently locked in time deposits during Q4 in the run up to year-end
- CASA deposits grew 6% since end 2014 and represent 56% of total deposits, up from 43% at end 2012

Trend in Gross Loans by Type (AED Bn)



Trend in Deposits by Type (AED Bn)



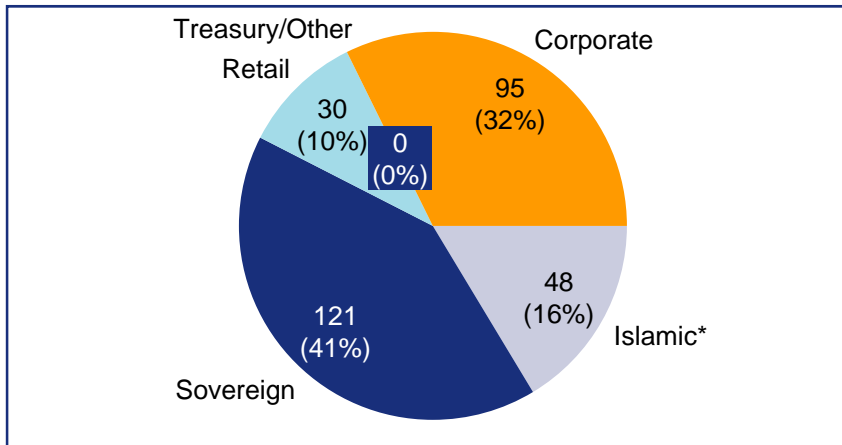
* Gross Islamic Financing Net of Deferred Income



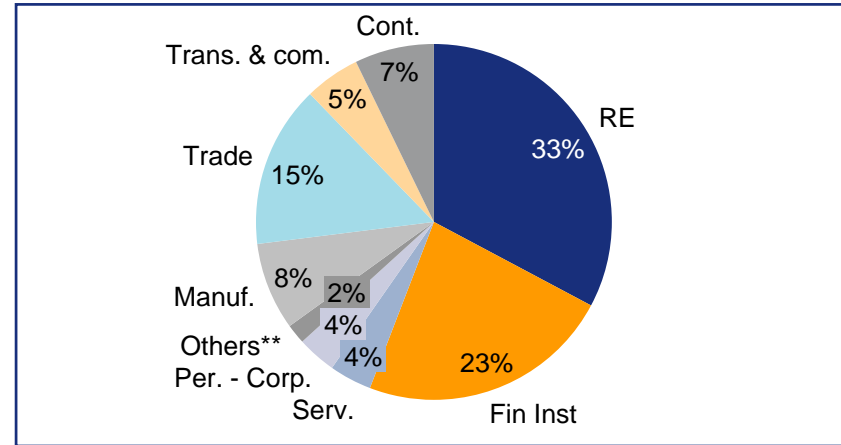
Operating Environment
Emirates NBD Profile
Financial & Operating Performance
Strategy
Appendix

Loan Composition

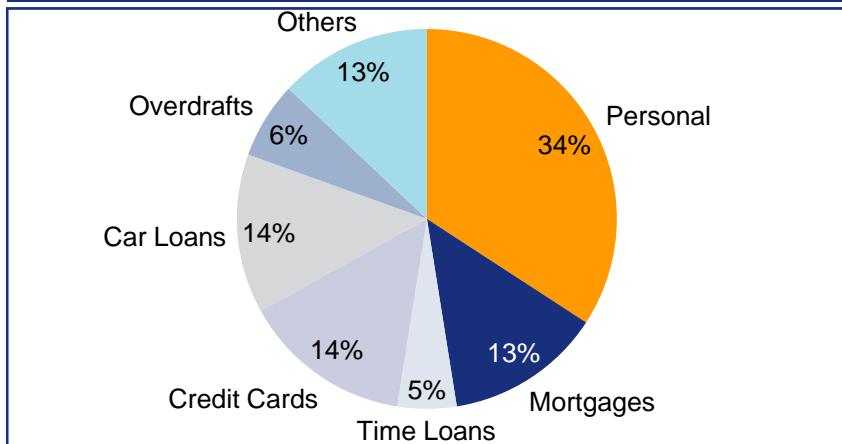
Total Gross Loans (AED 294 bn)



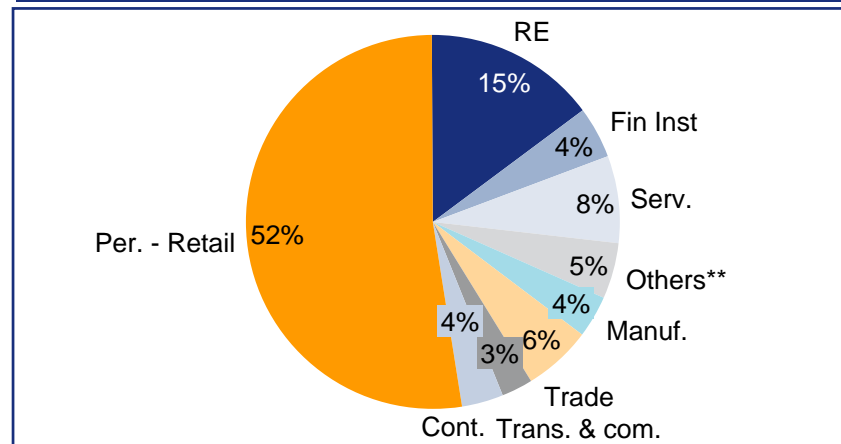
Corporate Loans (AED 95 bn)



Retail Loans (AED 30 bn)



Islamic* Loans (AED 48 bn)



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

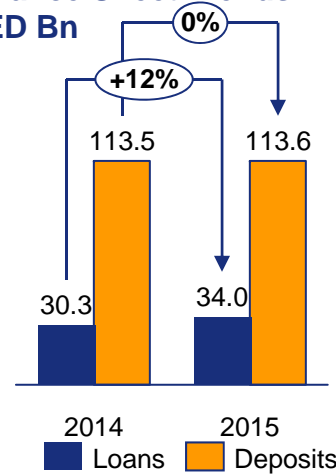


Divisional Performance

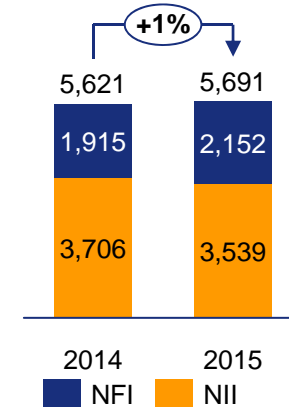
Retail Banking & Wealth Management

- Retail loans grew 12% in 2015 due to growth in Auto Loans and Credit Cards whilst revenue grew 1% y-o-y due to a change in internal transfer pricing.
- Fee income grew 12% in 2015, driven by strong growth in foreign exchange remittances and credit cards. Fee income now accounts for 38% of total RBWM revenue.
- Liability mix further improved in 2015 as CASA balances grew by 2%
- The bank has improved its distribution capabilities as part of its channel optimization strategy and had 547 ATMs and 97 branches as at 31-Dec-15
- RBWM offers an award winning 'best-in-class' digital banking solution with innovative services such as DirectRemit, Mobile Cheque Deposit and Smart Touch.

Balance Sheet Trends AED Bn



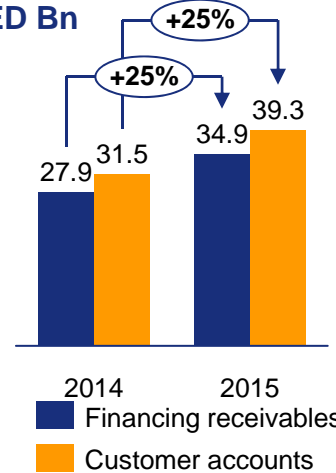
Revenue Trends AED Mn



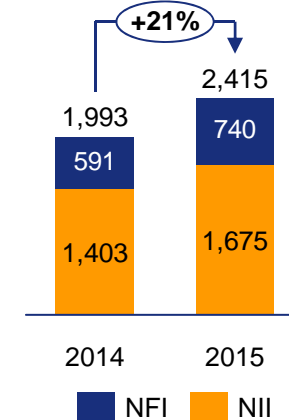
Islamic Banking

- Islamic Banking revenue grew 21% in 2015 on the back of growth in financing receivables and higher fee income from trade finance and insurance products
- Financing receivables grew 25% from end 2014 across a range of products
- Customer accounts increased by 25% from end 2014
- As at 31-Dec-15, EI had 60 branches and an ATM & CDM network of 190

Balance Sheet Trends AED Bn



Revenue Trends AED Mn



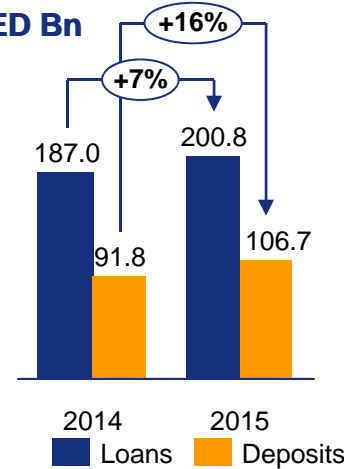


Divisional Performance (cont'd)

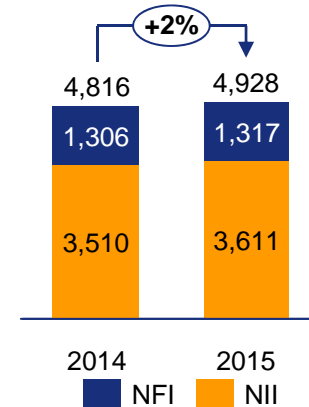
Wholesale Banking

- Wholesale Banking revenues improved 2% in 2015 due to asset growth and higher fee income
- Loans grew 7% from end 2014
- Deposits grew by 16% from end 2014 due to an increased focus on building liquidity throughout the year
- Focus during 2015 was 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



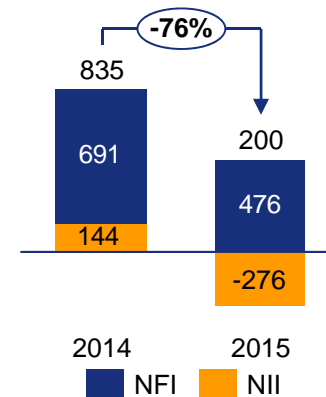
Revenue Trends AED Mn



Global Markets & Treasury

- Revenue declined 76% in 2015 primarily due to a realignment in internal transfer pricing adjustments
- Sales revenue grew 16% in 2015 on the back of higher volumes in Interest Rate hedging products and FX Sales

Revenue Trends AED Mn





Summary

FY 2015 financial results highlights

		FY 2015	Comments
Profitability	Net profit	AED 7.1 Bn	<ul style="list-style-type: none"> Improved 39% y-o-y
	Net interest margin	2.85%	
	Cost-to-income ratio	31.0%	<ul style="list-style-type: none"> Within 33% management range
	Provisions	AED 3.4 Bn	<ul style="list-style-type: none"> Improved 32% y-o-y as cost of risk continues to normalise and provisioning declined for the 6th consecutive quarter
Credit Quality	NPL ratio	7.1%	<ul style="list-style-type: none"> Helped by over AED 2 billion of write-backs and recoveries
	Coverage ratio	111.5%	
Capital & Liquidity	Tier 1 ratio	18.0%	
	AD ratio	94.2%	<ul style="list-style-type: none"> Within management range; improved 1% y-o-y despite tighter market liquidity conditions demonstrating strong bank liquidity

2016 macro themes

	Global	Regional
Opportunity	<ul style="list-style-type: none"> Emirates NBD's balance sheet is positioned to benefit from rising interest rates Recovering US economy may promote confidence in global market 	<ul style="list-style-type: none"> Regional growth opportunities Infrastructure spending
Risk	<ul style="list-style-type: none"> Slowdown in global growth especially big economies such as EU and China may have negative global impact 	<ul style="list-style-type: none"> Sustained low oil price may impact investors' confidence in the GCC market Uncertain geopolitics More cautious fiscal stance

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

Operating Environment

Emirates NBD Profile

Financial & Operating Performance

Strategy

Appendix

Key Objective

Deliver an excellent customer experience

Strategic Levers

Drive core business

Run an efficient organization

Drive geographic expansion

Enablers

Build a high performing organization



Highlights of strategic achievements in 2015

Operating Environment

Emirates NBD Profile

Financial & Operating Performance

Strategy

Appendix

2015 Strategic Priorities

1

Deliver an excellent customer experience

- Drive front line cultural/ behavior change
- Prioritize customer centric objectives and align metrics and plans
- Reinforce ENBD's position as a digital innovator and leader in multi-channel banking in the region

2

Build a high performing organization

- Drive Nationalization efforts
- Continue raising Employee Engagement level to be at par with best in class global banks
- Improve performance management and accountability across Group

3

Drive core business

- Build a diversification strategy for Retail & Wholesale Banking to penetrate new markets & segments
- Expand Islamic finance offering to capture growth
- Increase fee and commission income

4

Run an efficient organization

- Diversify income streams, improve capital efficiency and liquidity
- Develop robust risk and compliance culture
- Streamline organizational set-up, operations & processes

5

Drive geographic expansion

- Integrate Egypt business into Emirates NBD Group
- Selectively pursue organic and inorganic growth in current international markets

Key Achievements

- First UAE bank to be named 'Bank of the Year – UAE 2015' and 'Bank of the Year – Middle East 2015' by The Banker
- Enhanced customer experience and improved complaint management
- Launched #1 rated mobile banking app with over 335K active users
- Increased digital offerings like DirectRemit, Shake n' Save, Remote Deposit Capture

- Nationalization strategy with a 5-year horizon launched with focus on growing future National leaders
- Increased employee engagement in 2015, with current levels higher than average for GCC commercial banks
- Balanced scorecard practice implemented at segment levels in large businesses

- Transformation on track with key investments in developing our non-lending offering and services
- Retail loans growth of 12%, asset growth of 12%, with consistent efforts in launching best-in-class offerings
- Islamic Financing Receivables growth of 22%

- Capital adequacy ratio at 20.7% and Tier 1 capital ratio at 18.0%
- Advances to deposits ratio improved by 1% to 94.2% amid tighter market liquidity conditions
- Increased fee to income ratio from 29.6% to 30.9%

- Completed IT and systems integration in Egypt in 2015



Strategic priorities for 2016

Operating Environment

Emirates NBD Profile

Financial & Operating Performance

Strategy

Appendix

Pillars of our strategy

Key focus areas

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

2

Drive core business

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

3

Run an efficient organization

- Optimize the IT landscape to increase agility and enable digital banking
- Streamline key processes throughout the organization
- Enhance cross-functional collaboration throughout Group by aligning KPIs
- Enhance risk governance and compliance controls
- Align risk appetite to overall corporate strategy and capital utilisation

4

Drive geographic expansion

- Sustain our growth path and deepen footprint in Egypt and other offshore locations
- 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 nationalisation efforts with a focus on developing local leadership talent
- Improve performance management with greater recognition for high performers
- Continue successful Employee Engagement level programmes



2015 Selected Awards


Operating Environment

Emirates NBD Profile

Financial & Operating Performance

Strategy

Appendix



GLOBAL FINANCE


'Best Mobile Banking App'
'Best Consumer Digital Bank in MEA'
'Best in Mobile Banking'



'Award for Excellence 2015 Middle East'
'Best Private Bank in the UAE for Philanthropy and Social Impact Investing'

THE ASIAN BANKER®

'Best Retail Bank in the Middle East and the UAE'



'Best Prepaid Program – Emirates Islamic'



جائزة محمد بن راشد آل مكتوم للأعمال
MOHAMMED BIN RASHID AL MAKTUUM BUSINESS AWARD
AN INITIATIVE BY DUBAI CHAMBER OF COMMERCE & INDUSTRY

'Business Excellence Award'

The Banker
GLOBAL FINANCIAL INTELLIGENCE SINCE 1926

'Bank of the Year UAE & Middle East - 2015'

'Top 25 Global Banks on Social Media'




'World's Top Financial Services Brand'



'UAE Cash Management Bank of the Year'



'Best Managed Company in the Middle East by Sector (Banking & Finance)'



'Best Financial Institution borrower 2014'
'Best Sukuk house' & 'Best Local Investment Bank' in UAE
'Most Innovative Bank' in Pan-Middle East



'UAE Asset Manager of the Year'

Large Deals Concluded in 2015 (1/2)

Operating Environment

Emirates NBD Profile

BANQUE MISR SAE
USD 250,000,000



بنك مصر
BANQUE MISR
نعمل معاً الخير بلدنا
SYNDICATED TERM LOAN FACILITY
DECEMBER 2015
Mandated Lead Arranger and Bookrunner



BURGAN BANK
USD 350,000,000



بنك بروقان
BURGAN BANK
TERM LOAN FACILITY
DECEMBER 2015
Mandated Lead Arranger




CFC STANBIC BANK LIMITED
USD 155,000,000




CFC Stanbic Bank
A member of Standard Bank Group
SYNDICATED TERM LOAN FACILITY
OCTOBER 2015
Initial Mandated Lead Arranger, Bookrunner, Coordinator, Documentation and Publicity Agent



IDFC BANK LIMITED
USD 200,000,000



IDFC BANK
TERM LOAN FACILITY
OCTOBER 2015
Mandated Lead Arranger



RELIANCE INFRATEL LIMITED
USD 350,000,000



RELIANCE
TERM LOAN FACILITY.
SEPTEMBER 2015
Mandated Lead Arranger



SEKERBANK
USD 54,000,000
EUR 71,000,000



Şekerbank
DUAL CURRENCY TERM LOAN FACILITY.
SEPTEMBER 2015
Mandated Lead Arranger



Financial & Operating Performance

Strategy

EMIRATES INTERNATIONAL TELECOMMUNICATIONS
USD 2,100,000,000



SYNDICATED CONVENTIONAL AND ISLAMIC FINANCING FACILITIES
SEPTEMBER 2015
Islamic Structuring Bank, Bookrunner & Investment Agent



ALBARAKA TURK KATILIM BANKASI
USD 278,000,000
EUR 154,500,000




alBaraka
DUAL TRANCHE SYNDICATED MURABAHA FINANCING FACILITY.
SEPTEMBER 2015
Initial Mandated Lead Arranger, Coordinator & Bookrunner



ARMADA DI PTE LTD
USD 202,000,000



Shapoorji Pallonji BUMIARMADA
TERM LOAN FACILITY
AUGUST 2015
Mandated Lead Arranger, Bookrunner & Underwriter



E-LAND
US\$ 225,000,000
TERM LOAN FACILITY



E-LAND
US\$ 75,000,000
REVOLVING LOAN FACILITY
JULY 2015
Mandated Lead Arranger & Bookrunner



GEMS MENASA (Cayman) limited
AED 3,000,000,000



GEMS EDUCATION
CONVENTIONAL AND ISLAMIC FINANCING FACILITIES
JULY 2015
Conventional Mandated Lead Arranger



AFREXIMBANK
USD 458,000,000
EUR 406,500,000



AFREXIMBANK
DUAL TRANCHE TERM LOAN FACILITY
JULY 2015
Initial Mandated Lead Arranger & Bookrunner



Appendix



Large Deals Concluded in 2015 (2/2)

Operating Environment

Emirates NBD Profile

Financial & Operating Performance

Strategy

Appendix

FAR EAST HORIZON LIMITED
USD 250,000,000



远东宏信有限公司
SYNDICATED TERM LOAN FACILITY.
JUNE 2015
Mandated Lead Arranger & Bookrunner



EMIRATES NATIONAL OIL COMPANY LTD. (ENOC) LLC
USD 1,500,000,000



DUAL CURRENCY CONVENTIONAL CREDIT & COMMODITY MURABAHA FACILITIES.
JUNE 2015
Initial Mandated Lead Arranger & Bookrunner, Underwriter



PT BFI FINANCE INDONESIA TBK.
USD 50,000,000




FINANCE
SECURED TERM LOAN FACILITY.
JUNE 2015
Mandated Lead Arranger, Bookrunner & Documentation Agent




SUNRISE PROPERTIES LTD
AED 515,000,000


SYNDICATED CONVENTIONAL AND ISLAMIC TERM FACILITIES
MAY 2015
Mandated Lead Arranger and Bookrunner



PUMA INTERNATIONAL FINANCING S.A
USD 1,250,000,000



ENERGY
REVOLVING AND TERM CREDIT FACILITIES.
MAY 2015
Mandated Lead Arranger & (Active) Bookrunner



USD 235,000,000



FIRSTRAND
TERM LOAN FACILITY.
May 2015
Mandated Lead Arranger, Bookrunner Coordinator & Facility Agent




GUNVOR SINGAPORE PTE. LTD.
USD 911,700,000




REVOLVING CREDIT FACILITIES.
MAY 2015
Mandated Lead Arranger & Bookrunner




INDUSIND BANK LIMITED
USD 240,000,000




TWO YEAR CLUB LOAN FACILITY.
APRIL 2015
Mandated Lead Arranger & Coordinator




ALBARAKA TURK KATILIM BANKASI
USD 268,000,000




SYNDICATED MURAHABA FINANCING FACILITY.
APRIL 2015
Initial Mandated Lead Arranger, Joint-Coordinator & Bookrunner



PORT & FREE ZONE WORLD FZE
USD 1,100,000,000



DP WORLD
CREDIT FACILITIES.
MARCH 2015
Initial Mandated Lead Arranger, Bookrunner & Underwriter



STANBIC BANK UGANDA LIMITED
USD 85,000,000



EIGHTEEN MONTH TERM LOAN FACILITY.
JANUARY 2015
Initial Mandated Lead Arranger, Bookrunner Coordinator, Documentation & Publicity Agent



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Emirates NBD

