



Investor Presentation

March 2011



بنك أبوظبي الوطني
NATIONAL BANK OF ABU DHABI
ش.م.ع PJSC البنك الرائد The Number One Bank

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UAE economic overview

UAE Overview

UAE Overview A Federation of seven Emirates (Abu Dhabi being the capital)
Headed by the President (Ruler of Abu Dhabi; Ruler of Dubai is the Vice President)

- Key Facts**
- Rating: **Moody's (Aa2 stable), S&P (AA stable) +, Fitch (AA stable) +**
 - 2nd largest economy in GCC and the Arab world** (after Saudi Arabia)*
 - 10% of proven global oil reserves** which generates 1/3 of UAE's GDP
 - UAE Banking sector offers the largest asset base within the GCC (**NBAD is 3rd largest bank by assets in the MENA region**)
 - UAE banking sector is dominated by domestic players domiciled within the market

+ S&P and Fitch do not rate UAE; the ratings above reflect their ratings on the Emirate of Abu Dhabi

* Nominal GDP rankings by IMF (2008)

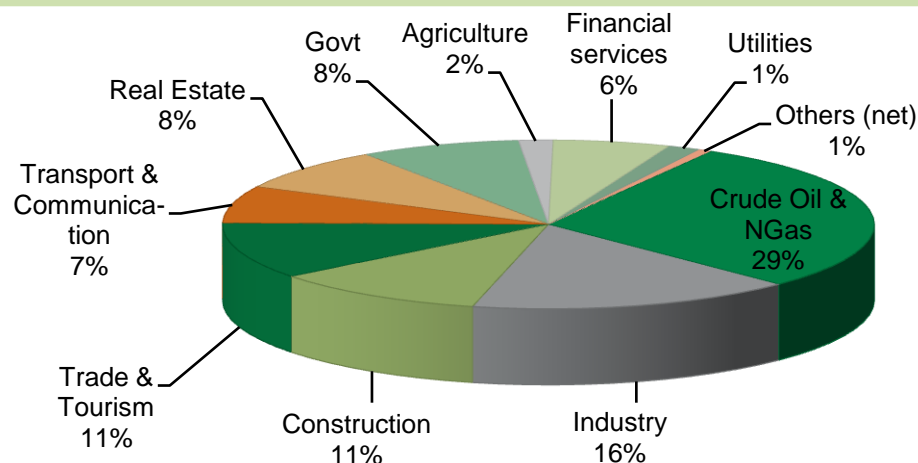
Source: Bloomberg, IMF, UAE Central Bank

Key Economic Indicators

2009 Estimates (in US\$ bn)	UAE	New Zealand	Singapore	Malaysia
Nominal GDP	249.0	117.8	177.1	191.5
Real GDP growth (% change yoy)	1.3	-1.6	-2.0	-1.7
Exports of goods & services	167	28	259	171
Imports of goods & services	122	26	234	135
Population (mn)	5.0	4.3	4.8	27.8

Source: IMF, World Economic Outlook Database - Oct 2008, IIF, UAE Central Bank, Ministry of Economy, National Bureau of Statistics (UAE), NBAD Research
(Exchange Rate: 1 USD = 3.673 AED)

UAE GDP (Real) Split by Sector



Source: National Bureau of Statistics, Economic Report 2009

Abu Dhabi – The Capital

Abu Dhabi Key Economic Indicators

Credit Rating	Aa2 (Moody's) / AA (S&P) / AA (Fitch)
Size	Abu Dhabi accounts for 87% of UAE's land area
Population	1.57mn (mid-2008)
Nominal GDP	US\$ 148.9bn
GDP Per Capita	US\$ 115,500 (2008) (3 rd highest in the world – IMF)
Oil & Gas as a % of GDP	49.4%
Crude Oil	
-- Production	Approx 2.5mn bpd (2008)
-- Reserves	92 bn barrels (Global ranking - 6th) (2008)
Principal Contributors to Nominal GDP	Real Estate & Construction (18%), Trade, Services & Logistics (13%), FIs & Insurance (6%), Manufacturing (7%), Govt Services (6%) – contribute 50% to Abu Dhabi's GDP
Abu Dhabi "2030 Economic Vision"	Initiative by the Government of Abu Dhabi to develop and diversify the economy beyond oil revenues
Future Developments	Future major developments in line with Abu Dhabi Economic Vision 2030 covering all sectors for the next 3 years have an estimated value of US\$ 200bn (Abu Dhabi's Urban Planning Council)

Source: Department of Planning and Economy, IMF, UAE Central Bank, NBAD Research, ADCCI, DCCI, DPE (All figures as of 2009, unless stated)



Top – Model of Louvre, Abu Dhabi

Below – An artist's impression of the Saadiyat Island development

The UAE banking sector

UAE banking sector (in USD bn)	2008	2009	2010 _{est}
Total Assets/ Liabilities ²	394.2	413.6	437.1
Foreign Assets	14.0%	13.7%	14.5%
Foreign Liabilities	19.5%	16.5%	16.9%
Deposits ³	248.3	267.5	285.8
Bank Credit ⁴	251.7	277.1	280.8
Banks & Branches⁵			
National Banks (23)	714	795	867
Foreign Banks (28)	146	154	162
Employees in Banks (excl auxiliary staff)	39,589	37,704	37,403

Source: UAE Central Bank

1 Net of provisions and interest in suspense

2 Excluding Inter-bank deposits

3 Excluding loans to banks, provisions & interest in suspense

4 Includes head offices, branches, pay offices, EBU's

Country	Latest (2010)	Growth (YoY)	Banking Sector Assets (USD bn)
UAE	Dec	5.7%	437.1
S. Arabia	Nov	1.0%	373.9
Bahrain	Nov	(1.9)%	215.9
Kuwait	Dec	2.6%	146.8
Qatar	Dec	21.3%	156.0
Oman	Dec	10.2%	40.7
GCC Estimate		4.4%	1,370.4

Source: Central Banks of respective countries

NBAD at a glance

- Banker to the Abu Dhabi Government
- 70% owned by the Government of Abu Dhabi through ADIC (Abu Dhabi Investment Council)
- Flagship bank for Abu Dhabi
- Consistent profitability and value creation to shareholders
- Well positioned for growth from global economic recovery
- Among the highest rated banks in Middle East and among the world's 50 safest banks*
- Clear and focused strategy for growth
- Largest international presence among the UAE banks

* By Global Finance – 2010 & 2009

NBAD at a glance (cont'd)

Overview

- Incorporated in **1968** to serve as Banker to the Emirate of Abu Dhabi
- Owned (**70.48%**) by **Government of Abu Dhabi**, via the Abu Dhabi Investment Council (ADIC)
- Listed on Abu Dhabi Securities Exchange (ADX)

Credit Rating

	Fitch	Moody's	S&P
LT	AA-	Aa3	A+
ST	F1+	P-1	A-1
Outlook	Stable	Stable	Stable

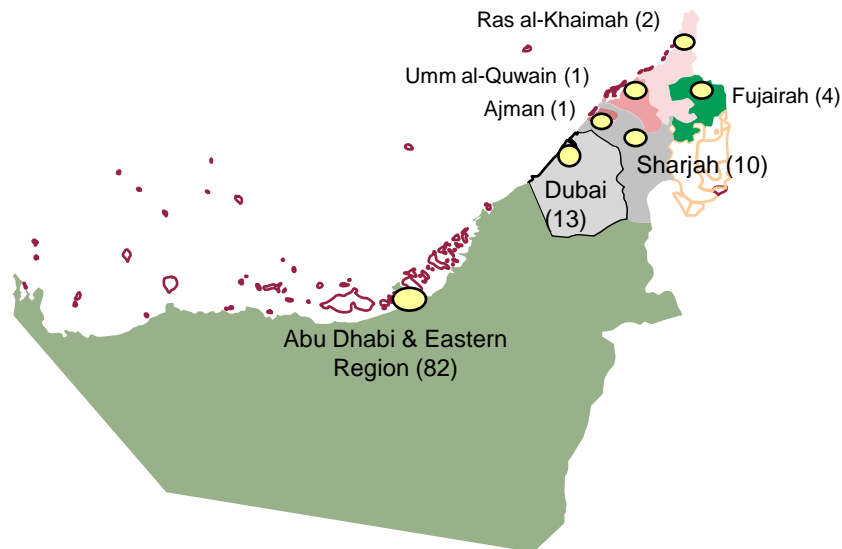
Presence

- UAE - 113 branches*, 436 ATMs+ in all the 7 emirates
- Egypt – 28 branches*, 44 ATMs
- Other Overseas – 21 units*, 19 ATMs

Stock Info

Market Cap (Price @ AED 11.10)	AED 26.5bn (US\$ 7.2bn)
Diluted EPS	1.09
PE Ratio	7.7
Price / Book	1.3
Shares Issued (@ AED 1)	2,392 mn
Free float:	29.5% (Non-UAE – 2.4%)

*Including cash offices, NBAD Suisse subsidiary, offshore units & representative office in Libya
+ includes Cash deposit machines



A diversified business model

Contribution to FY 2010 Operating Profits					
22.7%	14.3%	11.8%	49.5%	0.2%	1.9%
Domestic Banking	Financial Markets	International Banking	Corporate & Investment Banking	Global Wealth	Islamic Banking
<ul style="list-style-type: none"> ▶ Consumer Banking ▶ Elite Banking ▶ Business Banking (SME) 	<ul style="list-style-type: none"> ▶ Liquidity management & Interest rate products ▶ Institutional & Corporate Coverage ▶ Proprietary trading & Investments group 	<ul style="list-style-type: none"> ▶ Arab World Banking <ul style="list-style-type: none"> – Egypt Network – Oman Network – Sudan Network – Bahrain – Kuwait – Libya – Jordan ▶ International Banking <ul style="list-style-type: none"> – United Kingdom – France – USA – Hong Kong/ China 	<ul style="list-style-type: none"> ▶ Corporate Banking Group ▶ Wholesale Banking Group <ul style="list-style-type: none"> – Global Project & Structured Finance – Syndications & Specialised Portfolio – Financial Institutions Dept – Global Trade Finance ▶ Investment Banking Group <ul style="list-style-type: none"> – DCM – ECM – Advisory ▶ Private Equity ▶ Abu Dhabi National Property - Real Estate ▶ Abu Dhabi National Leasing - Leasing ▶ Special Asset Advisory 	<ul style="list-style-type: none"> ▶ Private Banking ▶ Asset Management Group <ul style="list-style-type: none"> – Local and Global Funds – Discretionary Portfolio Management ▶ Abu Dhabi Financial Services <ul style="list-style-type: none"> – Brokerage services ▶ Custody services 	<ul style="list-style-type: none"> ▶ Abu Dhabi National Islamic Finance ▶ NBAD Islamic Division
Head Office * (0.4)%					

* Support functions: Audit, Compliance, Finance, Human Resources, Information Technology, Legal, Operations, Risk Management, Investor Relations, Corporate Communications, Strategic Planning, Securities Services, Corporate Governance & Economic Research

Core strategy

Our Vision

To be recognised as the World's Best Arab bank

Global Rules

- Put the client at the heart of the business
- Build rather than buy
- Ensure adequate liquidity
- Prudent approach to lending
- Develop and grow our fee income generating businesses
- Maintain a strong capital base and conservative capital adequacy ratios
- Attract, select and retain top tier staff across all businesses
- Remain as the Abu Dhabi flagship bank

Competitive landscape

Peer Group Analysis for the full year of 2010

		E-NBD	ADCB	FGB	Mashreq	NBAD	Comments*
Return on Shareholders' Funds	%	7.5	1.0	17.6	7.1	19.3	1 st in providing RoE to its shareholders
Attributable Profit	AEDm	2,340	381	3,420	803	3,683	1 st amongst UAE banks
Cost Base	AEDm	3,147	1,649	1,120	1,764	2,186	2 nd lowest cost to income ratio amongst UAE banks
Total Assets	AEDbn	286	178	141	85	211	2 nd highest amongst UAE banks
Total Equity	AEDbn	33.8	19.6	24.6	12.4	24.1	3 rd highest amongst UAE banks
Customer Loans	AEDbn	197	123	96	41	137	2 nd highest amongst UAE banks
Customer Deposits	AEDbn	200	106	99	51	123	2 nd highest amongst UAE banks

*Comments based on the sample of the 5 largest (asset-based) UAE commercial banks

•Figures may have been reclassified/recalculated for comparative analysis

•Source: Financial Statements for the period as at 31 December 2010 for First Gulf Bank, Emirates-NBD, Abu Dhabi Commercial Bank, Mashreq and National Bank of Abu Dhabi

Financial targets

➤ Return on shareholders' funds of 20% over the medium-term

➤ Cost to income ratio of less than 35%

➤ Earnings increase of 16% per annum over the medium-term

➤ Dividend cover of minimum 3x (times) of net profits

Salient features of 4Q/FY 2010 results



Net profits for the year at AED 3,683 million up 22% - reaching the USD 1 billion mark



4th quarter net profits at AED 732 million up 71% on corresponding quarter of 2009



Return on shareholders' funds at 19%



Board has recommended 30% cash dividend and 20% stock dividend for FY2010



Overall, a strong set of numbers giving a solid base for 2011

FY 2010 – Balance sheet highlights

- **Assets** up by 7.4%
- **Loans and advances** up 3.5% in 2010 reflecting prudent lending policies
- **Customer deposits** increased by 6.5%* in 2010 on increased corporate & private and retail sector deposits
- **Capital resources** increased on account of conversion of AED 5.6bn MoF deposits and profits earned in 2010
- **Basel-II capital adequacy** ratio at 22.6% and Tier-I capital ratio at 16.2% - well above the UAE Central Bank's minimum requirements of 12% and 8%, respectively

Consolidated Balance Sheet	31 Dec'10 (AED bn)	% chg (vs Dec'09)	% chg (vs Sep'10)
Assets	211.4	↑ 7%	↓ (1)%
Loans & Advances	136.8	↑ 3%	↓ (2)%
Customers' Deposits	123.1	↑ 7%*	↑ 2%
Shareholders' funds ^{\$}	20.1	↑ 22%	↑ 3%
Total Capital resources	32.4	↑ 39%	↑ 2%

* Ministry of Finance deposits of AED 5.6bn were converted into Tier-2 capital in 1Q'10; in 2009, they were included in Customer Deposits

^{\$} Excludes AED 4bn Government of Abu Dhabi Tier-I capital notes

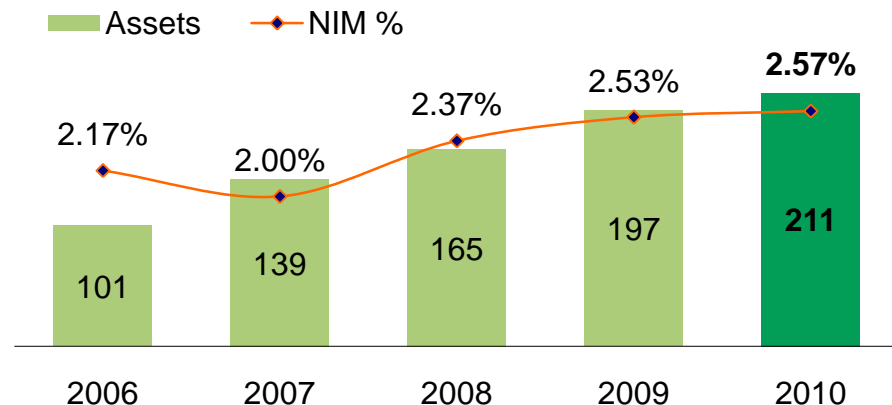
FY 2010 – Income statement highlights

- Operating income** up by 12% on higher net interest income (up 15%) on account of higher spreads and average loan balances during the year
- Operating expenses** rose by 15% on organic growth and continued investment in our businesses; cost-income ratio at 30.5% still within the cap of 35%
- Impairment charges** were 14% lower compared to 2009, though specific provisions were higher. Nevertheless, collective provisions as a percentage of Credit RWA were increased to 1.39% in 2010 from 1.25% in 2009
- Net profits** reached the equivalent of USD 1 billion for the first time in the history of NBAD

Consolidated Income Statement	FY 2010 (AED mn)	FY 2009 (AED mn)	% chg
Operating Income	7,179	6,399	↑ 12%
Operating expenses	2,186	1,898	↑ 15%
Operating profits	4,993	4,501	↑ 11%
Impairment charges, net	1,207	1,408	↓ (14)%
Net attributable profits	3,683	3,020	↑ 22%

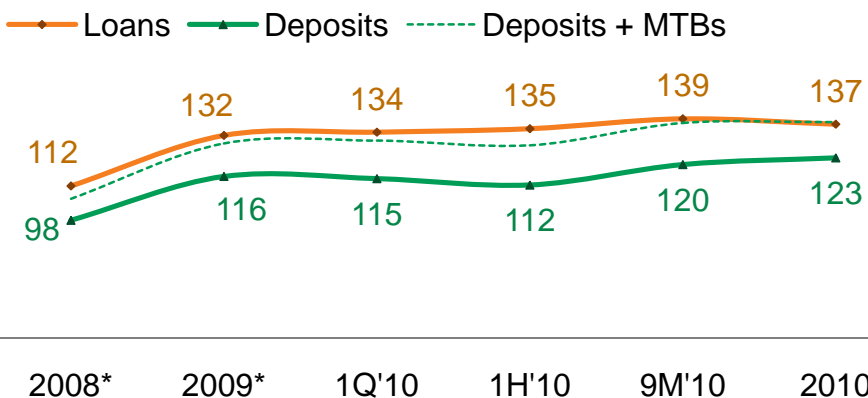
Assets & liquidity

Assets (AED bn) and Net Interest Margins* (%)



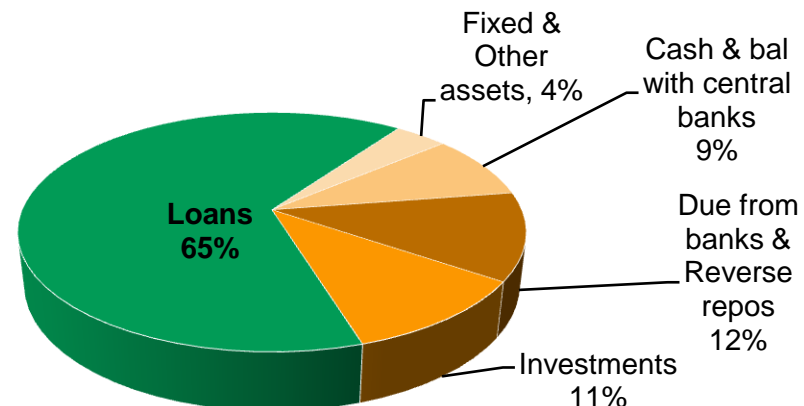
* Based on period end figures for Net Interest Income (annualised) and Average Assets for the period

Loans & Customer Deposits (AED bn)



* Deposits exclude AED 5.6bn Ministry of Finance deposits converted into Tier-2 capital in 1Q'10

Composition of Assets – AED 211bn (2010)

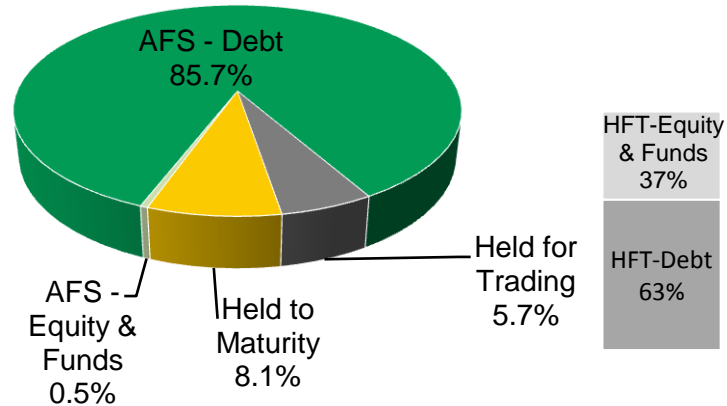


Key points

- NIMs* at **2.57%** in 2010, increased slightly over 2.53% in 2009
- Regulatory loans to stable resources ratio is in compliance with stipulated UAE Central Bank cap
- Optimal loans to deposits ratio at **111%** at 2010; emphasis on increasing stable/medium-term borrowings

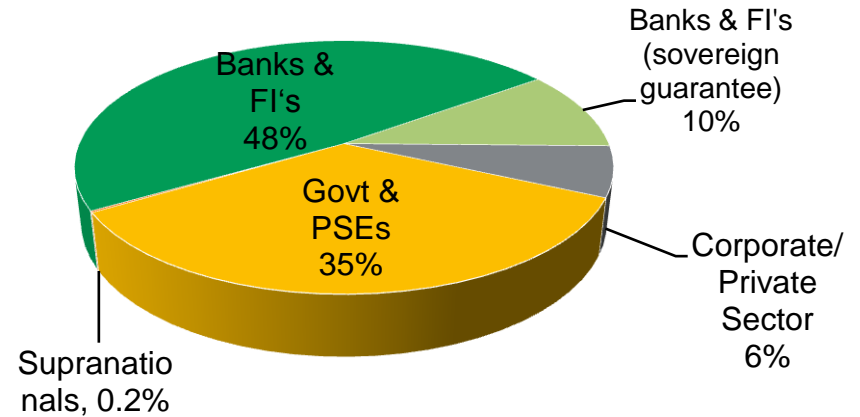
Investments

Investments – AED 22.7bn

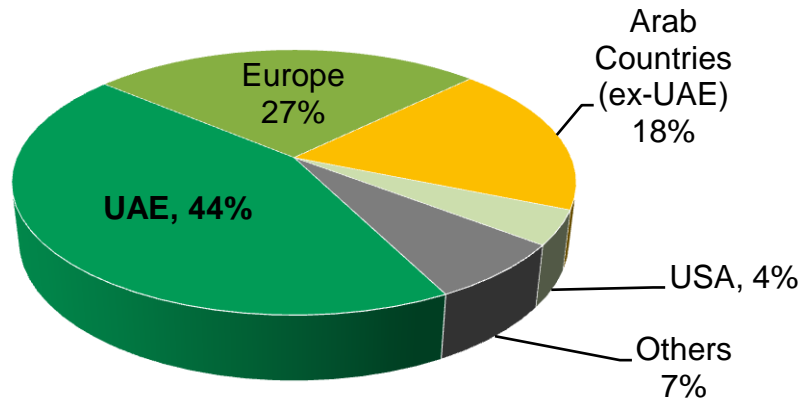


• HFT – AED 1.3bn ; HTM – AED 1.8bn ; AFS – AED 19.6bn

AFS investments by issuer



AFS investments by region



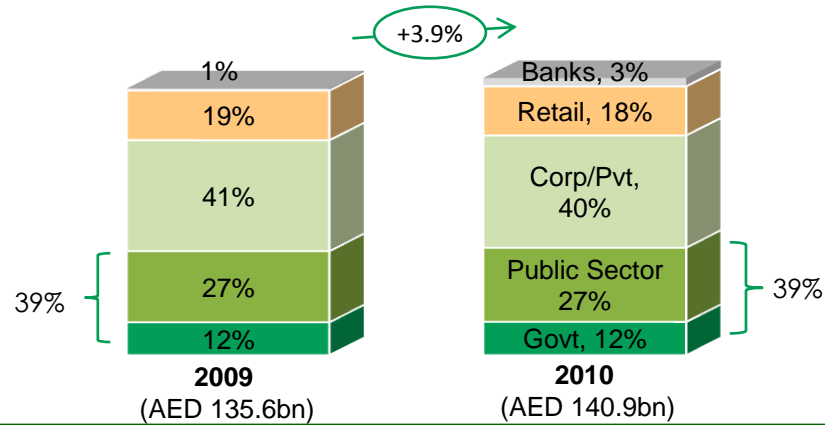
* Based on location of the issuer of the security or parent in case of SPV's

Key points

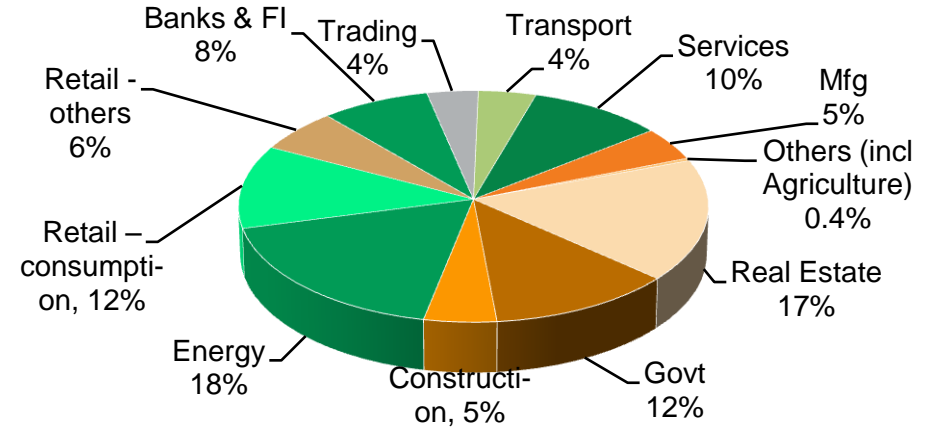
- More than 70% of Available for Sale (AFS) investments are rated AA & above
- Debt instruments include corporate and banks, treasury bills and government bonds

Loans and advances

Loans (gross) by customer type

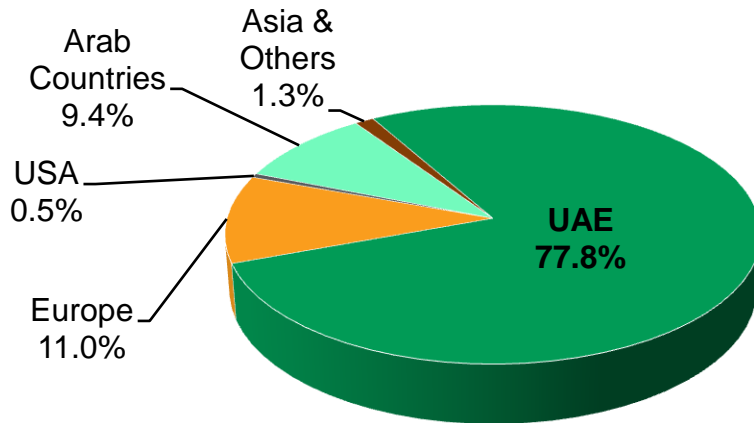


Loans (gross) by economic sector



- Diversified portfolio across economic sectors

Loans by geography (2010)



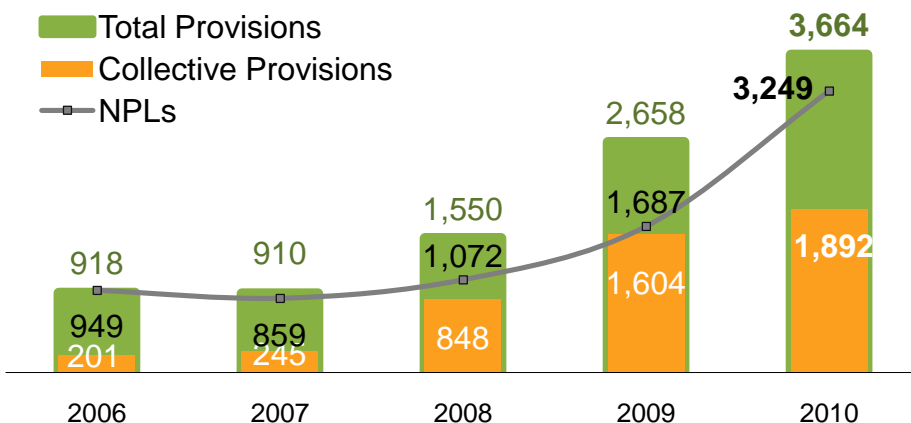
Key points

- Stronghold in Corporate & Private sector and Government related businesses
- Diversified portfolio across various sectors
- Prudent loan growth and conservative underwriting process

* Based on residential status of borrower

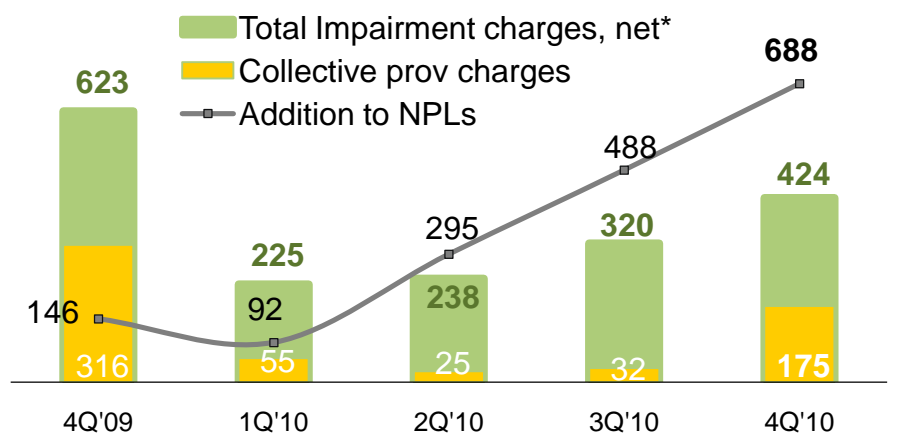
Provisions & NPLs

Provisions* & NPLs (AED mn)



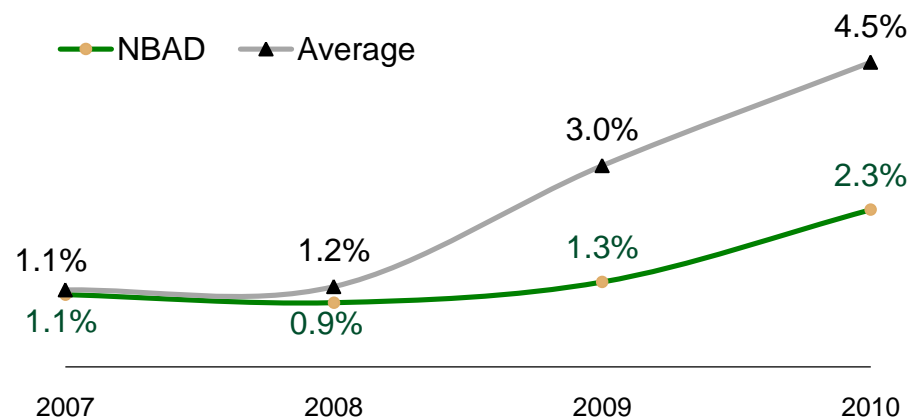
* Provisions on loans & advances - excludes all other provisions

Impairment charges & Addition to NPLs (AED mn)



* Net of recoveries, write-backs and write-offs and includes provision on investments

NPLs (NBAD vs Major UAE Banks*)



* Average NPL ratio of ENBD, NBAD, ADCB, FGB (Source: Published financials)

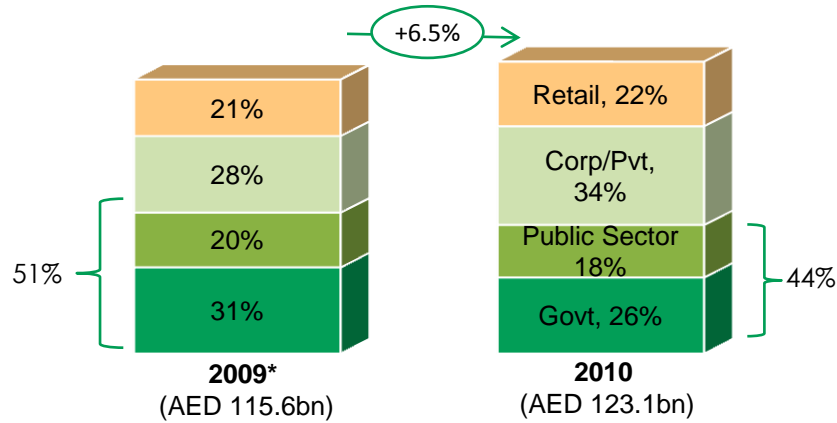
* NPLs above exclude Dubai World related exposure classified as impaired by some of the banks included in the sample

Key points

- NPLs increased by AED 1.6bn in 2010 to **AED 3,249mn** (up by AED 688mn in 4Q'10) from AED 1,687mn at end-2009
- NPLs ratio at **2.3%** as at end-2010 (1.25% at FY'09)
- Specific provisions at **55%** as a percentage of NPLs at end-2010 (2009 – 62%), **excluding collaterals** (estimated value of AED 1.7bn at 31 Dec 2010)
- Collective provisions of **AED 1,892mn** at end-2010 increased to 1.39% of credit risk weighted assets (target – 1.5% by 2014)

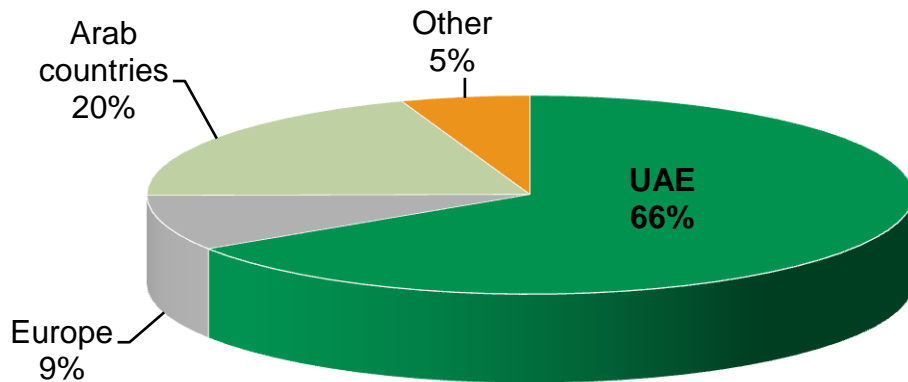
Funding profile

Deposits by customer type



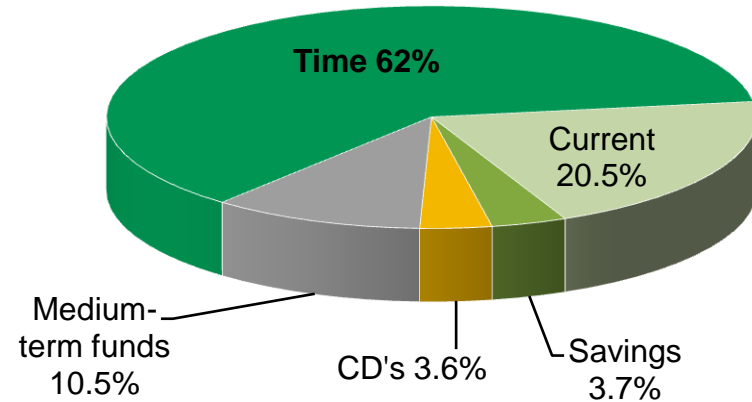
* excludes AED 5.6bn MoF deposits transferred to Tier-2 capital in 1Q'10

Deposits by geography (2010)



* Based on residential status of depositor

Deposits & medium-term funds by type



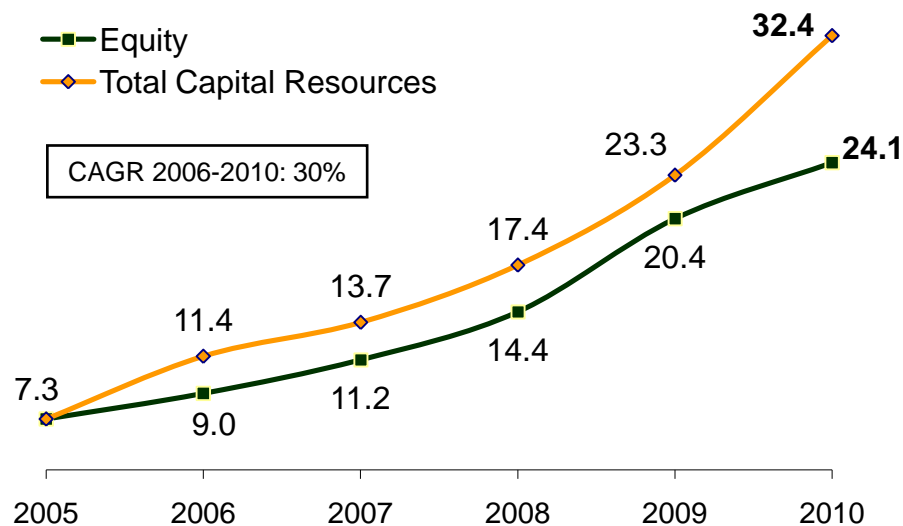
• Medium term borrowings at AED 14.5bn at Dec-2010

Key points

- Substantial funding from government & public sector entities due to our long standing relationship with them
- No maturities slated for 2011; AED 2.9bn to mature in 2012
- Recent benchmark issuances:
 - MYR 500mn @ 4.9% fixed issued in Dec 2010 for 10 years
 - MYR 500mn @ 4.75% fixed issued in June 2010 for 5 years
 - USD 750mn @ 4.25% fixed issued in March 2010 for 5 years

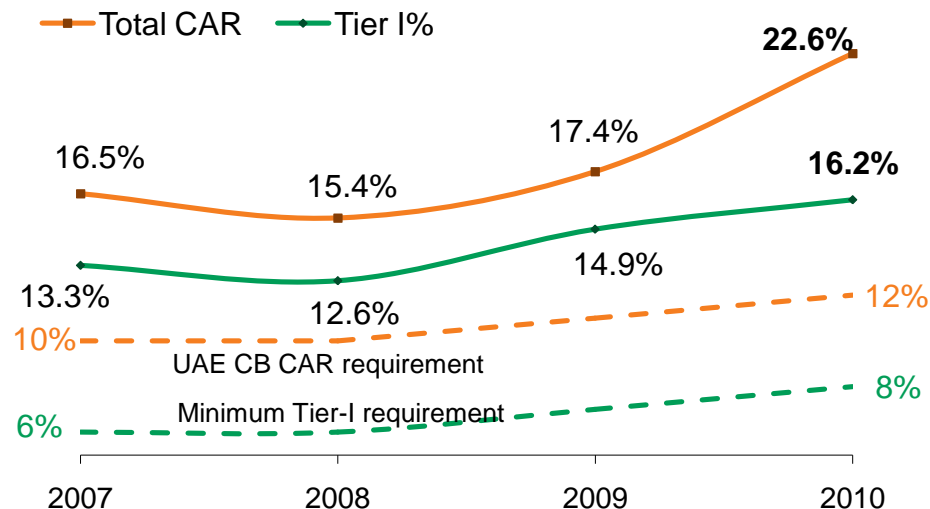
Capital

Capital resources (AED Bn)



- Capital resources increased by 39% over 2009 to AED 32.4bn comprising:
 - Equity of AED 24.1bn (without any property revaluation gains) includes AED 4bn Govt of Abu Dhabi Tier-I capital notes: non-dilutive, non-cumulative, perpetual; issued in March 2009
 - Subordinated convertible notes (AED 8.3bn) increased by AED 5.6bn on conversion of MoF deposits in 1Q'10
- Among the lowest leverage ratios (assets to capital resources) at 6.5x

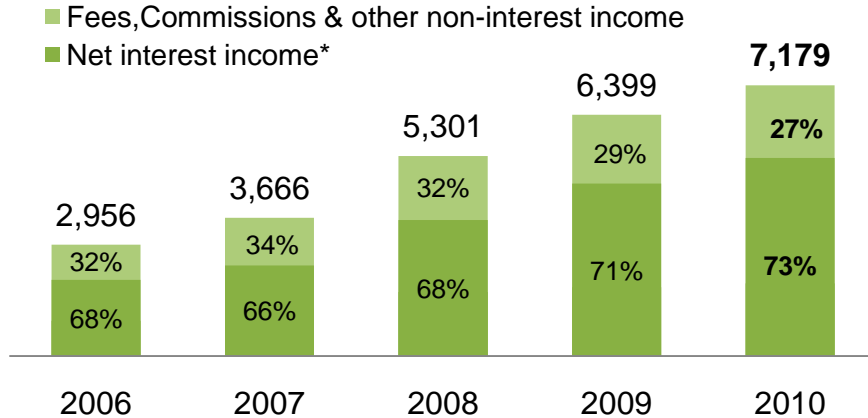
Capital adequacy (Basel-II)



- UAE Central bank's minimum capital adequacy requirements increased to 12% as of June 2010 (8% on Tier-I)
- Capital Adequacy ratio (Basel-II) at 31 Dec 2010 at 22.6% (on Tier-I – 16.2%) well above the Basel-II and UAE Central Bank's minimum requirements

Income

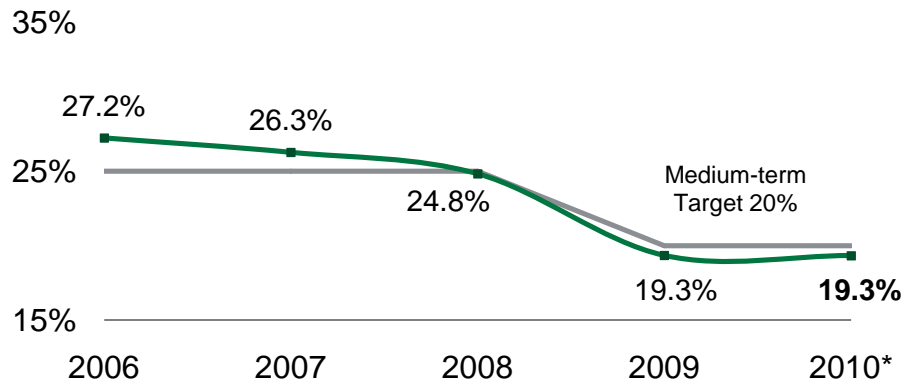
Operating income (AED mn)



• 15% growth in net interest income* in 2010 over 2009

* Including net income from Islamic financing

Return on Shareholders' Funds (%)

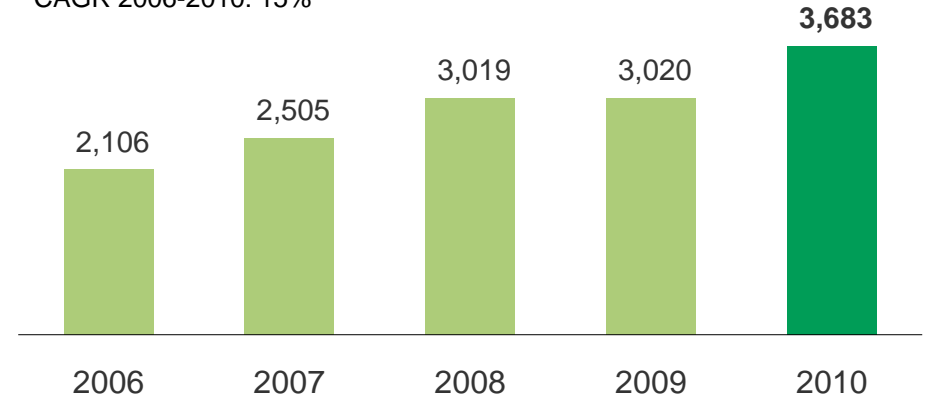


• In line with 20% target for the medium-term economic cycle

* Considers the proposed 30% cash dividend for 2010; excludes AED 4bn Tier-I capital and its dividend of AED 240mn

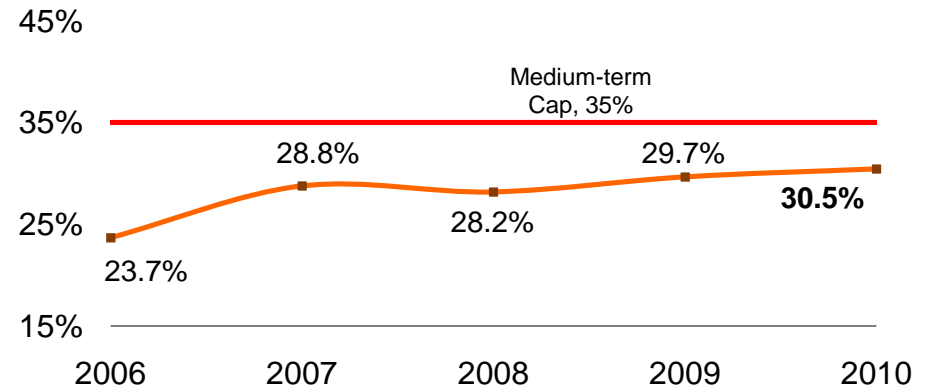
Net attributable profits (AED mn)

CAGR 2006-2010: 15%



• Net profits increase by 22% to cross USD 1bn in a tough year

Cost to Income ratio (%)



• Ratio remains within our medium-term cap of 35%, while organic growth continues

Outlook

- Loan growth to be around 8-10% for 2011; NPLs forecasted to stabilise at end-2011
- Gradually increase collective provisions to 1.5% of Credit RWAs in line with UAE Central Bank directives
- Continue to diversify our sources of funding & accessing new markets and segments of investors – plans to access our Kangaroo (AUD/NZD) & Samurai (JPY) markets
- Organic growth to continue with investments in our franchise, network, systems and people
- Target a return on shareholders' funds of 20% for 2011 and the medium-term

“2010 was not the easiest year for banking and we have continued to make substantial provisions for non-performing loans. Notwithstanding this, the robustness of our business model has been demonstrated in a 22% increase in net profits, which, for the first time in the history of NBAD, reached the equivalent of US\$ 1 billion.”

- **Michael H Tomalin**
Group Chief Executive

Appendix

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Consolidated balance sheet

	AED mn				
CONSOLIDATED BALANCE SHEET	Dec '10	Dec '09	% chg	Sep '10	% chg
Cash and balances with central banks	18,430	18,057	2	16,427	12
Due from banks	14,163	19,521	(27)	16,956	(16)
Reverse repos	10,898	557	NA	9,503	15
Investments	22,689	20,049	13	22,792	-
Loans and advances to customers	136,833	132,258	3	138,990	(2)
Other assets (incl premises & equipments)	8,414	6,365	32	8,821	(5)
ASSETS	211,427	196,807	7	213,489	(1)
Due to banks	31,551	30,777	3	33,500	(6)
Repurchase agreements with banks	2,543	2,570	(1)	3,688	(31)
Customers' deposits	123,131	121,205	2	120,433	2
Medium-term borrowings/ notes/ ECP's	14,494	13,412	8	16,859	(14)
Other liabilities	7,283	5,550	31	7,221	1
Subordinated convertible notes	8,312	2,852	191	8,310	-
LIABILITIES	187,314	176,366	6	190,011	(1)
Share capital	2,392	2,174	10	2,392	-
Govt of Abu Dhabi's Tier-I capital notes	4,000	4,000	-	4,000	-
Reserves, etc	17,721	14,267	24	17,086	4
EQUITY	24,113	20,441	18	23,478	3
LIABILITIES and EQUITY	211,427	196,807	7	213,489	(1)

Consolidated income statement

<i>AED mn</i>						
Consolidated Income Statement	FY'10	FY'09	% chg	4Q'10	4Q'09	% chg
Interest income (includes income from Islamic financing)	7,430	6,877	8	1,970	1,737	13
Interest expense (includes Depositors' share of profits on Islamic financing)	(2,181)	(2,306)	(5)	(585)	(509)	15
Net interest income	5,249	4,571	15	1,385	1,228	13
Non-interest income	1,930	1,828	6	432	376	15
Operating Income	7,179	6,399	12	1,818	1,604	13
Operating Expenses	(2,186)	(1,898)	15	(632)	(534)	18
Operating Profit	4,993	4,501	11	1,186	1,069	11
Net impairment charge	(1,207)	(1,408)	(14)	(424)	(623)	(32)
Profit Before Taxes	3,786	3,093	22	762	446	71
Overseas income tax expense	(103)	(73)	41	(30)	(17)	77
NET PROFIT	3,683	3,020	22	732	429	71

Credit ratings profile

Moody's

Aa3/Stable/P-1

Upgraded from A1 in Aug 2006

Credit Strengths:

- Leading domestic franchise underpinned by its strong ties with the Govt of Abu Dhabi
- Strong asset growth potential given its high capital levels, Abu Dhabi Govt projects and favourable operating conditions in its home emirate Abu Dhabi
- High capitalisation levels and strong core profitability underpinned by a successful business model
- NBAD's majority ownership by the Govt of Abu Dhabi (70%) underpins its deposit ratings

S&P

A+/Stable/A-1

Upgraded from A in May 2007

- NBAD generally maintains strong profitability compared with levels in the Gulf region; Adequate interest margins, good efficiency and stable fee and commission income, in our opinion, underpin the bank's profitability
- The bank's asset quality is also among the strongest in the Gulf region

Strengths:

- ✓ Majority ownership by the Abu Dhabi Govt
- ✓ Strong domestic commercial position
- ✓ Robust profitability
- ✓ Good asset quality indicators

Fitch

AA-/Stable/F1+

Upgraded from A+ in Nov 2007

- Leading domestic franchise, with strong ties to the Abu Dhabi Govt
- Benefits from low funding cost due to its leading Abu Dhabi franchise and relatively extensive branch network, in addition to a "flight of safety effect", especially during periods of uncertainty
- Conservative approach to risk management; Limited market risk

Other ratings: RAM (Malaysia) – **AAA**, R&I (Japan) – **A+**, Capital Intelligence – **AA-**

Clear strategy

Domestic Banking

- **Consumer Banking:**
 - Grow domestic market share by utilising the bank's strong distribution network and balance sheet (Security and Convenience Banking)
 - Expanding channels such as branches, internet, phone/mobile banking, ATMs service
 - Increase focus on fee generation through transactions
 - Products – mortgage loans, personal loans, motor loans, cards, bancassurance, wealth management
- **Business Banking:** Develop commercial business with Small & Medium scale enterprises
- **Elite Banking:** Develop elite business through HNW UAE Nationals & others requiring specialised personal services

International Banking

- **Network Growth:** "In country" strategy in MENA; cross border outside MENA
- **Commercial Efficiency:** Enhance cross selling
- **New Markets:** Further growth into new markets including Qatar, Jordan, & Hong Kong

Financial Markets

- **Liquidity management & Interest rate products:** Manager of NBAD group's liquidity and funding; provider of all interest rate products including derivatives and repo
- **Institutional & Corporate Coverage:** Provide total client coverage and e-commerce, institutional coverage and corporate coverage throughout the region
- **Proprietary trading and Investments:**
 - Fixed income
 - Structured products and investments
 - MENA equities
 - Foreign exchange
 - Portfolio management
 - Research

Corporate & Investment Banking

- **Corporate Banking Group**
 - Relationship management with leading corporates and institutions
- **Wholesale Banking Group**
 - Global Project and Structured Finance
 - Syndications and Specialised Portfolio
 - Financial Institutions Department
 - Global Trade Finance
- **Investment Banking Group**
 - Leading regional provider of Investment Banking services across equity & debt instruments, advisory and M&A
- **Private Equity**
 - Develop private equity funds, projects and direct investments across multiple industry sectors
- **ADNP**
 - Abu Dubai National Property – Property management, advisory and development
- **ADNL**
 - Abu Dubai National Leasing – Lease financing
- **Special Asset Advisory**

Global Wealth

- **Private Banking (incl NBAD Suisse)**

To become a first choice provider of sophisticated and customised wealth management solutions to Ultra-High Net Worth Individuals in the UAE and overseas:

 - Breadth of product offering: Open architecture of best in class products, including growth and capital preservation products and advisory service
 - Flexibility in locations: **Off-shore platform** – subsidiaries in Jersey and Geneva (standalone Swiss regulated Bank) & **onshore** (UAE)
- **Asset Management**
 - Aim to be among top three Asset Management companies in the MENA region
- **Brokerage**
 - Maintain leadership as one of the most active stockbrokers in the UAE & expand within region organically and by acquisition (e.g. purchase of 70% of Al Salam Brokerage in August 2008)
- **Custody Services**
 - Provide custody services in UAE & regionally; non-discretionary portfolio management and funds administration

Clear strategy (cont'd)

Abu Dhabi National Islamic Finance

- **Brand Building:** Position the Islamic finance company (ADNIF) as an expert in Islamic finance and take advantage of the fast growth in the Islamic banking industry
- **Islamic Banking Division:** Provide Islamic-compliant core transaction banking services

Support Divisions

- **Human Resources:** Attract, select and retain skilled staff across all NBAD businesses
- **Operations & IT:** Leverage off the New Core Banking System implemented in 2007
- **Investor Relations:** Provide the stakeholders with transparent disclosure, and timely corporate and financial information
- **Risk Management:** To be the premier bank in the UAE in the field of Risk Management, reflecting good practices and managing the risks emanating from business activities thus ensuring optimal return on shareholder funds
- **Management systems:** Continue to develop state-of-the-art customer centric systems to support NBAD's growth
- **Corporate Governance:** Shaping and monitoring corporate governance policies and practices as well as to evaluate compliance with regulatory authorities

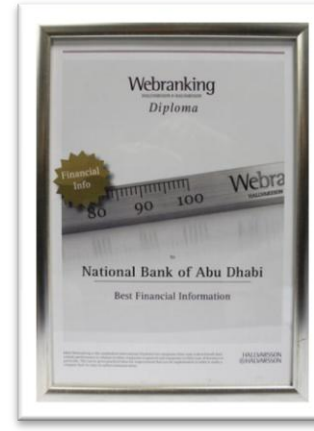
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Best Bank in the UAE
- Euromoney 2010



Lifetime Achievement Award
for Michael Tomalin (Group CEO)
- The Banker Middle East



Best Financial Information Website in the GCC -
Hallvarsson & Halvarsson's

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