

Investor Presentation

November 2015

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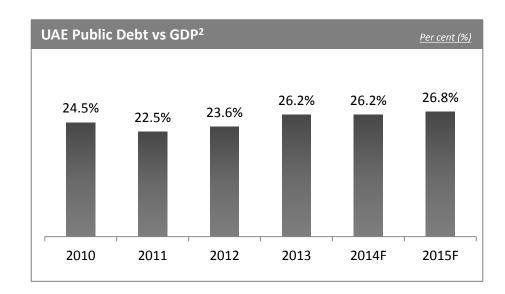


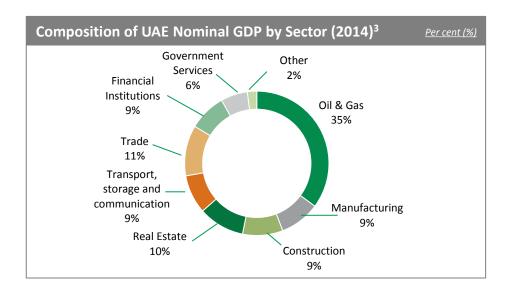
- ☐ UAE, Abu Dhabi & Banking Sector
- □ NBAD Overview
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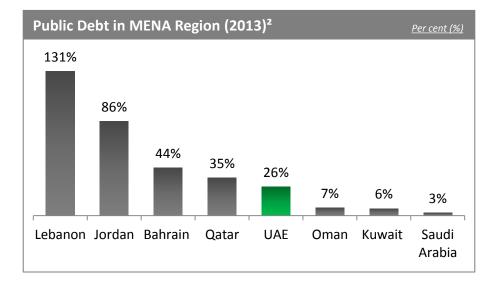
UAE Economic Overview



- The United Arab Emirates comprises seven Emirates with Abu Dhabi being the largest contributor to its GDP
- Rating: Aa2 stable by Moody's (unsolicited)
- Nominal GDP for 2014 estimated at USD 399.5bn, making it the 2nd largest economy in the GCC (after Saudi Arabia)¹
- 6% of proven global oil reserves as of 2014²
- UAE Banking sector offers the largest asset base within the GCC (NBAD is 4th largest bank by assets in the MENA region)
- UAE banking sector is dominated by domestic players domiciled within the market







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	2.65mn ¹ (mid-2014 est)
Nominal GDP	AED 953bn (USD 259.4bn) ¹ (2014)
GDP Per Capita (2013)	USD 106,000 ¹
Oil & Gas as a % of GDP	51% (nominal GDP, 2014) ¹
Crude Oil Production Reserves	Approx 2.7mn bpd (2014) ¹ 97.8 bn barrels ¹ ; Global ranking – 7 ²
Other Principal Contributors to Nominal GDP (2014) ¹	Construction (9.6%), Real Estate (4.6%), Fls & Insurance (7.2%), Manufacturing (5.5%), Defense / Social Security (5.8%), Transportation and storage (4.3%), Wholesale and retail trade (4.4%), Public utilities (2.5%)
Abu Dhabi "2030 Economic Vision"	Initiative by the Government of Abu Dhabi to develop and diversify the economy beyond oil revenues

Abu Dhabi's Aa2 government rating reflects our expectation that resources accumulated during the recent period of high oil prices and a prudent budgeting of oil proceeds will mitigate the negative consequences of oil price volatility on the country's fiscal and external accounts.

Abu Dhabi benefits from: (1) ample reserves derived from several consecutive years of fiscal surpluses; (2) a sound policy framework; (3) political stability and (4)a very high per capita income. After consolidated spending stabilized in 2014, the UAE's fiscal breakeven oil price is just below \$80 per barrel while its external breakeven oil price is around \$64. At the same time, the government's large net asset position provides a transition period of several years to adjust to oil price cycles.

Moody's, January 26, 2015

The exceptional strength of Abu Dhabi's net asset positions also provides a buffer to counter the negative impact of oil price volatility on economic growth and government revenues, as well as on the external account.

Standard & Poor's, October 3, 2014

Sovereign net foreign assets are the second-highest of all Fitch-rated sovereigns and rose by an estimated 27% of GDP during 2013 to 178.4% of GDP....These assets are equivalent to around five years of government spending and provide a substantial cushion....

Fitch Ratings, August 15, 2014

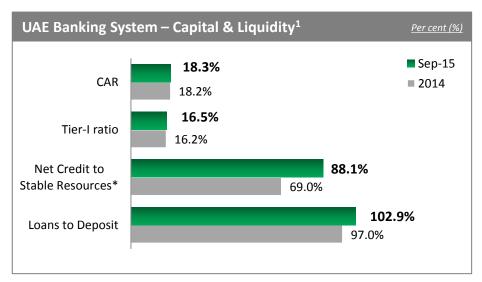
¹ Statistics Centre of Abu Dhabi

² IMF

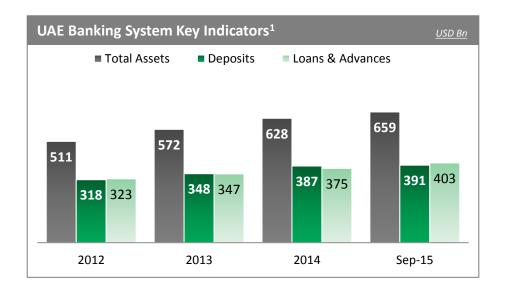
The UAE Banking Sector

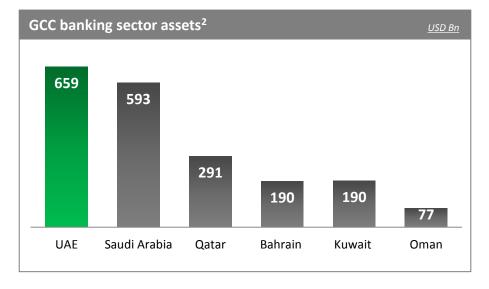


- As at 30 Sep 2015 there were a total of 49 banks (23 locally incorporated banks and 26 foreign banks)¹
- 8 Islamic banks
- Strong capitalisation driven by cautious lending and healthy internal capital growth
- Most domestic banks focus on the UAE and GCC region, while the largest banks have international presence
- Regulated by the Central Bank of the UAE



^{*} Stable Resources = Deposits + Term borrowings + Capital & Reserves





¹ UAE Central Bank

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NBAD at a Glance (1/2)



- Banker to the Abu Dhabi Government
- > 70% owned by the Government of Abu Dhabi through ADIC (Abu Dhabi Investment Council)
- Strongest ratings of any bank in the Middle East & Emerging Markets at Aa3/AA-/AA- 'Safest Bank in the Middle East & Emerging Markets'*
 - Largest bank by assets in the UAE (AED 405 billion as of 30th September 2015)
- Well diversified Financial Group across businesses and geography
 Largest international presence among the UAE banks
- Consistent profitability and value creation to shareholders
- Strong liquidity and robust capital adequacy
- Clear and focused strategy for growth

NBAD at a Glance (2/2)



Overview

- Incorporated in 1968 to serve as Banker to the Emirate of Abu Dhabi
- Owned 70%¹ 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	RAM (Malaysia)	R&I (Japan)
LT	AA-	Aa3	AA-	AAA	A+
ST	F1+	P-1	A-1+	P1	Ат
Outlook	Stable	Stable	Stable	Stable	Stable

Presence

- Domestic 120 branches*, 596 ATMs+ across all the 7 emirates
- Overseas 54 units*, 68 ATMs across 17 countries

Financial Info

Financial Info	Market Cap (Price @ AED 9.52)	AED 49.5bn (US\$ 13.5bn)
(based on 9M'15 financials)	Diluted EPS (9M 2015)	0.77
,	PE Ratio	9.2
	Price / Book	1.4
	Shares Issued (@ AED 1) Free float:	5,209.7mn 30%



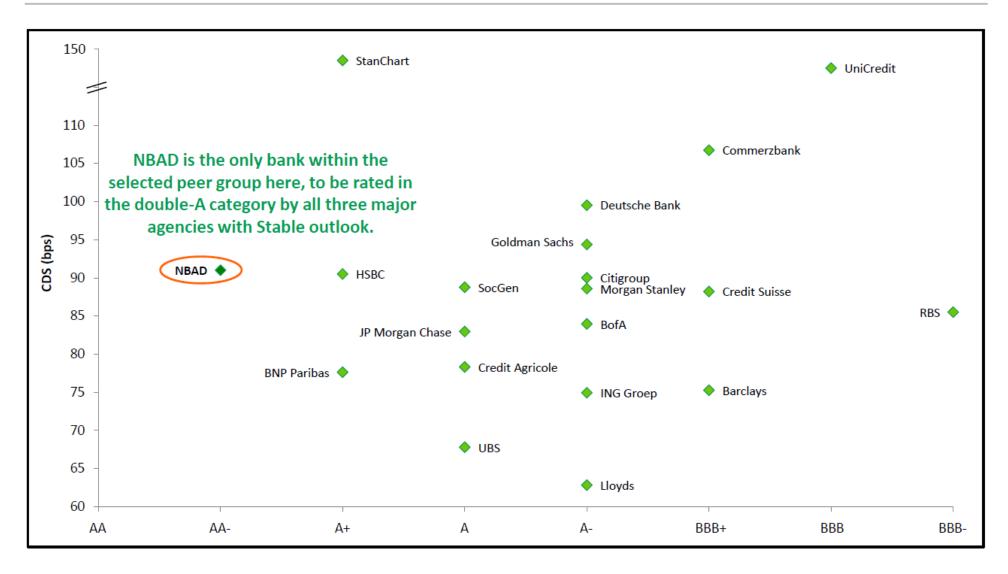
Ras al-Khaimah Umm al-Quwain **Fujairah** Sharjah Dubai Abu Dhabi & Eastern Region

^{*} Including cash offices, NBAD Suisse, Malaysian & Brazil subsidiary, offshore units & representative office in Shanghai

⁺ includes Cash deposit machines

NBAD vs Global banks





Notes: X-axis represents the comopsite ratings. The ratings have been arranged from higher to lower starting from 'AA', followed by 'AA-' and so on; CDS levels are for 25th September 2015; Source: Bloomberg

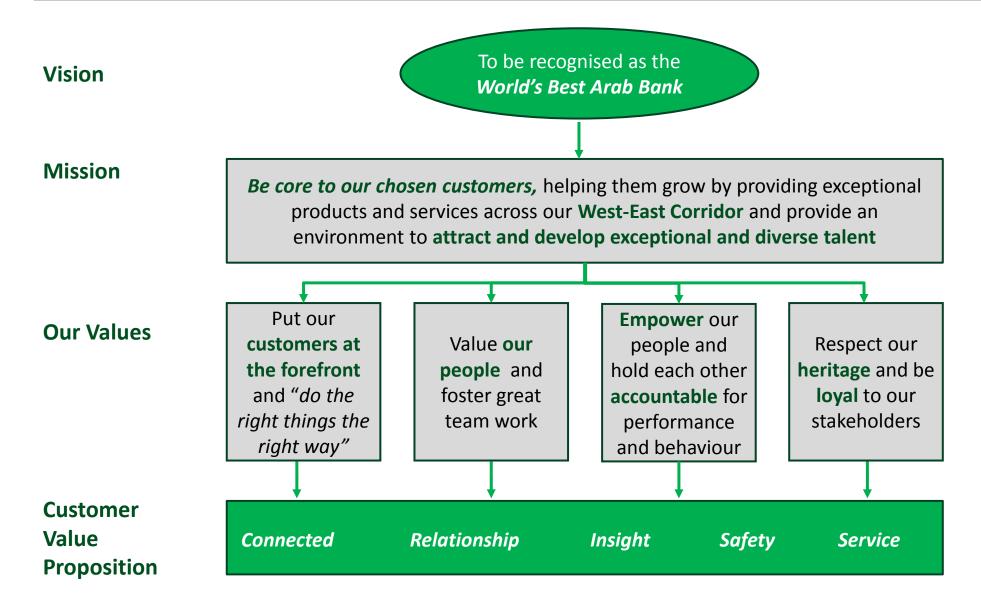
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Our mission to be core to our chosen customers





4 Geographical Pillars of our Strategy



Vision: To be recognised as the World's Best Arab Bank

to be achieved around four pillars...

Home Market

Build the largest, safest and best performing bank first in UAE, and over time in the GCC Wholesale / Wealth
Network Markets

Deepen our network across the West-East corridor & integrate our existing European & North American platforms into this network New Franchise Markets

Build 5 international bank franchises in the largest and fastest growing economies in the West-East corridor

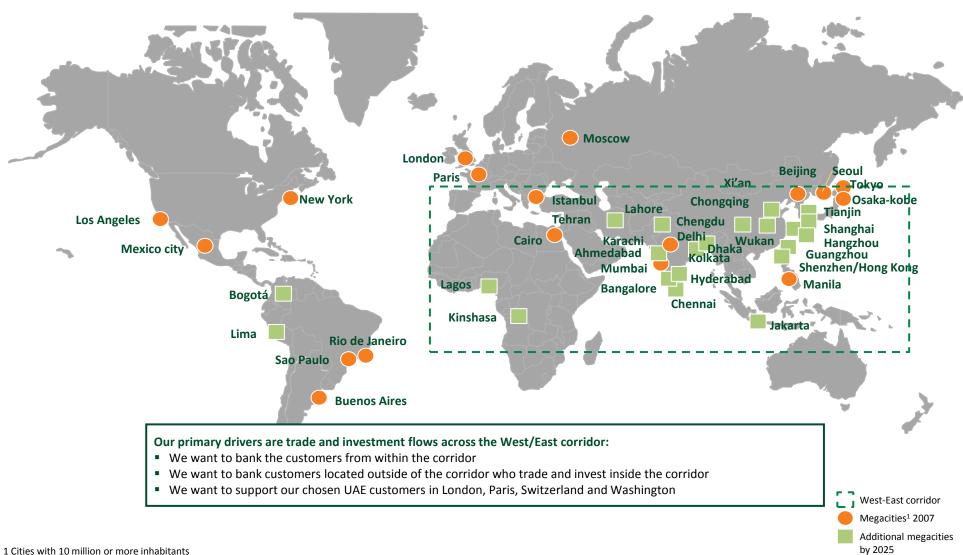
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Building the Spine

Supported by a world class spine (Operations & Technology, Risk, Finance, Legal, Compliance) combining best-in-class customer service with leading cost efficiency

Banking the West-East corridor





Trade and FDI flow across the West-East corridor





1.1 Intra Middle East			
	2011	2020	CAGR
	2011	2020	11-20
Trade	112	270	10%
FDI flow	17	38	9%

1.2 Middle East and Asia			
			CAGR
	2011	2020	11-20
Trade	1008	2743	12%
FDI flow	26	82	14%

1.3 Middle East and Africa			
	2011	2020	CAGR 11-20
Trade	67	163	10%
FDI flow	6	29	19%

2.1 Asia and Africa			
	2011	2020	CAGR
	2011	2020	11-20
Trade	334	888	11%
FDI flow	35	69	8%

3.1 Intra Asia			
	2011	2020	CAGR
	2011	2020	11-20
Trade	3302	6607	8%
FDI flow	213	614	12%

3.2 Intra Africa			
	2011 2020		CAGR 11-20
Trade	50	103	8%
FDI flow	2	15	25%

Key industry sectors aligned to our network markets strategy



Key sectors		Why is it an opportunity?	Illustrations	
	Financial Institutions	 Significant and fastest growing segment globally 40% contributor to the global Wholesale bank and the biggest volume segment in flow products Controls 70% of the volumes in certain products 	ANZ SP	BLACKROCK (中国銀行 RANK OF CHINA (D) TENNE OF CHINA (D) TENNE OF CHINA
	Energy and Resources	 Strategic sector in the UAE & aligned with Abu Dhabi 2030 Attractive sector for corporate credit with low counterparty risk Substantial growth & potential of supply chain business 	ADNOC ADNOC Beauty of the particular of the part	TOTAL
or To	Aviation, rail and transport services	 Strategic sector the UAE & aligned with Abu Dhabi vision 2030 National champions with significant growth aspirations Big 6 airlines within the new West-East corridor 	Emirates CHIN	SINGAPORE
	Real Estate and family conglomerates	 Strategic sector the UAE (20% of UAE GDP) & aligned with Abu Dhabi vision 2030 Highly attractive sector for Arab investors Attractive for GCC/Asian and other investors 	Singapore	Jardines Aba Dhabi
	Traders and retailers	 Strategic and high growth sectors in the region UAE is the 18th biggest trading country in world ahead of countries like India, Brazil and Australia Retailing is USD ~\$48Bn market in GCC expected to grow at ~8% 	Carrefour LANDMAR GROU	Al-Futtaim K

annually from 2013/17

We will increasingly utilise an 'originate to distribute' model



Originate from Customers		<u>Distribute to Customers</u>
Government of Abu Dhabi		Financial institutions
Financial institutions		Hedge funds
Energy and resources	On and off balance sheet	Pension funds and Insurance
Aviation, rail and transport services	Primary distributionSecondary	Sovereigns
Real estate and family conglomerates	distribution Reverse inquiries	Private banks
Traders and retailers		HNW and affluent
	Single distribution hub	
Cross-sell		Cross-sell
Cash and Trade FX and derivatives Bonds syndications Commodities Specialised lending Corporate finance		 Clearing/settlements Cash and trade FX and derivatives Bonds Loans

Wholesale banking model aligning to West-East corridor



Customer geographies	Banking hubs ¹	Centers of excellence	Operating cen
The Gulf/Middle East	Abu Dhabi	Key industry sectors Financial institutions (Singapore)	
Indian sub-continent	Mumbai	Energy and resources (Abu Dhabi)Aviation, rail and transport (Abu Dhabi)	
South and West Africa	Lagos	 Real estate and family conglomerates (Abu Dhabi) Traders and retailers (Abu Dhabi) 	Abu Dhabi
South-East Asia, Australia, Papua New Guinea	Singapore	Global financial markets and booking centers Abu Dhabi Singapore or Hong Kong	(BCM in Al A
Greater China, Korea and Japan	Hong Kong	■ London	
Scandinavia, Switzerland, and European Union	London	Cash and trade Abu Dhabi	
France and North Africa	Paris	DCM Abu Dhabi Hong Kong	One more lo
North and South America	Washington	Advisory and specialized lending Abu Dhabi	Philippines)

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location at a nt (e.g., India or

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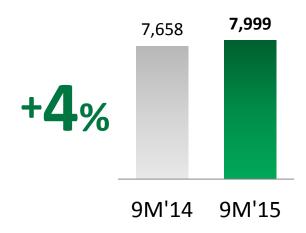


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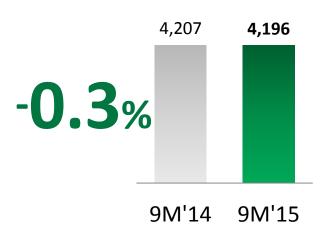
3Q/9M 2015 – Key Highlights







NET PROFITS



14.0% RoE 15.6% RoSF 15.6% Tier-I

16.5% CAR

#1

Safest Bank in the Emerging Markets

Among the Safest Banks in the World Within the Top #50 since 2009

* Global Finance 2015

Business Drivers Grow in Line with Strategy



Balance sheet indicators	9M 2014	9M 2015	Variance	UAE Banking Sector Growth
	<u>AED Bn</u>	<u>AED Bn</u>	<u>%</u>	 <u>YoY %*</u>
Assets	398	405	1.7%	4.8%
Equity	37	42	12.8%	8.4%
Customer Loans	198	212	7.1%	7.0%
Customer Deposits	265	235	-11.2%	1.6%
- CASA	69	71	3.2%	NA
Contingencies (Trade & Market)	1,407	1,339	-4.8%	NA NA

Assets were up year-over-year, driven by lending growth of 7.1%; while deposits were as excess liquidity was withdrawn by Government

^{*} UAE Central Bank banking indicators as of September 2015

Underlying growth in "new normal" environment



- Still growing in the target areas
- Offset by lower non-customer income
- Enhanced focus on conservatism, with some minor revenue impacts
- Market liquidity remains tight, but NBAD metrics improving (A/D ratio ~5% from June)
- International a valuable source of growth and liquidity



Masdar City, Abu Dhabi

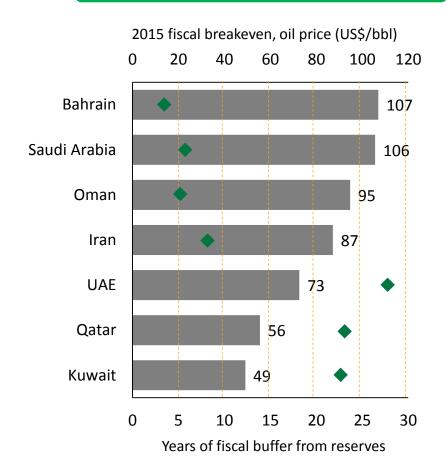


Sheikh Zayed Grand Mosque, Abu Dhabi

Economic paradigm shifting in Gulf



Fiscal Buffers and Breakeven Oil Prices



- GCC states working through implications of lower oil prices on their budgets
- UAE better positioned, but still see some impacts
- Gov't committed to diversification (both economic and gov't revenue)
- Non-oil growth to continue
- Near-to-medium term trajectory uncertain

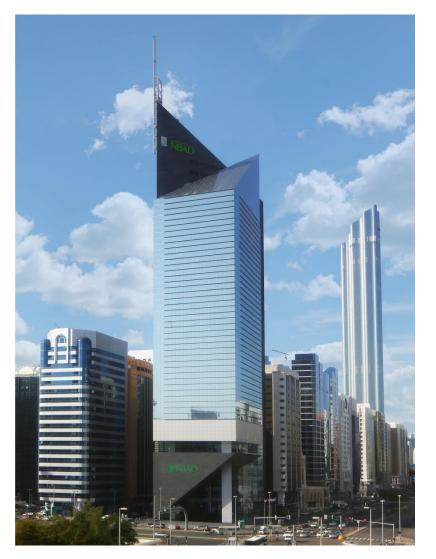
Source: IMF

Notes: Years of fiscal buffer assumes no extra debt raised

Outlook for 2016 - Focus on strength & safety



- UAE market volume growth likely to be lower; margin pressures may ease
- High-grade product starting to differentiate us in UAE
- Increasing significance of International, both for longterm liquidity and focused growth
- Will continue to remain focused on safety in current uncertain outlook, even if it slows our growth profile
- Continued disciplined cost management
- Provisions likely to increase from cyclical lows
- Maintaining strong capital and liquidity, including leveraging our international platform
- Returns to moderate somewhat, reflecting costs of greater safety (capital, liquidity)



NBAD Head Office, Abu Dhabi

"New normal" environment impacting results...





We are operating in a "new normal" environment in which markets and liquidity are constrained...

- Lower oil prices continue
- Markets becoming increasingly challenging
- System-wide liquidity pressure remains

.... impacting Global Markets revenues (\$\square\$22\% YoY)

At the same time, we are seeing positive trends in strategically targeted areas

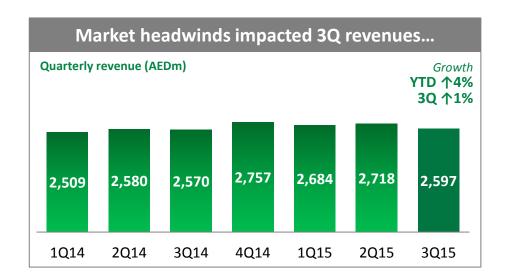
- Retail & Commercial (Pillar 1) growth continues
- Wholesale flow products performing well YTD
- International is emerging as a key source of growth and liquidity

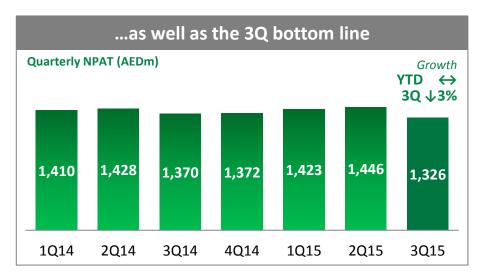
Continuing disciplined cost management

 YoY growth slows down to 18% as sequential growth stays essentially flat

... although negative JAWS impacted NPAT growth

Maintaining conservative provision profile





Global Wholesale Banking

Market conditions offsetting solid underlying trends



Market headwinds impacted GWB growth in 3Q

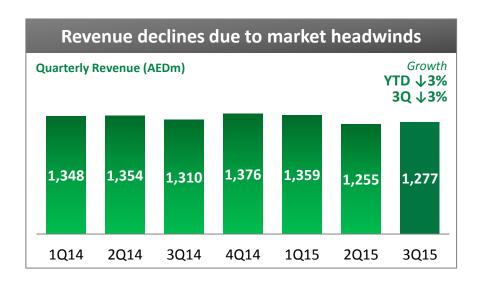
- Lower non-customer income in Global Markets
- Competition for tighter liquidity driving margin compression
- Run-off of trade loans as deposit base declines

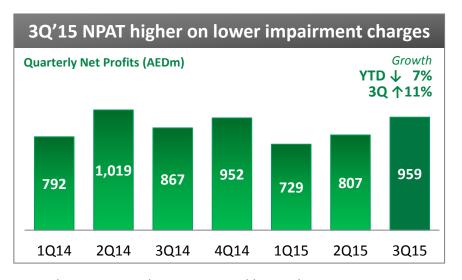
YTD growth in strategic areas partially offset headwinds

Global Transaction Banking	Debt Origination & Distribution	Global Market Sales
个13%	个145%	个101%%

Expenses grew 16% YoY (lower cost base effect); sequentially growth was 3%

Impairment charges lower by 29% (↓ AED 99m) on improvement in asset quality and recoveries





Global Retail & Commercial

Strong lending growth as we continue to improve the business



Customer focused service model and product improvement drove solid YTD trends

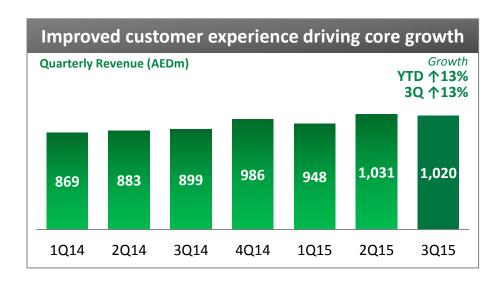
- ~15% revenue growth, both, in UAE & Gulf
- CASA balances up 6% YTD
- Strong lending growth (↑17% YoY) across retail and commercial businesses as we continue to improve the product & services proposition
- Attractive returns on equity (21% RoRAE)

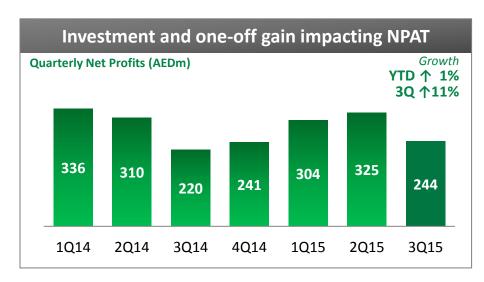
Underlying growth exceeds reported numbers

3Q'15 NPAT impacted on higher provisioning in Commercial segment

Nevertheless, Retail Banking well positioned for future growth

- Ongoing transformation initiatives
- Exercising caution on new lending opportunities due to 'new normal' environment





Global Wealth

Business affected by declining investor sentiment in MENA region



Challenging market conditions persist

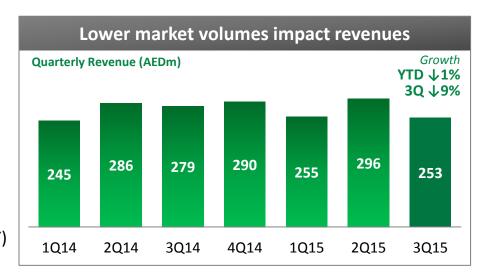
- Lower oil price driving market sentiment
- NBAD Securities revenue significantly lower driven by lower market volumes ($\downarrow \sim 60\%$)

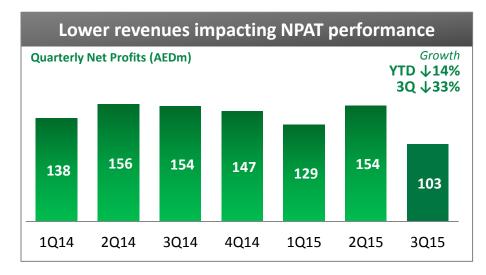
YoY revenue growth in Private Banking partially offset declines in Securities & Asset Management

- Stronger growth across international operations (+8% YoY)
- 2Q'15 results higher than trend on one-off revenues

Revenue drivers showing encouraging growth

- Investment AUMs higher ↑6% YTD
- Deposits ↑9% YoY, however lending ↓15% YoY





Growth rates expressed vs prior comparable period

28

International provides unique growth opportunities...

...emerging as a key source of liquidity & risk diversification



Our international network provides unique benefits, which should continue over the medium term

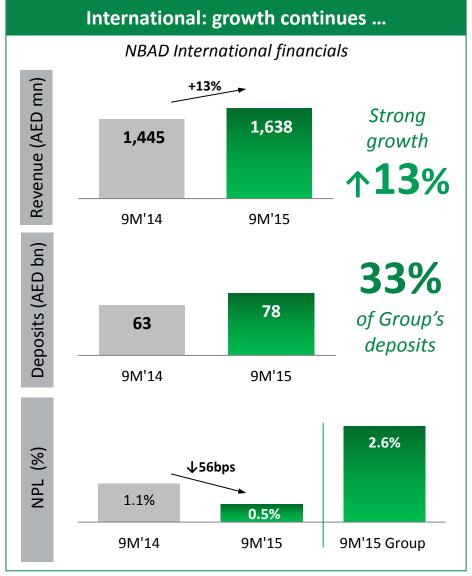
- Strong growth potential
- Continuing to grow at faster pace than UAE
- NBAD's capabilities well ahead of UAE peers
- Attractive business characteristics providing risk diversification

Emerging as a key source of liquidity

- Global Wholesale business's international loans-todeposits ratio 38% as of 9M'15 (47% as of 9M'14)
- Options for deploying liquidity as well

India launch is great example of our expansion into other markets across the WEC

- Acquisition of RBS's Indian offshore loans portfolio
- Mumbai branch scheduled to open November 3rd



^{*} International includes all overseas operations

Continuing to exercise disciplined expense growth...

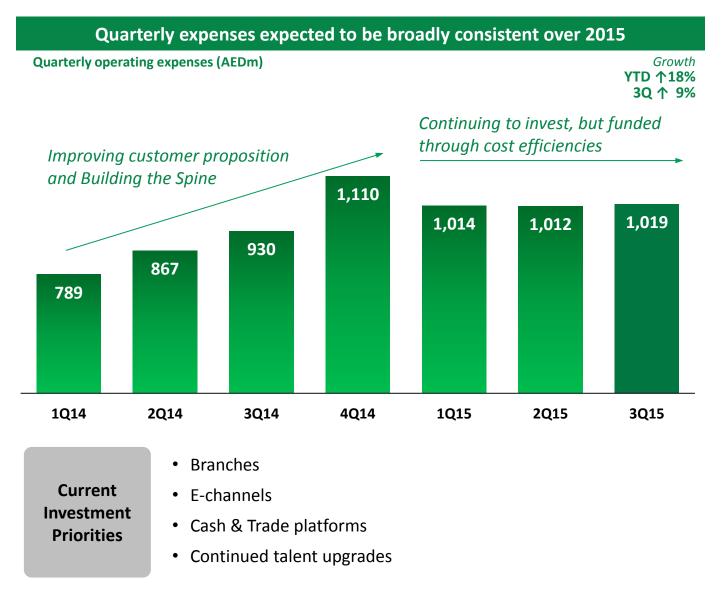
...while investment in the business continues



After necessary investment in 2014, expense growth is now moderating

Future cost uplift will be controlled

Targeting positive JAWS in 2016; cost management initiatives underway

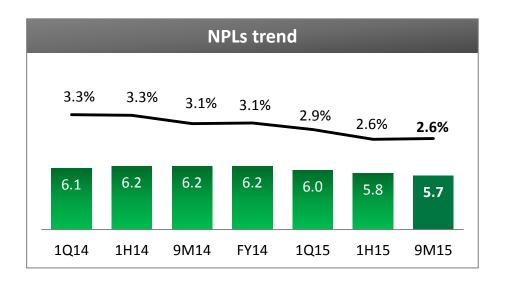


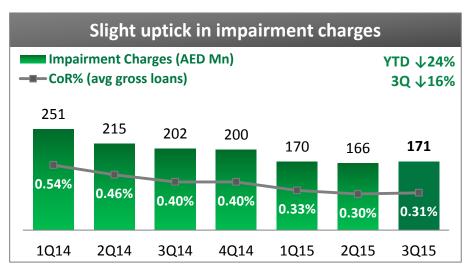
Maintaining adequate provisioning levels

Cost of risk expected to increase slightly going forward

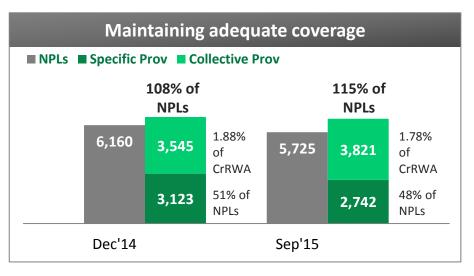


- Provisioning remains conservative
- Cost of Risk expected to increase over next several quarters
- Overall coverage of NPLs remains well over 100%
- NPLs within expected range of 2.5% 2.75%





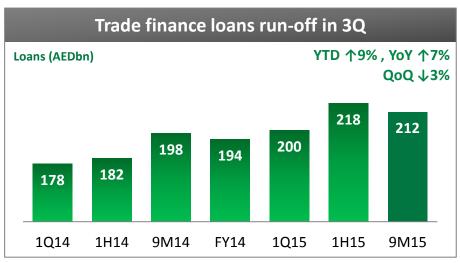
Growth rates expressed vs prior comparable period

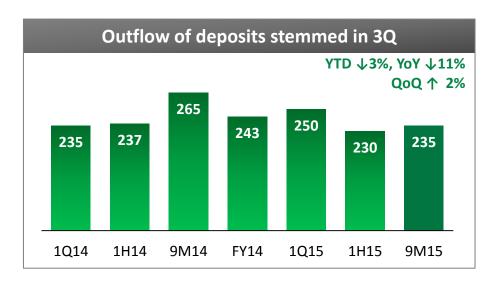


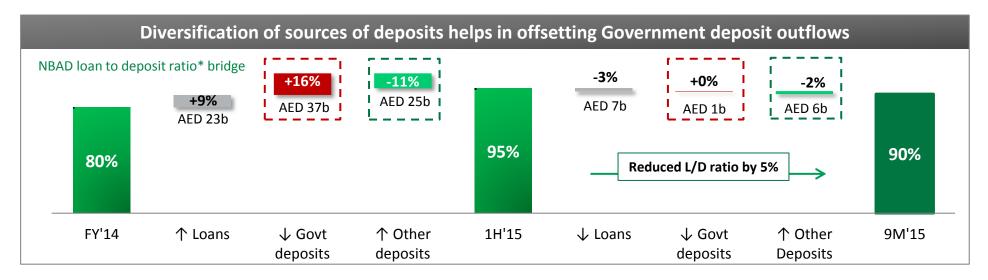
Prudent balance sheet management

Moderating lending growth to maintain strong liquidity









Capital position remains strong...

... RoE impacted by market headwinds



Capital ratios remain strong

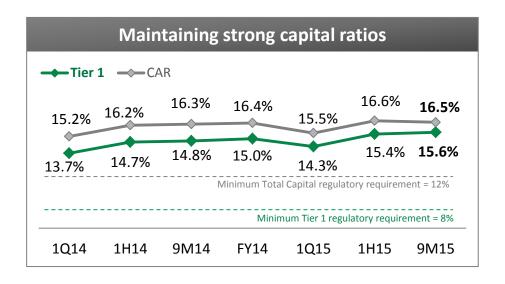
- Continue to optimise RWAs
- Focused on internal capital generation, maintaining strong ratios and supporting credit ratings

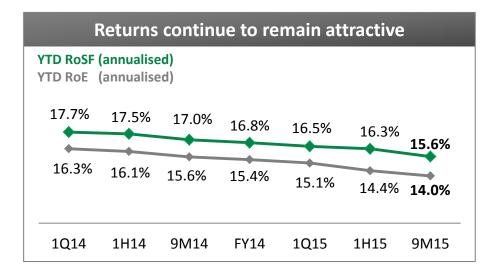
Issued US\$ 750mn AT1 Perpetual bond in June 2015 to support growth and investment

Full quarter (3Q) interest impacted 9M'15 RoSF

RoE remains attractive; however, it is now below medium-term target of 15%

 Expected to remain below target in light of significant headwind lower oil prices, margin compression, tighter liquidity and slowdown in market activity





"New Normal" leading to revised expectations...





Positive factors going forward...

- ✓ Continued Pillar 1 Growth in Retail & Commercial
- ✓ Growth in strategic Global Wholesale flow products
- ✓ Expect continued liquidity from International
- ✓ Continued disciplined cost management
- ✓ Investments in strengthening the spine

...offset by "New Normal" challenges

- Continued lower oil prices expected in range of \$40-\$60
- X Lower government deposits driving tighter liquidity
- Tighter liquidity impacting margins and lending growth
- Challenging market conditions driving lower non-customer income

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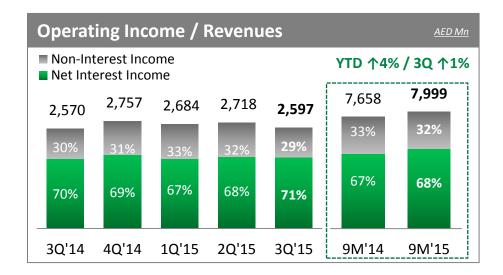


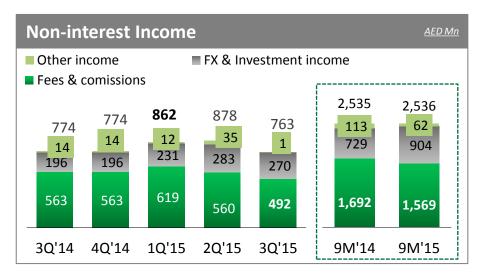
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Operating Income



Per cent (%)

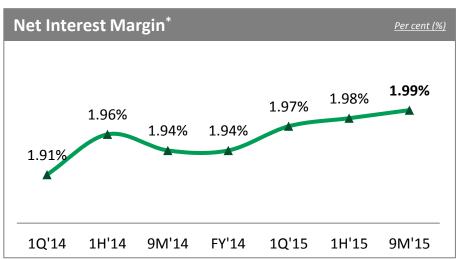


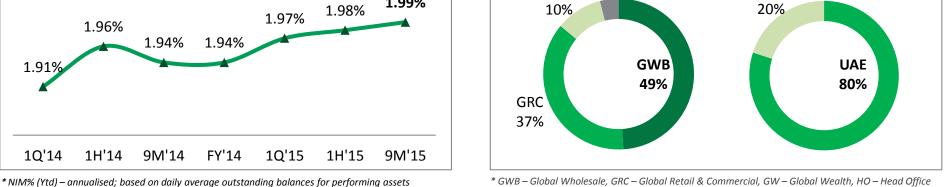


Revenue by Segment / Geography (9M'15)

HO 4%

GW

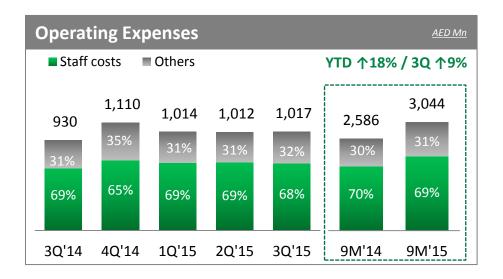


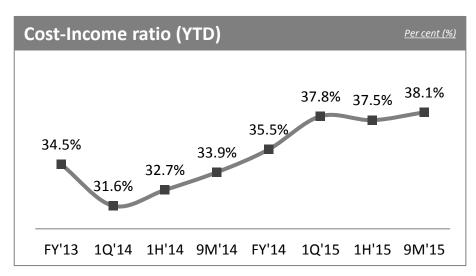


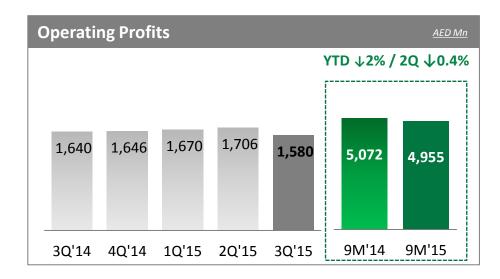
Overseas

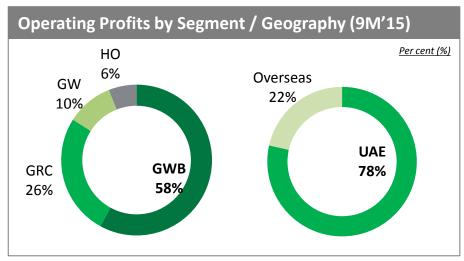
Expenses & Operating Profits







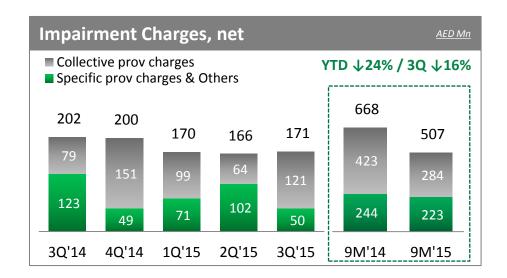


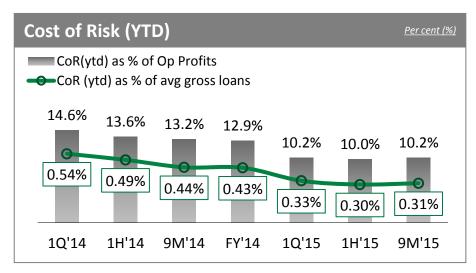


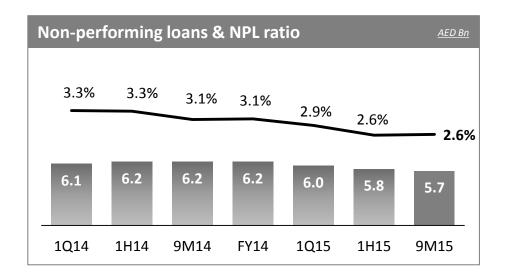
^{*} GWB – Global Wholesale, GRC – Global Retail & Commercial, GW – Global Wealth, HO – Head Office

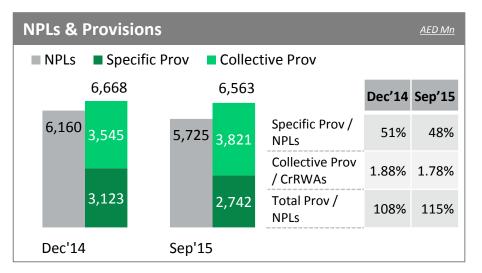
Impairment Charges & Asset Quality





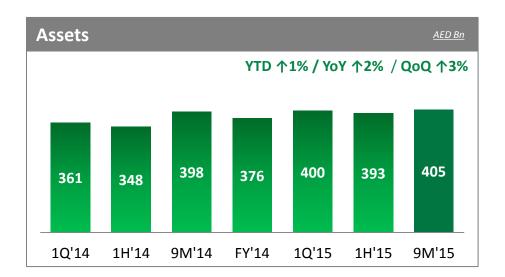


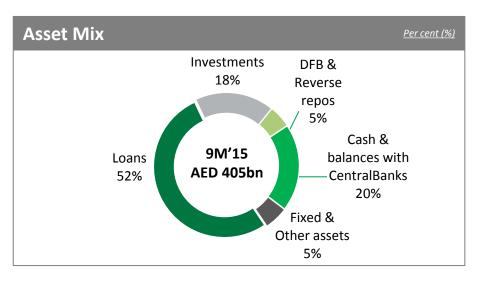


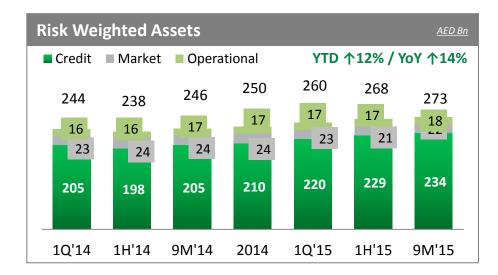


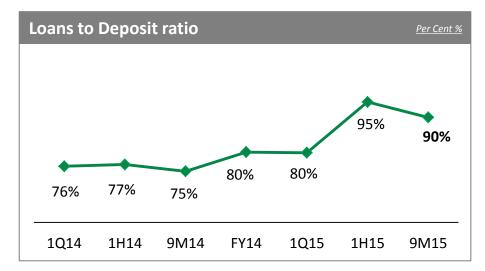
Assets & Liquidity





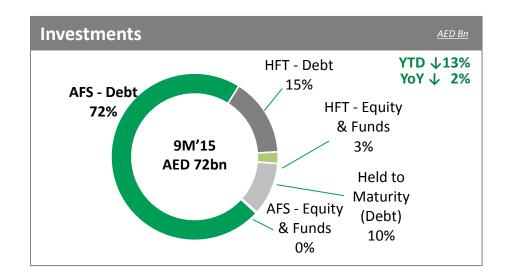


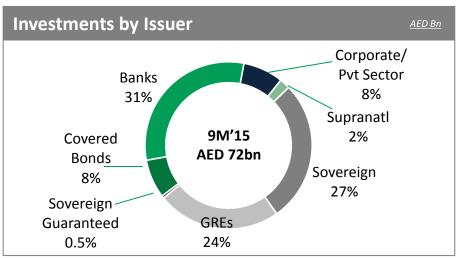


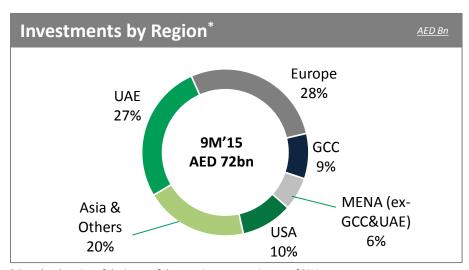


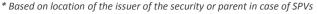
Investments

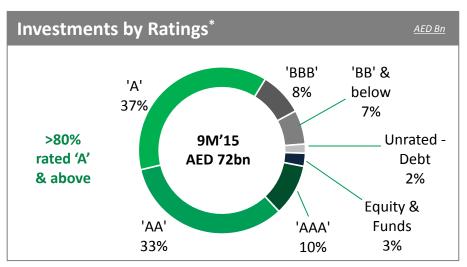








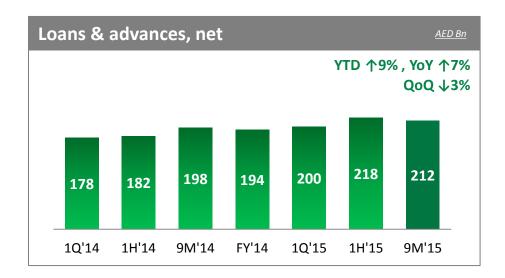


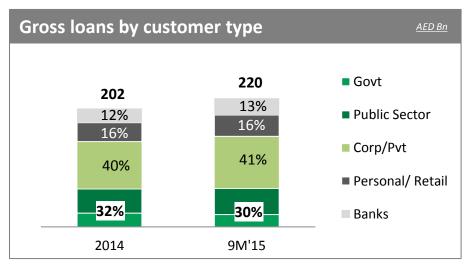


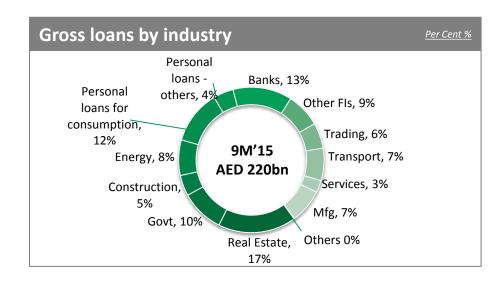
^{*} Composite ratings of S&P, Fitch & Moody's where available

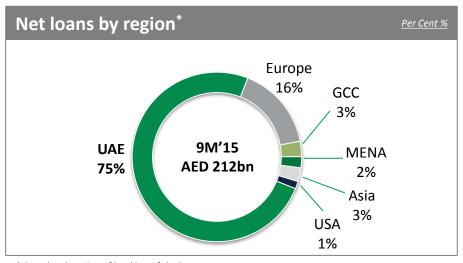
Loans and Advances









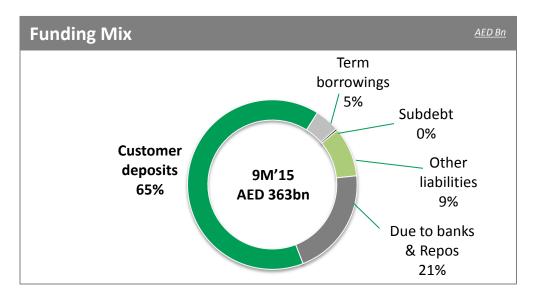


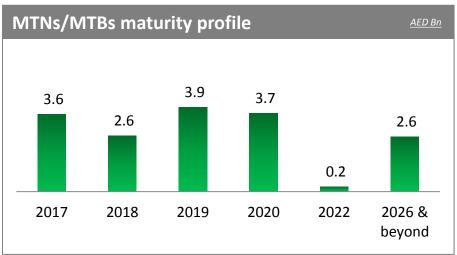
^{*} Based on location of booking of the loan

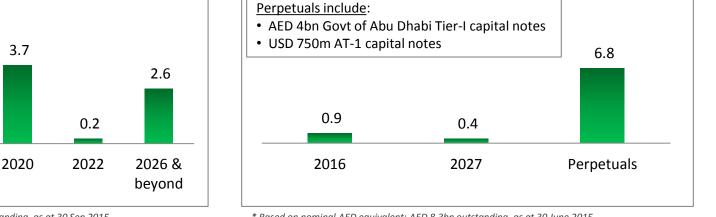
Funding Profile



AED Bn







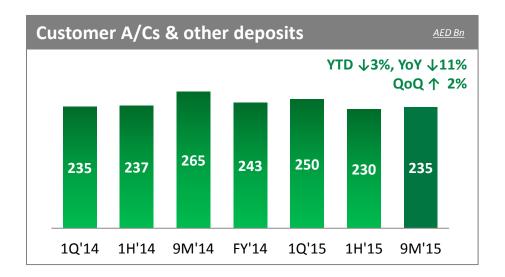
Subdebt maturity & Perpetuals

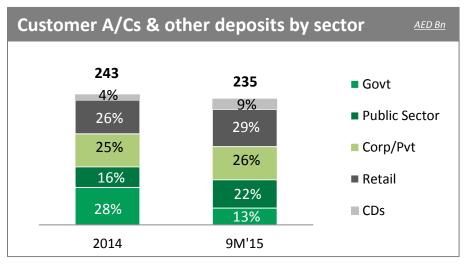
^{*} Based on nominal AED equivalent; AED 16.6bn outstanding as at 30 Sep 2015

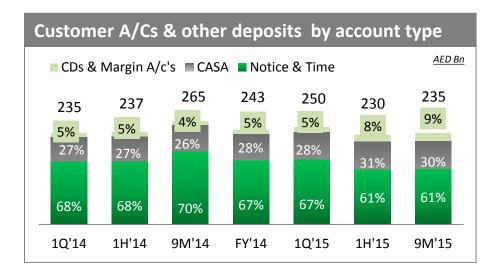
^{*} Based on nominal AED equivalent; AED 8.3bn outstanding as at 30 June 2015

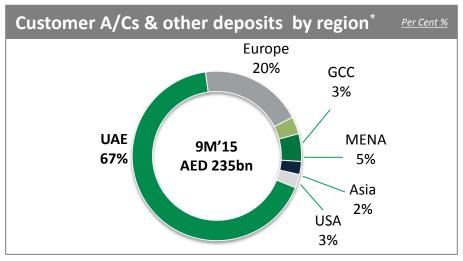
Customer Deposits











^{*} Based on location of booking of the deposit

3Q / 9M Financial Performance at a Glance



Income Statement - Summary		C	Year-to-date					
(in AED million)	3Q 2015	2Q 2015	3Q 2014	Q0Q%	YoY%	9M 2015	9M 2014	YoY%
Net interest income (incl net income from Islamic financing)	1,834	1,840	1,796	-0.3	2.1	5,463	5,123	6.6
Non-interest income	763	878	774	-13.1	-1.4	2,536	2,535	0.0
Total Revenues	2,597	2,718	2,570	-4.5	1.1	7,999	7,658	4.5
UAE	2,059	2,140	2,072	-3.8	-0.6	6,361	6,213	2.4
Gulf & International	538	578	498	-6.9	8.2	1,638	1,445	13.3
Operating expenses	(1,017)	(1,012)	(930)	0.5	9.4	(3,044)	(2,586)	17.7
Operating Profits	1,580	1,706	1,640	-7.4	-3. <i>7</i>	4,955	5,072	-2.3
Impairment charges, net	(171)	(166)	(202)	2.8	-15.5	(507)	(668)	-24.0
Taxes	(82)	(93)	(68)	-12.0	21.5	(252)	(198)	27.5
NET PROFIT	1,326	1,446	1,370	-8.3	-3.2	4,196	4,207	-0.3
Balance Sheet - Summary (in AED billion)	Sep-	15	Jun-15	Dec-1	L 4	Sep-14	QoQ%	YoY%
Assets	404.	7	392.6	376.:	1	398.1	3.1	1.7
Customer Loans	212.	1	217.9	194.	3	198.0	-2.7	7.1
Customer A/c's & other deposits	235.	0	230.1	243.	2	264.7	2.1	-11.2
CASA (deposits)	71.0		71.5	68.3	}	68.8	-0.7	3.2
Equity	42.0		41.6	38.0)	37.3	1.0	12.8
Contingencies (Trade & Market)	1,33	9	1,306	1,22	3	1,407	2.5	-4.8

⁻ Trade contingencies are defined as LCs & LGs; Market contingencies reflect nominal value of FX contracts & derivatives

⁻ Equity includes Tier-I capital notes

3Q / 9M Financial Performance at a Glance (cont'd...)



Revenues by Business	Quarterly					Year-to-date			
(in AED million)	3Q 2015	2Q 2015	3Q 2014	QoQ%	YoY%	9M 2015	9M 2014	YoY%	
Global Wholesale (GWB)	1,277	1,255	1,310	1.8	-2.5	3,890	4,012	-3.0	
Global Retail & Commercial (GRC)	1,020	1,031	899	-1.1	13.4	3,000	2,652	13.1	
Global Wealth (GW)	253	296	279	-14.7	-9.4	804	811	-0.9	
Head Office (HO)	47	136	81	-65.1	-41.7	305	184	65.9	
Total Revenues	2,597	2,718	2,570	-4.5	1.1	7,999	7,658	4.5	

Note: During the period, the Group has changed the basis of allocation around centrally held profit & losses and other inter-segmental allocations resulting in a restatement of comparative segmental information

Key Ratios	3Q 2015	2Q 2015	3Q 2014	QoQ (bps)	YoY (bps)	9M 2015	9M 2014	YoY (bps)
Return on Equity	12.7%	14.6%	15.0%	-193	-227	14.0%	15.6%	-161
Return on Shareholders' Funds ¹	14.3%	16.5%	16.4%	-213	-205	15.6%	17.0%	-142
Cost-Income ratio	39.2%	37.2%	36.2%	194	300	38.1%	33.8%	429
Net Interest Margin ² (YTD)	1.99%	1.98%	1.94%	. 1	5	1.99%	1.94%	5
Return on Risk Weighted Assets	1.96%	2.19%	2.27%	-23	-31	2.14%	2.43%	-29
Tier-I ratio (YTD)	15.6%	15.4%	14.8%	15	80	15.6%	14.8%	80
Capital Adequacy ratio (YTD)	16.5%	16.6%	16.3%	-13	18	16.5%	16.3%	18

¹⁻ excl Tier-I capital notes and interest thereof

^{2 -} annualised; based on daily average of performing assets

