

Investor Presentation

March 2016

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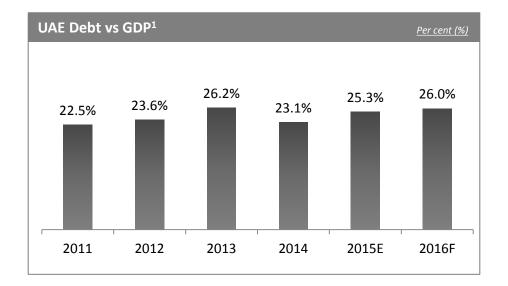
UAE, Abu Dhabi & Banking Sector

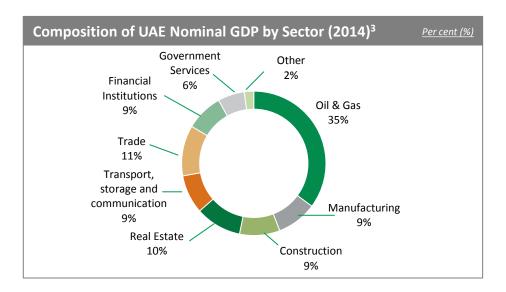
- □ NBAD Overview
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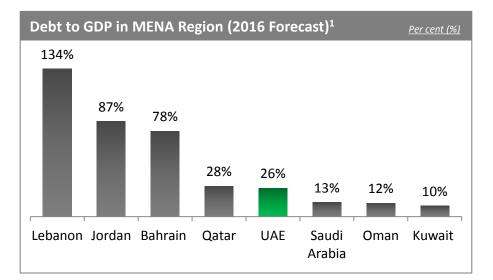
UAE Economic Overview



- 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 2015 estimated at USD 339.1bn, 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 3rd largest bank by assets in the MENA region)
- UAE banking sector is dominated by domestic players domiciled within the market









Credit Rating	Aa2 (Moody's) / AA (S&P) / AA (Fitch)	
Size	Abu Dhabi accounts for 87% of UAE's land area	
Population	2.66mn ¹ (mid-2014 est)	
Nominal GDP	AED 822bn (USD 224bn) (est 2015) ²	
Real GDP growth ²	2015 - 6.3%, 2014 - 4.4%	
GDP Per Capita (2014)	USD 98,420 (based on 2014 GDP and population estimates)	
Oil & Gas as a % of GDP	37.6% (nominal GDP, 2015) ²	
Crude Oil Production Reserves	Approx 3.1mn bpd (2015) ² 90 bn barrels ² ; Global ranking – 7 ³	
Other Principal Contributors to Nominal GDP (2015) ²	Construction (11.9%), Real Estate (7.1%), FIs & Insurance (9.2%), Manufacturing (6.8%), Defense / Social Security (6.4%), Transportation and storage (5.1%), Wholesale and retail trade (5.7%), 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 rating is supported by several factors (i) the prodigious strength of the government's balance sheet with little direct or explicitly guaranteed debt and one of the largest sovereign wealth funds in the world with more than \$589 billion of assets under management according to Institutional Investor's Sovereign Wealth Center (ii) one of the highest per capital GDPs in the world, despite cyclical swings in oil prices and production (iii) ample hydrocarbon reserves and (iv) a long history of domestic political stability and enjoys strong relations with its fellow emirates within the UAE, most neighboring countries, and the major global powers, including the US.

Moody's, September 09, 2015

The ratings on Abu Dhabi are supported by its strong fiscal and external positions, which afford it fiscal policy flexibility. 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, notwithstanding our expectation of a deterioration in the government's fiscal balance.

Standard & Poor's, August 07, 2015

Sovereign net foreign assets are the second-highest of all Fitch-rated sovereigns at 181% of GDP.... Economic growth has averaged 6.2% in the last five years, well in excess of the peer median.... Non-oil growth is stronger and less volatile...

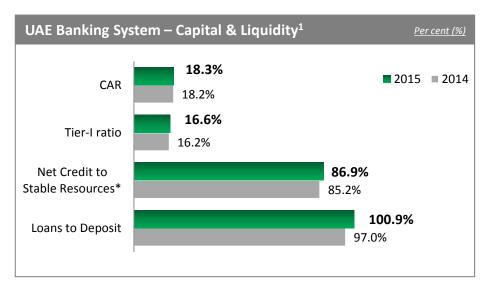
Fitch Ratings, July 20, 2015

The UAE Banking Sector

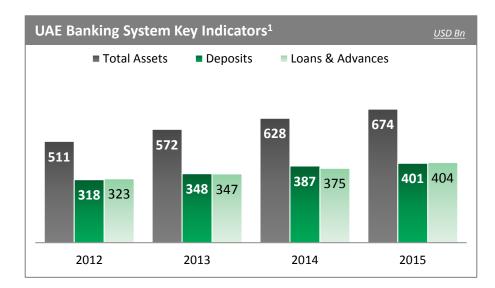


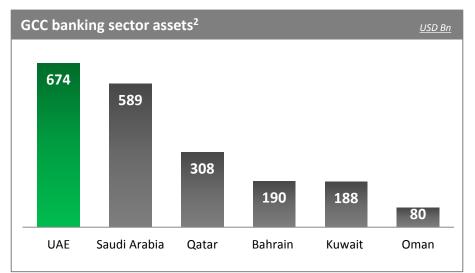
• As at 31 Dec 2015 there were a total of 49 banks (23 locally incorporated banks and 26 foreign banks)¹

- 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





Kuwait & Oman as of 30 Nov 2015, Bahrain as of 30 June 2015 Saudi Arabia, Qatar & UAE as of 31 Dec 2015



UAE, Abu Dhabi & Banking Sector

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NBAD at a Glance (1/2)







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 Abu Dhabi (AED 400 billion as of 31 March 2016)



Well diversified Financial Group – across businesses and geography - Largest international presence among the UAE banks



Consistent profitability and value creation to shareholders



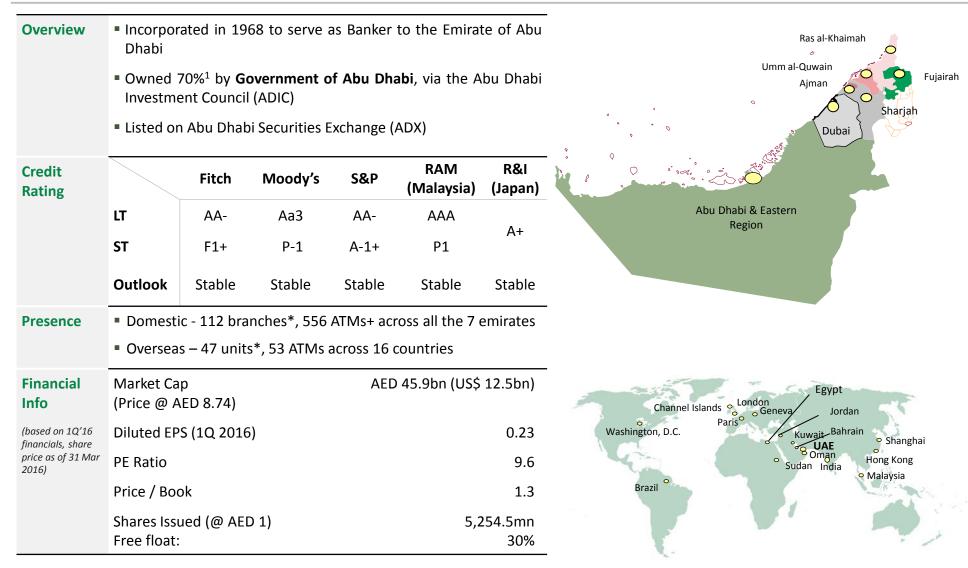
Strong liquidity and robust capital adequacy



Clear and focused strategy for growth

NBAD at a Glance (2/2)



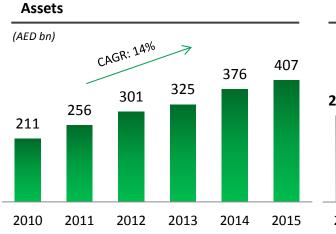


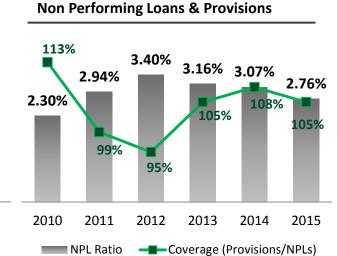
* Including cash offices, NBAD Suisse, Malaysian & Brazil subsidiary, offshore units & representative office in Shanghai

+ includes Cash deposit machines

A Strong Track Record of Financial Performance

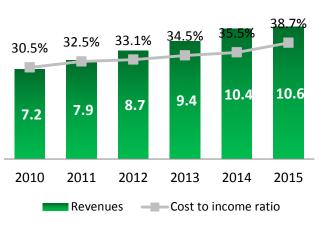


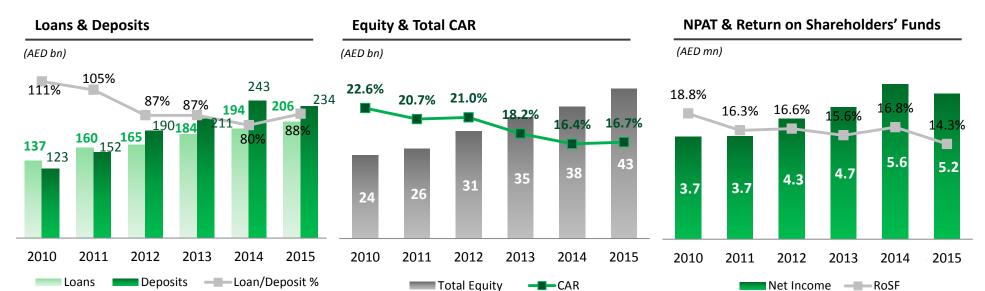




Revenues & Cost-to-income ratio







Source: NBAD Annual Reports.



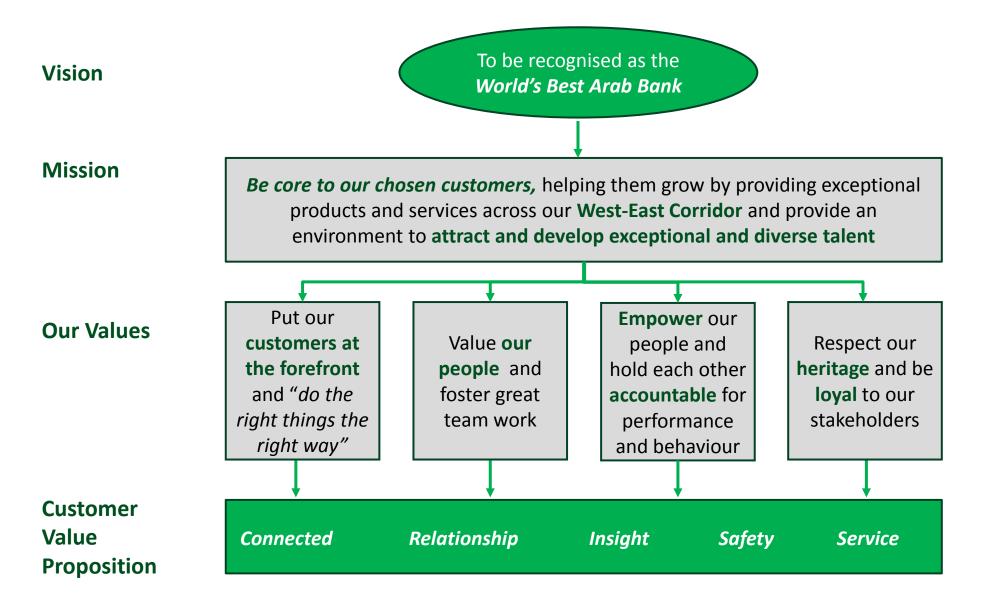
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Our mission to be core to our chosen customers







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

to be achieved around four pillars...

2



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

3

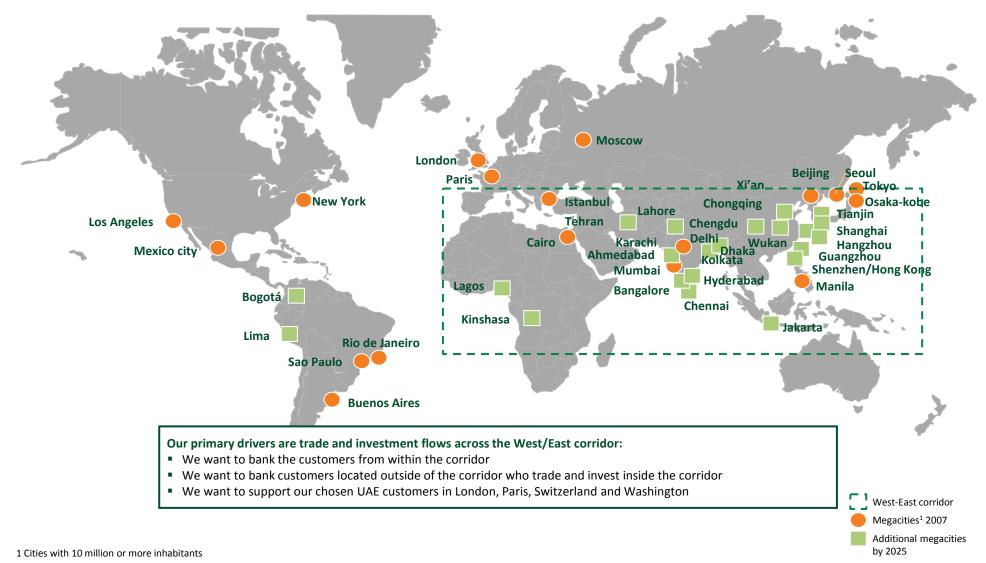
Build 5 international bank franchises in the largest and fastest growing economies in the West-East corridor

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





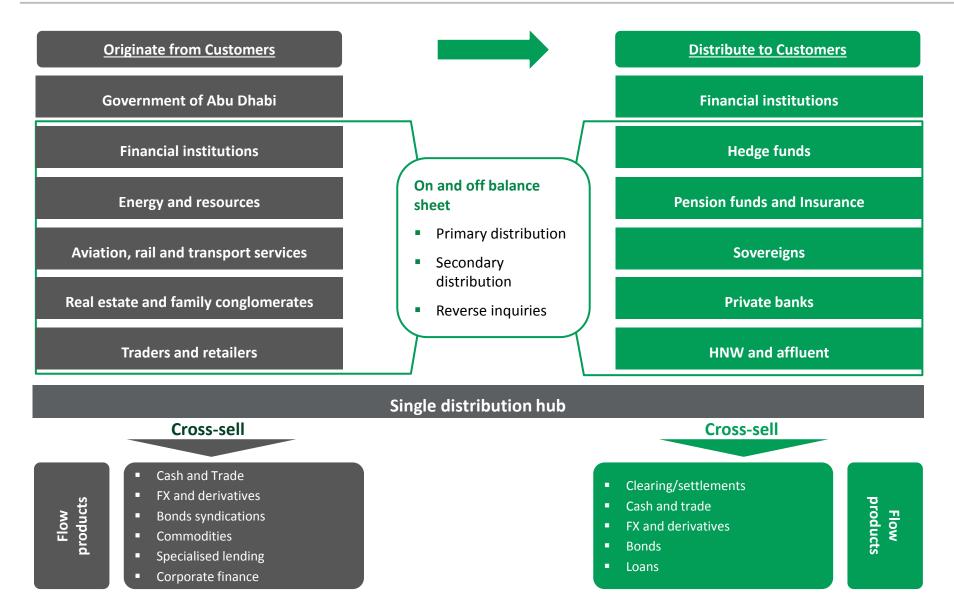
Key industry sectors aligned to our network markets strategy



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 	ADIA BLACKROCK ARZ OP 学会な行 ARX OF CHINA ICBC E P国工商银行 IDISTRIAL AND COMMERCIAL BARK 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 	Contraction of the second seco
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 	
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 	Jardines
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% annually from 2013/17 	Carrefour Carrefour

We will increasingly utilise an 'originate to distribute' model





Wholesale banking model aligning to West-East corridor



ustomer geographies	Banking hubs ¹	Centers of excellence	Operating centers
The Gulf/Middle East	Abu Dhabi	 Key industry sectors Financial institutions (Singapore) Energy and resources (Abu Dhabi) 	
Indian sub-continent	Mumbai	 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 (BCM in Al Ain)
South-East Asia, Australia, Papua New Guinea	Singapore	 Global financial markets and booking centers Abu Dhabi Singapore or Hong Kong 	
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 location at a future point (e.g., India or
North and South America	Washington	Advisory and specialized lending ■ Abu Dhabi	Philippines)

1 Relationship, sales and product service



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Strong Core growth driven by strategic businesses

- Underlying revenues up 7% YoY
- International revenues up 4% YoY
- Impairment charges up 73% YoY, but down 32% QoQ

Diversification of revenues improving

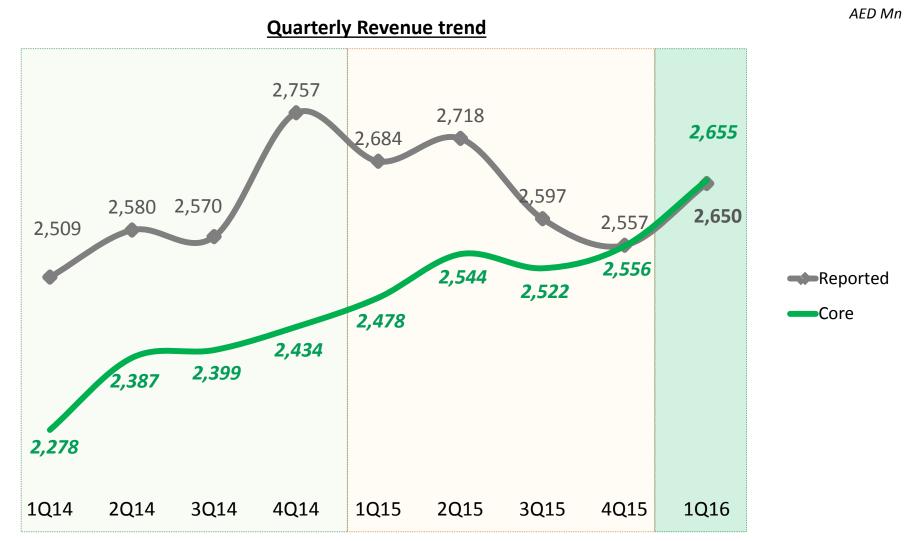
Generating surplus capital

Disciplined expense management continues

Maintaining AA- ratings with very strong liquidity and robust capital

Strong underlying quarterly revenue growth continues

Gap between reported & core is reducing

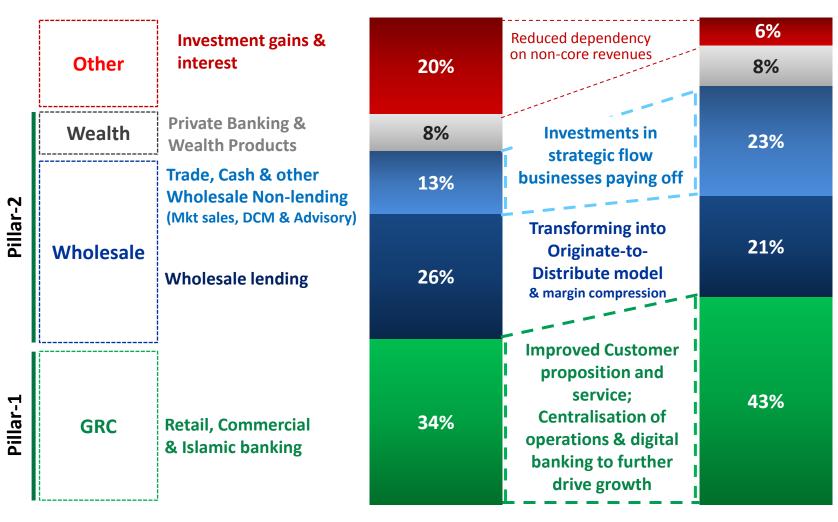


* Core excludes AFS gains and one-off gains



Evolving revenue mix underpins successful progress of transformation and strategy



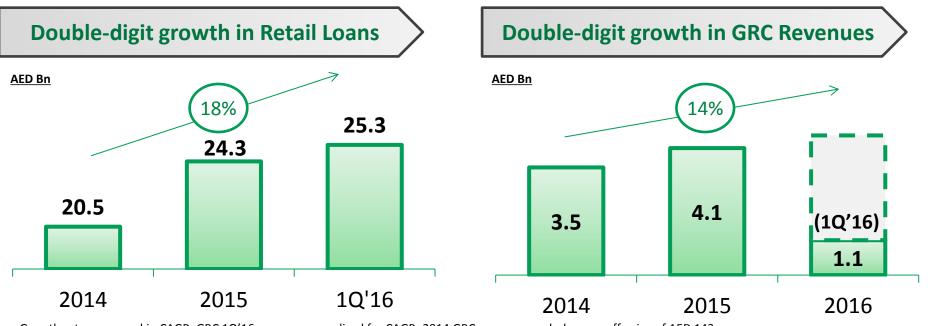


Revenue Mix (%)

Significant growth across key business drivers

Retail & Commercial





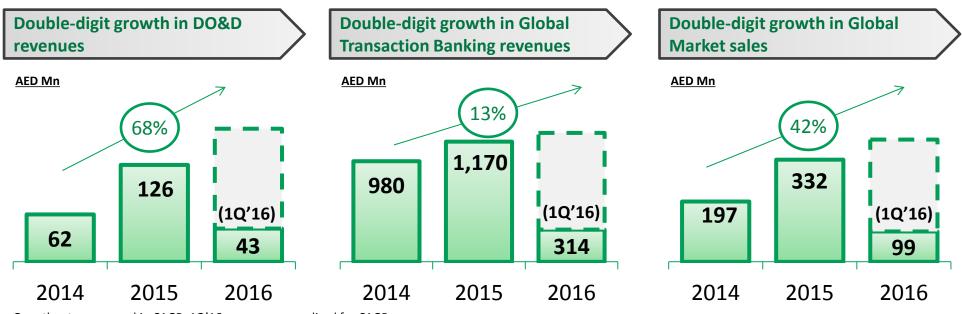
- Growth rate expressed in CAGR; GRC 1Q'16 revenue annualised for CAGR; 2014 GRC revenues excludes one-off gains of AED 143m

	Retail Customer Growth	Online Banking #Transactions	Volume Growth
Since 2013, in just 2	128%	1.7x	Growing
years			Market in Retail

Significant growth across key business drivers

Global Wholesale





- Growth rate expressed in CAGR, 1Q'16 revenues annualised for CAGR

	DO&D's League Table Rankings (Bloomberg)		GTB Cash Management # Mandates		
Since 2013,	MENA Loans Bookrunner #24 \rightarrow #1	GCC Loans Bookrunner #21 → #1	2014	25	
in just 2 years	$\mathbf{HZ4} \rightarrow \mathbf{HL}$ MENA Bonds + Sukuk Bookrunner	₩∠⊥ → ₩⊥ GCC Bonds + Sukuk Bookrunner	2015	50	
	#10 → #1	#8 → #1	1Q'16	17	

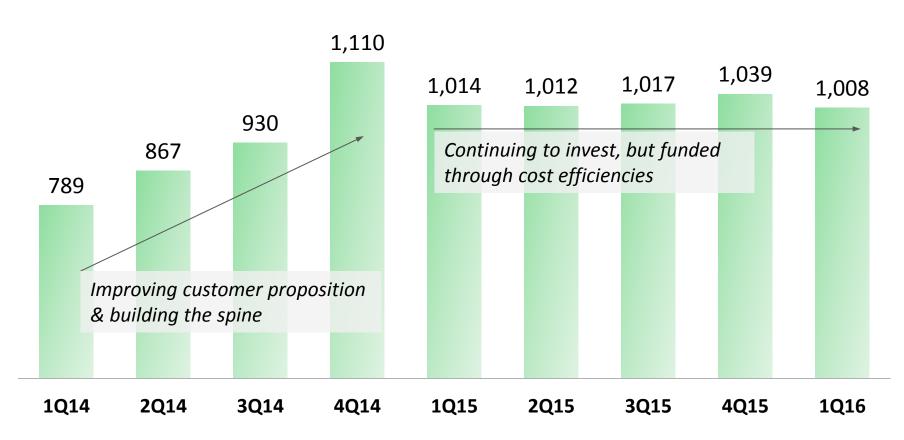
Investing now to build a sustainable bank for years to come...

'Bad' costs out, 'Good' costs in



Quarterly expenses broadly flat across 2015; maintained in 1Q'16

Operating expenses (AEDm)





Strength of Liquidity

Strength of Capital

Strong Risk Management

Sustainable Superior Earnings & Underlying RoE

Stable Governance Structure

Formidable Shareholders / Parent



Ranked among the World's 50 Safest Banks^{*} since 2009

'Safest Bank in the Emerging Markets'* since 2013

<u>1 of 12 commercial banks globally</u> and the <u>only one in Emerging Markets</u> to be rated AA-[#] & above by all 3 major rating agencies

AA- or equivalent * Global Finance



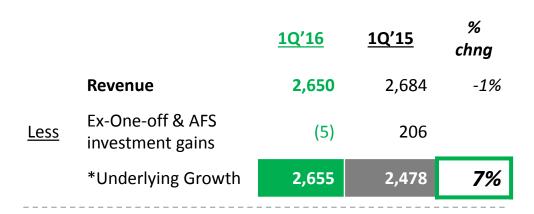
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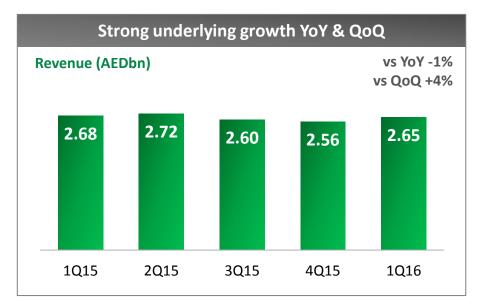
In 1Q, our core business continued to deliver strong underlying revenue growth of 7%^{*} YoY

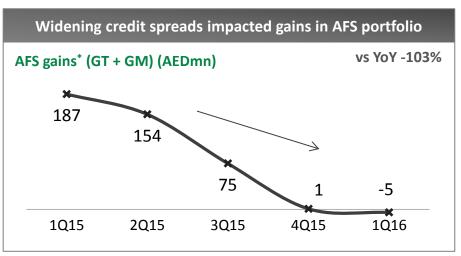
- UAE Retail & Commercial +23%, significantly outpacing the market, and driven by growth in lending & related fees
- Wholesale flow products continue to deliver strong momentum

Significant market headwinds impacted results

- Reported growth of -1% includes timely AFS portfolio gains taken in 1H'15 when markets were much stronger
- Results impacted by lower oil prices and investors remain cautious, driving lower market volumes and investments







• AFS gains are reflected net of hedging impact

Disciplined expense management; offset by higher provisioning

Disciplined expense management leads to almost neutral JAWS YoY; +7% sequentially ...

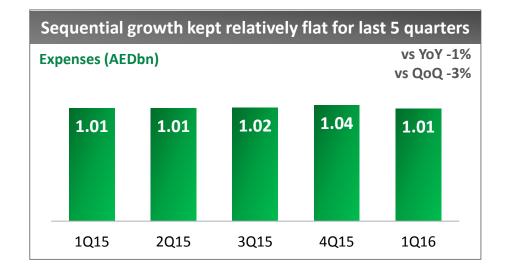
Expenses <u>lower</u> YoY (0.6%) and QoQ (3%)

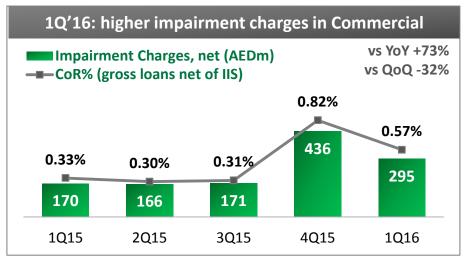
Targeting positive JAWS for FY16

... offset by higher impairment charges (个73%)

Deterioration in SME sector credit quality

Expect CoR below 55bps and NPL ratio ~3% for FY16

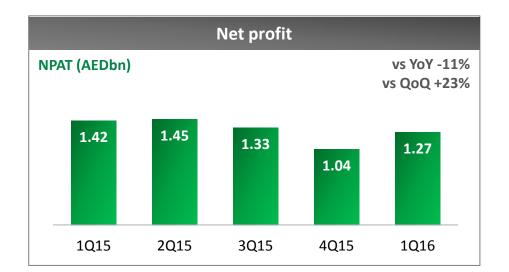




Continuing to maintain strong liquidity & robust capital

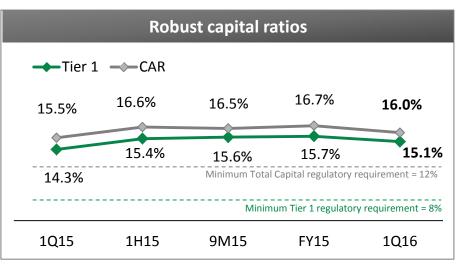


- *Reported* impacted by AFS gains and 1-off items
- RoE declined to 12.0% for 1Q'16 vs 15.1% for 1Q'15 and 12.9% for FY'15 mainly due to higher impairment charges



Focus remains on maintaining a strong liquidity and capital position in the 'new normal' environment

 Drop in capital ratios in 1Q'16 primarily due to impact of payout of dividends of AED 2.3b for FY'15 (-85bps)



Global Wholesale Banking

Strategic businesses (GTB, DO&D) continue to drive underlying growth



Pleased with continued double-digit YoY revenue growth across strategic businesses ...

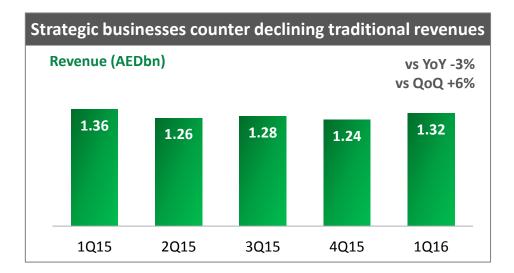
Global Transaction	Debt Origination &	Global Market
Banking	Distribution	Sales
个21%	个48%	个6%

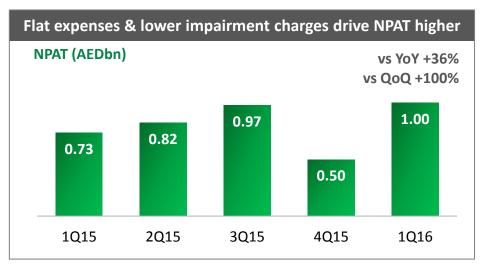
... while relationship lending revenues continue to decline

- Relationship Loans ↓ 7% YoY
- Lower accruals and AFS gains

Expenses were flat YoY and -5% QoQ

Impairment charges ↓ in 1Q on the back of writebacks and recoveries, resulting in increased NPAT of AED 981m (up 35% YoY and 102% QoQ)





Global Retail & Commercial

UAE Retail outperforms, while Commercial continues to face challenges

NBAD

UAE Retail loans continue to grow faster than market as NBAD increases its market share

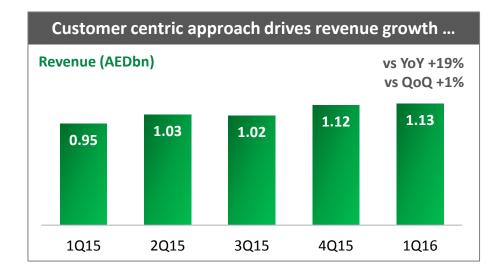
- Retail revenue growth +20% YoY, 3% QoQ
- Commercial revenue growth +20% YoY, -2% QoQ

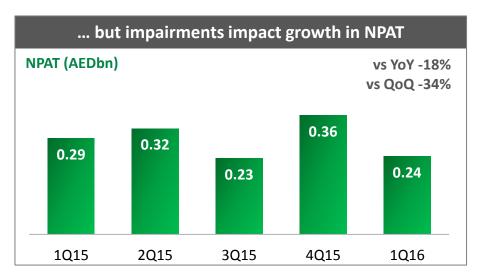
Expenses \downarrow 2% YoY and 3% QoQ on disciplined cost management as we continue to invest in branch sales productivity & e-channels continues

Impairment charges grew to AED 310 million in 1Q,

primarily due to deterioration in SME credit quality

- Discontinued unsecured programmed lending in Commercial in 1H'15
- Commercial NPL coverage ratio now stands at 84.2% from 78.7% at end-FY'15





Global Wealth

Business continues to be affected by investor sentiment in MENA region

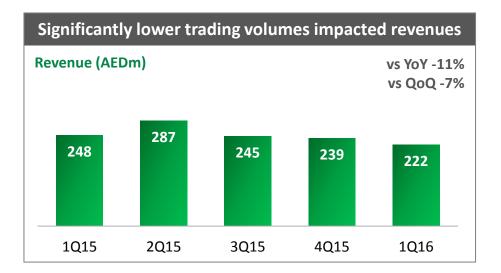


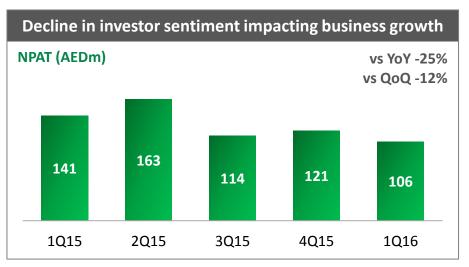
Declining investor sentiment impacts growth across the Global Wealth business \downarrow 11% YoY, \downarrow 7% QoQ

- NBAD Securities achieved 8.6% market share with AED 9b of traded volumes
- Investment AUMs higher ↑13% YoY in a subdued market

Expenses were higher by 7% YoY, but -8% QoQ

Impairment charges of AED 7m were higher YoY due to increase in collective provisions (+7m)





International continues to be a key differentiator ...

... significant contributor towards liquidity + enhancing diversification



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

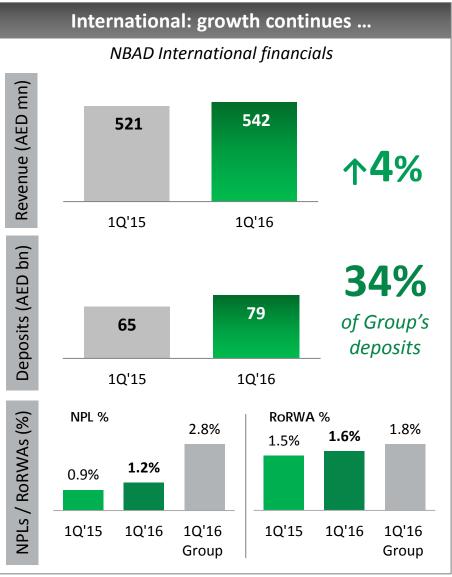
- Solid growth potential; capabilities ahead of UAE peers
- Provides risk diversification

Key source of liquidity for the Group

 Global Wholesale business's international loans-todeposits ratio 34% as of 1Q'16 (32% as of FY'15, 53% as of FY'14)

Contribution of International businesses to 1Q'16:

Revenue	Operating Profits	Net profits
20%	21%	23%
(1Q'15 – 19%)	(1Q'15 – 20%)	(1Q'15 – 17%)



* International includes all overseas operations

Disciplined cost management continues in 2016...

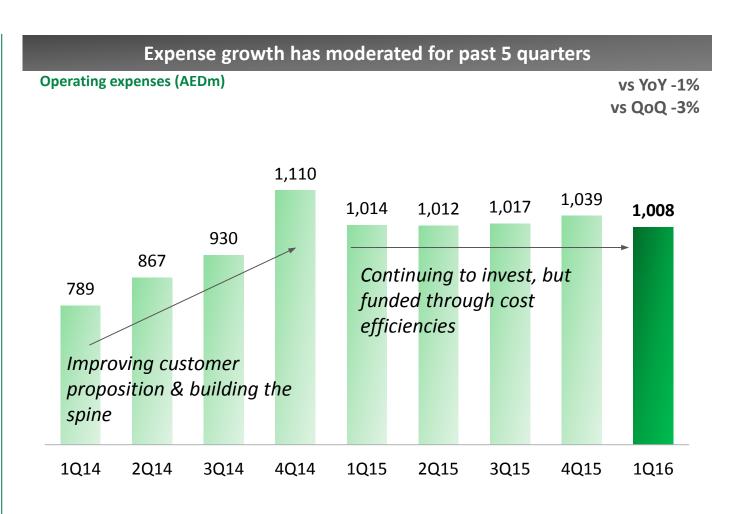
... targeting positive JAWS in 2016



Expense growth continues to moderate as significant investments behind us

Future cost uplift will be controlled; further investments through efficiencies

Targeting positive JAWS in 2016; aggressive cost management initiatives underway



Impairments reflect challenging conditions; guidance remains intact...

Asset quality remains strong; cost of risk will moderately increase in 2016



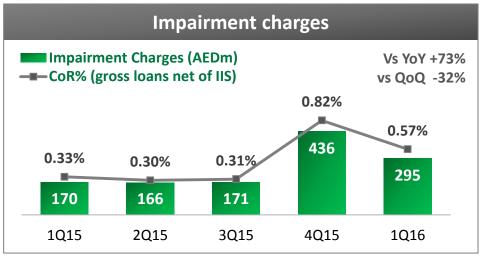
NPL coverage remains over 100%; target > 100%

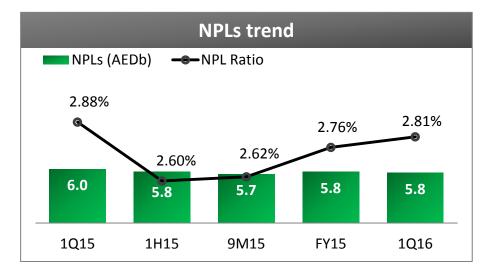
CoR increased to 57bps (YoY) primarily on deterioration in SME / Commercial portfolio

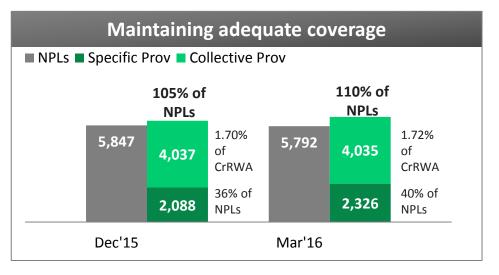
• Expected to remain below 55bps for FY2016

NPLs ↓54m in 1Q'16 to 5,792m

• NPLs expected to remain below ~3% in 2016



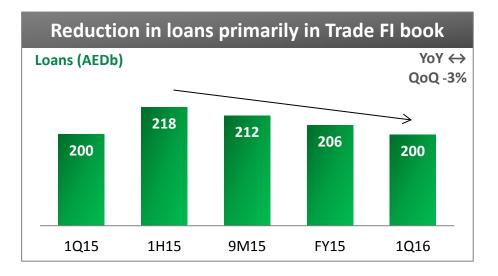




Efficient balance sheet management

Deploying core liquidity from short-term trade into higher yielding assets



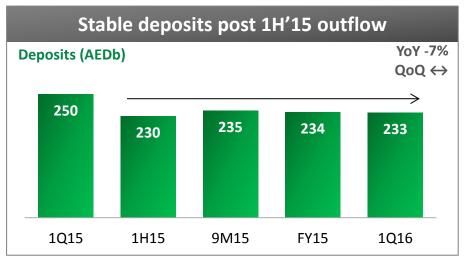


Optimising asset mix to enhance yields

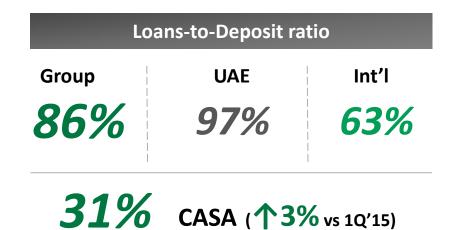


Deployed across higher yielding retail assets / liquid investments to enhance yields

* FI – Financial Institutions







Maintaining robust capital position ...

... while RoE continues to be impacted by prudent provisioning



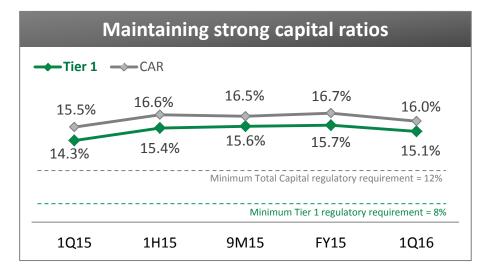
Capital ratios remain strong

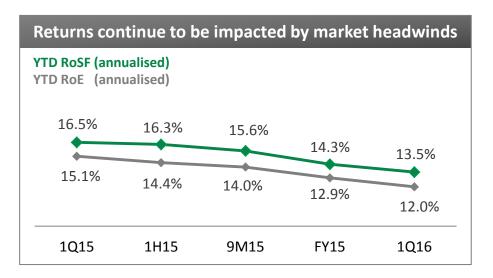
• Focused on internal capital generation, maintaining strong ratios and supporting credit ratings

Distributed AED 2.3b (45fils per share) cash dividends for FY'15

RoE of 12% expected to improve over time as we execute against our strategy

• However, it will remain below medium-term target of 15% in short-term due to challenging market conditions (higher provisioning and wider credit spreads on debt investments)





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Q1 2016 Results Strong underlying results as NBAD is well positioned to deliver in 2016

- Strong underlying growth in targeted strategic businesses ...
 - Wholesale fee generating and flow products
 - o UAE Retail business
- Maintaining strong capital and liquidity position and focusing on 'health over wealth' in the face of significant headwinds
- On track to deliver on 2016 guidance metrics through a combination of...
 - $\circ \quad \text{Underlying revenue growth} \\$
 - $\circ \quad \text{Continued cost discipline} \\$
 - o Robust risk management





Financial guidance unchanged for 2016

Prioritising 'Health over Wealth' – focus on liquidity & prudent risk management





Low single-digit revenue and earnings growth; core growth stronger



Neutral to positive JAWS



Tier-I capital above 15%



Loans to Deposit ratio target below 95%



CoR – gradually increase – but remain below 55bps NPL ratio around 3% levels Provision coverage – 100% - 110%

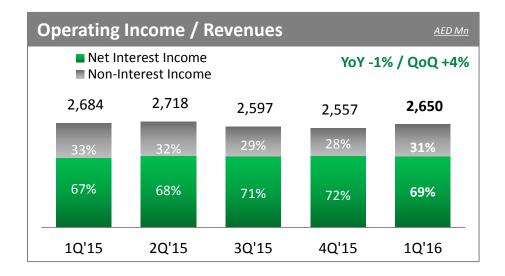
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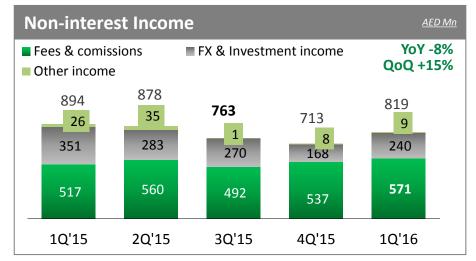


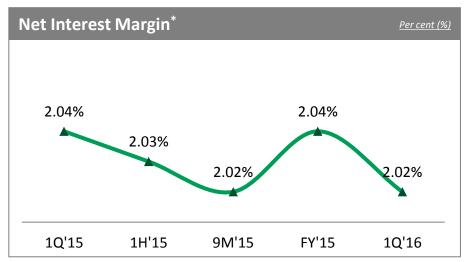
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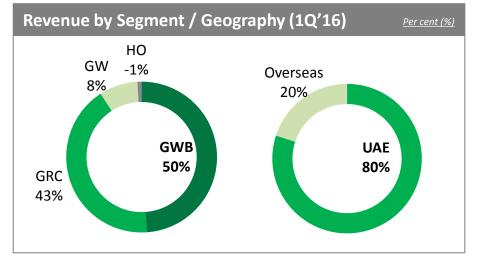
Operating Income







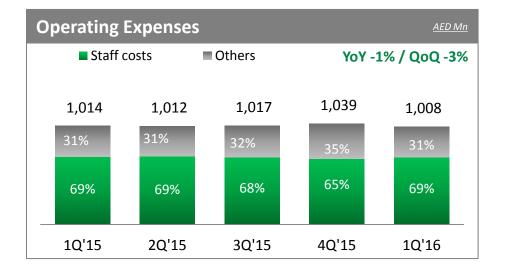
^{*} NIM% (Ytd) – annualised; based on daily average outstanding balances for performing assets

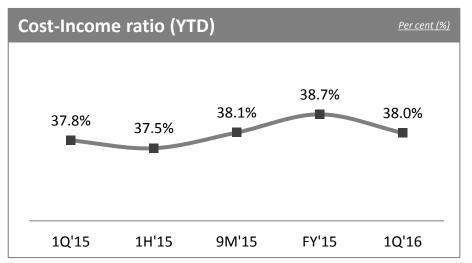


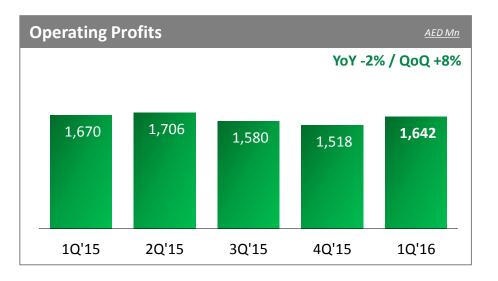
* GWB – Global Wholesale, GRC – Global Retail & Commercial, GW – Global Wealth, HO – Head Office

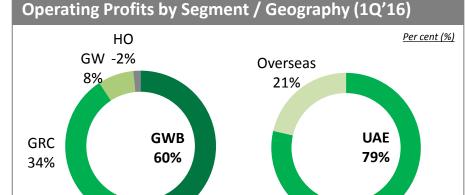
Expenses & Operating Profits







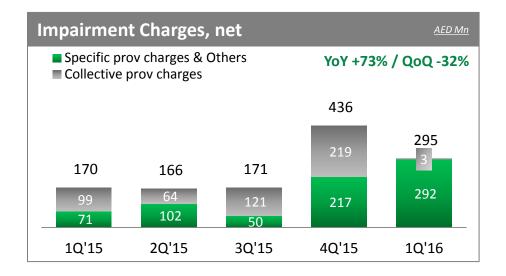


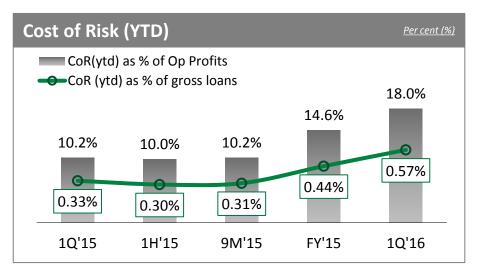


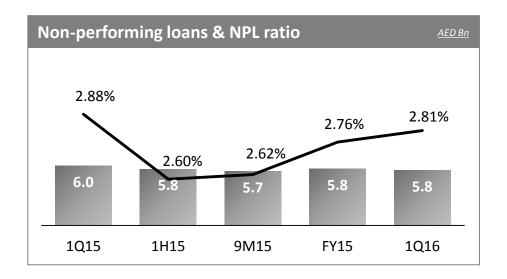
* GWB – Global Wholesale, GRC – Global Retail & Commercial, GW – Global Wealth, HO – Head Office

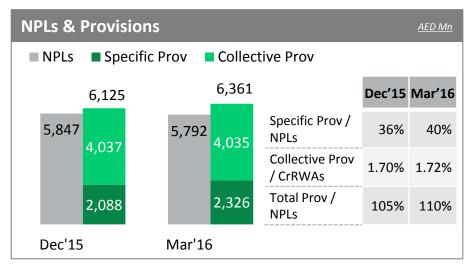
Impairment Charges & Asset Quality





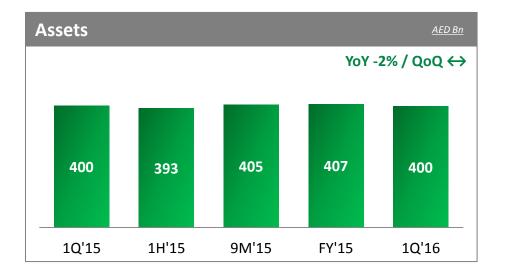


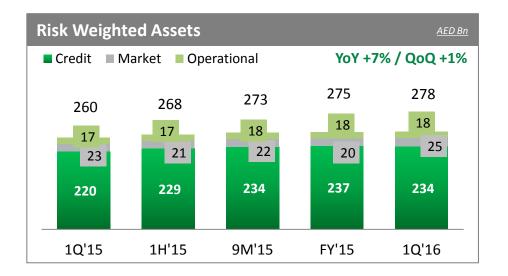


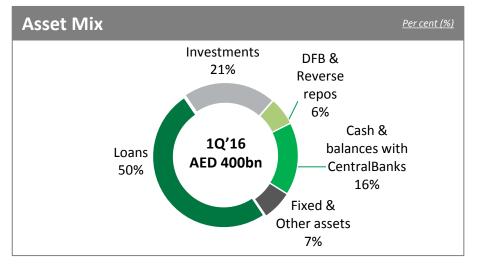


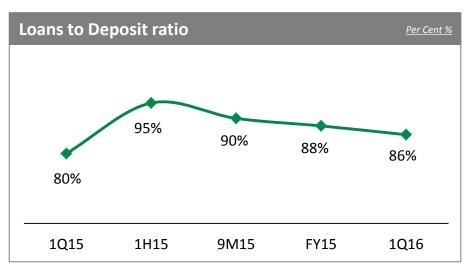
Assets & Liquidity





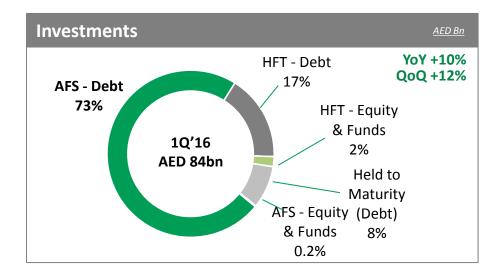


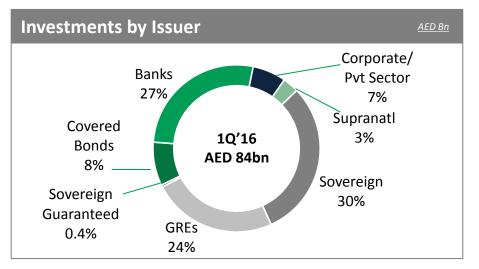


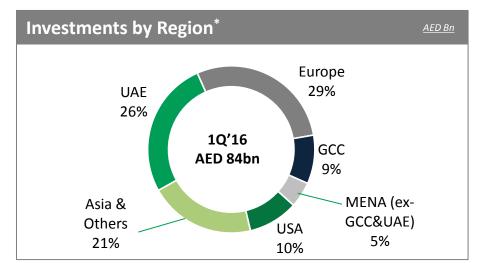


Investments

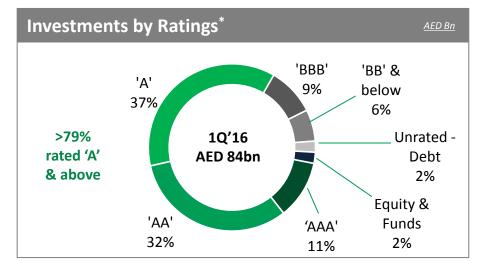








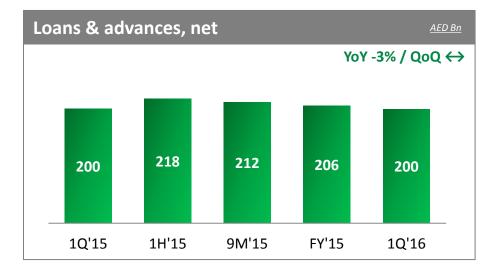
* Based on location of the issuer of the security or parent in case of SPVs

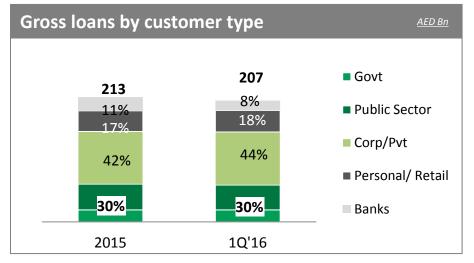


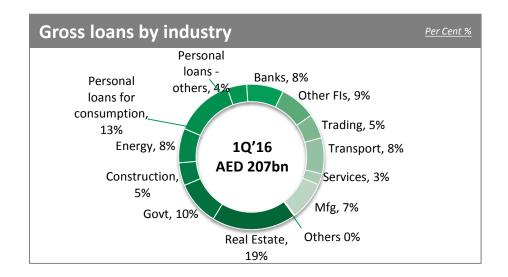
* Composite ratings of S&P, Fitch & Moody's where available

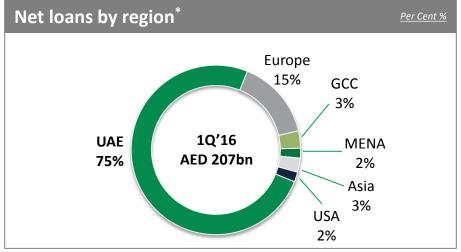
Loans and Advances





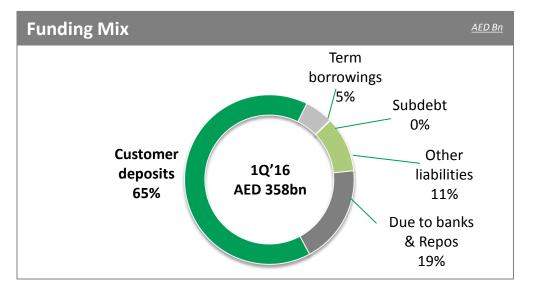


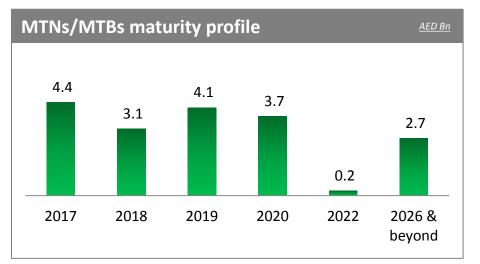


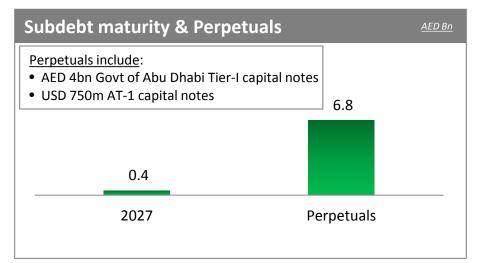


* Based on location of booking of the loan

Funding Profile



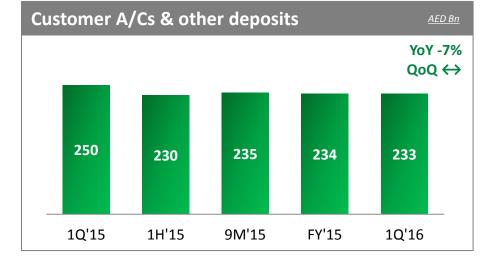


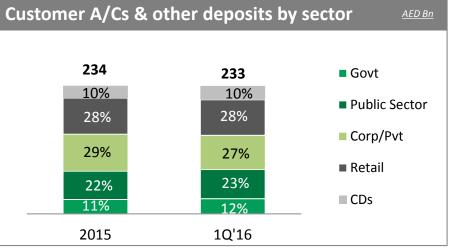


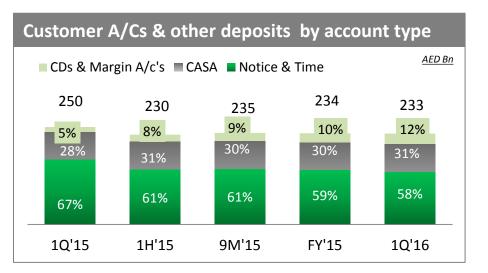
* Based on nominal AED equivalent; AED 7.2bn outstanding as at 31 Mar 2016

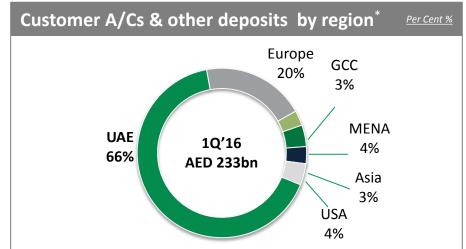
Customer accounts & other deposits











* Based on location of booking of the deposit



Income Statement - Summary

(in AED million)		1Q 2016	4Q 2015	1Q 2015	Q0Q %	YoY %
Net interest income (incl net income from Islamic financing)		1,831	1,844	1,789	-0.7	2.3
Non-interest income		819	713	894	14.9	-8.4
Total Revenues		2,650	2,557	2,684	3.6	-1.2
UAE		2,108	1,996	2,162	5.6	-2.5
Gulf & International		542	561	521	-3.4	4.0
Operating expenses		(1,008)	(1,039)	(1,014)	-3.0	-0.6
Operating Profits		1,642	1,518	1,670	8.2	-1.7
Impairment charges, net		(295)	(436)	(170)	-32.3	73.3
Taxes		(77)	(46)	(76)	66.3	0.1
NET PROFIT		1,271	1,036	1,423	22.6	-10.7
Balance Sheet - Summary (in AED billion)	Mai	r- 16	Dec-15	Mar-15	Q0Q %	Yo Y %
Assets	399	9.7	406.6	400.3	-1.7	-0.2
Customer Loans	199	9.6	205.9	200.2	-3.1	-0.3
Customer A/c's & other deposits	233	3.3	233.8	249.8	-0.2	-6.6
CASA (deposits)	71	.6	71.3	69.6	0.5	2.9
Equity	41	.6	43.2	37.6	-3.7	10.8
Contingencies (Trade & Market)	1,4	32	1,291	1,154	10.9	24.0

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

- Equity includes Tier-I capital notes



Revenues by Business

(in AED million)	1Q 2016	4Q 2015	1Q 2015	Q0Q %	YoY %
Global Wholesale (GWB)	1,320	1,240	1,364	6.4	-3.3
Global Retail & Commercial (GRC)	1,133	1,120	949	1.1	19.4
Global Wealth (GW)	222	239	248	-7.4	-10.7
Head Office (HO)	(24)	(43)	122	-44.5	-119.6
Total Revenues	2,650	2,557	2,684	3.6	-1.2

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	1Q 2016	4Q 2015	1Q 2015	QoQ (bps)	YoY (bps)
Return on Equity	12.0%	9.7%	15.1%	226	-309
Return on Shareholders' Funds ¹	13.5%	10.8%	16.5%	270	-301
Cost-Income ratio	38.0%	40.6%	37.8%	-260	26
Net Interest Margin ² (YTD)	2.02%	2.04%	2.04%	-2	-2
Return on Risk Weighted Assets	1.84%	1.51%	2.23%	33	-39
Tier-I ratio (YTD)	15.1%	15.7%	14.3%	-54	85
Capital Adequacy ratio (YTD)	16.0%	16.7%	15.5%	-71	53

1 - excl Tier-I capital notes and interest thereof

2 - annualised; based on daily average of performing assets

Corporate Access Links







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Fadeela Khamis Corporate Communications (Media & PR)



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