

# Emirates NBD

Creating a Banking Leader  
in the Middle East

July 2008



## Forward Looking Statements

It is possible that this presentation could or may contain forward-looking statements that are based on current expectations or beliefs, as well as assumptions about future events. These forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements often use words such as anticipate, target, expect, estimate, intend, plan, goal, believe, will, may, should, would, could or other words of similar meaning. Undue reliance should not be placed on any such statements because, by their very nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results, and the Group's plans and objectives, to differ materially from those expressed or implied in the forward-looking statements.

There are several factors which could cause actual results to differ materially from those expressed or implied in forward looking statements. Among the factors that could cause actual results to differ materially from those described in the forward-looking statements are changes in the global, political, economic, business, competitive, market and regulatory forces, future exchange and interest rates, changes in tax rates and future business combinations or dispositions.

Emirates NBD undertakes no obligation to revise or update any forward looking statement contained within this presentation, regardless of whether those statements are affected as a result of new information, future events or otherwise.

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**Emirates NBD: Banking Leader in middle east**

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**Synergies**

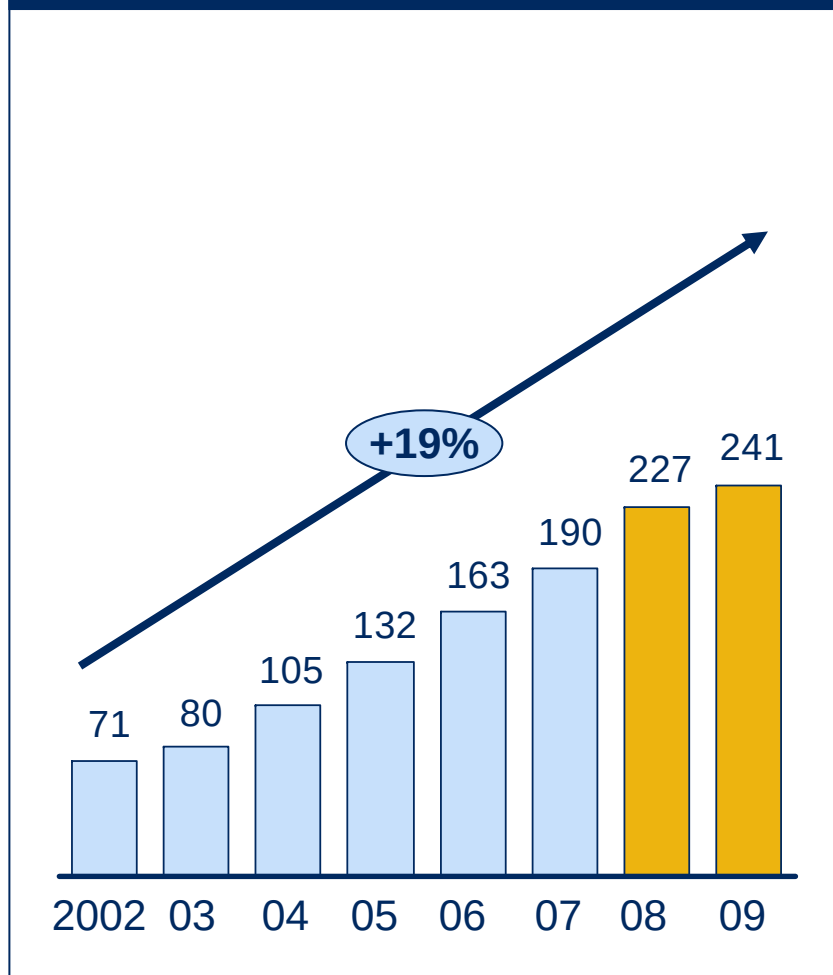
**Integration Update**

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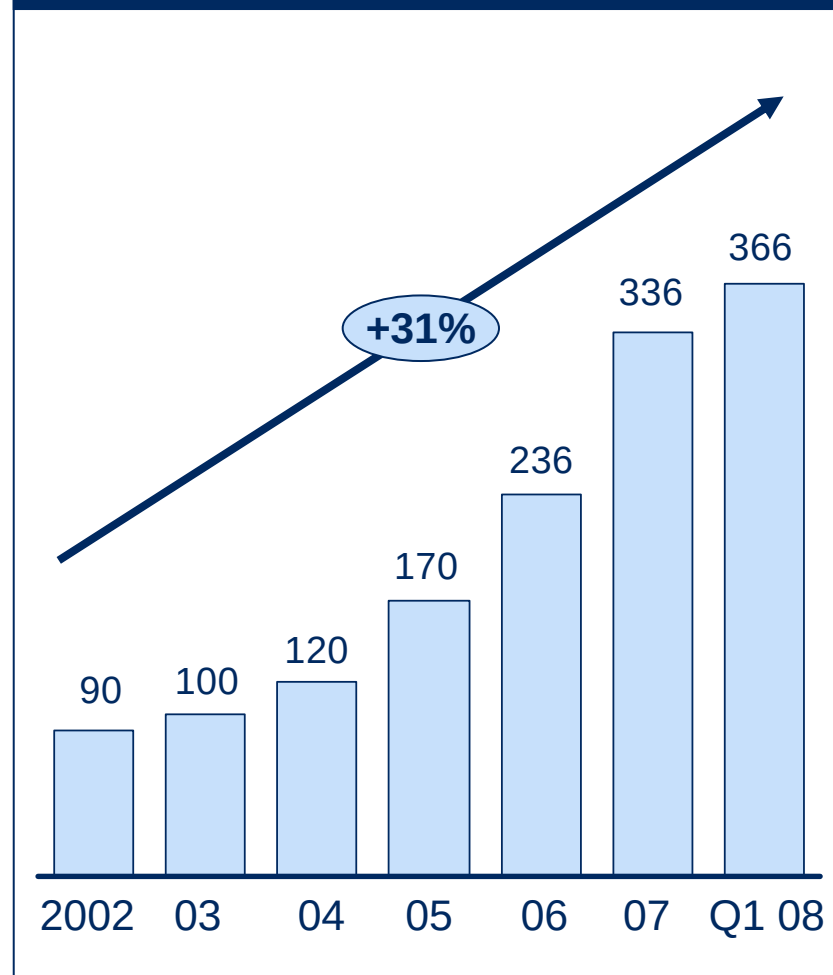
In line with the economy, the UAE banking sector has grown strongly

USD billion

### Nominal GDP



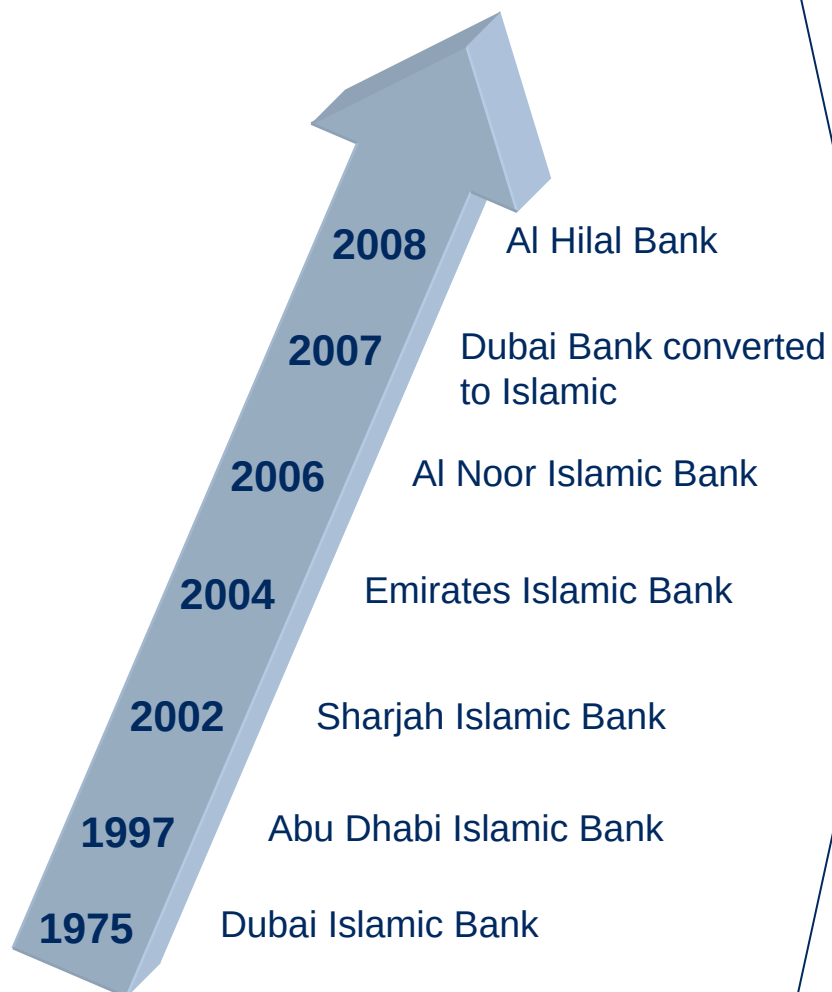
### Banking assets



Source: Central Bank statistics, Gulf News

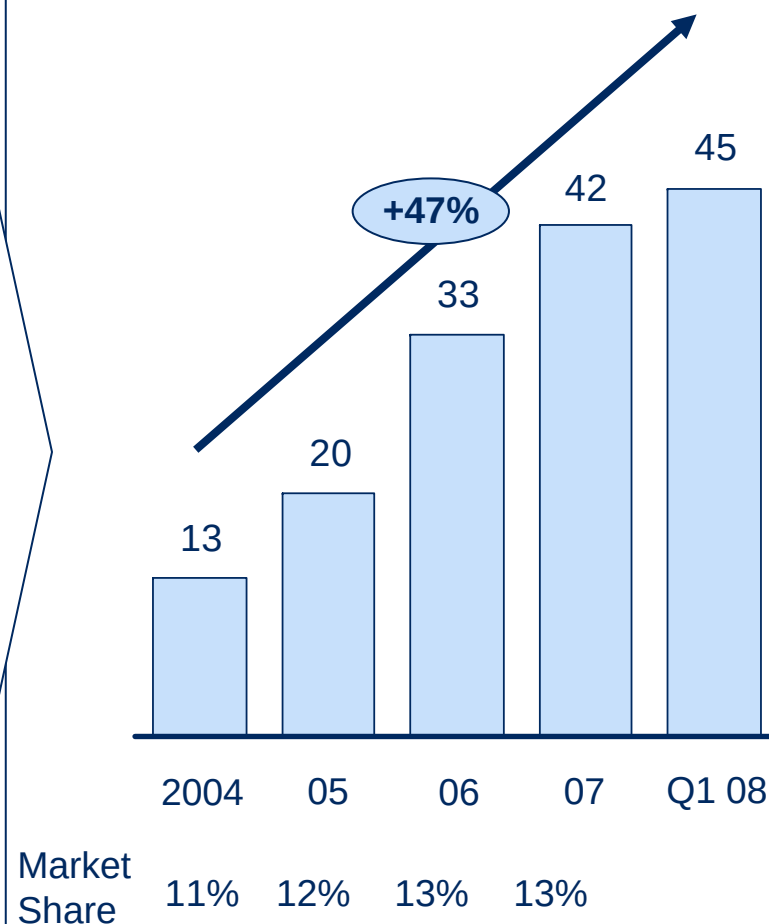
# Islamic banks have increased their presence in the market

## Timeline of Islamic Banking in the UAE



## Islamic Banks Assets

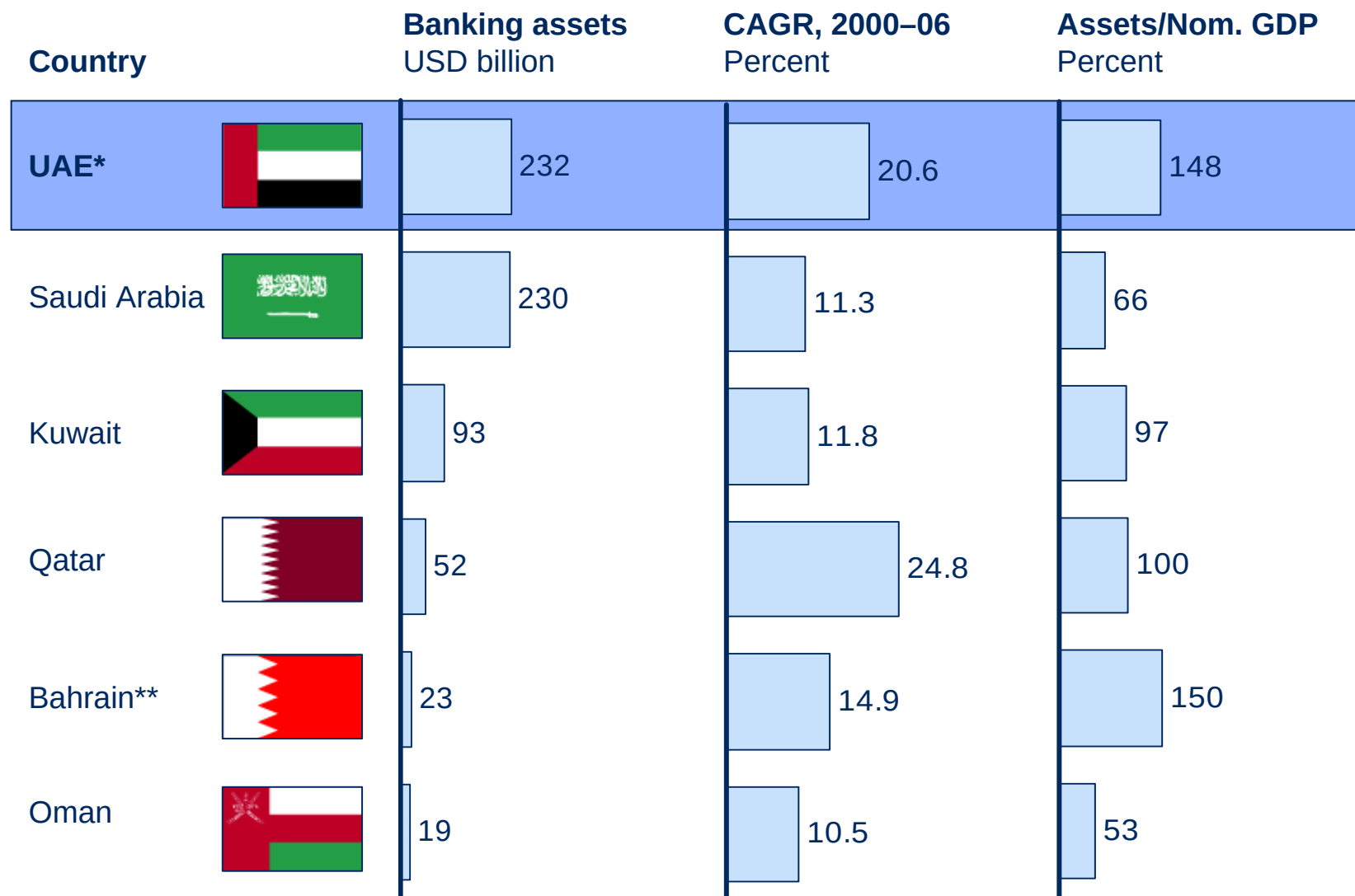
USD billion



Source: Global Insight, Platts, Dubai Chamber of Commerce and Industry, team analysis

# UAE is now the largest banking market in the GCC

2006



\*Includes Foreign Banks

\*\*Excludes off-shore banking units

Source: Central Banks; Global Insight

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EmiratesNBD

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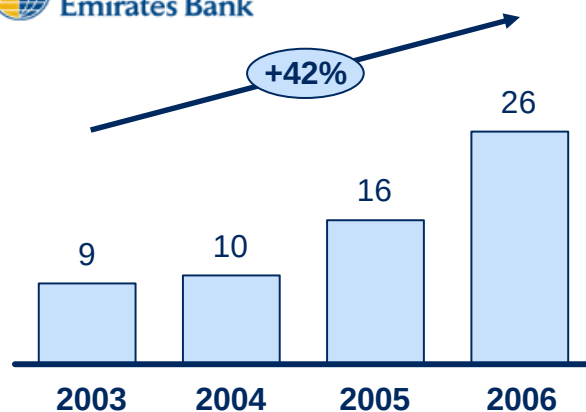
**First Half Year 2008: Financial Overview**

**Synergies**

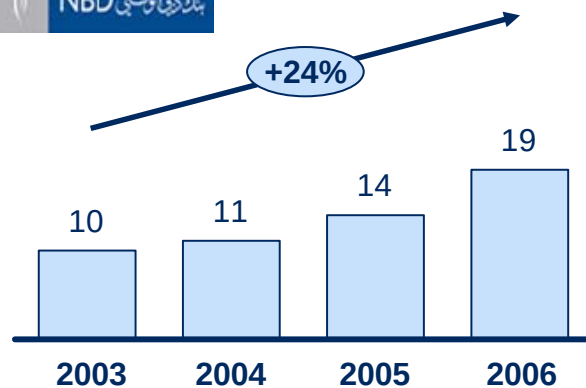
**Integration Update**

## Merger : Creating a Banking Leader

### Assets, \$b

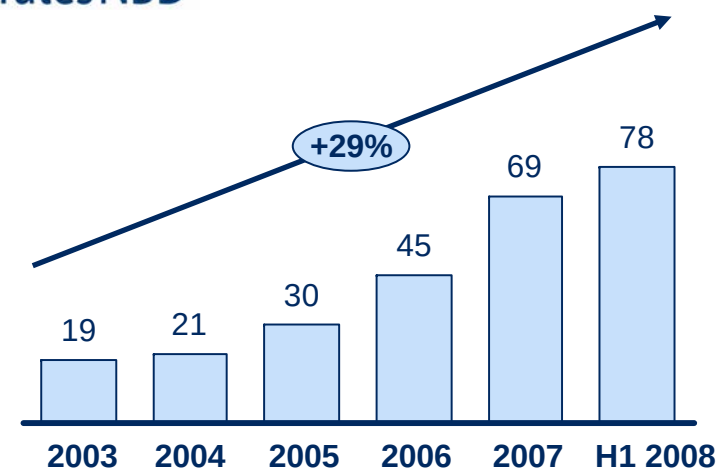


### Assets, \$b



### Assets, \$b

### EmiratesNBD



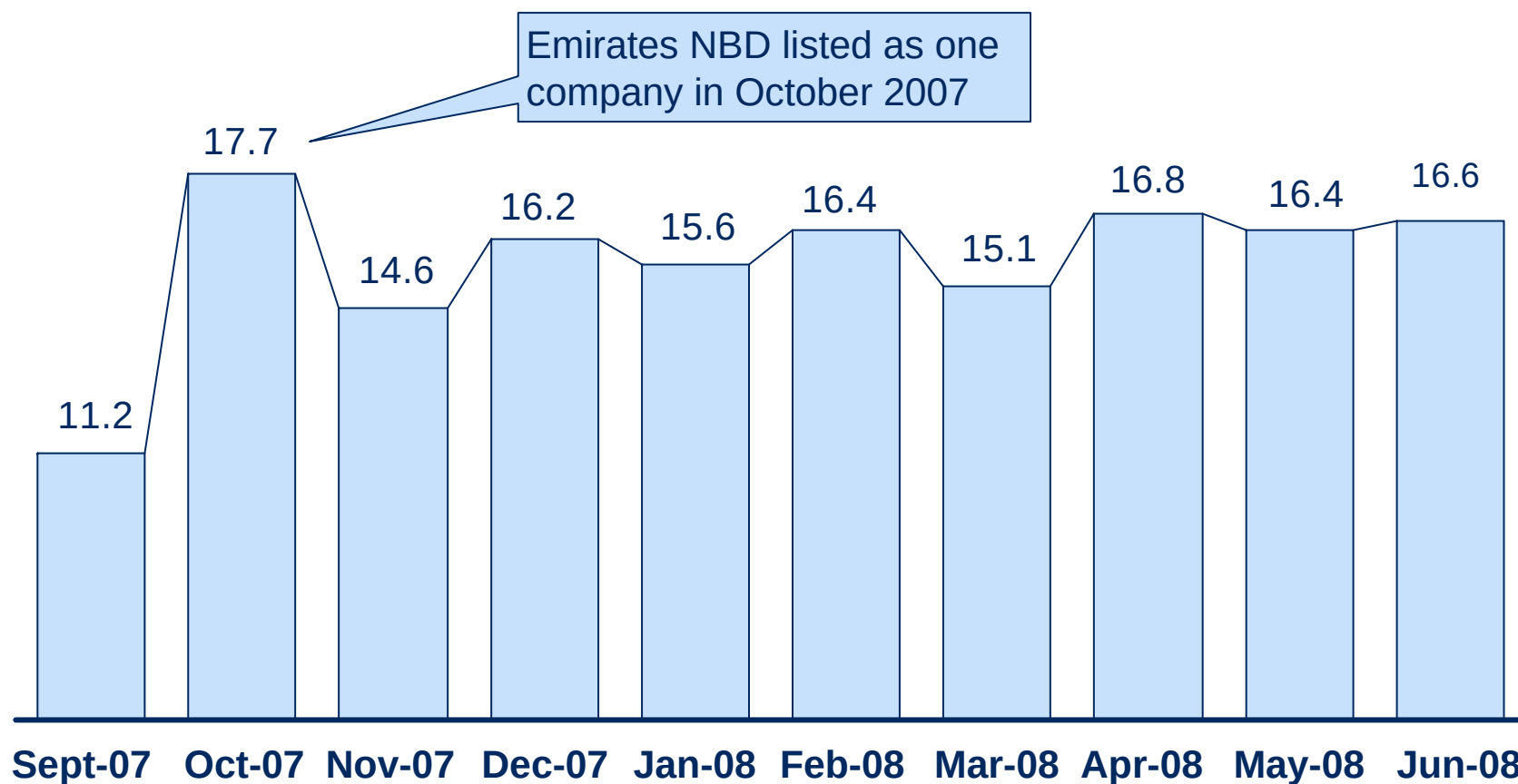
- Largest Bank by assets in GCC
- Enhanced distribution
- Scale and strength to pursue expansion



## Merger has created value for the shareholders

USD billion

### Market capitalisation of Emirates NBD

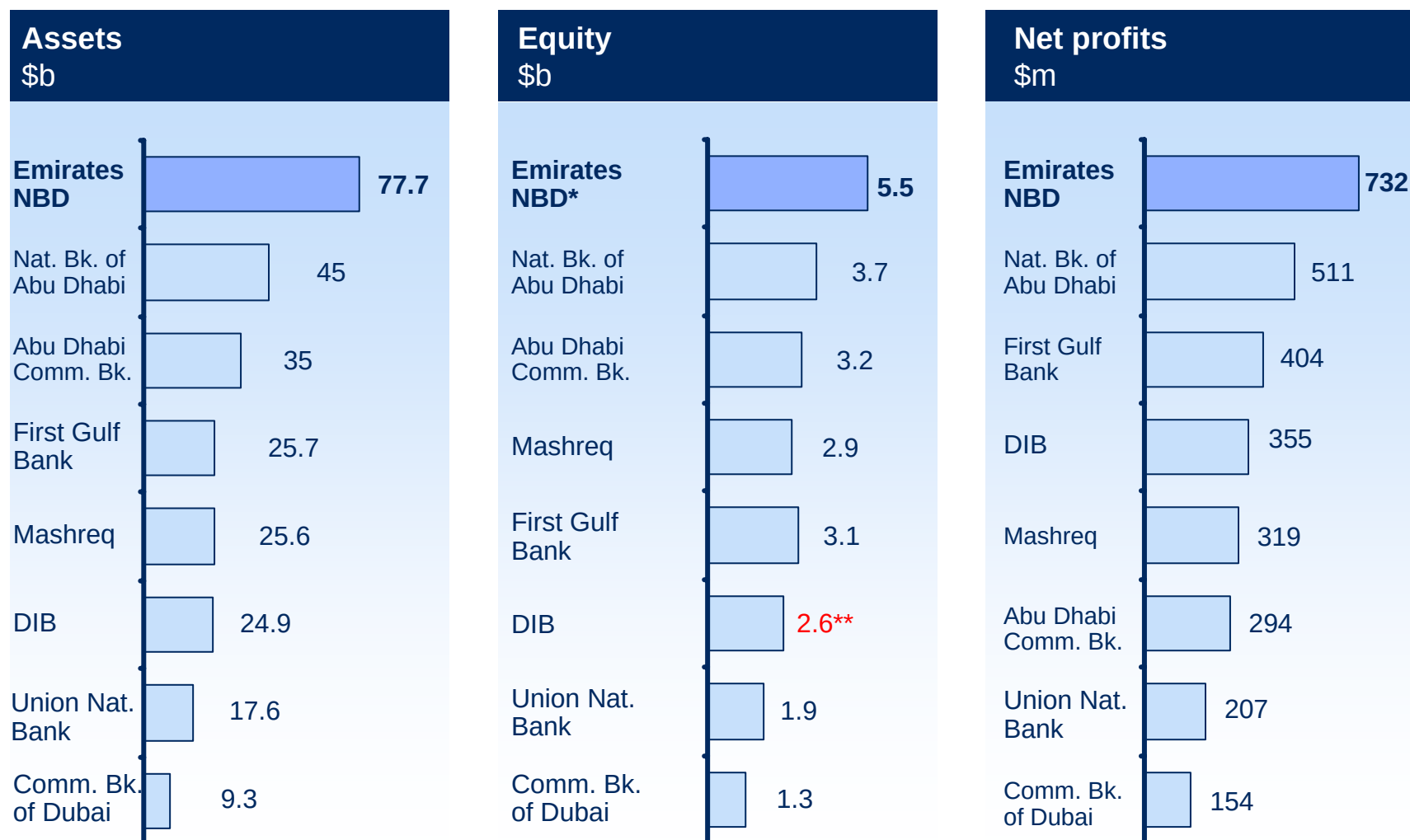


\* Before October 2007, the market cap has been derived by adding the market capitalisation of Emirates Bank & NBD since they were listed separately.

Source: Market capitalisation at end of month; Bloomberg; Datastream

# Emirates NBD leads the UAE Banking Sector . . .

## First Half 2008

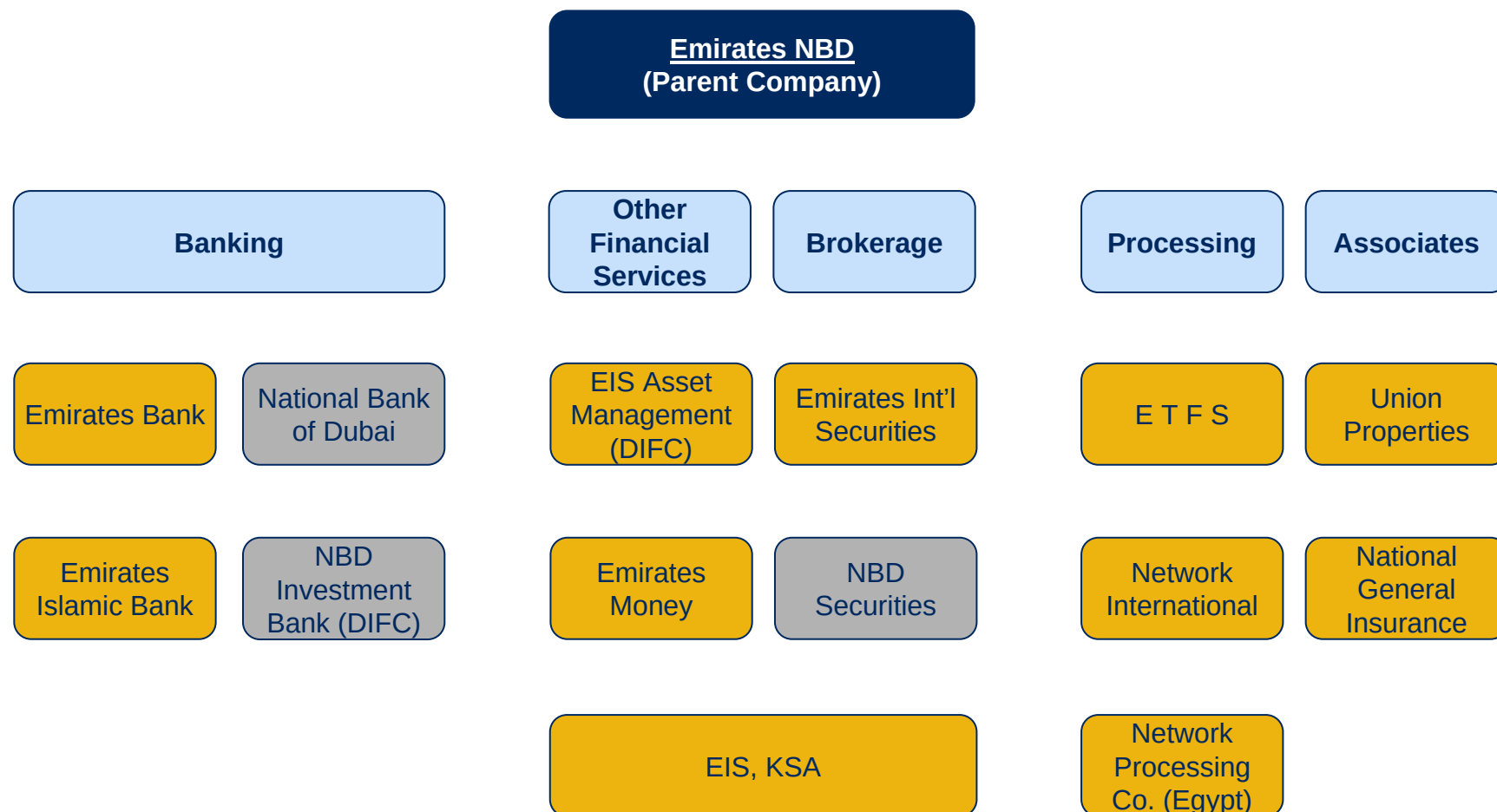


\* Tangible Shareholder's Equity which excludes Goodwill and Intangibles

\*\* DIB equity figure for Q1 2008 [H1 2008 Information not available]

Source: Bank websites

## A comprehensive financial services group



Note: The chart reflects Primary Subsidiaries and Associates

## Our Group Entities



- **Emirates Bank & National Bank of Dubai** are the primary companies of Emirates NBD group



- Provide services and products to Retail Customers,
- Provides Wholesale & Treasury services.



- **Emirates Islamic Bank** is the fastest growing Islamic bank in UAE
- Provides Sharia compliant products to Retail and Corporate Banking clients.
- 99.8% owned by EmiratesNBD



- **NBD Investment Bank** was incorporated on 31 May 2006 in the DIFC.
- NBD IB's principal activity is Investment Banking.

## Our Group Entities



- Emirates International Securities was established in 2001.
- It is wholly owned brokerage arm of the Group.
- The principal activity of the company is to act as intermediary in dealings in stocks and equities which are listed on DFM and ADSM.



- **Network International** was established as a credit card services company in 1994. The company has since evolved into a leading credit card and payment services company.
- Business lines include, Merchant acquiring, Card hosting and transaction processing for the Group and 3rd Party clients like FGB, ADCB etc.
- The company offers Consumer Finance Solution Implementation to Third Party Banks and other services include ATM switches, Amex transaction, terminal rentals etc.



- **Emirates Investment Services Limited** was incorporated in DIFC in August 2006.
- Principal business activities are Investment Banking and Asset Management.
- Currently the company is more involved in providing Asset Management Services only.

## Our Group Entities



- **E.T.F.S L.L.C.** (formerly ECTSME) is a wholly owned subsidiary of the Group.
- E.T.F.S' processing center in Dubai, provides a fully integrated and customized solution that caters for all trade finance products.
- E.T.F.S. is well positioned to in-source and attend to the trade finance needs of banks in the Middle East and North African regions (MENA).



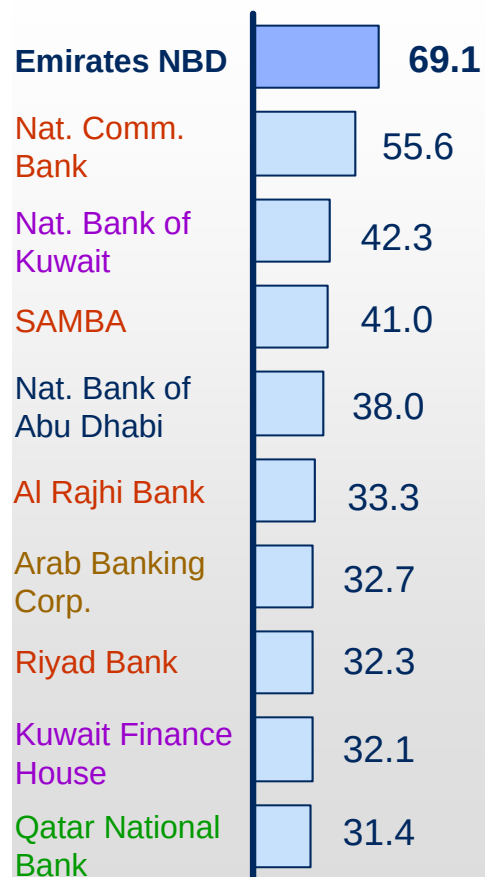
- **Union Properties** is an associate company [Ownership 47.8%] of Emirates Bank Group.
- It is one of the leading property development, investment and real estate services company in the UAE.
- The company has invested substantial resources to refine a superior and comprehensive range of property services. These include valuations and feasibility studies; project management; interior design and fit-out; property management and maintenance.



- Emirates Bank Group acquired a majority shareholding in **National General Insurance Limited (N.G.I.)**, in 1995 [Ownership 36.7%]. After restructuring, the company is now poised to be a leader in the UAE's insurance industry.
- The company is active in providing insurance cover for Fire, Burglary, personal Accidents, Marine, Engineering, Public & Professional Liability; Workmen's Compensation and Motor Vehicle Risks, and Health Insurance.

# Emirates NBD is the largest bank in GCC by assets

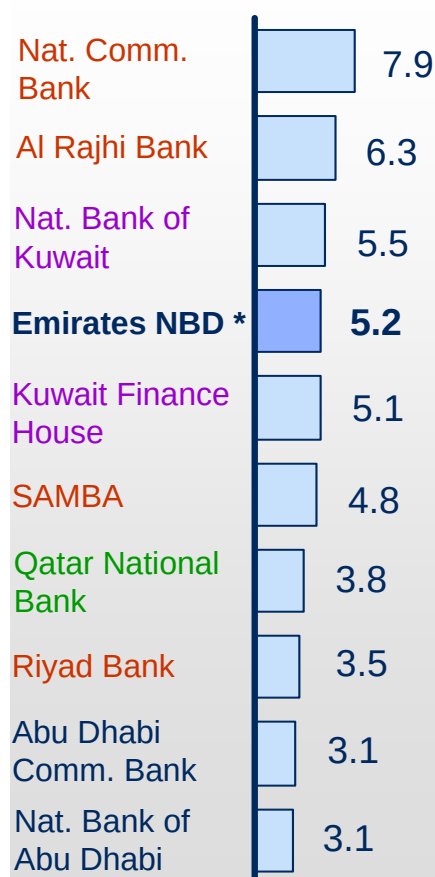
**GCC ranking by assets**  
\$b, 2007



U.A.E.

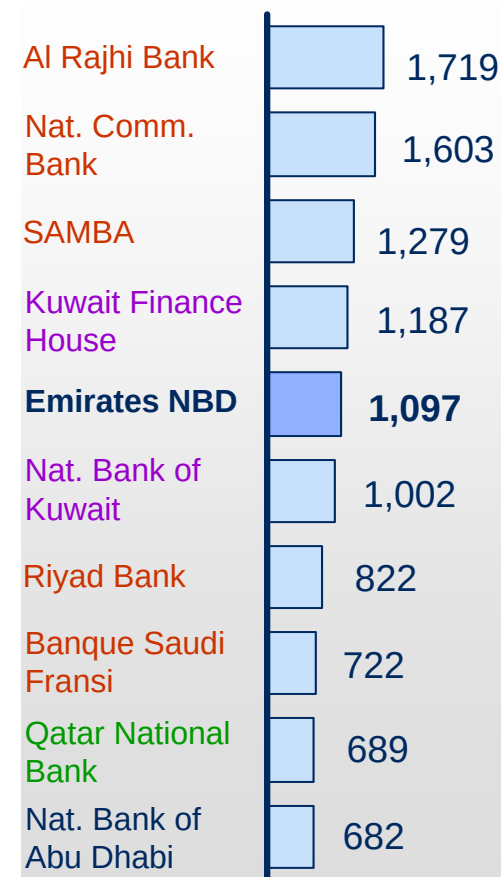
KSA

**Equity**  
\$b, 2007



Kuwait

**GCC ranking by profits**  
\$m, 2007

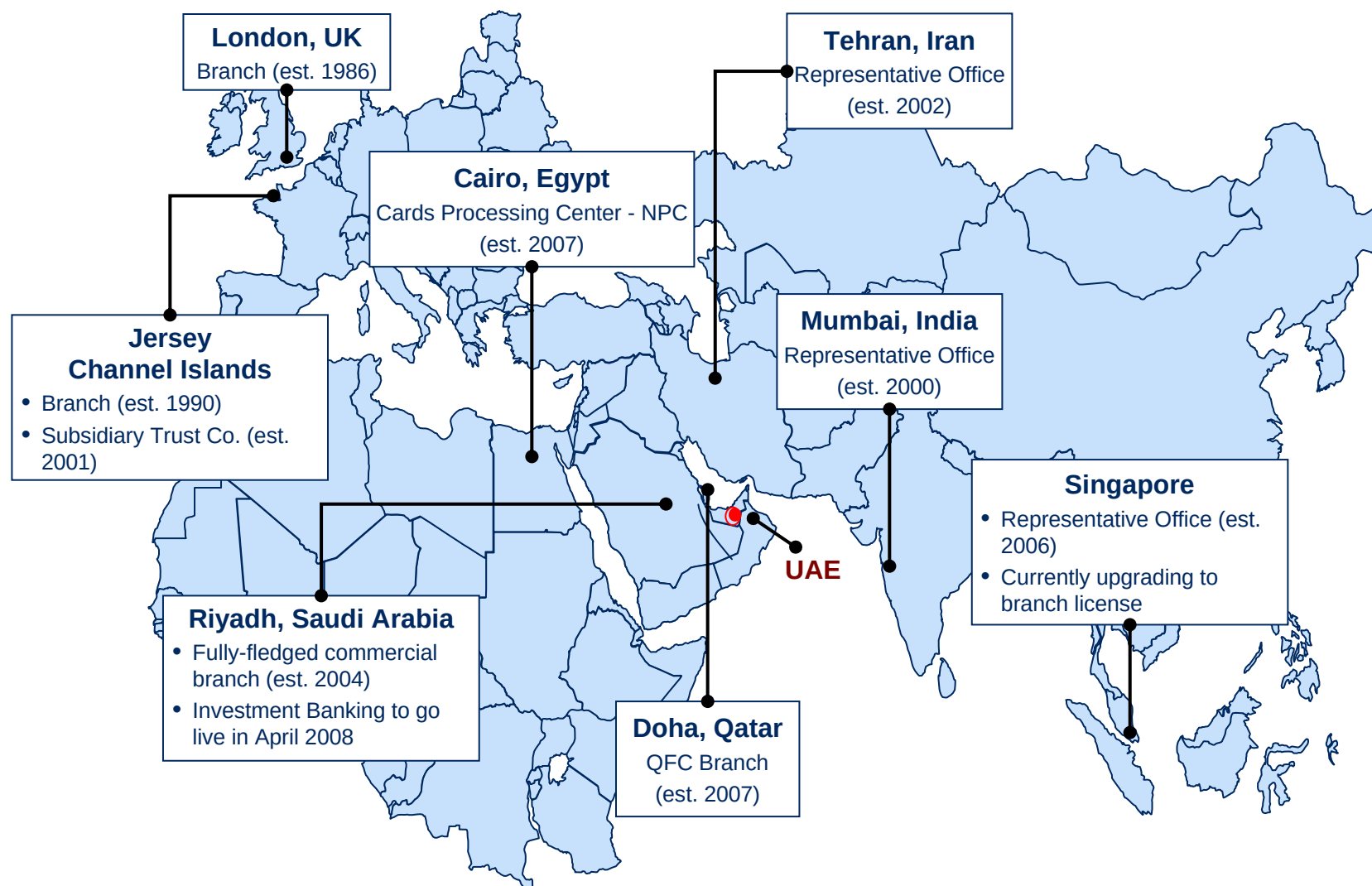


Qatar

Bahrain

\* Tangible Shareholder's Equity which excludes Goodwill and Intangibles  
Source: Bank websites

## Building a geographically diversified footprint





## Strong Credit Ratings

| Current Ratings      | بنك الامارات<br>Emirates Bank | بنك دبي الوطني<br>NBD |
|----------------------|-------------------------------|-----------------------|
| Moody's <sup>1</sup> | • A1 / P-1                    | • A1 / P-1            |
| S&P <sup>2</sup>     | • A / Positive / A-1          | • A / Positive / A-1  |
| Fitch <sup>3</sup>   | • AA-                         | • ...                 |
| Capital Intelligence | • AA-                         | • AA-                 |

1 Moody's Long-term rating / Short-term rating

2 S&P Credit rating

3 EBI's Long term Issuer Default rating is AA-; NBD has not been rated by Fitch. Support rating available by both EBI and NBD is '1'

4 Capital Intelligence Foreign currency long term rating for EBI recently upgraded to AA-.

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## Emirates NBD strategy

- 1 Pursue profitable growth in **Retail Banking**
- 2 Establish a distinctive **Wealth Management** offering
- 3 Consolidate and enhance market position in **Corporate Banking**
- 4 Develop a leading regional **Investment Banking** franchise
- 5 Expand **Islamic Banking**
- 6 Pursue **expansion** in the GCC and other key strategic markets
- 7 **Integrate** organizational resources to build a scalable platform

## Emirates NBD Strategic Priorities



## Emirates NBD Strategic Priorities (Cont'd)

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### Investment Banking

- ❑ Create a world class platform in terms of people and product capability
- ❑ Enhance cross-selling to the corporate and institutional clients base
- ❑ Leverage Dubai's development as a regional financial centre

5

### Islamic Banking

- ❑ Expand Emirates Islamic Bank branch network
- ❑ Cross-sell to broader customer base
- ❑ Develop innovative Shariah compliant products

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### Strategic Expansion

- ❑ Strengthen presence in existing markets
- ❑ Exploit the financial strength and scale in the GCC and the wider region
- ❑ Pursue growth through strategic acquisitions in our chosen geographies.

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### IT & Operations

- ❑ Integrate the back-office operations of EBI and NBD
- ❑ Maintain investment in technology
- ❑ Develop best-in-class corporate governance and risk management

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## Strong growth.....

### Key Performance Indicators H1 2008 vs. H1 2007

|                    |                         |      |
|--------------------|-------------------------|------|
| Total Income       | USD 1,274 m             | 49%  |
| Total Costs        | USD 476.7 m             | 48%  |
| Net Profit         | USD 731.8 m             | 41%  |
| Cost Income Ratio  | 37.4%                   | 0.1% |
| Earnings Per Share | AED 0.52 /<br>USD 0.142 | 41%  |

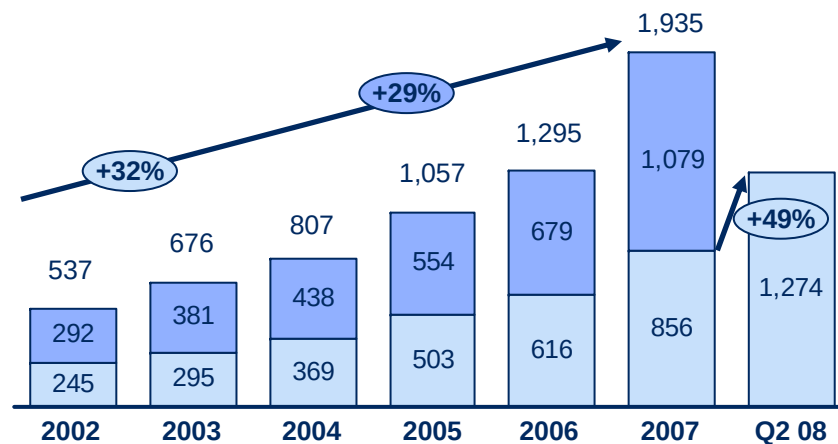
### Key Performance Indicators Q2 2008 vs. FY 2007

|                             |           |      |
|-----------------------------|-----------|------|
| Total Assets                | USD 78 bn | 12%  |
| Loans                       | USD 51 bn | 13%  |
| Deposit                     | USD 43 bn | 13%  |
| Return on Tangible Equity * | 27.6%     | 2.1% |

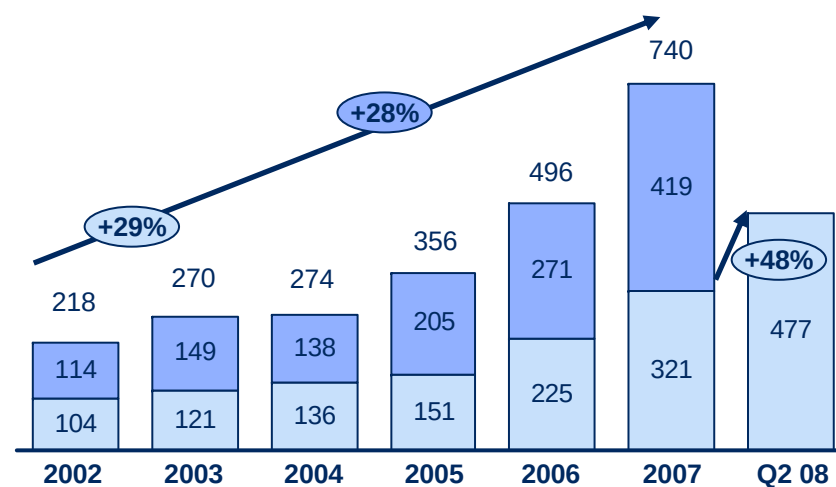
# Delivered strong profit growth in recent years

■ Half Year    ■ Net Int Income  
■ Full Year    ■ Fees, Comm and Others

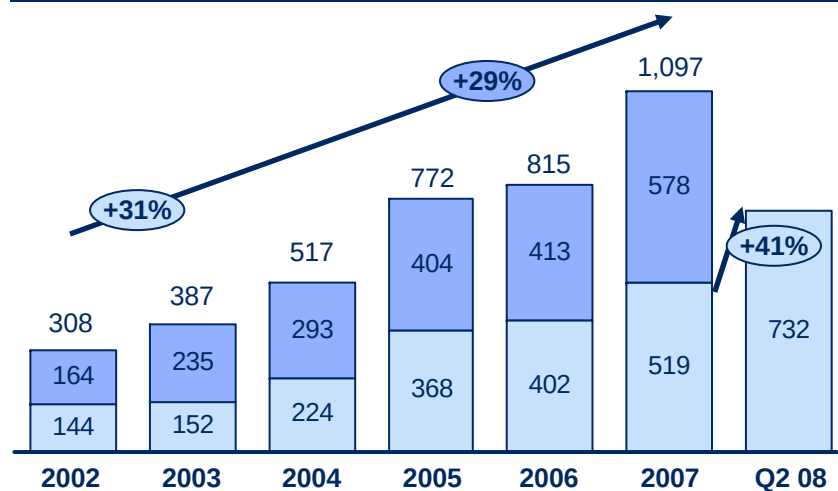
## Revenues, \$m



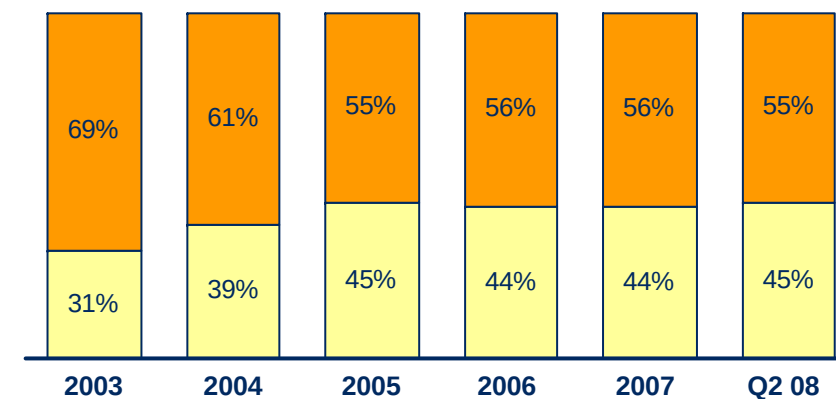
## Costs, \$m



## Profitability, \$m



## Sources of Operating Income

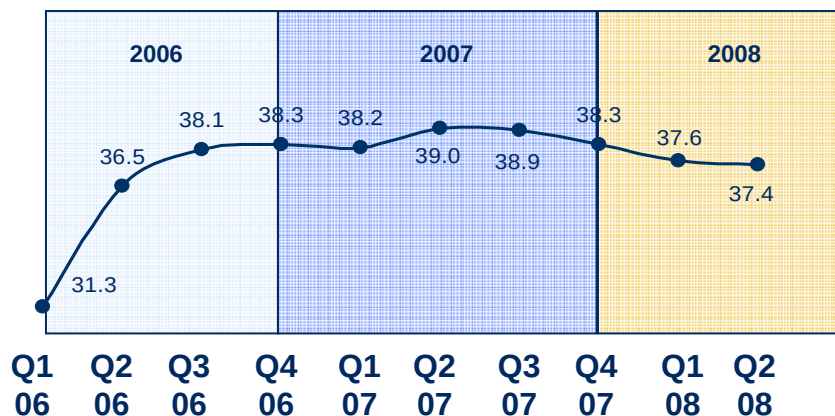


1 Prior period 2002 – 2006 is the aggregation of EBI & NBD  
 2 Year 2007 & H1 2008 excludes amortization of intangibles



# Robust returns and capitalization

## Cost Income Ratio

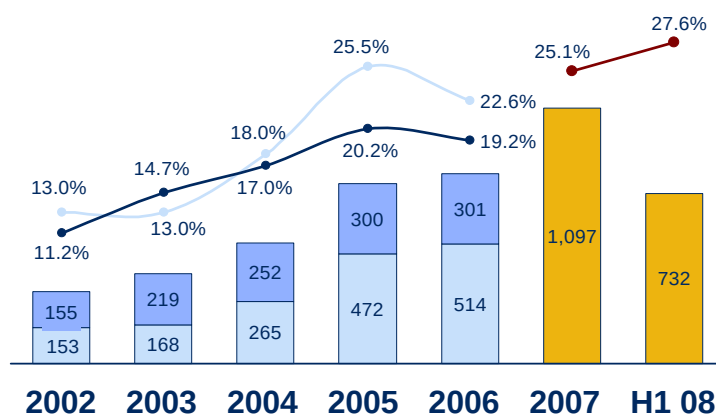


\* Q1 2006 includes exception IPO-linked income

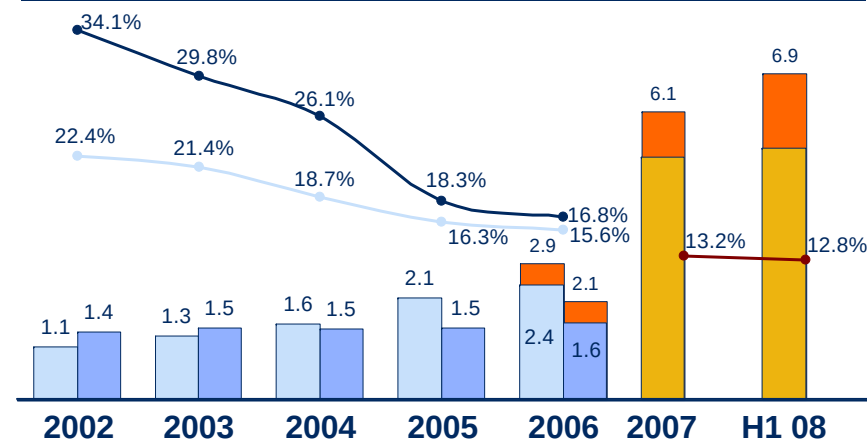
## Net Interest Margins



## Return on Equity (Profit \$m)



## Capitalization (Capital \$b)

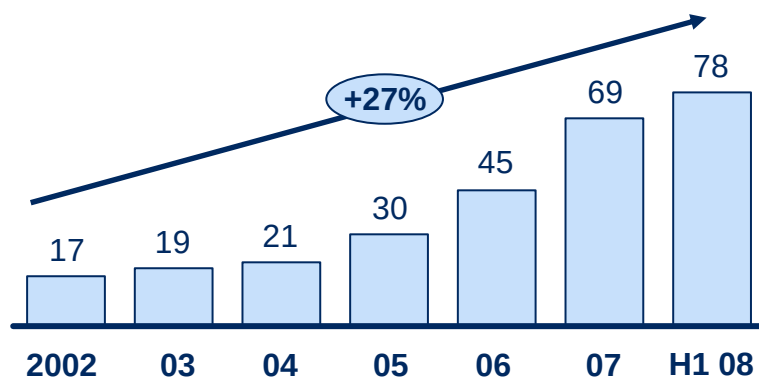


EBI EBI Return on equity/ Capital Adequacy Ratio NBD ENBD ENBD Return on equity/ Capital Adequacy Ratio Tier 2 Capital

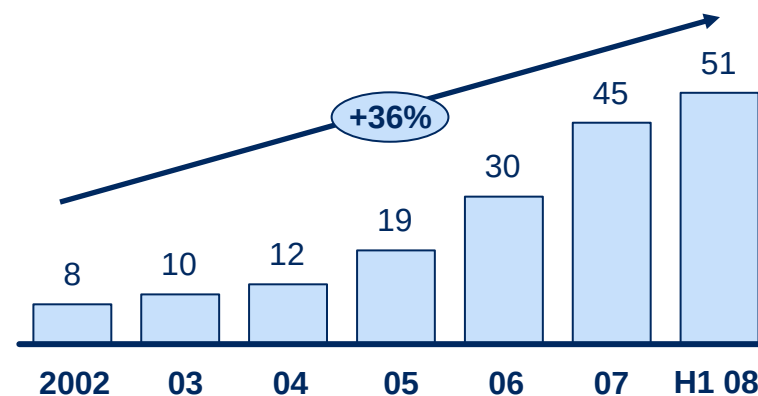
NBD Return on equity/ Capital Adequacy Ratio

## Delivered strong B/S growth in recent years

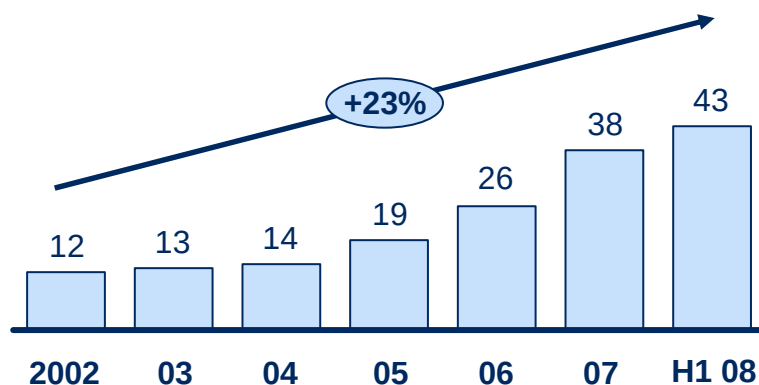
### Assets, \$b



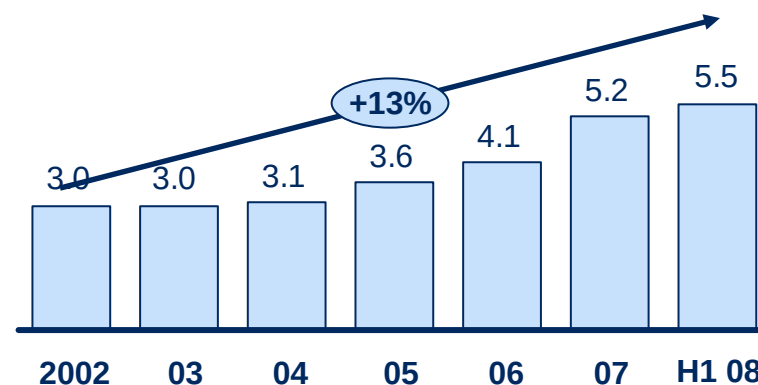
### Loans, \$b



### Deposits, \$b



### Equity, \$b \*

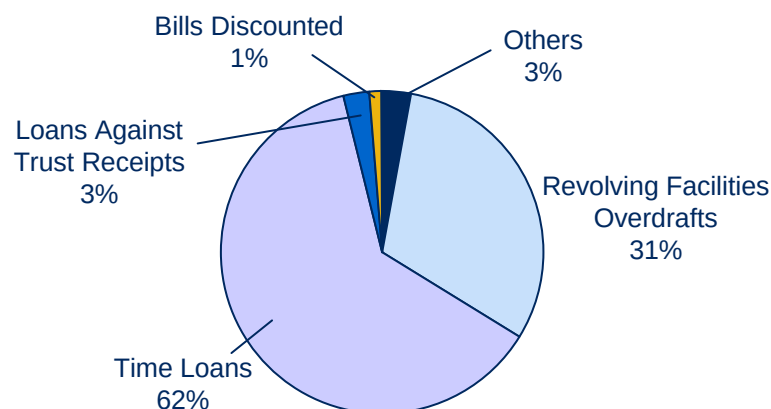


\* Equity for 2007 & H1 2008 is Tangible Shareholder's Equity which excludes Goodwill and Intangibles

Source: Newswires, Financial Statements, Aggregation of EBI and NBD results

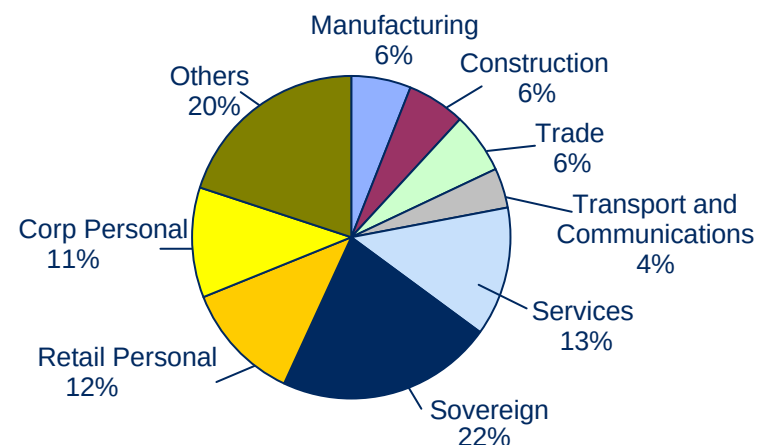
# Balanced Loan Portfolio with High Degree of Security

## Loan Portfolio by Type – H1 2008



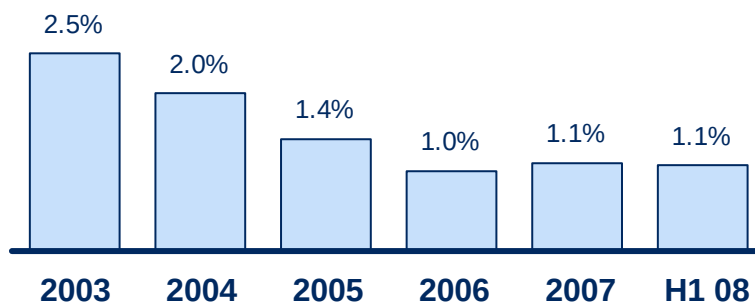
**100% = \$ 51b**

## Loan Portfolio by Sector – H1 2008

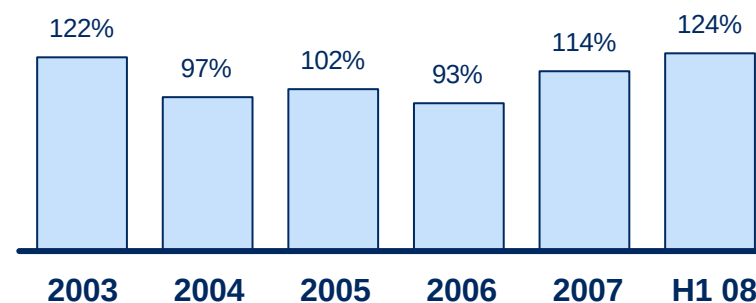


**100% = \$ 51b**

## NPL Ratio



## Coverage Ratio

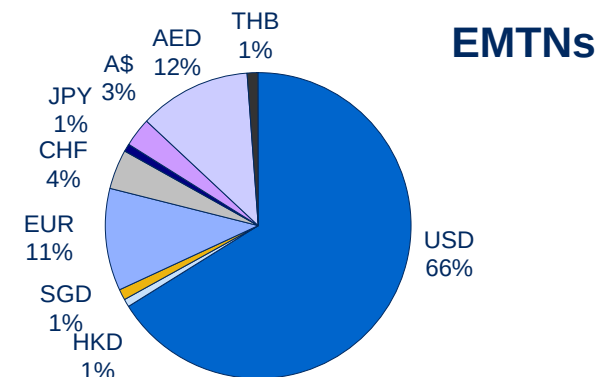


Source: Financial Statements, Aggregation of EBI and NBD results

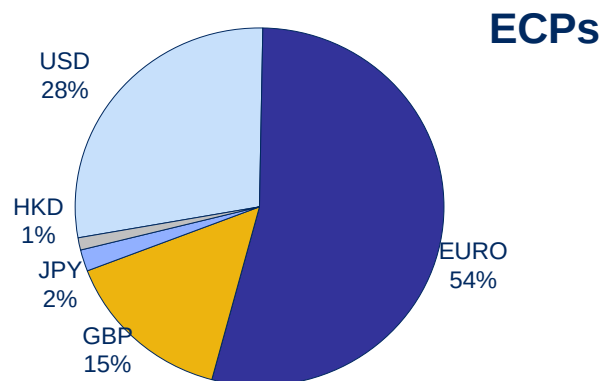
## Outstanding EMTNs & ECPs

- Diversified liability portfolio (Deposits / ECP / EMTN / Repos)
- Active MTNs issuance under EMTN programme
- Diversified investor base.
- Diversified maturity profile.

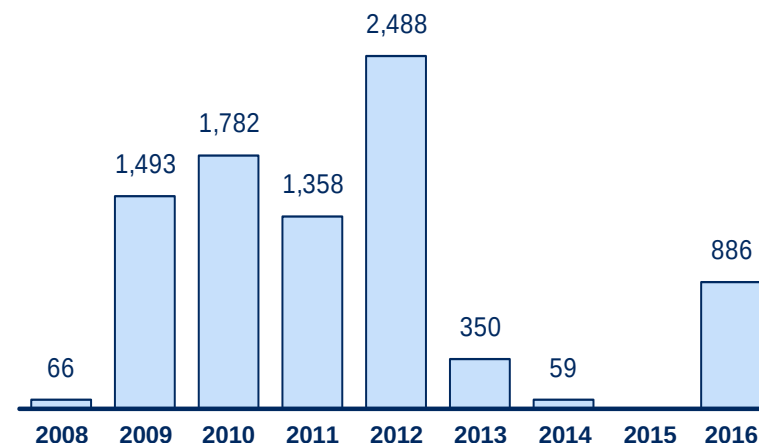
### Outstanding by Currency



### Outstanding by Currency



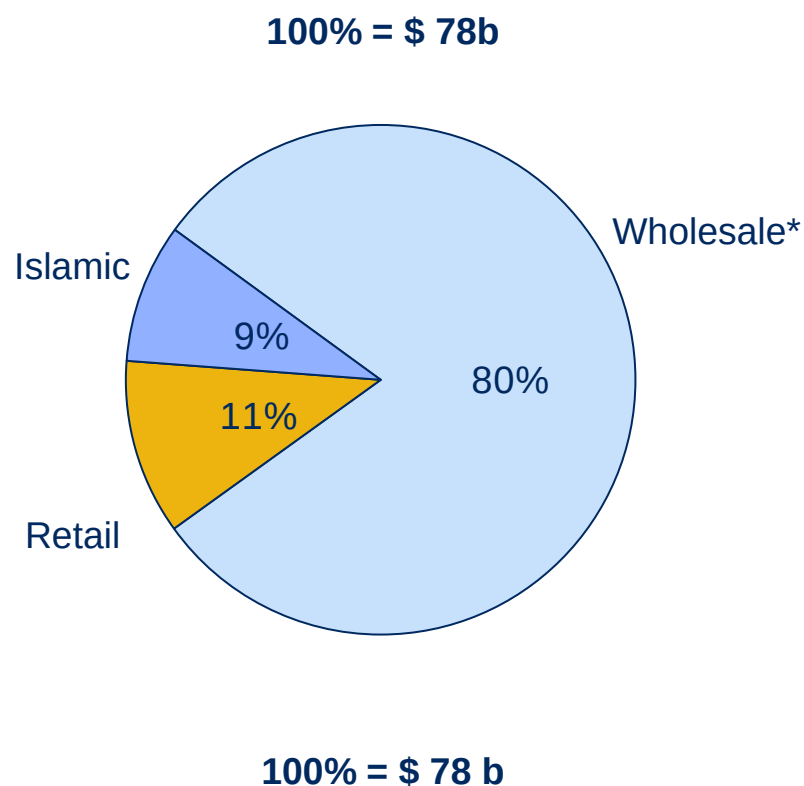
### Maturity Profile in USD million



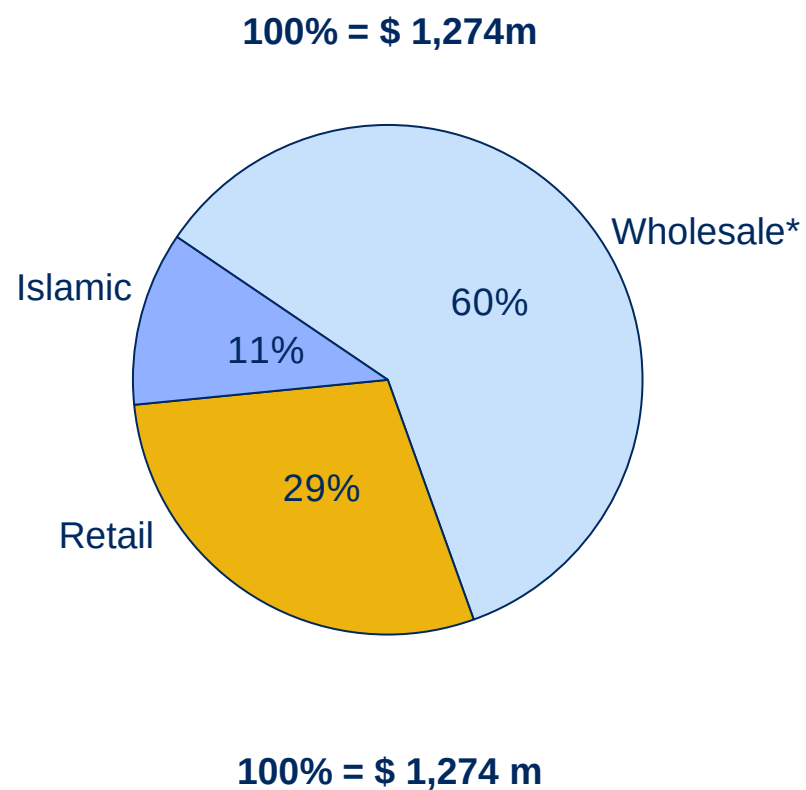
## Diversified Business mix with growth in all segments...

First Half Year 2008, %

### Assets



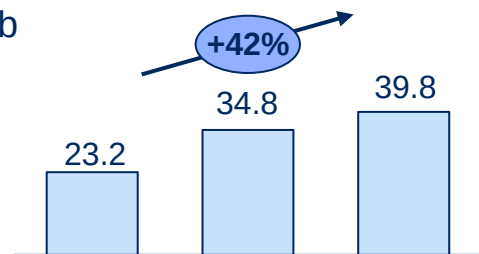
### Revenues



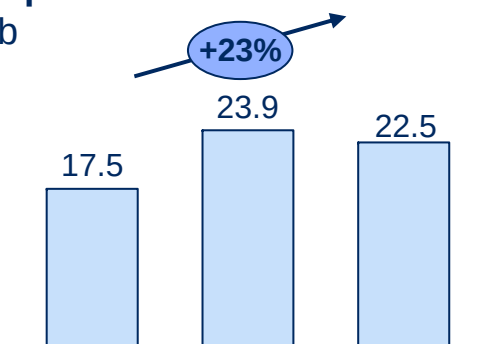
\* Wholesale include Corporate Banking, Investment Banking, Investment management and Treasury; Also includes Associate's revenue of USD 74m  
Source: 2<sup>nd</sup> Quarter 2008 Financial Statements

## Wholesale Bank continues to deliver strong performance

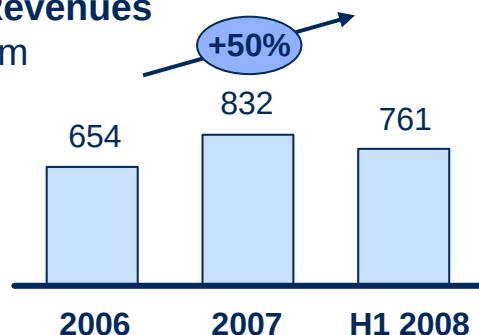
### Loans \$b



### Deposits \$b



### Revenues \$m



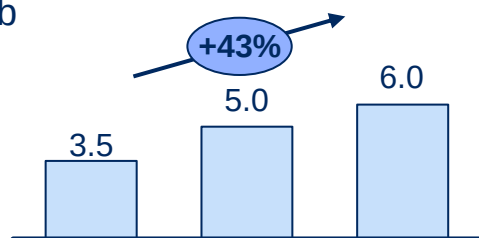
### Highlights

- ❑ Servicing Multinational, Large Local Corporate, Government linked institutions, Financial & Investment Institutions.
- ❑ Product offering comprises mainly Lending, Deposits, Trade Finance, Syndications, Structuring and Treasury & Investment Banking solutions.
- ❑ Major contributor to the growth of the bank with Corporate lending and deposits showing continued growth momentum.
- ❑ Increasing emphasis on providing tailored Treasury and Investment Banking solutions and leveraging established relationships and capital deployed.

## Retail Bank has the largest distribution network & dominant market share

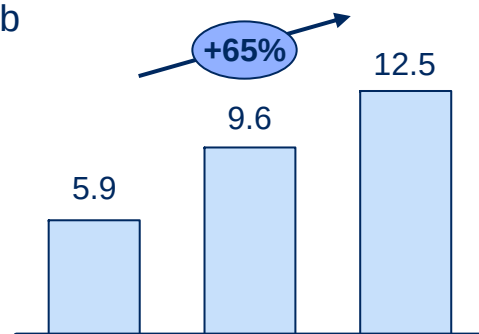
### Loans

\$b



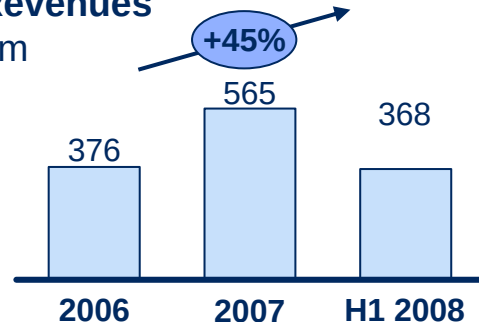
### Deposits

\$b



### Revenues

\$m



### Highlights

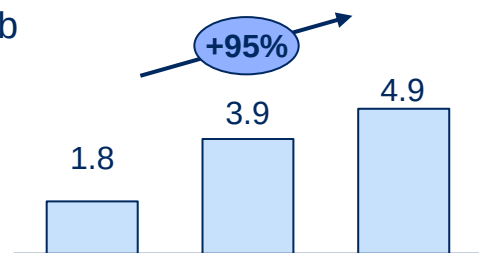
- ❑ Largest distribution network in UAE & highest market share in Loans and Deposits.
- ❑ Investment in customer service has been a key focus and is expected to be a key differentiator.
- ❑ Won numerous awards including Best Retail Bank and Best e-Banking awards in 2007.
- ❑ Retail products include: Current and Savings Accounts, Credit Cards, Personal Loans, Auto Loans, Mortgages and Investment Products.
- ❑ Total of 115 branches and 486 ATMs.

Source: financial results; Aggregation of EBI and NBD results for 2006; \$1 = AED 3.67

## Emirates Islamic Bank : Fastest growth in UAE

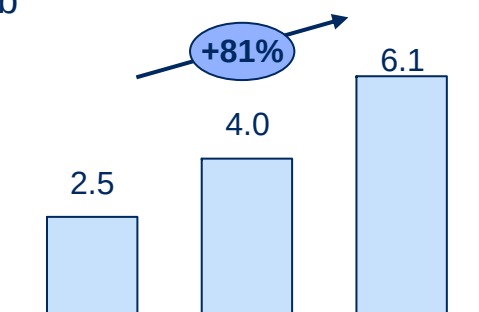
### Loans

\$b



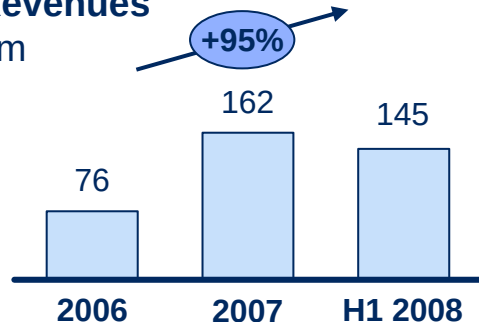
### Deposits

\$b



### Revenues

\$m



Source: financial results; \$1 = AED 3.67

### Highlights

- ❑ Fastest growing Islamic bank in the UAE, since its inception in 2004.
- ❑ The business has more than doubled assets & income every year and is rapidly increasing market share gain.
- ❑ Significant opportunities to expand its Islamic footprint.
- ❑ A broad product range on offer:
  - Retail: Vehicle & Goods Murabaha, Credit Cards, Home Finance, Investments & Deposit Accounts
  - Corporate: Murabaha, Ijarah, Real Estate Financing, Trade Finance, Secured Overdraft, Syndications, Sukuks & Investment Products



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**First Half Year 2008: Financial Overview**

**Synergies**

**Integration Update**

## Target Synergies : USD 34m in 2008 & USD 101m by 2010

- USD 94m of recurring annual synergies by the third year post merger, plus USD 7m of one-off synergies totalling USD 101m
- The recurring synergies include:

| Synergies (2010) | Total, USD m | % of Smaller Base <sup>1</sup> |              | % of Combined Base <sup>1</sup> |
|------------------|--------------|--------------------------------|--------------|---------------------------------|
|                  |              | Actual**                       | Benchmark*** | Actual                          |
| Revenue          | 53           | 10.5%                          | 5–10%        | 4.1%                            |
| Costs            | 43           | 22.2%                          | 14– 26%      | 8.3%                            |

- Each will be delivered 33% in year 1 (2008), 66% in year 2 (2009) and fully by 2010.
- **Year 1 target therefore USD 34m (33% of USD 101m) of which, recurring synergies represent:**

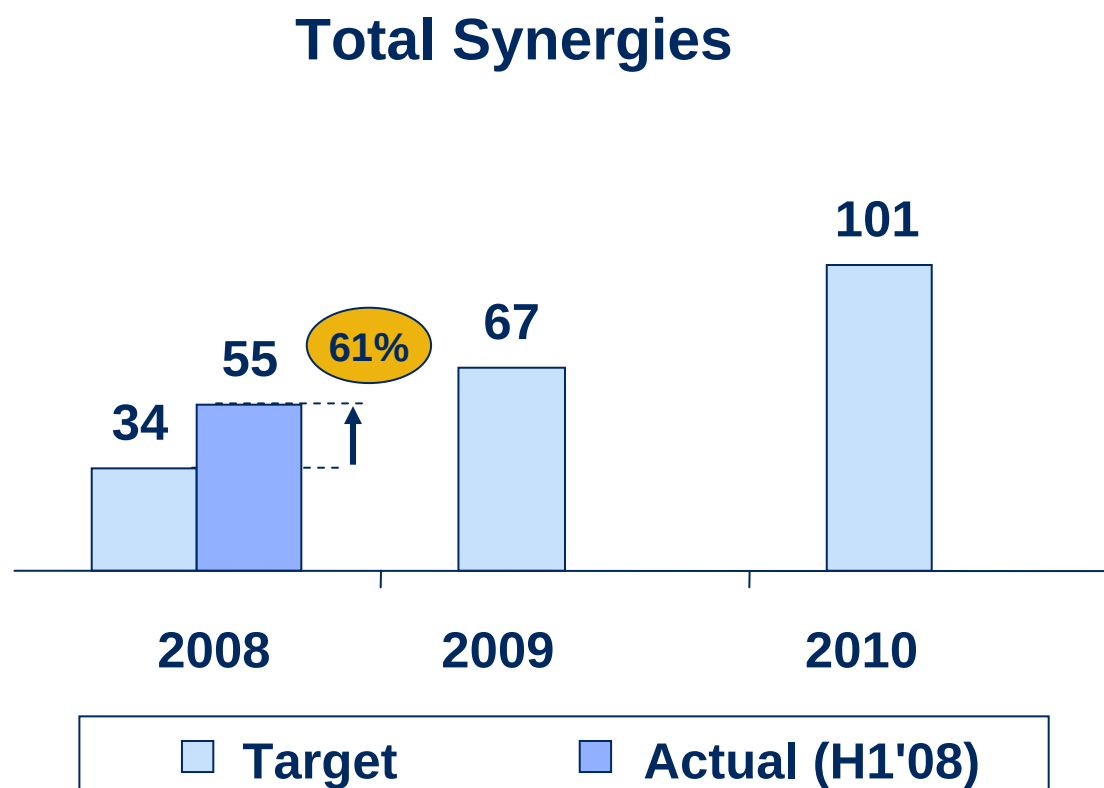
| Synergies (2008) | Total, USD m | % of Smaller Base <sup>1</sup> |              | % of Combined Base <sup>1</sup> |
|------------------|--------------|--------------------------------|--------------|---------------------------------|
|                  |              | Actual**                       | Benchmark*** | Actual                          |
| Revenue          | 18           | 3.5%                           | 1.7-3.3%     | 1.4%                            |
| Costs            | 14           | 7.4%                           | 4.6-8.6%     | 2.7%                            |

- One-off synergy commitment in 2008 is USD 2.5m

Note 1: Base used when computing synergy targets were 2006 financials, smaller base was NBD and combined was aggregated EBI and NBD

## H1 2008 : Achieved Annualised Synergies of USD 55m – EmiratesNBD ahead of 2008 full year target by 61%

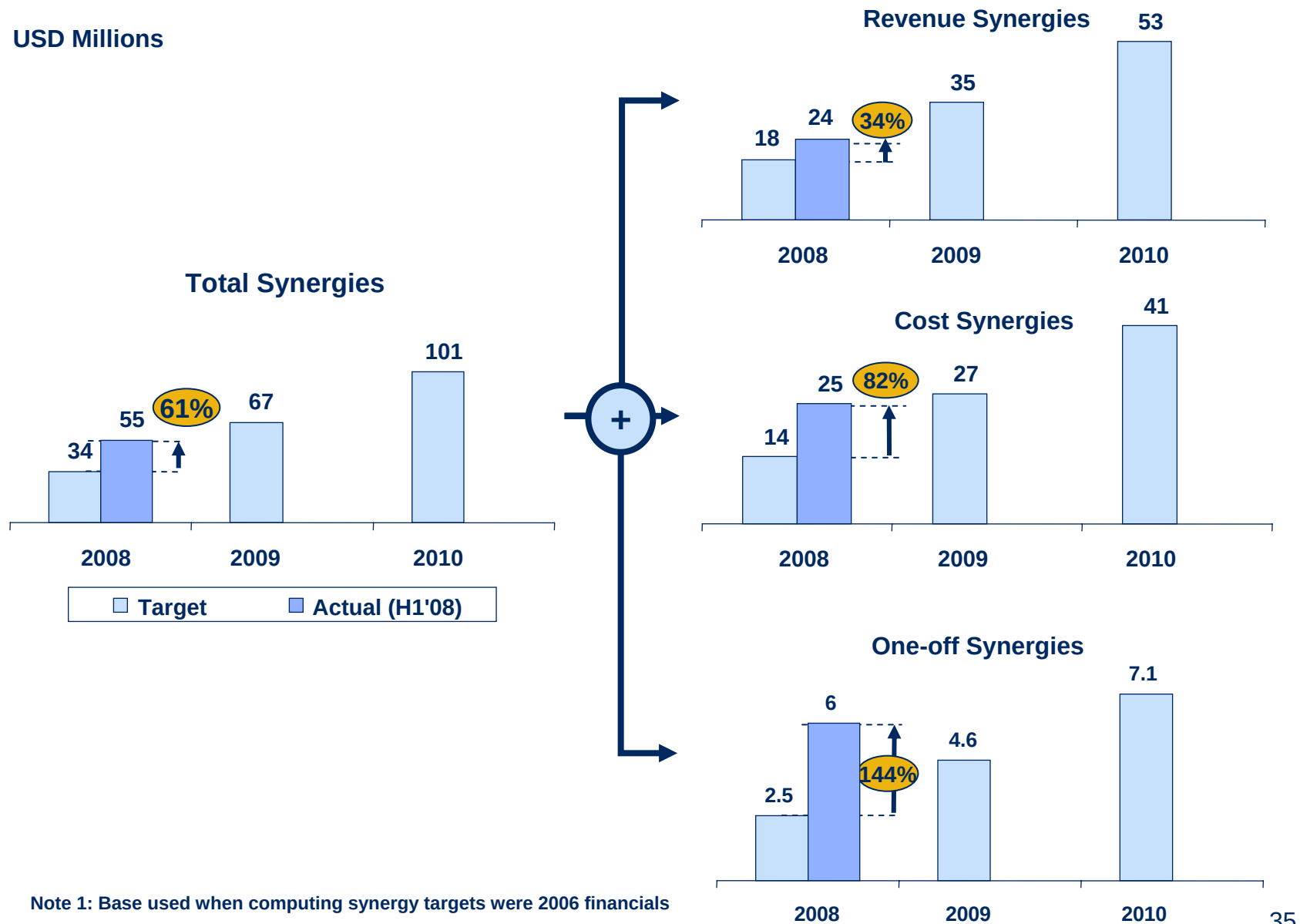
USD Millions



Note 1: Base used when computing synergy targets were 2006 financials

# Exceeded 2008 full year targets on all revenue, costs & one-off synergies

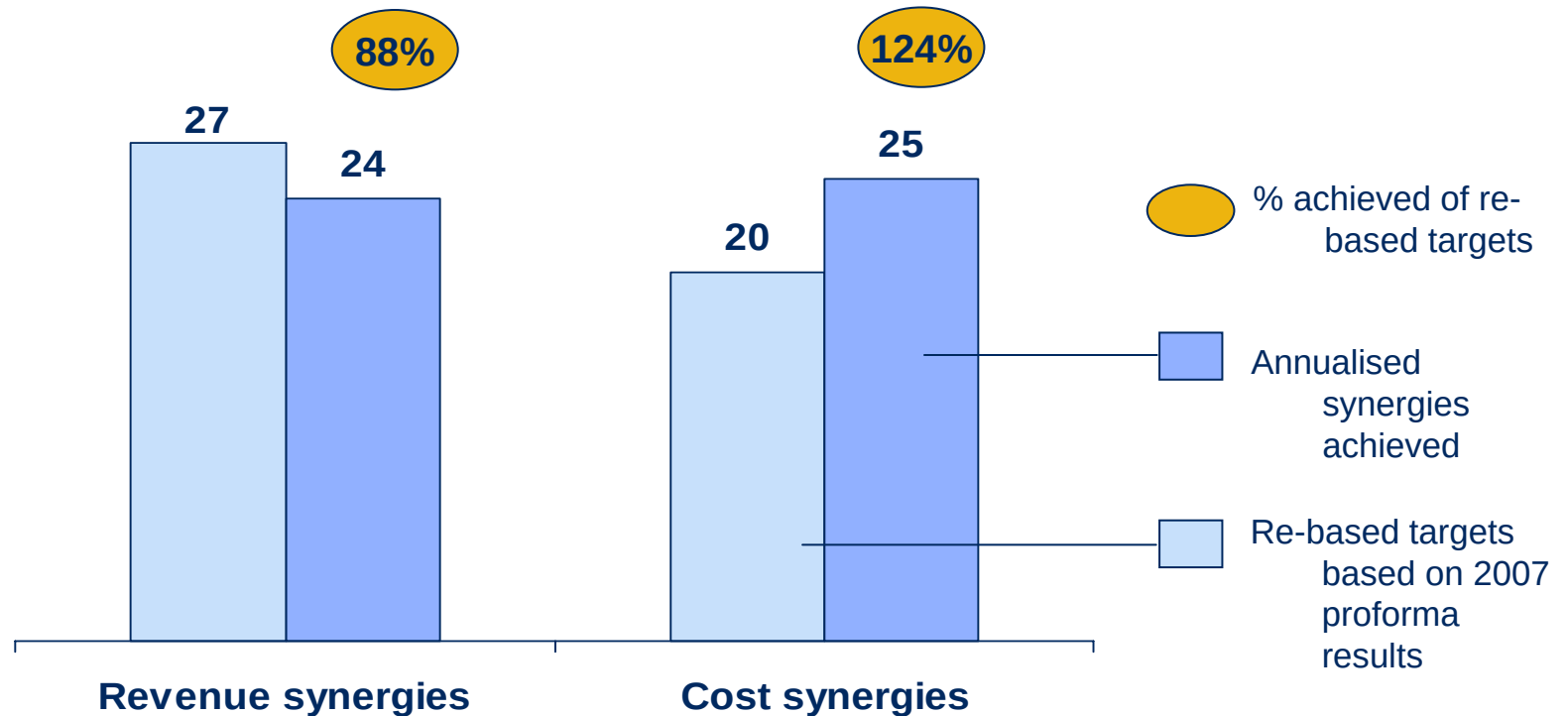
USD Millions



# On track to exceed targets even re-based with reference to 2007 financials proforma revenues & costs

EmiratesNBD

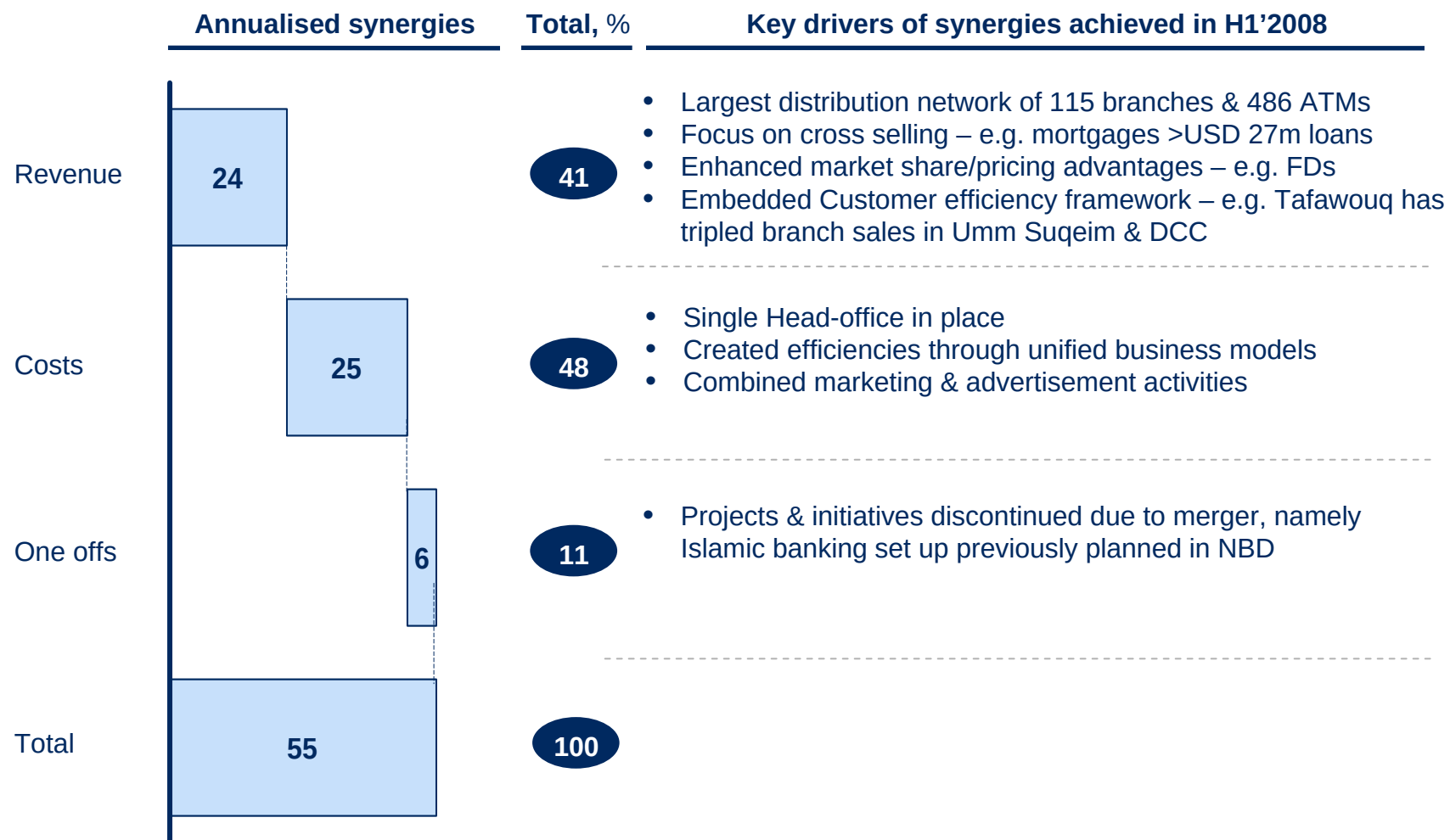
USD Millions



- Rebased targets for revenues for 2008 FY, computed as 1.4% of 2007 ENBD proforma revenues of USD 1.9 billion
- Rebased targets for cost for 2008 FY, computed as 2.7% of 2007 ENBD proforma cost of USD 740 million
- @ 1.4% and 2.7% are 33% of 3 years targets of combined base of 4.1% and 8.3% respectively.

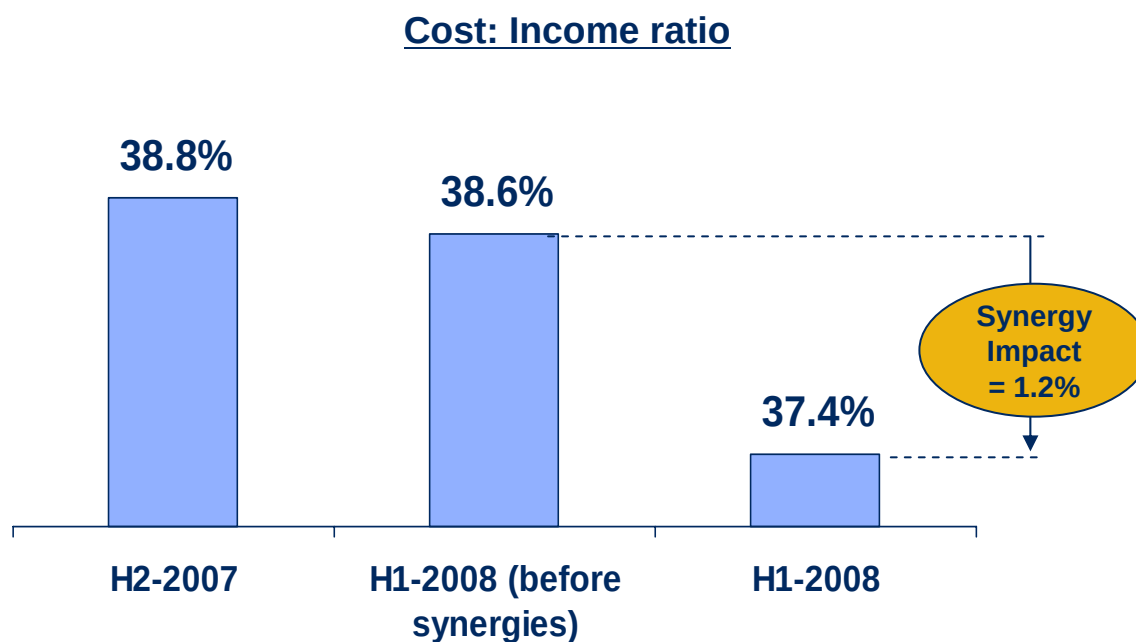
## Synergies achieved : Key drivers

USD millions



## Key performance indicators : Cost-Income ratio

- ✓ Cost Income ratio for H1-2008 is 37.4% (vs. 38.8% in H2-2007)
- ✓ Before synergies H1-2008 cost-income ratio is 38.6%
- ✓ Synergies contribute to 1.2% drop in cost-income ratio
- ✓ Jaws of 4% achieved in H1-2008 vs. H2-2007 (before synergies 1%)



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**The UAE banking opportunity**

**Emirates NBD: Banking Leader in middle east**

**Strategic Focus**

**First Half Year 2008: Financial Overview**

**Synergies**

**Integration Update**

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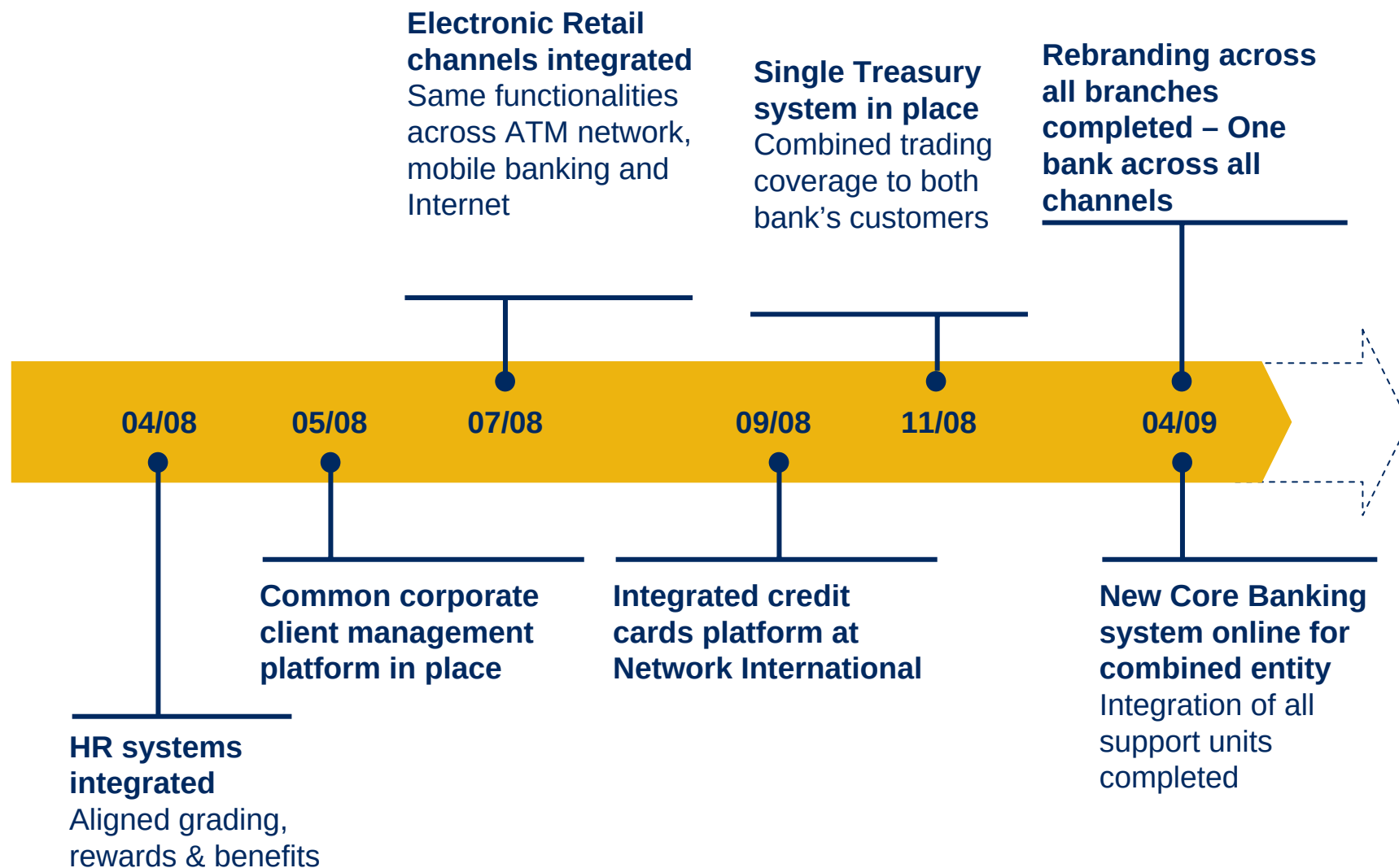
## Integration Update

- ❑ Defined future strategy, target business & operating model
- ❑ Developed integration implementation plan till 2009
- ❑ Formalized organization structure for the combined entity; integration of staff into new organization structure completed
- ❑ Co-location of teams from both banks well advanced
- ❑ Leveraging extended product range across combined customer base, e.g. mortgage products or transaction banking capabilities
- ❑ Optimized balance sheet management
- ❑ New Core Banking system already in testing phase and rollout planned for last quarter 2008 and first quarter 2009
- ❑ Synergy realization above targets set for 2008

## Customer services improved significantly

- ❑ **Integrated ATM network** with 486 ATMs – largest ATM network in the UAE; Roll-out of enhanced payment functionalities started and completed till August
- ❑ **Network of Smart Deposit Machines (SDMs) integrated** : One platform of 92 SDMs across Emirates Bank, Emirates Islamic Bank & NBD
- ❑ **Branch expansion strategy** optimized
- ❑ **Advertising activities aligned** and captured cost synergies
- ❑ Existing best-practice **sales & service improvement program rolled-out** across branches :
  - Sales performance up more than 200% for credit cards & 140% for personal loans in first and second wave branches
  - Customer queue times significantly reduced in branches
- ❑ **Large Corporate Unit (LCU) launched** manage the large corporate accounts of the two merged banks through a highly-qualified team

## Integration milestones going forward





# Key Messages

## Key Messages

- ❑ UAE presents significant growth potential for financial services
- ❑ EmiratesNBD : A regional financial powerhouse
- ❑ Our strategy is clear & focused
- ❑ Integration is on target & delivering value
- ❑ Strong performance & growth across all businesses
- ❑ Enhanced products & services for our customers
- ❑ Creating sustainable shareholder value



# Appendix

## 2008 : Awards



- ❑ Emirates NBD was **honored by H.H. Sheikh Mohamed Bin Rashid Al Maktoum**, the Ruler of Dubai and Vice President & Prime Minister of the UAE, for its role in boosting investments and attracting businesses from around the world.



- ❑ Rick Pudner, Chief Executive Officer of Emirates NBD was awarded the **'Banker of the Year Award'** by The Banker Middle East.



- ❑ Emirates NBD has been named as **Best Emerging Market Bank & Best Foreign Exchange Bank in the UAE** for the year 2008 by Global Finance Magazine.



- ❑ **Superbrands** council honored Emirates NBD with three Superbrands awards for Group's **'Emirates Bank'**, **'National Bank of Dubai'** and **'meBank'** brands at the Superbrands Tribute Event held in April 2008.

# .....Large Deals Concluded 2008

February 2008  
Emirates Aluminum



US\$4,940 Million  
Project Finance Facility

Mandated Lead Arranger, Sub-Underwriter and L/C Issuing Bank

EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي

March 2008

DEER FIELDS TOWN SQUARE PROJECT



AED 360,000,000 TERM LOAN FACILITY  
Mandated Lead Arranger

EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي

March 2008

Archirodon Group N.V.



US\$ multi-currency credit facility

Mandated Lead Arranger

EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي

March 2008

Limitless LLC



USD \$ 1.2 Billion (Dual currency AED/USD)  
Syndicated Mudaraba Facility

Initial Mandated Lead Arranger, Underwriter & Bookrunner

EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي

March 2008

Saudi Bin Laden



SR 3,200 Million

Project Facilities

Mandated Lead Arranger

EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي

April 2008

Borse Dubai



USD \$ 5.8 Billion (Dual currency GBP/USD)  
Syndicated Loan Facility

Initial Mandated Lead Arranger, Underwriter & Bookrunner

EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي

April 2008

DEWA



USD 2,200 Million

Syndicated Ijara Facility

Mandated Lead Arranger

EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي

April 2008

DEWA



AED 3.200 Million

Sukuk al Ijara

Mandated Lead Arranger & Bookrunner

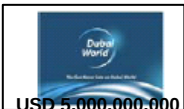
EmiratesNBD  
Holding Company of  
بنك الإمارات Emirates Bank NBD بنك دبي



## ... Large Deals Concluded 2008 Cont'd...

June 2008

**Dubai World**



USD 5,000,000,000

**Term Loan and Revolving Credit Facilities**

**Mandated Lead Arranger,  
Underwriter & Bookrunner**

**EmiratesNBD**  
Holding Company of




June 2008

**Axiom Telecom LLC**



USD 400,000,000

**Dual Currency (AED/USD)  
Import / Purchase Finance  
(Islamic/Conventional) Facility**

**Initial Mandated Lead Arranger,  
Underwriter y Bookrunner**

**EmiratesNBD**  
Holding Company of




June 2008

**The Palm Vacation Club FZE  
(A Subsidiary of IFA Hotels &  
Resorts KSCC)**



AED 367,300,000

**Corporate Term Loan Facility**

**Initial Mandated Lead Arranger,  
Underwriter y Bookrunner**

**EmiratesNBD**  
Holding Company of