

# FULL YEAR RESULTS 2018

# **Investor Presentation** January 2019

**Dr Bernd van Linder** Chief Executive Officer

**Mr Darren Clarke** Chief Financial Officer

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## **Earnings Snapshot**

(	A	ED	(m)

		Change (%)	
	FY18	FY18 - FY17	FY18 - FY17
Net profit	1,162.1	160.2	16.0%
Return on equity (RoE)	13.5%	179.3	15.4%
Return on assets (RoA)	1.57%	14.54	10.2%
Interest margin	2.69%	(11.3)	(4.0%)
Cost to income ratio	31.5%	(258.3)	(7.6%)
Impairment charge to gross loans	1.26%	(11.2)	(8.2%)
Capital adequacy ratio	14.6%	(60.1)	(4.0%)

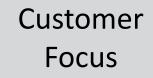
## **Performance Achievements**

- Improved underlying business performance with a broad based profit uplift
- Solid loan growth across both Corporate and Commercial Banking
- Excellent momentum in the Treasury business
- Strong credit management practices with close management over provisions and recoveries
- Continued digitisation of core customer processes
- Further strengthening of senior leadership team and organisational redesign
- Disciplined control over staff and all operating expenses
- Streamlining of our physical footprint as evidenced by the closure of four branches

**Strategic Pillars** – geared towards a high performing organisation



## Become Employer of Choice



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## Default Digital

### Ongoing:

- Enhance customer experience
- Build on core strengths
- Focus on performance culture
- Balance sheet optimisation
- Streamline and automate processes
- Improve efficiencies

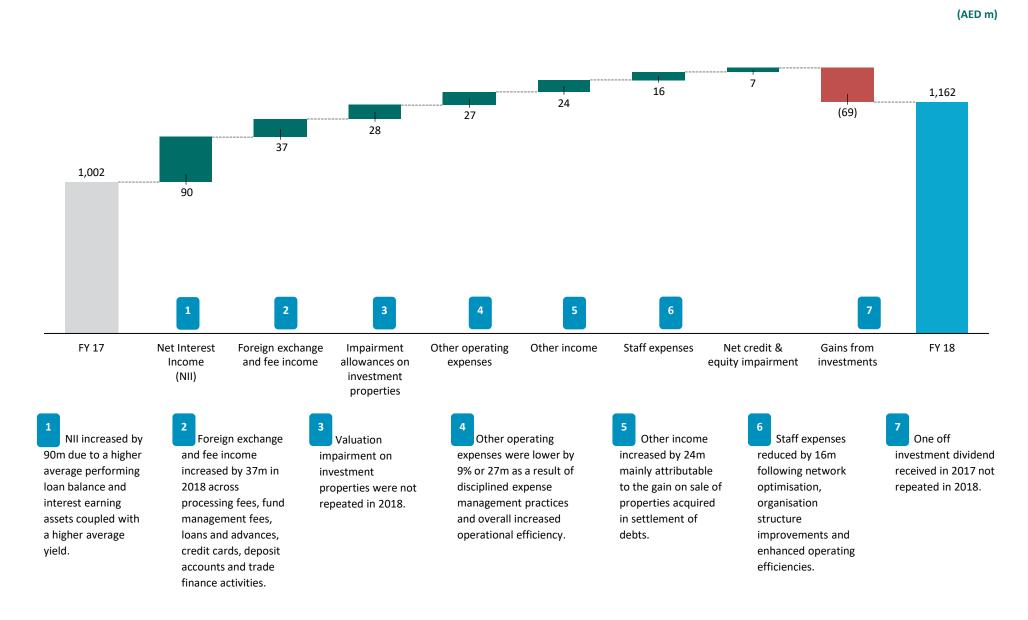
## **Strategic Execution in 2018**

A alatawa	o Ne	t profit up by 16% compared to 2017				
Achieve Financial Results	o Re	<ul> <li>Return on equity improved to 13.47% for the year</li> </ul>				
r mancial Results	o <b>Co</b>	Cost to income reduced to 31.5% from 34.1%				
	0	Injected talent in core operating divisions				
Become Employer of Choice	0	Implementing a high performance culture across the organisation				
	0	Development and retention of UAE national talent				
Customer		<ul> <li>Set up a corporate service desk and dedicated contact center</li> </ul>				
Focus		<ul> <li>Enhanced the cash management product suite</li> </ul>				
FOCUS		<ul> <li>Improved treasury product offering and customer support</li> </ul>				
Default	<b>_</b>	<ul> <li>Automated core credit processes</li> </ul>				
	L	<ul> <li>Rolled out our enhanced retail CBD App</li> </ul>				
Digital		• Reduced credit card service time				

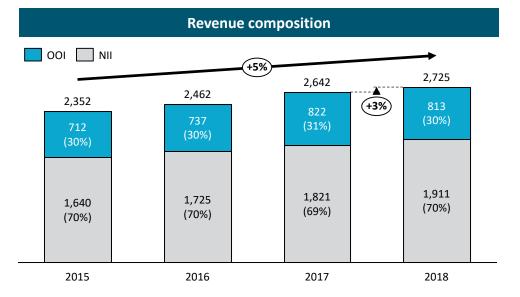
## **Financial Dashboard**

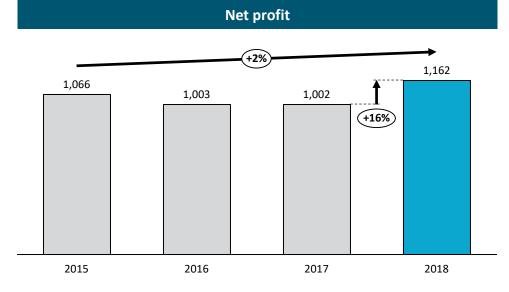
Income statement	FY 18	FY 17	Var	Q4 18	Q3 18	Var
Net interest income & Islamic financing income	1,911	1,821	5.0%	484	489	(1.0%)
Net fees, commission and FX income	721	684	5.4%	185	182	1.3%
Other operating income	92	138	(33.0%)	38	19	106.5%
Total revenue	2,725	2,642	3.1%	707	690	2.5%
Operating expenses	858	901	(4.7%)	224	210	6.5%
Operating profit	1,866	1,742	7.2%	483	480	0.8%
Net impairment allowances	704	740	(4.8%)	164	197	(16.8%)
Net profit	1,162	1,002	16.0%	319	282	13.0%
Balance sheet						
Gross loans and advances	54,058	50,185	7.7%	54,058	52,848	2.3%
Allowances for impairment	3,113	2,910	7.0%	3,113	3,045	2.2%
Net loans and advances	50,945	47,276	7.8%	50,945	49,803	2.3%
Total assets	74,102	70,414	5.2%	74,102	72,437	2.3%
Customers' deposits	53,165	48,411	9.8%	53,165	50,415	5.5%
Shareholders' equity	9,219	9,081	1.5%	9,219	8,908	3.5%
Key ratios, %						
Return on equity	13.5%	11.7%	179	13.8%	12.7%	117
Return on assets	1.6%	1.4%	15	1.7%	1.6%	16
Cost to income ratio	31.5%	34.1%	(258)	31.7%	30.5%	119
Capital adequacy ratio (limit >= 12.375%)	14.6%	15.2%	(60)	14.6%	14.9%	(31)
Non-performing loan (NPL)	6.2%	8.7%	(249)	6.2%	6.7%	(56)
Provision coverage	77.8%	78.3%	(46)	77.8%	72.1%	572
Net interest margin	2.69%	2.81%	(11)	2.56%	2.73%	(17)
Loan to deposit	95.8%	97.7%	(183)	95.8%	98.8%	(296)
Advances to stable resources (limit <= 100%)	89.4%	88.6%	86	89.4%	89.6%	(21)
Eligible liquid assets ratio (ELAR)	16.23%	14.38%	185	16.23%	13.29%	294
Tier 1 ratio (limit >= 10.375%)	13.4%	14.0%	(62)	13.4%	13.7%	(31)
CET1 ratio (limit >= 8.875%)	13.4%	14.0%	(62)	13.4%	13.7%	(31)

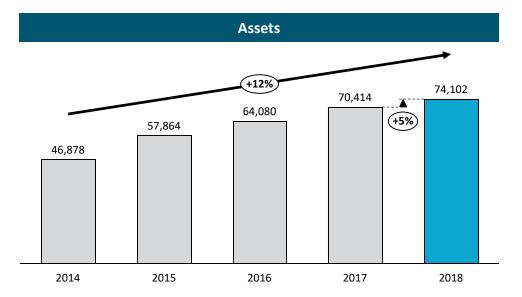
## **Net Profit Performance for 2018** – *Strong business performance with broad based improvement*



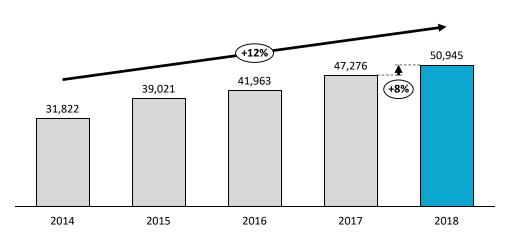
## **Underlying Business Growth** – good momentum with our strategy execution



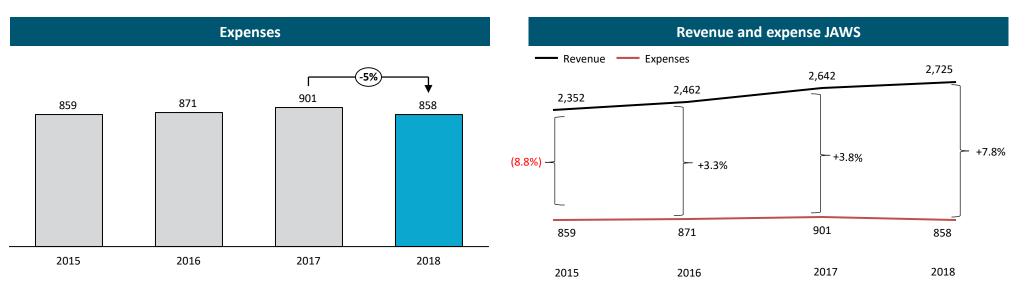


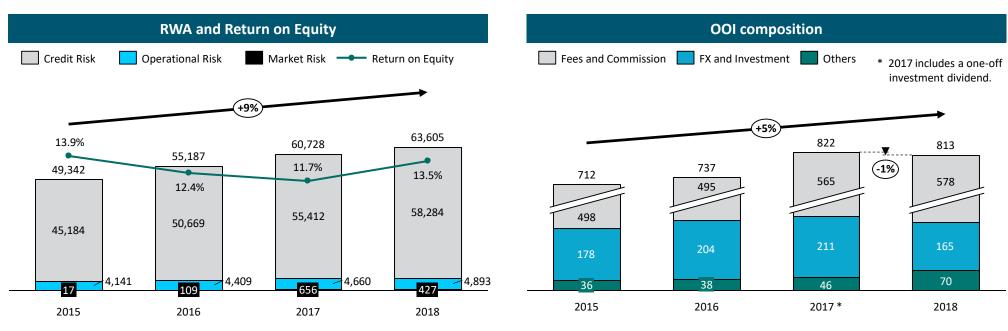


Net loans

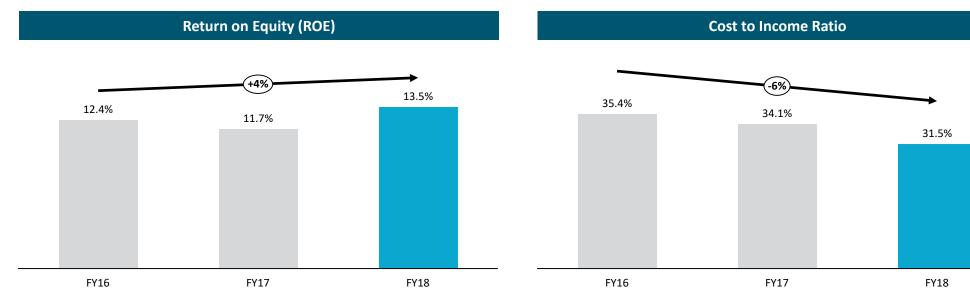


### **Profitability and Returns** – *improved business performance and tight expense discipline*

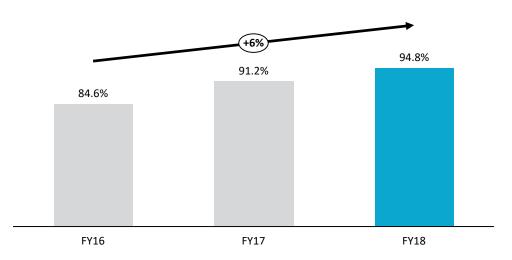




## **Financial Indicators** – excellent traction in lifting returns



Other Operating Income as % of Expenses

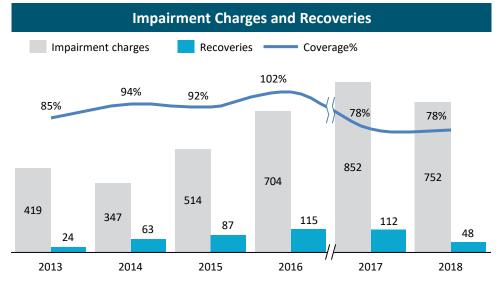


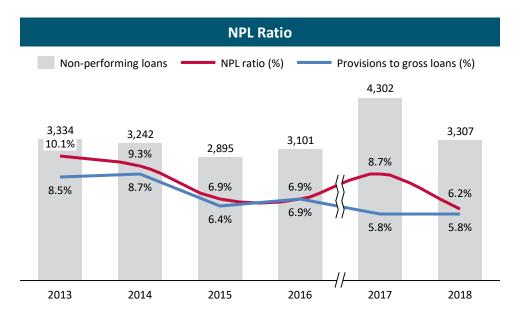
Return on Assets (ROA)

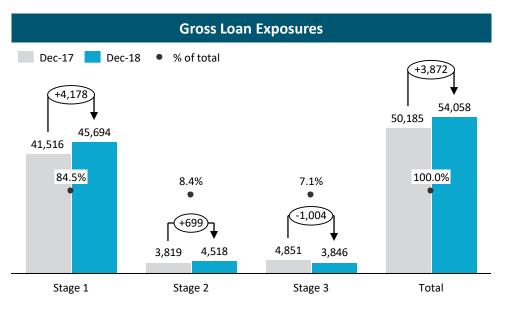


## **Asset Quality and Impairments** – *improved underlying asset quality with lower NPL*

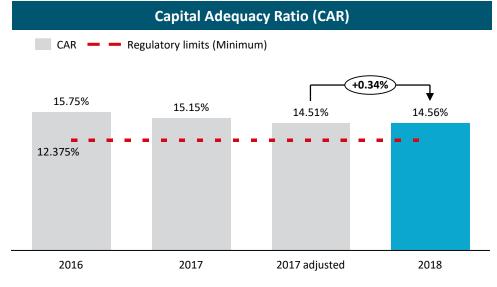






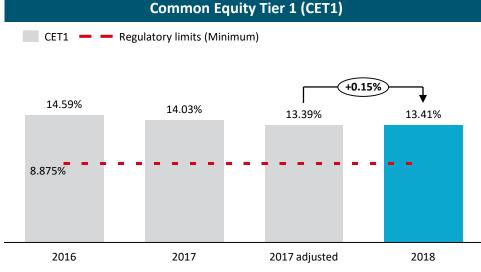


### Balance Sheet and Capital Strength – strong capital position with underlying internal capital generation

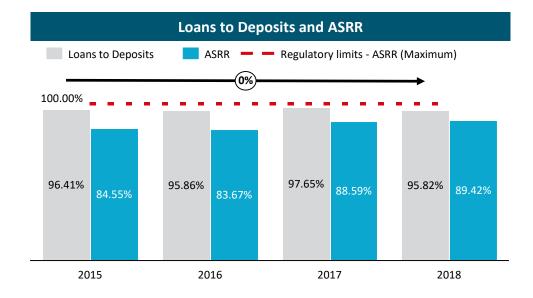


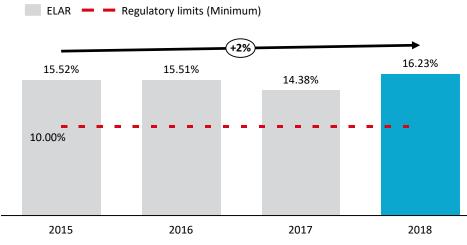
\* 2017 retained earnings have been updated by 397m for IFRS9 opening adjustment to be 2.6b instead of 3.0b

**Eligible Liquid Assets Ratio (ELAR)** 



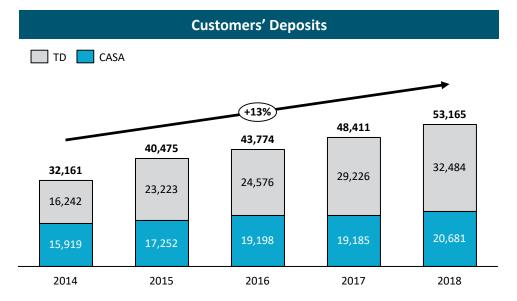
\* CET1 regulatory limit includes the capital conservation buffer of 1.875%

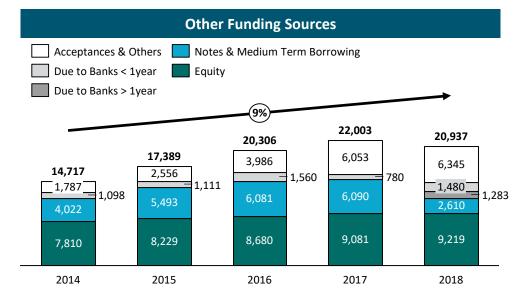


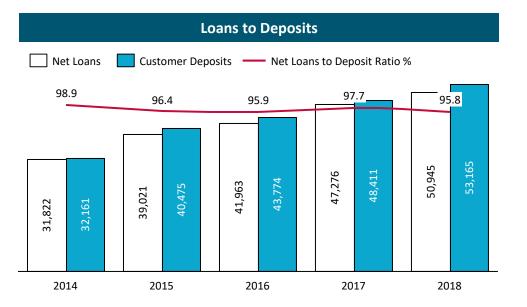


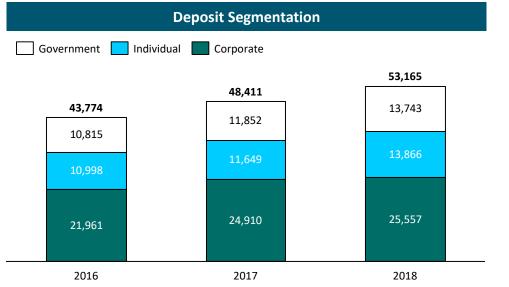


## **Funding and Liquidity** – a stable source of diversified funding

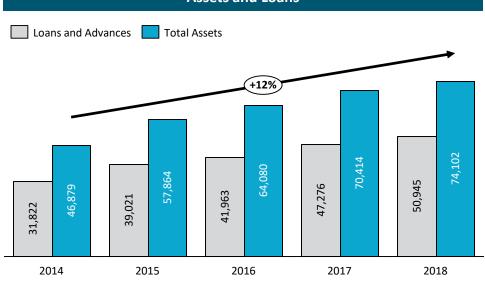




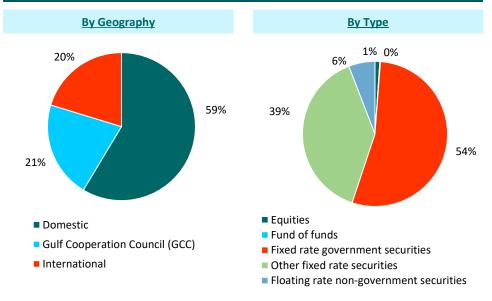




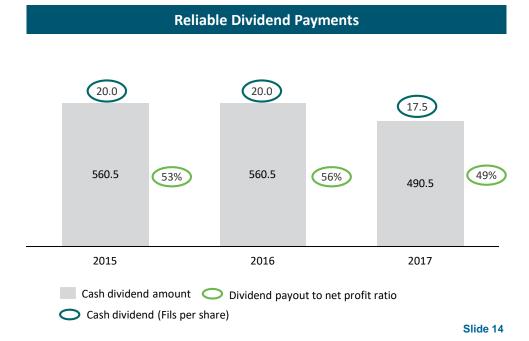
## Balance Sheet and Dividend Analysis – a diverse highly rated customer portfolio



Investment Securities Portfolio (AED 7 b as at Dec 2018)

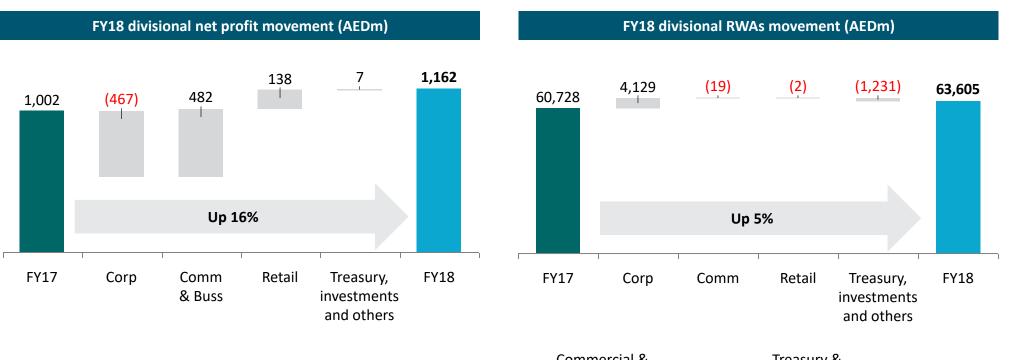


Gross Loans and Advances by Sector							
Sector	2018	2017	Δ%				
Real estate	17,161	16,258	4.9%				
Financial and insurance activities	7,312	4,669	54.2%				
Trade	5,317	4,959	7.2%				
Personal-schematic	4,925	4,545	8.5%				
Services	4,305	3,710	16.0%				
Personal-mortgage	2,836	2,628	12.9%				
Hospitality	2,652	2,930	(9.5%)				
Construction	2,523	2,077	21.5%				
Manufacturing	2,360	3,063	(23.0%)				
Individual loans for business	2,032	2,283	(12.5%)				
Transportation and storage	1,492	1,953	(24.6%)				
Others	1,012	975	3.2%				
Government and public sector entities	131	135	97.2%				
Total	54,058	50,185	7.7%				



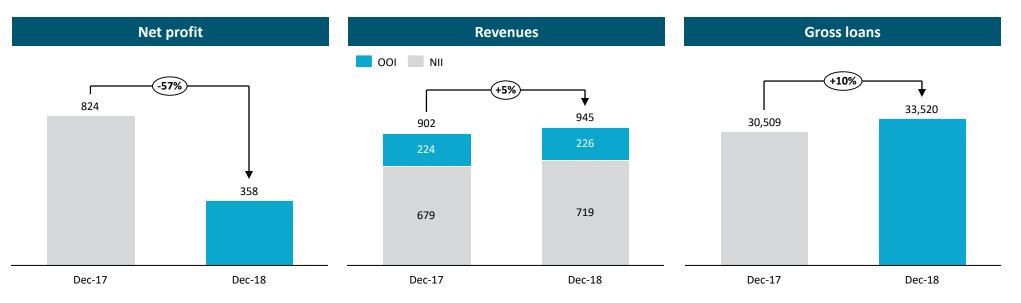
#### Assets and Loans

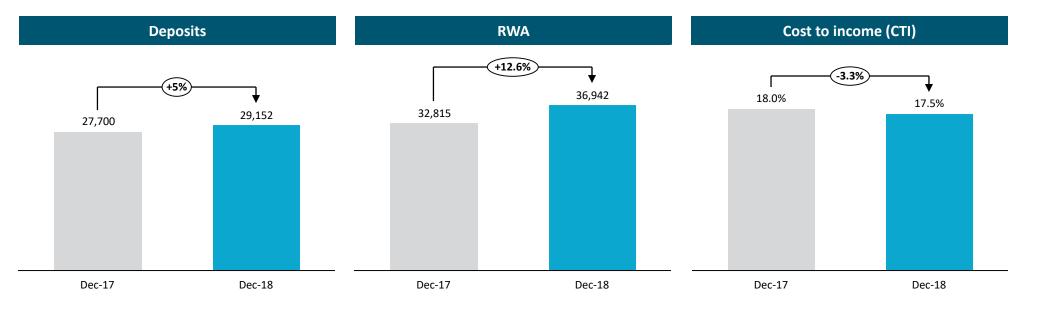
### **Divisional Contributions** – specialist business lines to support our customers' requirements



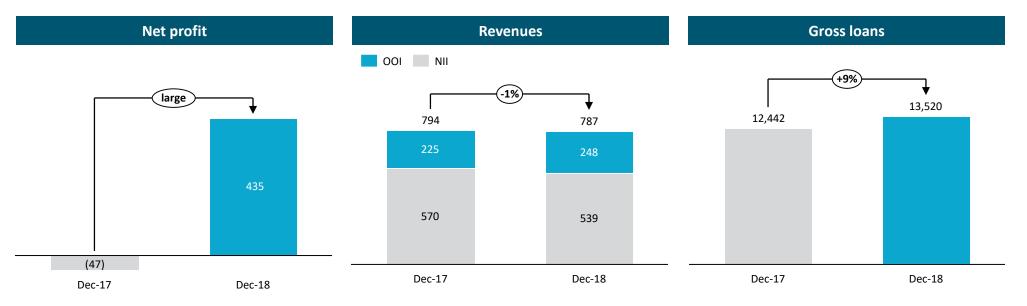
FY18 (AEDm)	Corporate	Commercial & Business	Retail	Ireasury & Investment	Total
Operating income	945	787	635	359	2,725
Expenses	(165)	(255)	(399)	(39)	(858)
Operating profit	779	531	236	319	1,866
Impairment (charges)/benefits	(422)	(96)	(179)	(7)	(704)
Net profit	358	435	57	312	1,162
% of Group net profit	30.8	37.5	4.9	26.8	100.0

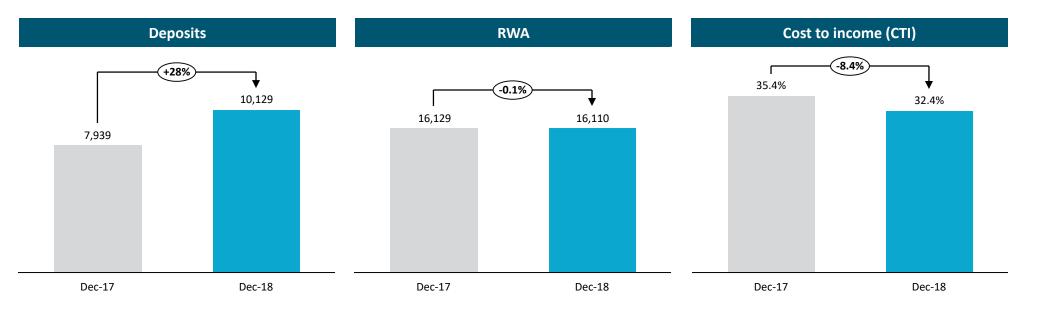
## **Business Performance – Corporate Banking**



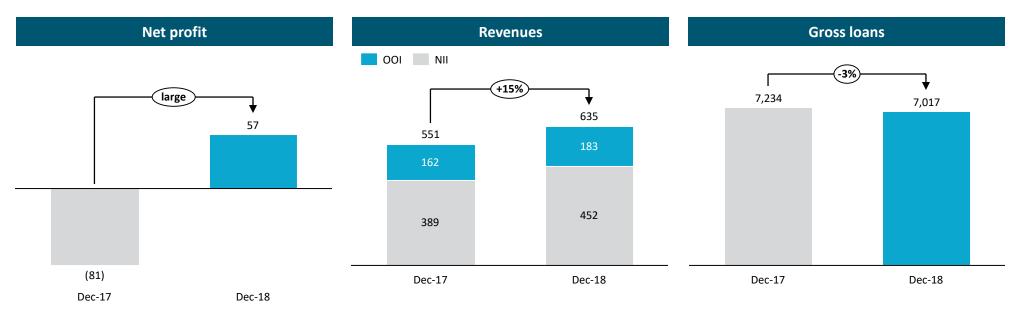


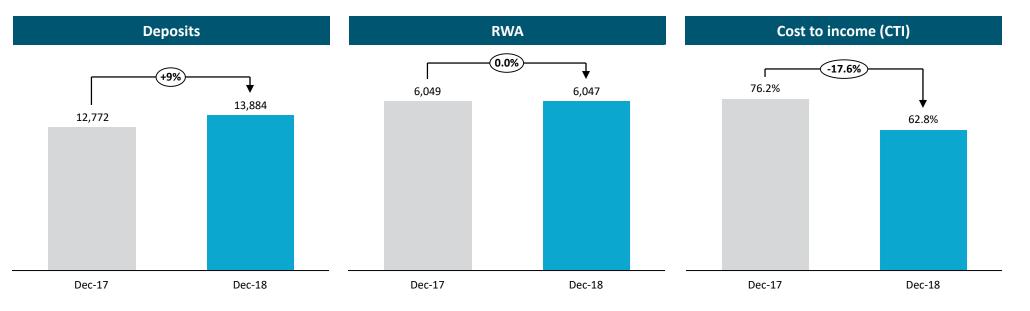
## **Business Performance - Commercial & Business Banking**



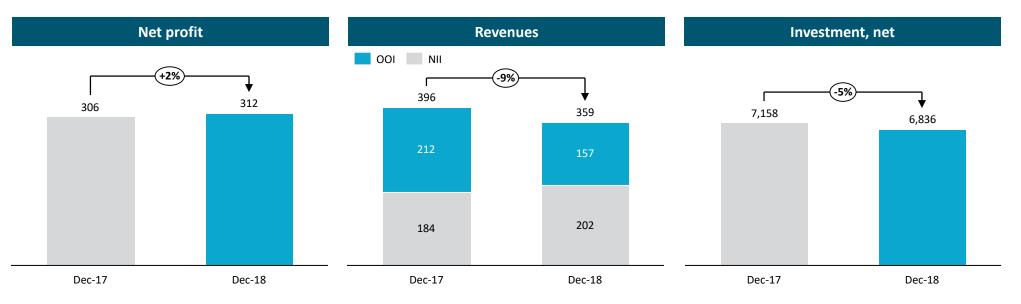


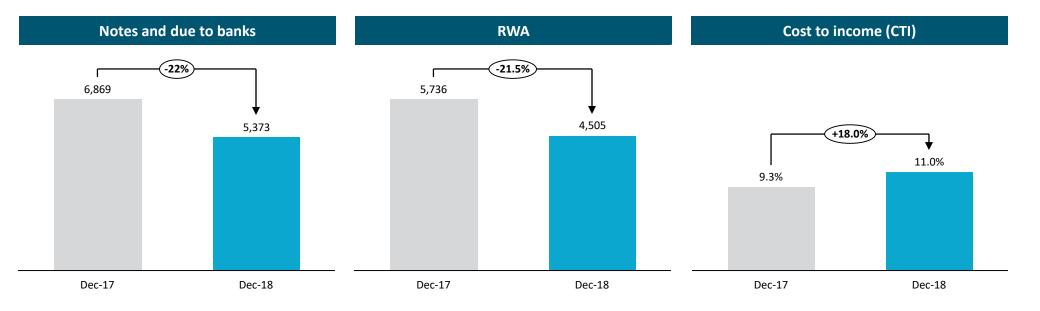
## **Business Performance – Retail Banking**





## **Business Performance - Treasury, investments and others**





### **CBD** – a strong legacy to build an exciting future





1982

1969

Public Shareholding Company established by an Emiri Decree issued by His Highness the late Sheikh Rashid Bin Saeed Al Maktoum and owned by three foreign banks (Chase Manhattan, Commerzbank & Commercial Bank of Kuwait) whose combined shareholding was 78%. With the introduction of restrictions on foreign banks' operations in the UAE, CBD converted into a national Public Shareholding Company.

2018

### **CBD** is owned by UAE entities and nationals

- CBD shareholders: Government of Dubai (via the Investment Corporation of Dubai) with 20% and UAE nationals and entities owned by UAE nationals with 80%. In accordance with CBD's articles of association, the shares which are listed on the Dubai Financial Market are currently owned and shall be owned by, and may only be acquired by, natural persons having UAE nationality or legal persons or corporations fully owned by UAE nationals.
- CBD is managed by business segments namely: Corporate Banking, Commercial Banking, Business Banking, Personal Banking and Treasury & Investments. As at 31 December 18, assets of the Corporate Banking segment and Commercial Banking segment together accounted for approximately 49.7 b or 67% of its total assets.
- CBD launched a full fledged Islamic Banking business in September 2008 to offer Shari'acompliant banking and financial services.
- CBD has two wholly-owned subsidiaries: CBD Financial Services LLC (CBDFS), which provides brokerage facilities for local shares and bonds; and Attijari Properties LLC, which provides services for self-owned property management. It also has one associate (17.8% shareholding) National General Insurance Co. PSC (NGI), which underwrites life and general insurance business as well as certain reinsurance business.

## **Board of Directors and Management Team**



### **Corporate Governance** – *leading with excellence*

#### **Board of Directors Organisational Structure** Chairman and The Board of Directors provides strategic guidance, effective monitoring of **Board of Directors** management, adequate controls and sets the tone and culture of the Bank to **Board** enhance and ensure sustainable shareholder value. **Financial Settlement** Nomination & Audit & Credit & Investment Risk Remuneration and Restructuring Compliance Committee Committee Committee Committee Committee Oversees the Reviews and Approves large Assists the Board in Supports the Board quality of the approves overall restructuring fulfilling its in ensuring that Bank's Credit & HR policies and proposals, oversight CBD achieves its The Board of Directors has a collective responsibility for the Bank, including strategy, and CBD's provisions and responsibilities for strategic objectives Investment approving the strategic objectives based on the long term financial interests compensation write offs, oversees CBD's audit. without being portfolio and of the Bank's Shareholders, overseeing the implementation of the strategy approach to and internal control and unduly exposed to program in order to effectiveness of its attract, retain and guides in compliance risks. and achievement of the strategic objectives and defining the risk appetite, credit policies and motivate its restructuring and systems. approve loans and internal controls, compliance, governance and corporate values. The Board employees. recovery of large investment above sets the tone on professional standards that promotes integrity for itself, exposures. management senior management and employees of the Bank. limits. Head of Internal Head of **Board Secretary** Audit Compliance The Directors of the Board, as per the Articles of Association of Commercial Bank of Dubai, are elected in the General Meeting by secret ballot every three years. As at 31st December 2018 the Board comprised of 11 non-**Chief Executive** Senior management and executive members. management committees Officer Management Executive Asset & Liability Credit The Board of Directors has delegated authority to CBD's executive Committee Operational Risk management to enter into transactions which are consistent with the Bank's Management risk strategy and policy guidelines. Committee Committee Human Resources Compliance Security Risk Committee Committee

## **Corporate Social Responsibility** – *fulfilling our social commitments*

During the year, CBD participated and volunteered in a number of activities demonstrating it's commitment to Corporate Social Responsibilities (CSR):

- Sponsored Dubai Tour 2018 and is honored to be participating as the Blue Jersey Sponsor.
- Sponsored Jabel Ali horse race for season 2017/2018.
- Participated in the 18<sup>th</sup> edition of the Careers UAE Exhibition held at the Dubai World Trade Centre.
- Participated in the 2018 Humanitarian Work Day during Ramadan, encouraging bank staff to participate in volunteering activities.
- Participated in the 2018 World Thinking Day at Ras Al Khaimah.
- Volunteered at Al Noor Training Center for persons with disabilities.
- Attended the "Happiness and wellbeing in the work field Forum 2018" in Dubai with the presence of H.E. Ohoud Al Roumi, Minister of Happiness.

#### The four elements of CBD's CSR framework:

Governance and Transparency	The Bank has established and adopted policies and procedures for governance, risk management, professional ethics and code of conduct, compliance and AML, security and data protection, consumer protection and product responsibility.	Employees	The Bank proactively implements the emiratization initiative to recruit, train and develop as well as retain Emirati staff at all levels. The Bank also proactively seeks and addresses employee concerns through various channels, including the Employee Engagement Survey, imparts training and nurtures career development for all employees, ensures health and safety of all stakeholders in all its premises, and has extended various benefits and measures to boost staff welfare.
Society and Culture	The Bank promotes awareness of social accountability amongst its partners and suppliers, extends philanthropy generously for the needy, supports and participates in creating awareness of issues concerning health, promotes education and sports among youth, and supports and celebrates the local UAE culture.	Environment and Sustainability	The Bank supports and participates in creating awareness of environmental issues, has inducted CSR into its core business i.e. lending, by extending credit facilities to green projects and has implemented internal measures to conserve resources by recycling, reducing, and reusing.

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## **CBD Awards**

Service Olympian Award (February 2018)



Commerzbank AG Excellence in Trade Service (February 2018)



Overall Best Mobile App

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 Gold Trade Award demonstrating excellence in Trade Services

Banker Middle East (April 2018)





- Best Digital Bank
   Best Cash Management Services
- Global Finance's 2018 World's Best Digital Bank Awards in the Middle East for the Corporate/Institutional Digital Bank categories
- Dr. Bernd van Linder was bestowed with the honor in recognition of his efforts to drive digital transformation at CBD which is in line with the UAE government's vision.
- Most Innovative Digital Bank at the International Finance Awards 2018

CEO Middle East Award (September 2018)

Most Innovative Digital Bank (January 2019)





## **Milestones and Achievements**



Collaboration with RTA for Easy Payment Plans



Partnership with Dubai Government to Provide Smart Payment Solution Banking CEO of the Year Award



Best Online Cash Management – Global Finance Partnership with PwC to Foster Digital Innovation



Partnership with Bloom Education for Preferred Services to Parents



Grand Prize of the Gold Bonanza

Promotion

Partnership with RERA for Escrow Services





Quarterly Team and Employee Awards Ceremony



New branches at Sharjah City Center, Al Wahda Mall and Al Ain Mall



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#### Gold Trade Award from Commerzbank



l Wahda Mall and Al Ain Mall

FINA

## United Arab Emirates – the second largest economy in the Arab world

### **Snapshot of the UAE**

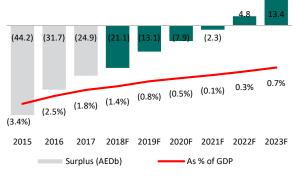
- The United Arab Emirates (rated Aa2 by Moody's) comprises seven emirates with Abu Dhabi and Dubai being the largest contributors to its gross domestic product ("GDP").
- The UAE benefits from several buffers, including a rapid non-oil growth, robust external reserves (estimated at USD 80.70 b)<sup>1</sup>, and relatively low fiscal break-even oil price.
- Abu Dhabi Investment Authority (ADIA) does not disclose its total assets under management but the US-based Sovereign Wealth Fund Institute, which tracks the industry, estimates ADIA's total assets at USD 828 b.
- Although oil has been the mainstay of the UAE economy (with 98 b barrels of proven oil reserves and a reserves-to-production ratio of 93 years<sup>2</sup>) and continues to contribute significantly to economic prosperity, a determined and far-sighted policy of economic diversification has ensured that non-oil sectors now account for approximately 65% of the gross domestic product.



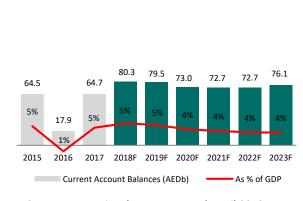
Source: Abu Dhabi Securities Exchange, Dubai Financial Market



Source: <sup>1</sup>International Monetary Fund, UAE Interact; <sup>2</sup>OPEC



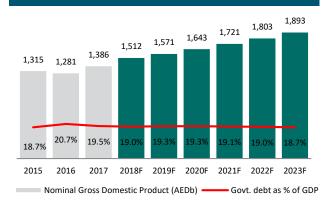
Source: International Monetary Fund, April 2018



**Positive Current Account balances** 

Source: International Monetary Fund, April 2018

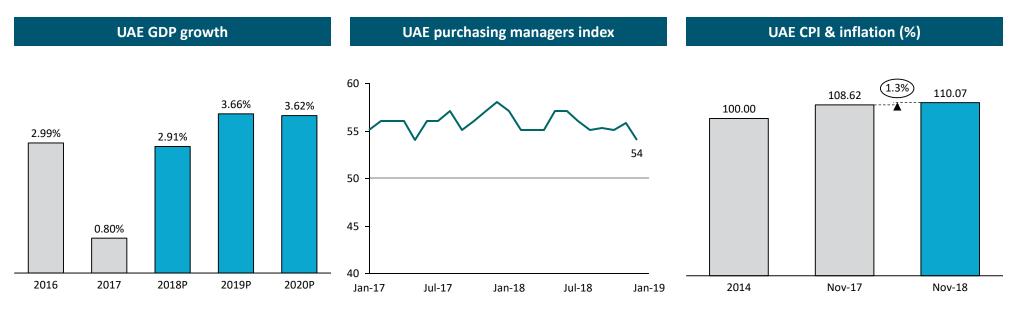
#### UAE GDP and Government Debt

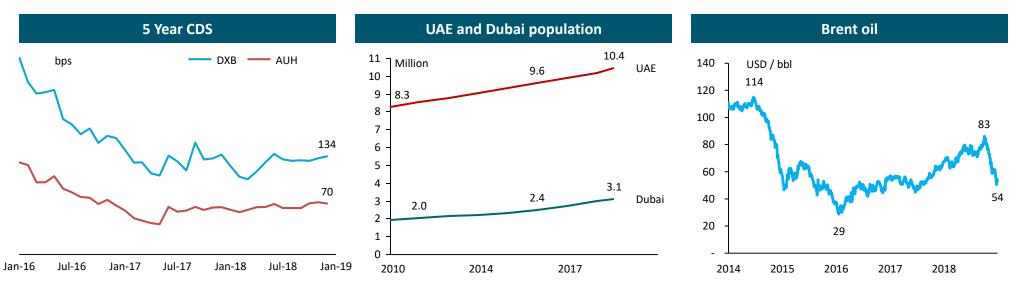


Source: International Monetary Fund, April 2018

#### UAE Stock market indices

## **UAE Economic Update** – mixed business conditions with weaker oil prices



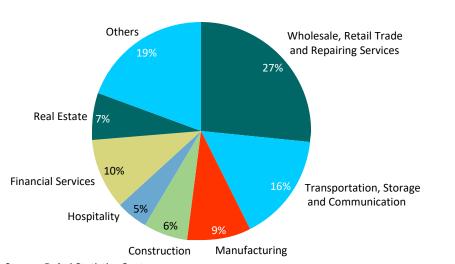


### **Dubai** – a pivotal hub in the global economy

### **Snapshot of Dubai**

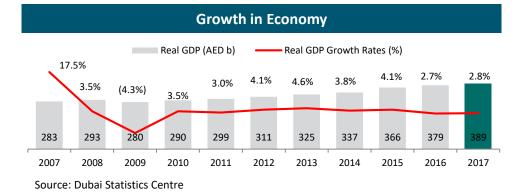
- The Emirate of Dubai is the second largest Emirate in the UAE after the Emirate of Abu Dhabi. Dubai is situated on the west coast of the UAE in the south-western part of the Arabian Gulf.
- Reflecting the Emirate's strategic geographic location, rising levels of international trade and the government's long-standing strategy of positioning Dubai as a trading centre, Dubai's GDP has increasingly shifted away from reliance on the oil and gas sectors.
- Dubai's diversified economy has exhibited robust growth levels in recent years on the back of government initiatives and policies which were aimed at improving the economic and business environment.

Dubai GDP by sector (2017)

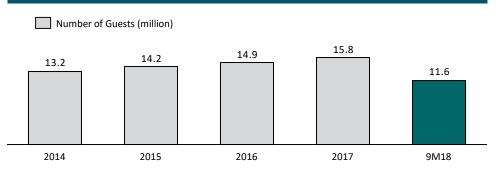




Source: Dubai Statistics Centre



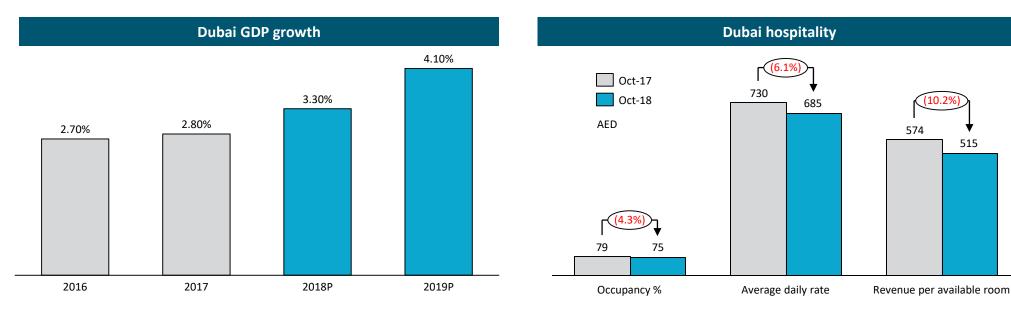


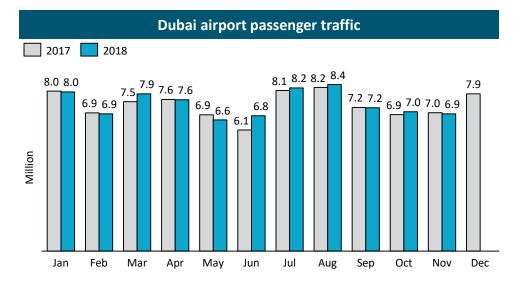


Source: Dubai Statistics Centre

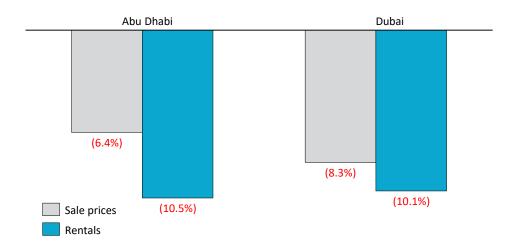
Source: Dubai Statistics Centre

### **Dubai Economic Update** – softening real estate prices and general business conditions





UAE real estate – November 18 versus November 17

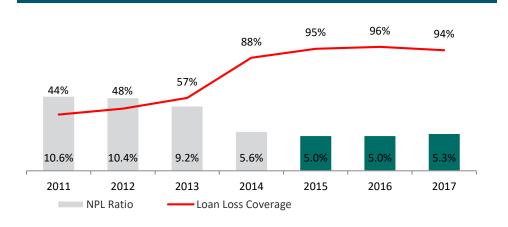


## **UAE Banking Sector** – stable and resilient

### **Snapshot of UAE banking industry**

- As of June 2018, the UAE banking industry, which is the largest banking industry in the GCC, comprised of 50 banks, 23 of which were domestically-incorporated.
- The industry is regulated by the UAE Central Bank, which was established in 1980. The UAE Central Bank has a track record of providing systemic support to the banking industry, as and when needed.
- As of October 2018, total loans and advances increased by 4.2% over December 2017 and deposits increased by 5.8%. The market loan to deposit ratio stood at 95.7% as of October 2018.

Improving industry asset quality



Source: Moody's Financial Institutions: Banking System Outlook – United Arab Emirates

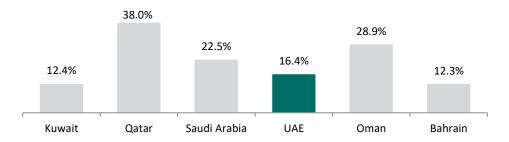
### **Key industry indicators**

AEDb	2014	2015	2016	2017	October-18
Total assets	2,288	2,459	2,593	2,694	2,841
Customer deposits	1,421	1,472	1,563	1,627	1,721
Loans and advances	1,361	1,466	1,554	1,580	1,646
Specific provision	72	73	79	80	89
General provision	24	27	29	30	34
Loan to deposit (%)	95.8	99.6	99.4	97.1	95.7
CAR (%)	18.2	18.3	18.9	18.9	18.2*
Tier 1 ratio (%)	16.2	16.6	17.3	17.4	16.8*

Source: Central Bank of the UAE \*Sep 18

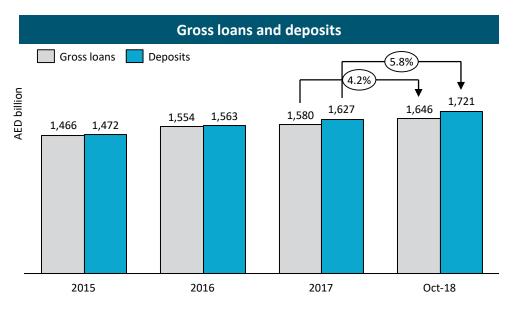
### Government deposits as % of total deposits

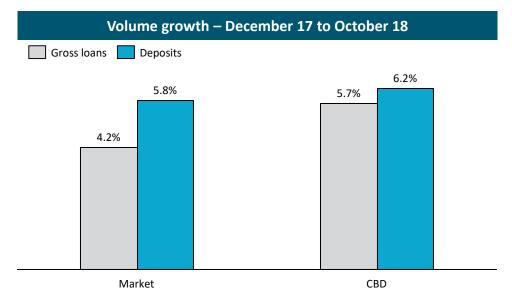
The UAE banking system is one of the least dependent amongst GCC countries on government deposits making it relatively less vulnerable to a decline in liquidity

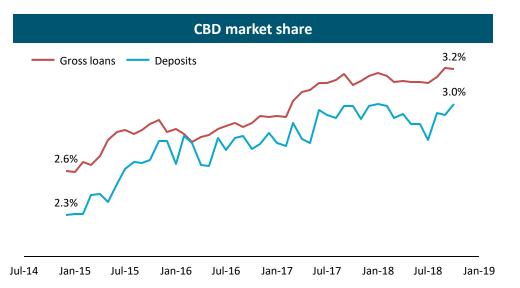


Source: Moody's Financial Institutions GCC Banks: Oman and Bahrain most vulnerable to lower oil prices

## **UAE Banking Industry** – underlying system credit and deposit appetite has been robust







3 Month EIBOR and UAE loan to deposit ratio

