

# **INVESTOR PRESENTATION**

As of 31 December 2018

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## Snapshot

### Brief Overview of Noor Bank

- ▶ Established by the Government of Dubai in 2007 and commenced operations in January 2008
- ▶ Privately owned bank with a strategic shareholder base
- ▶ Integral to Dubai's vision to be the centre of the global Islamic economy
- ▶ Offers a comprehensive range of Shari'ah compliant products and services across four principal business groups: (1) corporate banking, (2) investment banking & financial institutions, (3) retail banking and (4) treasury
- ▶ Refreshed strategy developed by a new board of directors and management in December 2017
- ▶ Delivered record profits in terms of underlying performance in 2018, the first year of strategy execution
- ▶ Committed to a vision of being recognised as the world's best contemporary Shari'ah compliant bank

## Select Awards and Accolades

*Despite its relatively short operating history, the Bank has received more than 78 industry awards within its operating markets*



## Financial Highlights

USD Mn	2013	2014	2015	2016	2017	2018
Cash & Balances with UAE CB	951	924	2,027	919	1,246	1,872
Islamic Financing Instruments	3,906	4,911	6,318	7,056	7,473	8,712
Investments in Sukuk	493	785	665	1,104	1,015	1,937
Total Assets	6,303	7,900	10,744	11,051	11,617	13,809
Customer Deposits	5,081	6,494	8,744	8,114	8,257	9,626
Senior Unsecured Sukuk	-	-	500	500	500	1,000
Tier 1 Sukuk	-	-	-	500	500	500
Total Shareholders' Equity	665	891	956	957	1,092	1,136
Net Profit Margin	2.2%	2.8%	2.8%	2.8%	3.2%	3.0%
Return on Assets	1.0%	1.5%	1.5%	0.9%	0.9%	1.3%
Eligible Liquidity Asset Ratio	19.3%	14.8%	23.4%	13.2%	16.9%	22.8%
Financing to Customer Deposits	76.9%	75.6%	72.2%	87.0%	90.5%	90.5%
Impaired Financings Ratio	9.5%	7.3%	4.7%	5.1%	4.3%	4.4%
Impairment Coverage Ratio	95.0%	105.5%	112.9%	122.8%	151.1%	151.7%
Tier 1 Ratio	13.9%	14.6%	12.2%	16.3%	16.8%*	14.8%*
Capital Adequacy Ratio	17.6%	18.1%	15.2%	17.3%	17.9%*	16.0%*

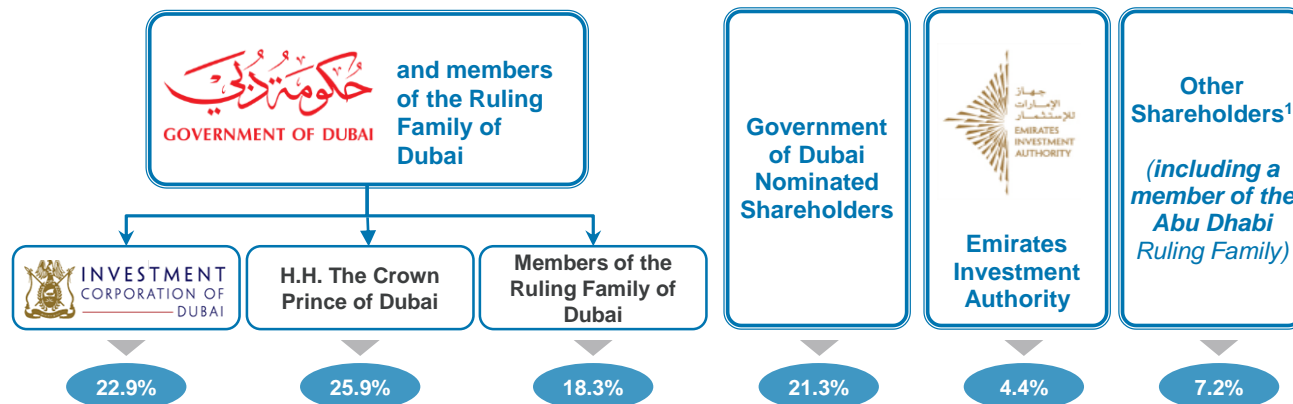
\* Under Basel III

## Credit Rating

Rating Agency	Long-Term Rating	Outlook	Date
FitchRatings	A-	Stable	Jul-18
Bank's Viability Rating upgraded from 'b+' to 'bb-' in 2018			

# Strategic Sovereign & Ruling Family Ownership

## ☞ Noor Bank is the only UAE Bank to have joint ownership by Dubai & Abu Dhabi Ruling Families and the Dubai & UAE Federal Governments



Above ownership structure provides an overview of beneficial shareholding

<sup>1</sup>No other shareholder owns more than 5% of the Bank's share capital



“ We want Noor to be like Dubai, a progressive, tolerant Islamic Bank. ”

– His Highness Sheikh Mohammed bin Rashid Al Maktoum



“ Noor is an integral part of the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, to make Dubai the capital of the global Islamic economy. Dubai is committed to supporting the future growth and success of Noor Bank ”

– His Highness Sheikh Ahmed bin Saeed Al Maktoum

### 'Invitation Only' Shareholding

- ▶ Only Bank to have the Crown Prince of Dubai, the Deputy Ruler of Dubai, UAE Minister of Cabinet Affairs and the Future, Chairman of Dubai Supreme Fiscal Committee, amongst other members of the Ruling Family as shareholders.

### Strong and Influential Board

- ▶ Board appointed by the Government of Dubai.
- ▶ Prominent members of the Dubai business community, involved in strategic businesses:



### Closely-held Ownership

- ▶ Stable Government ownership in the Bank since its inception.
- ▶ Special exemption by the UAE Federal Cabinet to operate as a private entity.

### Economic Ties

- ▶ Leading role in assisting the Emirate of Dubai in achieving its strategic vision to be an international hub for Islamic trade and finance.
- ▶ Noor's vision is intrinsically linked with Dubai's vision.

### Experienced Strategic Shareholders

- ▶ Prominent shareholders of the Bank are sitting board members on key Dubai entities which are driving the Emirate's growth, including:



## ∞ The Bank's board has been appointed by the Government of Dubai

### Overview of the Current Board of Directors



#### H.H. Sheikh Ahmed Bin Mohd Bin Rashid Al Maktoum, Chairman

- ▶ Member of the Dubai Ruling Family
- ▶ Select Roles: Chairman of Mohammed bin Rashid Al Maktoum Foundation, the UAE National Olympic Committee, Dubai Cultural Committee



#### H.E. Essa Abdulfattah Kazim Al Mulla, Vice Chairman

- ▶ Select Roles: Governor of DIFC, Chairman of DFM, Borse Dubai, DIFC Authority and DIFC Investments, Deputy Chairman of Supreme Legislation Committee in Dubai, Vice Chairman of Noor Investment Group, Board Member of Noor Takaful Family and Noor Takaful General and a member in Dubai Supreme Fiscal Committee and Board Member of Nasdaq Dubai and Etisalat



#### Raed Mohammed Khalifa Kajor Al Nuaimi, Member

- ▶ Select Roles: Chairman of Dubai Hills Estates, Rove Hotels, Vice Chairman of Rove Hospitality, Noor Takaful Family and Noor Takaful General and Board Member of Marsa Al Seef



#### Dr. Mohamed Ahmed Al Zarooni, Member

- ▶ Select Roles: Director General of Dubai Airport Freezone Authority, Chairman of World Freezone Organization, Vice Chairman and Chief Executive Officer of Dubai Silicon Oasis Authority and Board Member of Dubai Aerospace Enterprises



#### Rashid Mohammed Al Mutawa, Member

- ▶ Select Roles: Board Member of the Telecommunications Regulatory Authority and Dubai Real Estate Corporation



#### Dr. Amina Alrustamani, Member \*

- ▶ Select Roles: Board Member of AW Rostamani Group and Dubai Healthcare City Authority



#### Mohamed Sulaiman Abdulaziz Almulla, Member

- ▶ Select Roles: Board member of Noor Investment Group and Executive Director and CEO of DXB Entertainments



#### Edris Mohammad Rafi Mohammad Saeed Alrafi, Member \*

- ▶ Select Roles: Board member of Noor Investment Group, Noor Takaful Family and Noor Takaful General, Head of Middle East and Africa of Standard Life Aberdeen plc



#### Narayanan Rajagopalan Yegna, Member

- ▶ Select Roles: Vice Chairman of Dubai Creek Harbour and Urban Foods

# Leading Internal Shari'ah Supervision Committee

- ☞ **The Bank's Internal Shari'ah Supervision Committee (ISSC), a separate and independent body that is appointed by the shareholders, comprises of leading Islamic scholars who have extensive experience and expertise in legal, financial and banking-related matters**

## Profile of ISSC Members



**Dr. Mohamed Ali Elgari**  
*Chairman, ISSC*

- ▶ Dr. Mohamed Ali Elgari is member of numerous Shari'ah Boards of Islamic Banks and Takaful Companies worldwide.
- ▶ Dr. Mohamed Ali Elgari is also a member of the Islamic Jurisprudence Academy of the OIC, the Islamic Jurisprudence Academy of the Islamic World League, the Shari'ah Council of Auditing Organization for Islamic Financial Institutions (AAOIFI), Journal of the Jurisprudence Academy (of the IWL), Journal of Islamic Economic Studies (IDB), Journal of Islamic Economic (IAIE, London), and the advisory board of Harvard Series in Islamic Law, Harvard Law School.



**Dr. Mohamed Daud Bakar**  
*Member, ISSC*

- ▶ Dr. Mohd Daud Bakar is the Founder and Group Chairman of Amanie Group, a global boutique Shari'ah advisory firm.
- ▶ Dr. Mohd Daud Bakar is also a Chairman of the Shari'ah Advisory Councils of Bank Negara Malaysia, the Securities Commission and the Labuan Financial Services Authority, Chairman of the Shari'ah Committee of the International Islamic Liquidity Management Corporation and is a Shari'ah Board member of many regional and international banks.

***The ISSC supports a progressive vision that will enable Noor Bank to further cement its position as a leading Islamic bank***

# Overview of Noor Bank's History

**2008**

- ▶ Official launch with initial equity of AED 3Bn
- ▶ Best New Islamic Bank by International Islamic Forum

**2011**

- ▶ His Highness Sheikh Ahmed Bin Mohammed Bin Rashid Al Maktoum appointed as Chairman

**2014**

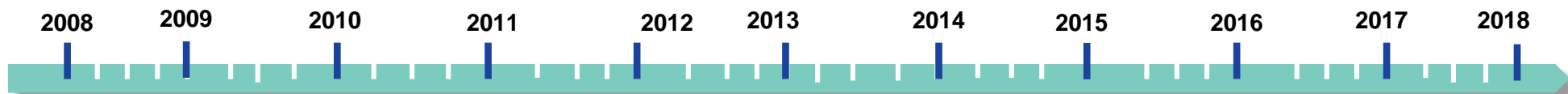
- ▶ Bank rebranded as Noor Bank
- ▶ The AED 770Mn Support Tier II funding provided by UAE CB was prepaid in full
- ▶ Bank is assigned a first time A-(stable) rating by Fitch

**2017**

- ▶ John Iossifidis appointed as Chief Executive Officer
- ▶ Board approves new strategy for the Bank

**2018**

- ▶ Noor Bank celebrates its 10<sup>th</sup> anniversary
- ▶ Mission, Vision and Values redefined
- ▶ Issued 2nd tranche of USD 500Mn 5-year Sukuk oversubscribed 2.1 times
- ▶ Launched new mobile banking platform
- ▶ Fitch upgraded bank's Viability Rating to 'bb-' from 'b+'
- ▶ Launched Noor Trade Business Accelerator, an SME mobile and internet platform offering banking and partner business services



Lehman files for **Chapter 11 Bankruptcy**

**2009**

- ▶ Sister company Noor Takaful launched
- ▶ Systemic support funding of AED 50Bn provided by the UAE Government to all UAE Banks

**2013**

- ▶ Mobile banking application launched
- ▶ Noor Trade launched

**2015**

- ▶ Established USD 3Bn Trust Certificate Issuance Programme and issued a highly successful USD 500Mn 5-year Sukuk

**2016**

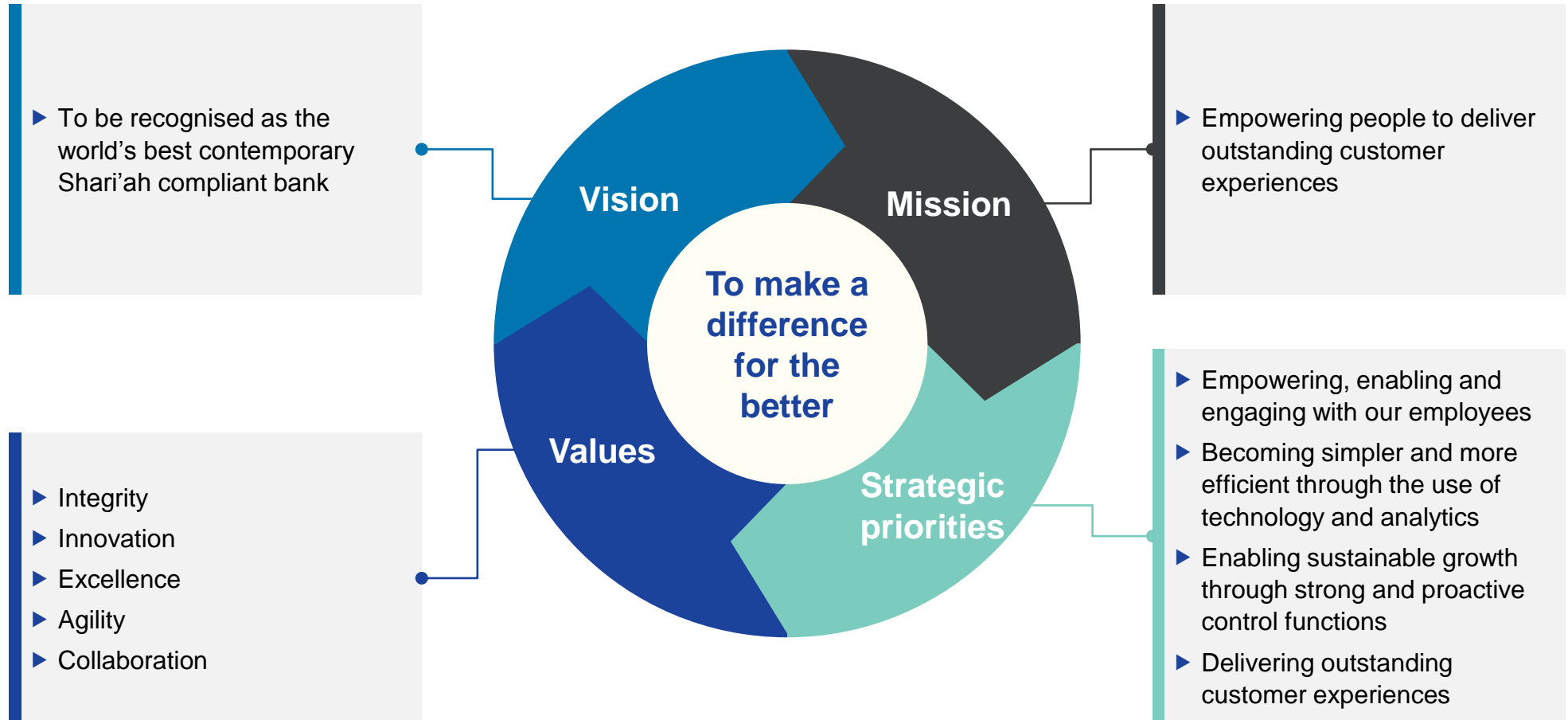
- ▶ Successful pricing of perpetual USD 500Mn Tier 1 capital Sukuk
- ▶ 'Best Islamic Bank in the UAE' by Global Finance Magazine

*Resilience demonstrated through tough times*

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# We have redefined our vision, mission and values...



☞ Noor Bank’s new strategy is focused on customer service and employees, while improving efficiency and processes to provide a sustainable growth platform



Diversified Earning Base

Prominent Shareholders

Consistent Profitability &  
Stringent Cost Management

Strong Board, Experienced  
Management and Progressive  
Internal Shari'ah Supervision  
Committee

Prudent Risk Management

Innovative Product Portfolio  
with Strong Customer  
Relationships



Well Managed Growth with a  
Stable Funding Profile

# Overview of Business Segments

- ☞ **The Bank offers a comprehensive range of Shari'ah-compliant products and services in corporate banking, retail banking, investment banking & financial institutions and treasury**

## Overview of Business Segments

### Corporate Banking

- ▶ Operates a full **service corporate bank** which includes dedicated relationship managers and product professionals across the UAE
- ▶ Accounts for 71% of the **Bank's gross customer financing** portfolio (as at 31 December 2018)
- ▶ **Offers the Bank's broad trade product offering and strong treasury product base**, demonstrated track record of innovation and strong customer service and delivery
- ▶ Services its customers through a number of units organised on both a geographical and product-specific basis

### Retail Banking

- ▶ Provides a **comprehensive range of retail financial solutions from transactional services to financial planning**
- ▶ Principal business units are business banking, Wealth Management, Home Finance, personal finance/cards, auto finance, banca takaful and transaction & saving solutions
- ▶ **Business Banking**: caters to the domestic and international business needs of clients through a broad suite of SME products & solutions

### International and Investment Banking

- ▶ **Investment Banking**: offers a diversified range of products, including syndication, project financing, Sukuk, structured finance and securitisation, as well as financial advisory and agency services
- ▶ **Financial Institutions**: responsible for establishing and maintaining relationships with financial institutions internationally. Currently, has exposure across various regions including Africa, South Asia, the Middle East, Europe and Far East Asia

### Treasury

- ▶ Responsible for **providing the Bank with its funding and foreign exchange requirements and for managing its own balance sheet risks** that arise out of its business activities, including liquidity, foreign exchange and profit rate risks
- ▶ Operates through four key desks: sukuk trading; asset and liability management (ALM) and foreign exchange; structured products; and treasury sales
- ▶ Provides investment products and hedging solutions for the Bank's customers

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# Snapshot of Financial Performance

## ∞ Strong Balance Sheet growth faster than the market, driving income growth

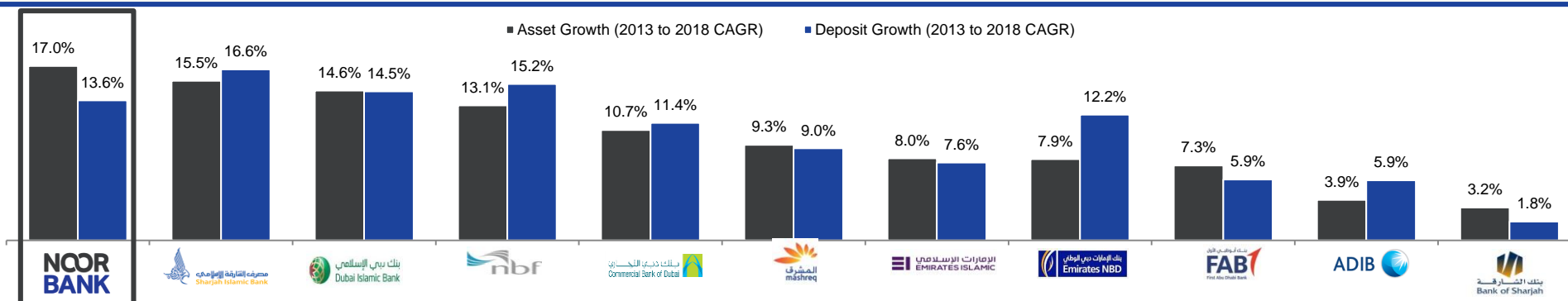
<i>USD Mn (unless otherwise stated)</i>	2013	2014	2015	2016	2017	2018	CAGR vs.2013
<b>Balance Sheet Items</b>							
Cash and Balances with CBUAE	951	924	2,027	919	1,246	1,872	14.5%
Due from banks	637	815	1,252	1,504	1,329	805	4.8%
Investments in Islamic financing instruments	3,906	4,911	6,318	7,056	7,473	8,712	17.4%
Investments in Sukuk	493	785	665	1,104	1,015	1,937	31.5%
Total Assets	6,303	7,900	10,744	11,051	11,617	13,809	17.0%
Customer Deposits	5,081	6,494	8,744	8,114	8,257	9,626	13.6%
Total Liabilities	5,638	7,009	9,788	9,594	10,025	12,172	16.6%
Total Equity	665	891	956	1,457	1,592	1,636	19.7%
<b>Income Statement Items</b>							
Net income from Islamic financing	111	179	242	273	314	338	24.9%
Total operating income	171	268	380	463	533	549	26.3%
Total expenses	(106)	(133)	(174)	(187)	(199)	(198)	13.4%
Operating profit, pre-impairment	65	135	206	276	334	351	40.2%
Impairment charge on Islamic financing	(12)	(33)	(54)	(176)	(228)	(167)	69.5%
Core operating profit	53	102	152	100	106	184	28.3%
Net profit	70	185	152	100	101	164	18.7%
<b>Key Ratios</b>							
Cost to Income Ratio	62.0%	49.7%	45.8%	40.4%	37.4%	36.0%	
Net Profit Margin	2.2%	2.8%	2.8%	2.8%	3.2%	3.0%	
Return on Shareholders' Equity	8.9%	15.0%	16.7%	8.2%	6.8%	12.0%	
Return on Assets	1.0%	1.5%	1.5%	0.9%	0.9%	1.3%	
Eligible Liquid Asset Ratio	19.3%	14.8%	23.4%	13.2%	16.9%	22.8%	
Financings to Deposit Ratio	76.9%	75.6%	72.2%	87.0%	90.5%	90.5%	
Impaired Financing Ratio	9.5%	7.3%	4.7%	5.1%	4.3%	4.4%	
Impaired Financing Coverage Ratio	95.0%	105.5%	112.9%	122.8%	151.1%	151.7%	

- ▶ Strong performance in 2018 marked by steady top-line growth and robust profit generation
- ▶ Healthy liquidity position and well capitalized
- ▶ Stable and well diversified funding base
- ▶ Prudent risk management leading to a high impairment financing coverage ratio
- ▶ Cost to Income ratio continues to improve as a result of effective cost management
- ▶ Return on Shareholders' Equity and Return on Assets have increased with improved Net Profit margin and lower provisioning

☞ Noor Bank has delivered strong growth, considerably higher than its industry peers, while maintaining a prudent risk management approach

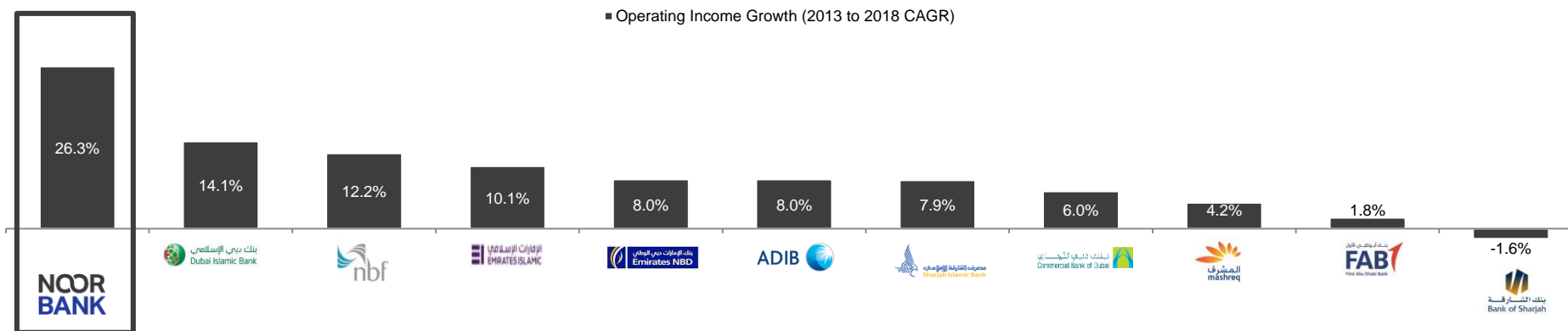
## Asset & Deposit Growth

*Noor Bank has achieved one of the highest growth in its assets over the last few years, as a result of a focused growth strategy*



## Profitability Metrics

*The Bank has grown much faster than the peers amidst a challenging economic environment*

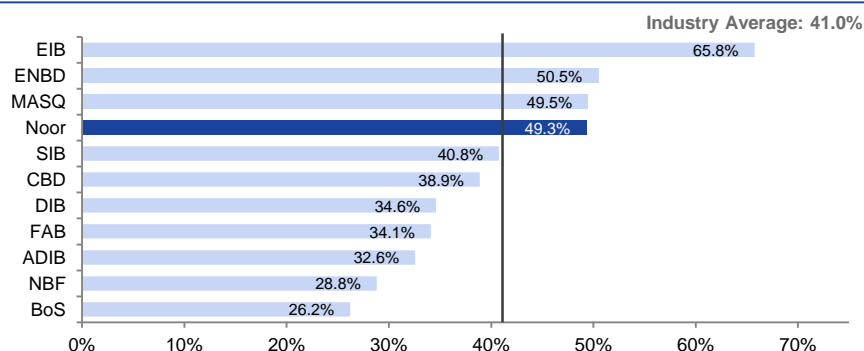


# Stable Deposit Base and Strong Credit Quality

Relative to UAE banks, Noor Bank enjoys a stable deposit base and strong credit quality with impaired financing and coverage ratios better than the industry average

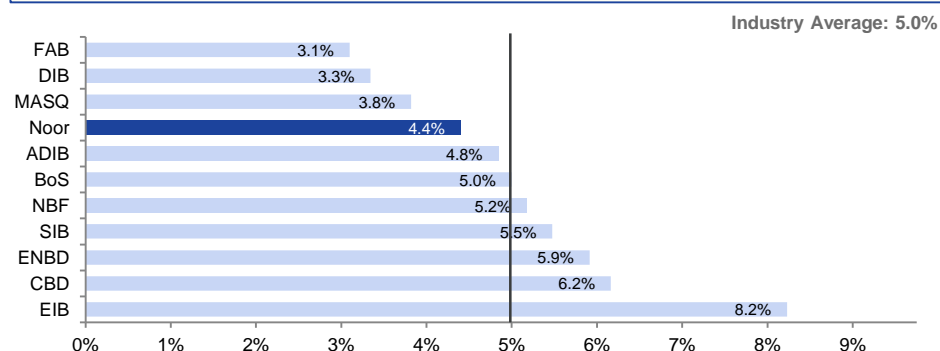
## Deposit Stability (CASA as % of Deposits)

High percentage of CASA deposits, demonstrating a stable and “sticky” depositor base for the Bank



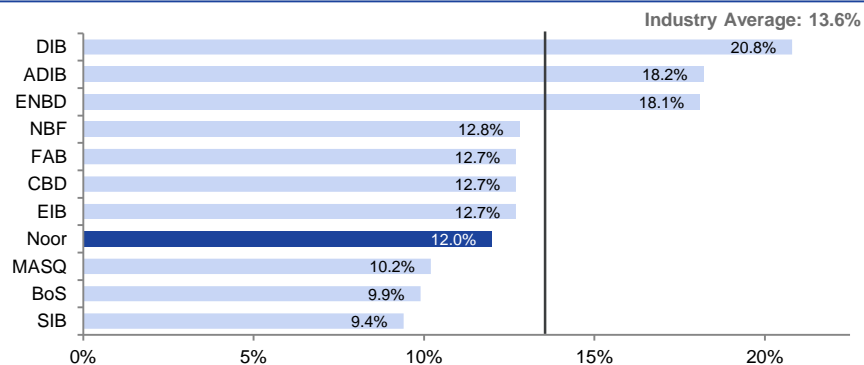
## Impaired Financing Ratio (%)

Relatively lower impaired financing ratio in comparison to other UAE banks



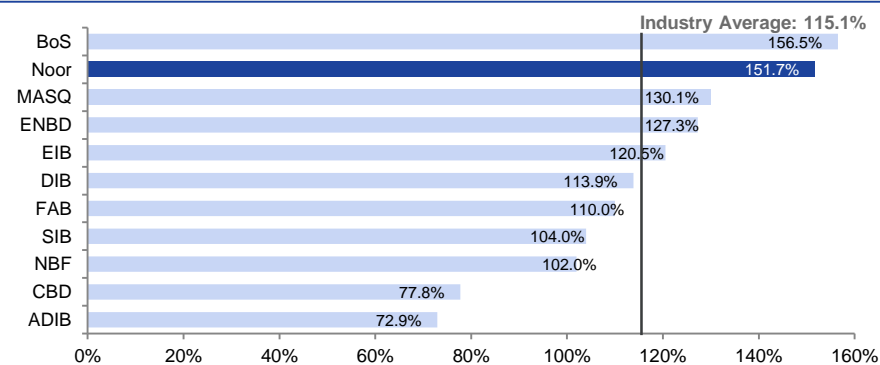
## Return on Shareholders' Equity Ratio<sup>1</sup> (%)

Strong Return on Equity aligned to industry average, driven by profit growth



## Impaired Financing Coverage Ratio(%)

Strong Impaired Financing Coverage Ratio



<sup>1</sup> Based on equity capital and net profit excl. Tier1 Sukuk and associated profit distributions

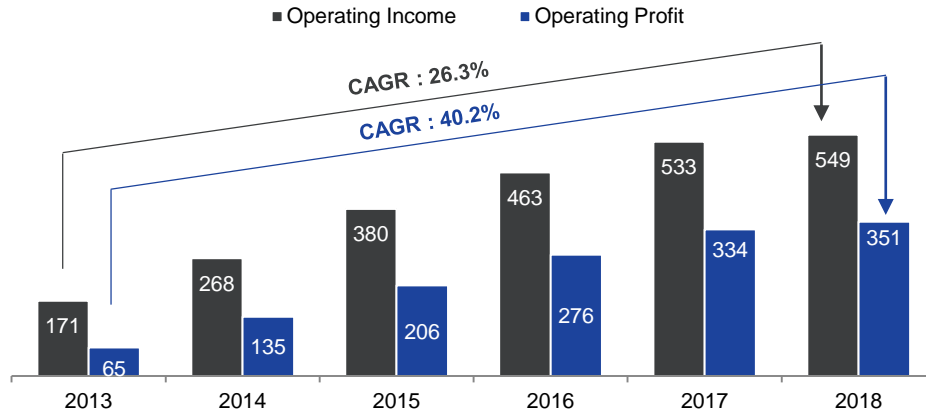
Source: Each bank's financial statement for the year ended 31 December 2018; Bank of Sharjah Impairment and Coverage Ratio as of Mar'18 while CASA and ROSE ratios as of Sep'18



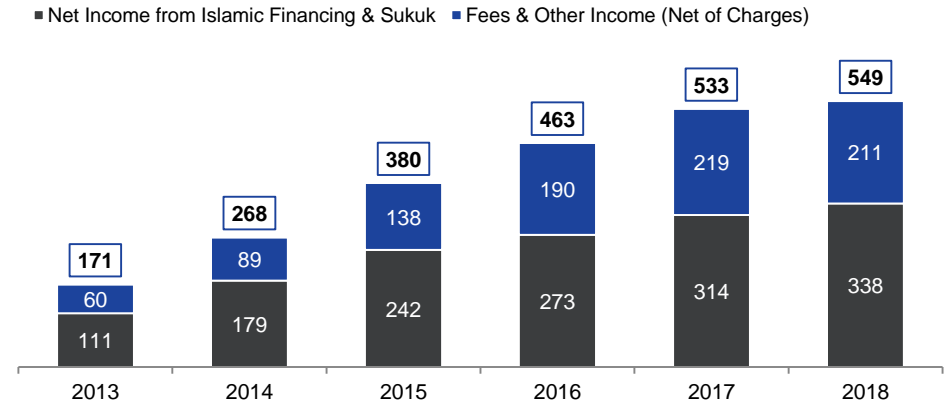
# Operating Performance and Profitability

☞ The Bank has continued to report strong profits while improving its operating efficiency

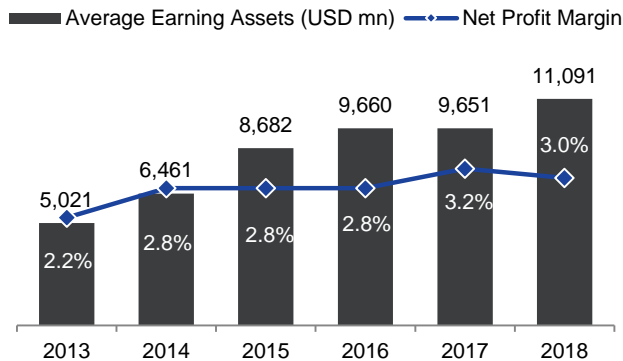
### Profitability (USD Mn)



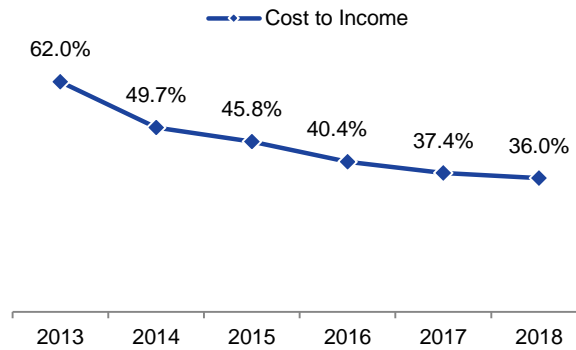
### Components of Operating Income (USD Mn)



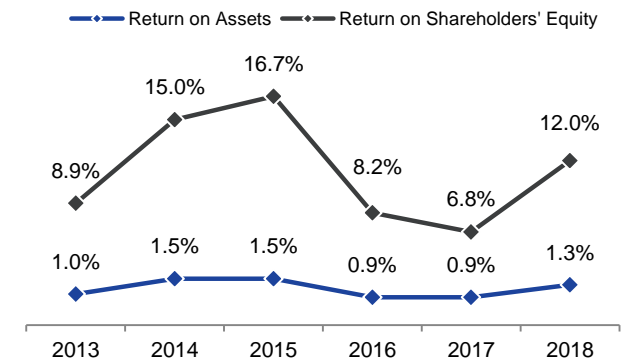
### Improved Net Profit Margins (%)



### Improving Operating Efficiency (%)

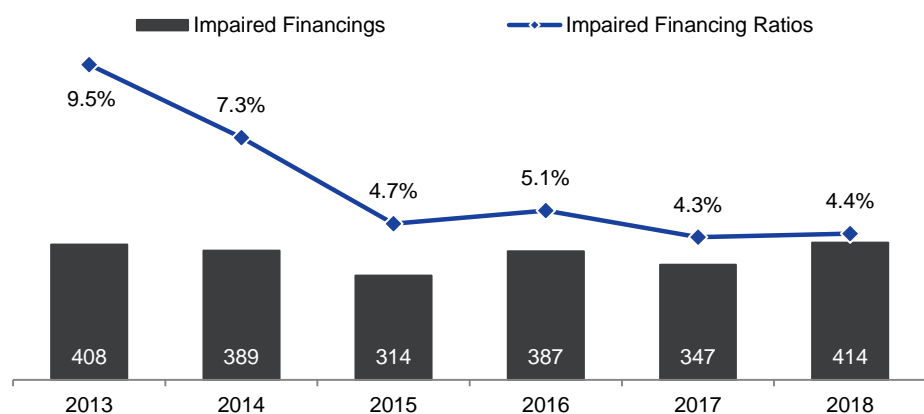


### Operating Returns (%)

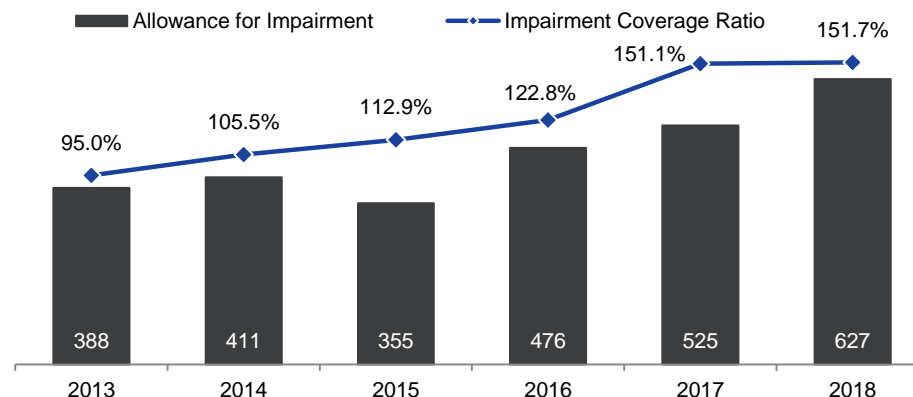


## Robust and improving asset quality on the back of a prudent risk policy

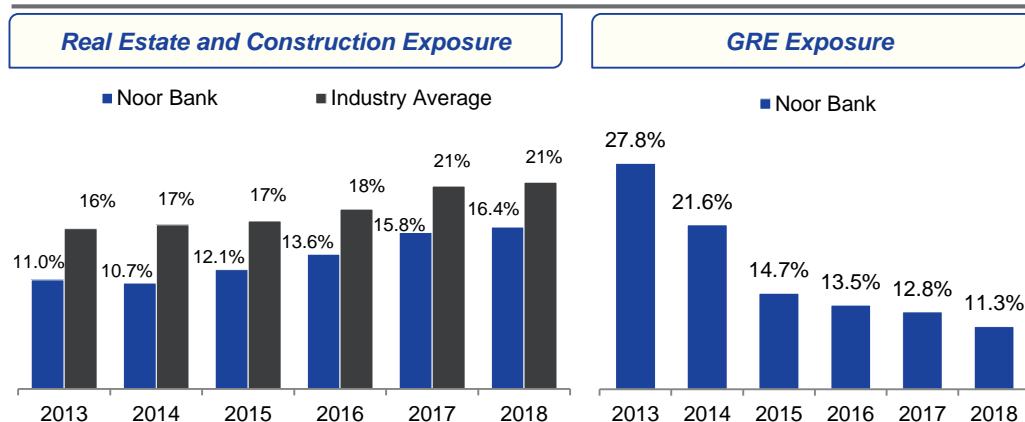
### Impaired Financings (USD Mn)



### Strong Coverage Levels (USD Mn)



### Exposure to Key Sectors



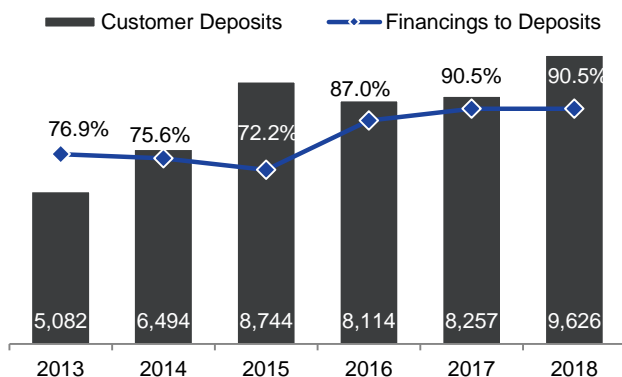
### Key Highlights

- ▶ Impaired Financing and Impairment Coverage ratios have improved considerably over the years and are better than industry averages.
- ▶ Real Estate and Construction lower than industry average of 21%. This has been the key sector of growth from a UAE economy perspective.
- ▶ Concentration to Government related entities (GREs) has reduced significantly from peak levels of 27.8% in 2013 and 40.2% in 2012.

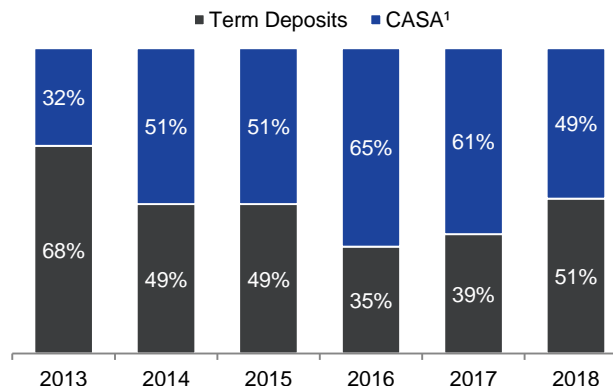
# Funding Overview

## Noor Bank maintains a strong and stable liquidity funding position

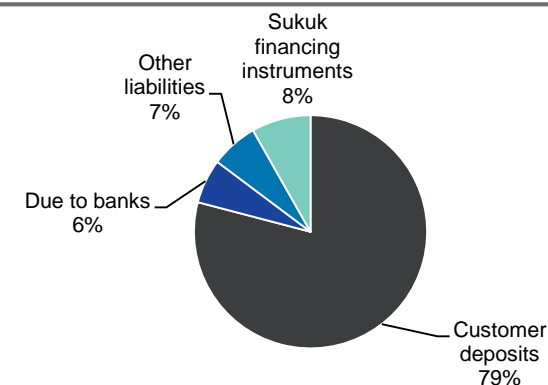
### Customer Deposits (USD Mn)



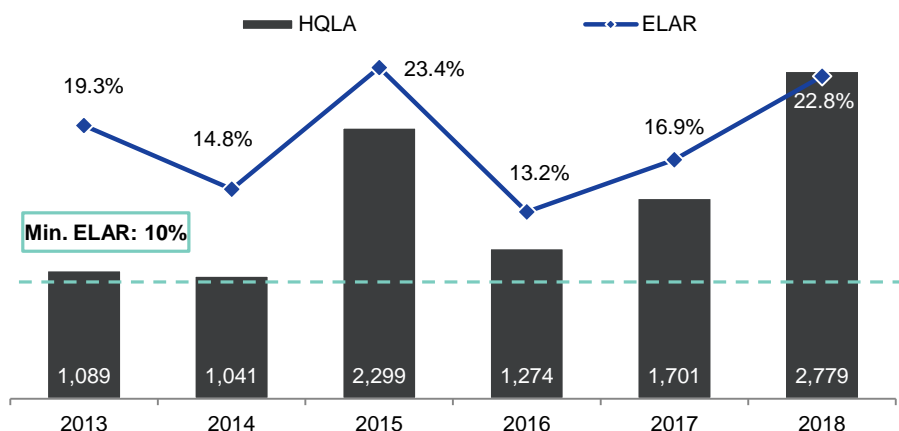
### Breakdown of Deposits



### Overview of Funding Mix (Dec'18)



### Overview of Liquidity Position (USD Mn)

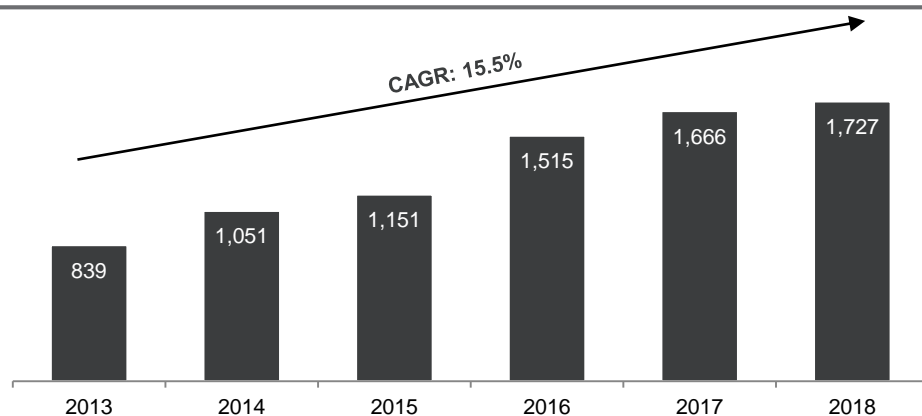


### Key Highlights

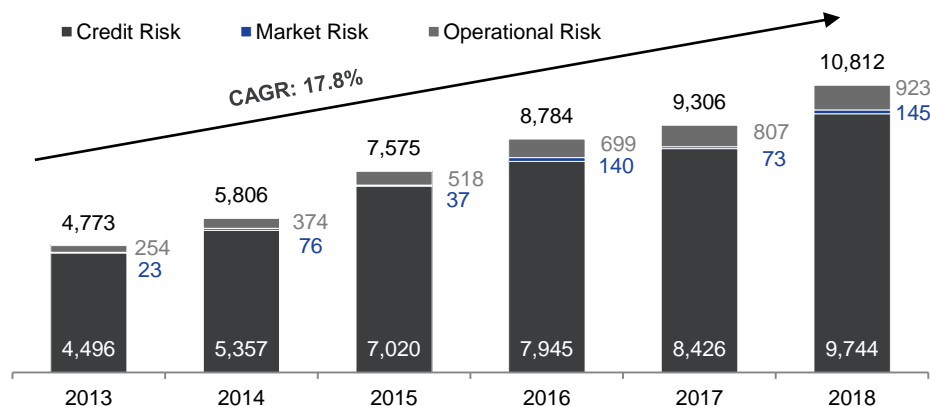
- ▶ Steady liquidity position with Noor Bank's ELAR comfortably above minimum regulatory requirement of 10%.
- ▶ Effective deployment of excess liquidity from customer deposits into financing assets, optimizing the Balance Sheet.
- ▶ Customer deposits comprise the majority of the Bank's funding profile (accounting for 79% of total liabilities) and are mainly CASA deposits providing Noor Bank with a stable funding profile.
- ▶ Bank has diversified its funding base through two issues of senior unsecured Sukuk of USD 500Mn each and Tier 1 Sukuk of USD 500Mn.

<sup>1</sup> CASA refers to savings accounts (Mudaraba), Margin Accounts and Qard E-Hassan; Eligible Liquid Assets Ratio (ELAR): Ratio of the stock of eligible liquid assets to total liabilities (excluding liabilities allowed in the regulatory capital base)

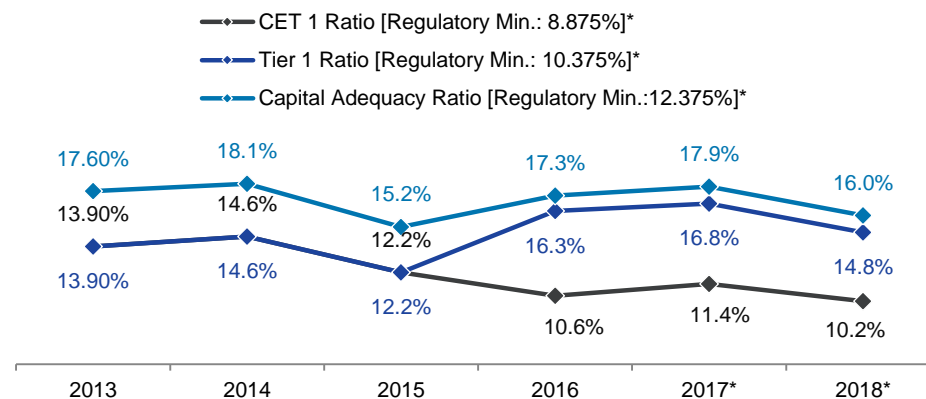
## Regulatory Capital Base (USD Mn)



## Risk Weighted Assets (USD Mn)



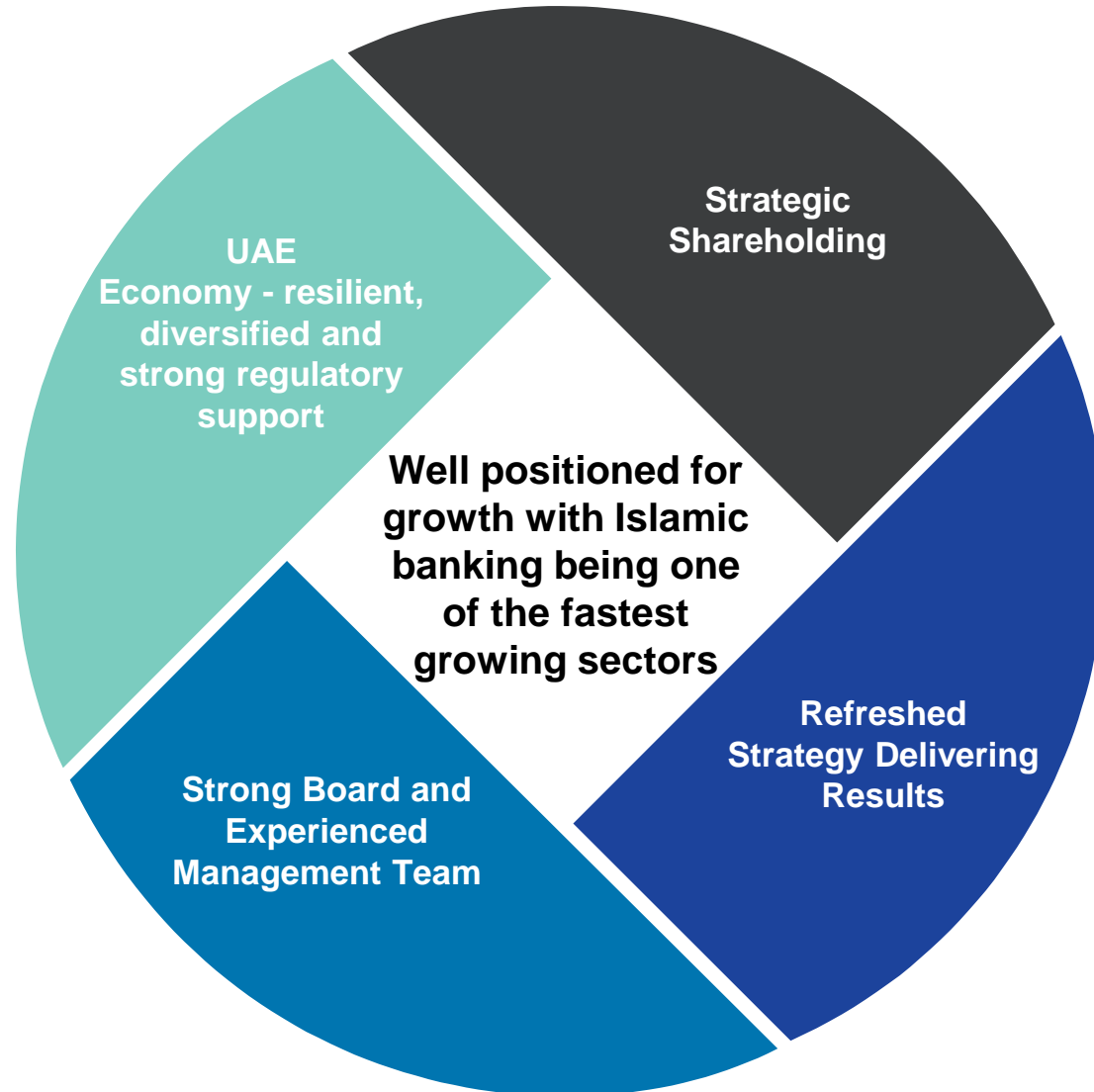
## Overview of Capitalisation (%)



\* Including capital conservation buffer requirement of 1.875% (2017: 1.25%) under Basel III effective 2018

## Key Highlights

- ▶ Risk weighted assets have grown steadily in line with Balance Sheet growth as the bank expanded its business further.
- ▶ Regulatory capital base increased at CAGR of 15.5% since 2013 to cross USD 1.7Bn despite impact of IFRS 9 adoption in Q1-18.
- ▶ The Bank enjoys a healthy Tier 1 ratio of 14.8% and CAR of 16.0%, well above the regulatory requirements under Basel III. CET 1 ratio is at 10.2% against a regulatory threshold of 8.875%.



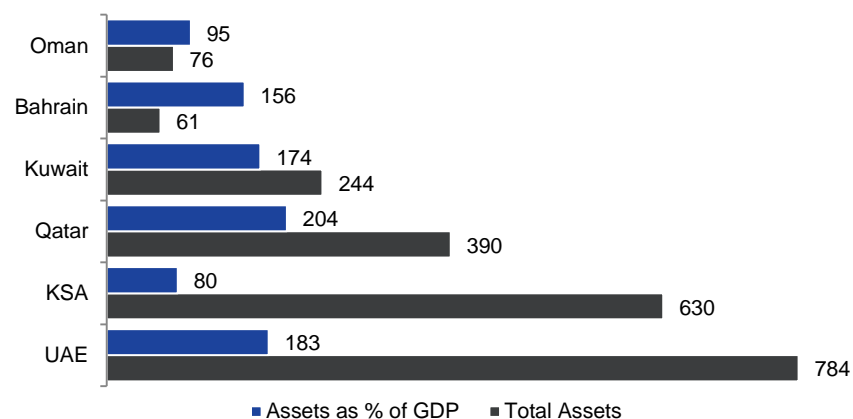
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# Overview of UAE Banking Sector

## Snapshot of the UAE Banking Sector

- ▶ The UAE banking industry, which is the largest banking industry in the GCC, comprises of 22 domestic banks and 26 foreign banks.
- ▶ The industry is regulated by the UAE Central Bank, which was established in 1980 and is considered the lender of last resort. The UAE Central Bank has a strong track record of providing systemic support to the banking industry, as and when needed.
- ▶ Effective 1 January 2018, Basel III regulations have been implemented by the UAE Central Bank. The majority of capital instruments issued by UAE banks are already Basel III compliant (including Noor Bank's USD 500Mn 6.25% Tier 1 Sukuk issued in 2016).
- ▶ IFRS 9 has been effective 1 January 2018. Classification and measurement of financial instruments under the new standard is based on cash flow characteristics and underlying business model. The new impairment model under IFRS 9 requires recognition of impairment loss based on expected credit loss rather incurred loss basis. The impact of changes in classification and measurement is not significant. Bank continues to refine its impairment model and related processes up to 31 March 2018 reporting.
- ▶ Value Added Tax (VAT) has been effective 1 January 2018 in the UAE and the same has been implemented by the Bank.

## UAE Banking Sector in Context of the GCC (USD Bn)



Source: Central Bank Websites. Bahrain number excludes foreign banks; Dec. 2018 numbers except Oman and Bahrain as at end of Nov. 2018

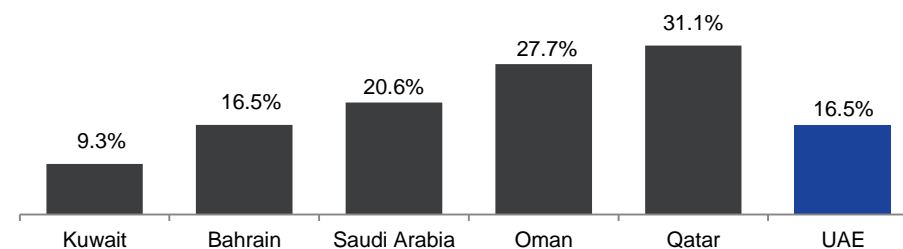
## Key Industry Indicators (USD Bn)

	2013	2014	2015	2016	2017	2018
<b>Total Assets</b>	574.2	622.8	669.5	705.8	733.4	783.6
<b>Deposits</b>	348.2	387.0	400.7	425.5	443.0	478.0
<b>Loans &amp; Advances</b>	343.2	370.5	399.1	423.0	430.2	451.0
<b>Total Provisions</b>	26.3	26.1	26.9	29.3	29.8	33.5
<b>Loan to Deposit (%)</b>	98.6%	95.8%	99.6%	99.4%	97.1%	94.4%
<b>CAR (%)</b>	19.3%	18.2%	18.3%	18.9%	18.1%	18.2%
<b>Tier 1 Ratio (%)</b>	16.9%	16.2%	16.6%	17.3%	16.6%	16.9%

Source: UAE Central Bank

## GCC Banking Sector (Gov't Deposits as % of Total Deposits)

*The UAE banking system is one of the least dependent amongst GCC countries on Government deposits making the UAE less vulnerable on a relative basis*



Source: Deposits refers to the sum of Private Sector Deposits, Government Deposits, Foreign Liabilities and Local Interbank Deposit; Numbers as at end of Dec.2018, except Bahrain as at Apr. 2017

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# Statement of Financial Position

<i>USD Mn</i>	2013	2014	2015	2016	2017	2018
Cash and Balances with UAE Central Bank	951	924	2,027	919	1,246	1,872
Due from banks	637	815	1,252	1,504	1,329	805
Investments in Islamic financing instruments	3,906	4,911	6,318	7,056	7,473	8,712
Investments in Sukuk	493	785	665	1,104	1,015	1,937
Investment Properties	58	345	335	323	321	307
Other Assets	49	62	87	91	186	123
Property and Equipment	209	58	60	54	47	52
<b>Total Assets</b>	<b>6,303</b>	<b>7,900</b>	<b>10,744</b>	<b>11,051</b>	<b>11,617</b>	<b>13,809</b>
Customer deposits	5,081	6,494	8,744	8,114	8,257	9,626
Wakalah term deposits	210	148	148	-	-	-
Due to banks	232	148	103	695	520	749
Sukuk financing instruments	0	0	500	500	500	1,000
Other liabilities	114	219	293	285	748	797
<b>Total Liabilities</b>	<b>5,638</b>	<b>7,009</b>	<b>9,788</b>	<b>9,594</b>	<b>10,025</b>	<b>12,172</b>
Share capital (Issued & subscribed)	901	915	914	914	973	973
Statutory Reserve	24	43	58	68	78	94
Tier 1 Sukuk	0	0	0	500	500	500
Other reserves	2	30	32	24	30	21
(Accumulated Losses)/Retained earnings	(262)	(97)	(48)	(49)	11	48
<b>Total Equity</b>	<b>665</b>	<b>891</b>	<b>956</b>	<b>1,457</b>	<b>1,592</b>	<b>1,636</b>
<b>Total Liabilities and Equity</b>	<b>6,303</b>	<b>7,900</b>	<b>10,744</b>	<b>11,051</b>	<b>11,617</b>	<b>13,809</b>

# Income Statement

<i>USD Mn</i>	2013	2014	2015	2016	2017	2018
Income from Islamic financing and Sukuk	185	244	308	367	420	531
Depositors' share of profit	(74)	(65)	(66)	(94)	(106)	(193)
<b>Net income from Islamic financing</b>	<b>111</b>	<b>179</b>	<b>242</b>	<b>273</b>	<b>314</b>	<b>338</b>
Fee and other income, net of charges	58	81	139	171	203	189
Gain on investments in Sukuk	2	8	(1)	19	16	22
<b>Total operating income</b>	<b>171</b>	<b>268</b>	<b>380</b>	<b>463</b>	<b>533</b>	<b>549</b>
Staff costs	(64)	(93)	(131)	(135)	(145)	(140)
General and administration expenses	(35)	(35)	(36)	(44)	(46)	(50)
Depreciation	(7)	(6)	(7)	(8)	(8)	(8)
<b>Total operating expenses</b>	<b>(106)</b>	<b>(133)</b>	<b>(174)</b>	<b>(187)</b>	<b>(199)</b>	<b>(198)</b>
<b>Operating profit before impairment charges</b>	<b>65</b>	<b>135</b>	<b>206</b>	<b>276</b>	<b>334</b>	<b>351</b>
Impairment charge on Islamic financing instruments	(12)	(33)	(54)	(176)	(228)	(167)
<b>Core operating profit</b>	<b>53</b>	<b>102</b>	<b>152</b>	<b>100</b>	<b>106</b>	<b>184</b>
Change in fair value of properties; and Impairment loss on equity investments	17	83	-	-	(5)	(20)
<b>Net profit</b>	<b>70</b>	<b>185</b>	<b>152</b>	<b>100</b>	<b>101</b>	<b>164</b>

**Thank You**

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