



Institutional Presentation - 2024



QNB Group is a highly-rated bank with strong financial performance and a wide international footprint



Largest bank in the MEA region



338 USD Bn
Total Assets

4.26 USD Bn
Net Profit

41.9 USD Bn
Market Cap

Solid and stable fundamentals



17.7%
RoAE ¹

A+ / AA3 / A+
S&P / Moody's / Fitch

19.8%
Capital Adequacy Ratio

Unique international presence



More than **28**
Countries

42%
International contribution to
QNB's Deposits

31,000
Employees

Clear commitment to sustainability



9 USD Bn
Sustainable Financing

A
MSCI ESG rating

Most valuable banking brand in MEA



8.4 USD Bn
Brand Value ²



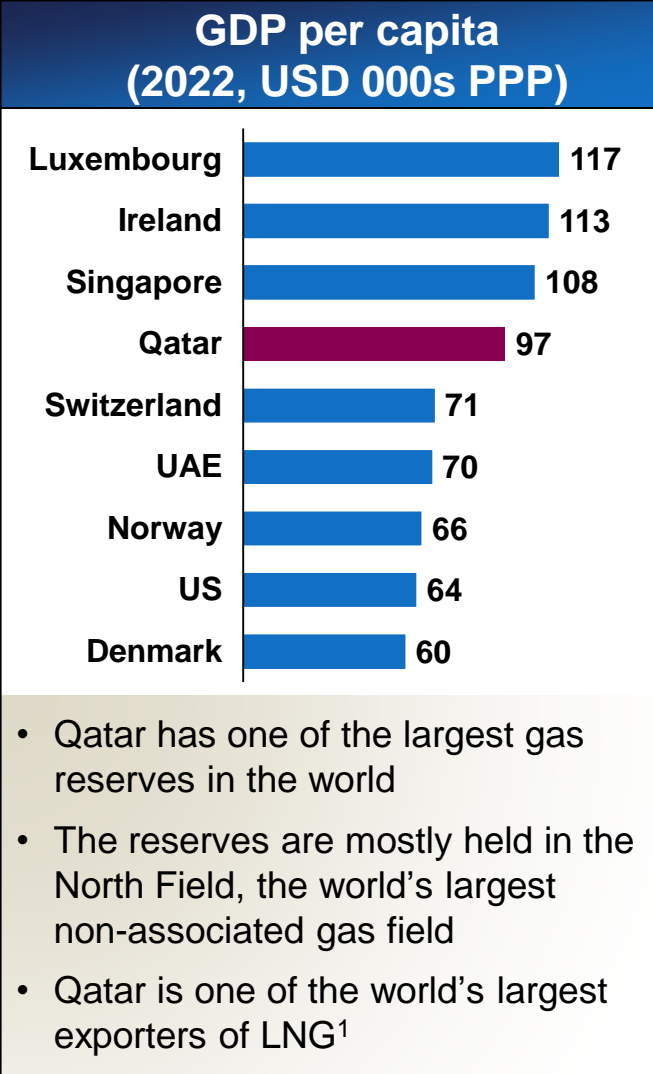
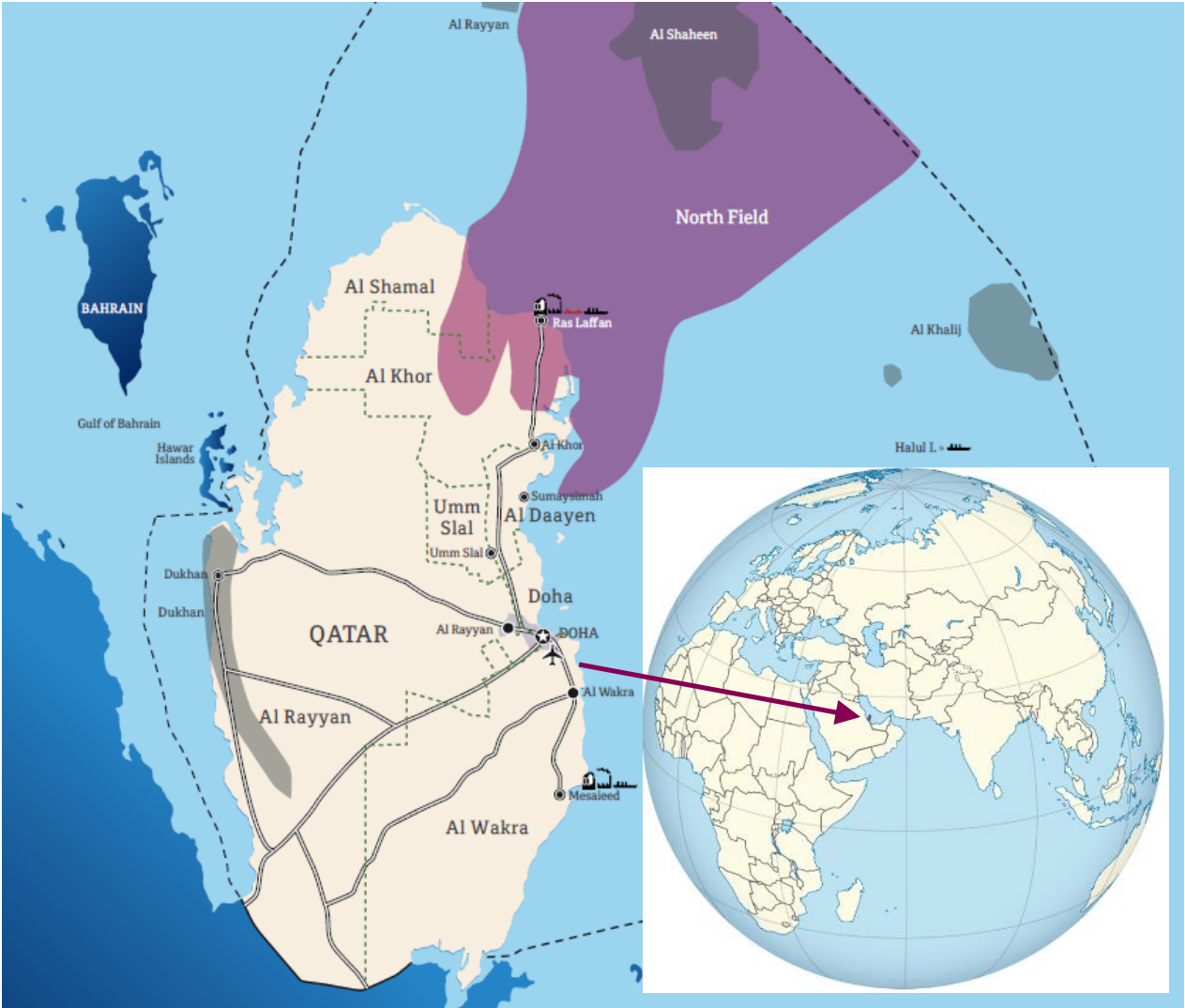
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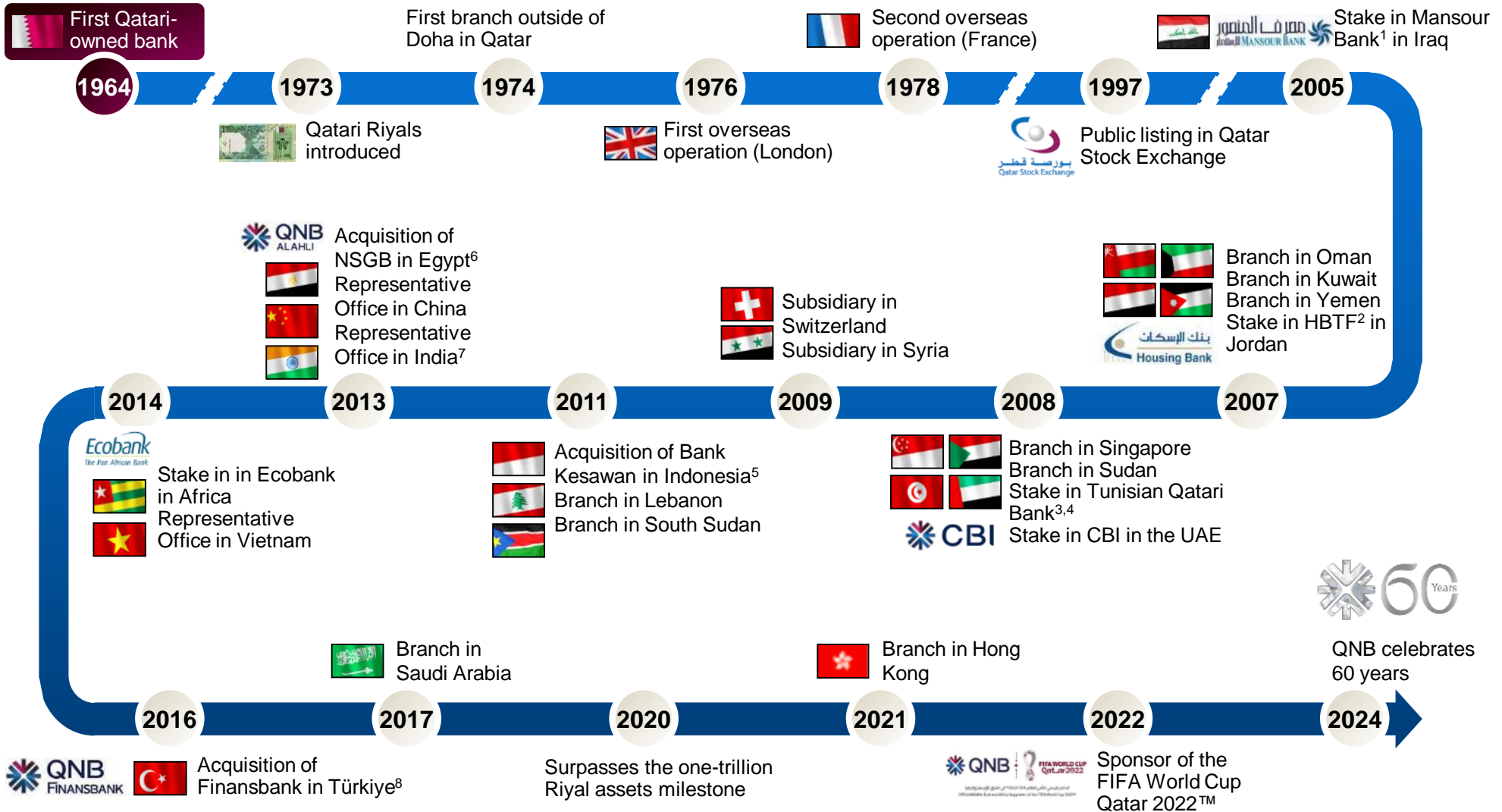


1. Introduction to QNB

QNB is based in Qatar, one of the largest LNG exporters and one of the richest countries globally



QNB was established in 1964 as the first Qatari-owned bank and has expanded internationally through organic and inorganic growth

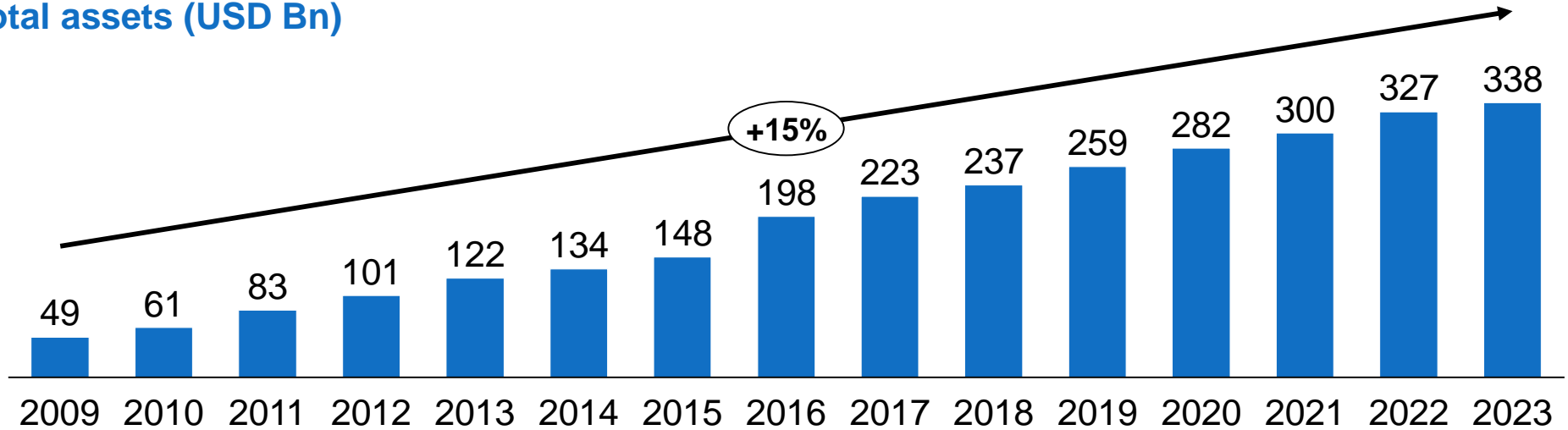


1 Controlling stake purchased in 2012
 2 Housing Bank for Trade and Finance
 3 Controlling stake purchased in 2013
 4 Rebranded to QNB Tunisia
 5 Rebranded to QNB Indonesia
 6 Rebranded to QNB ALAHLI
 7 Upgraded to a full branch in 2017
 8 Rebranded to QNB Finansbank

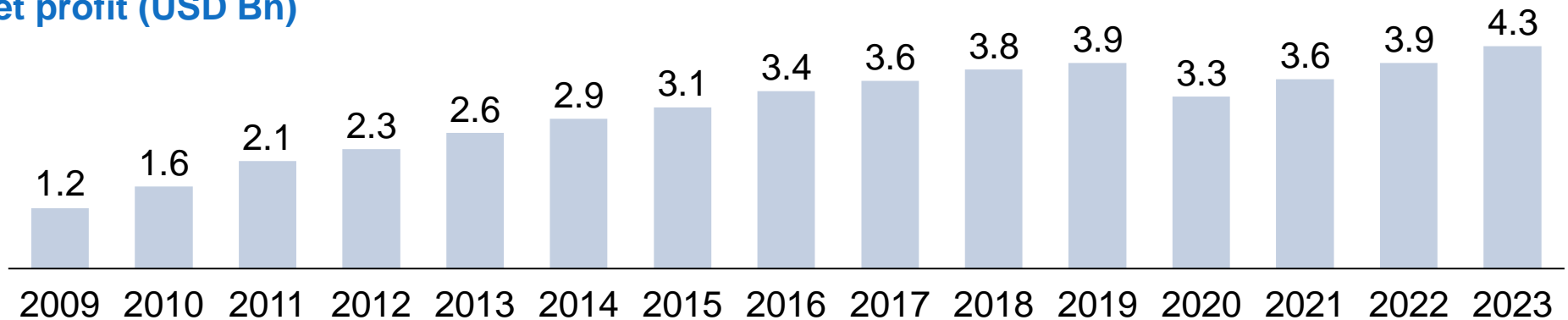
Effective strategy execution has enabled QNB to deliver growth consistently over the past 15 years

QNB's growth history

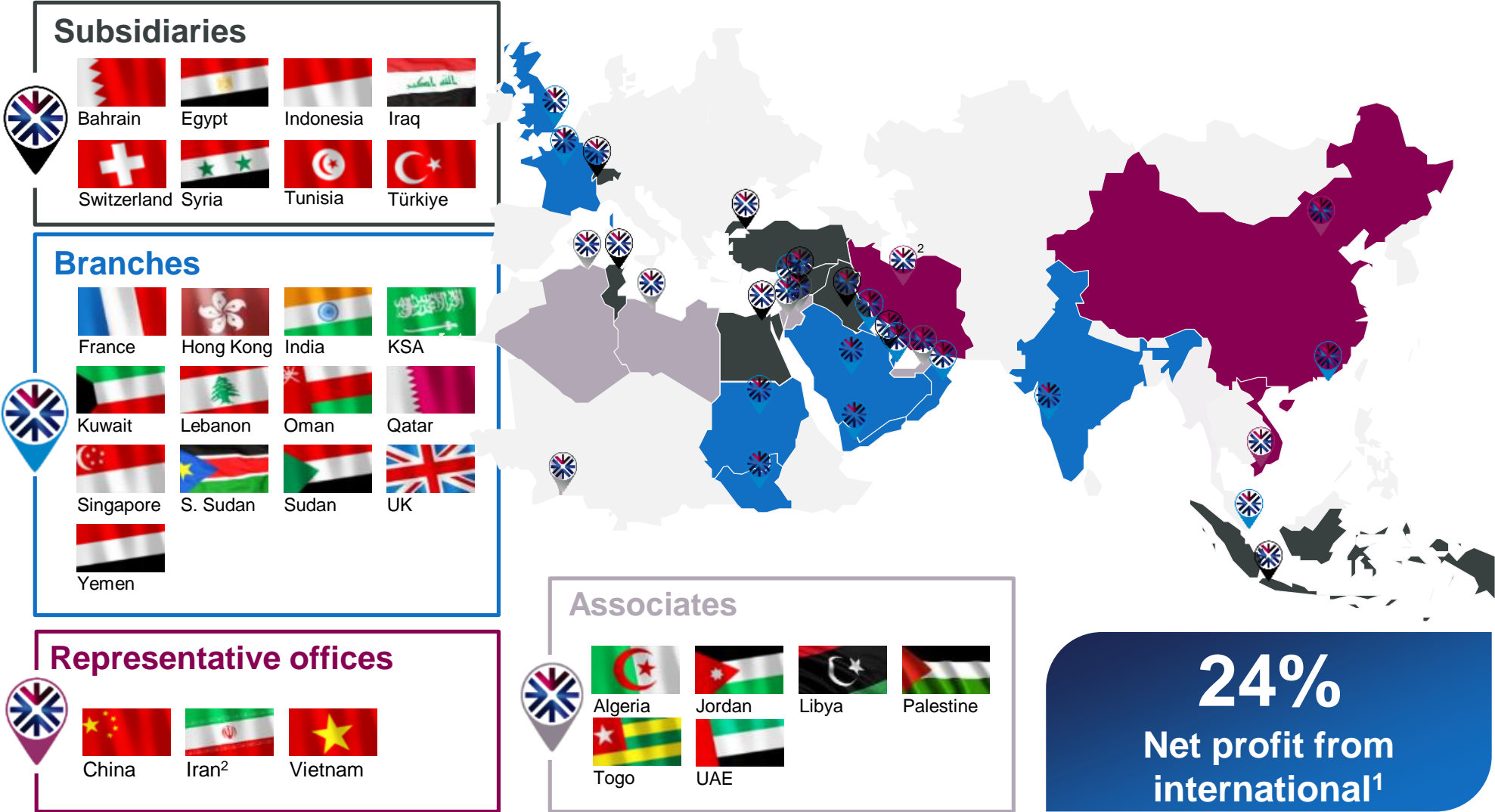
Total assets (USD Bn)



Net profit (USD Bn)

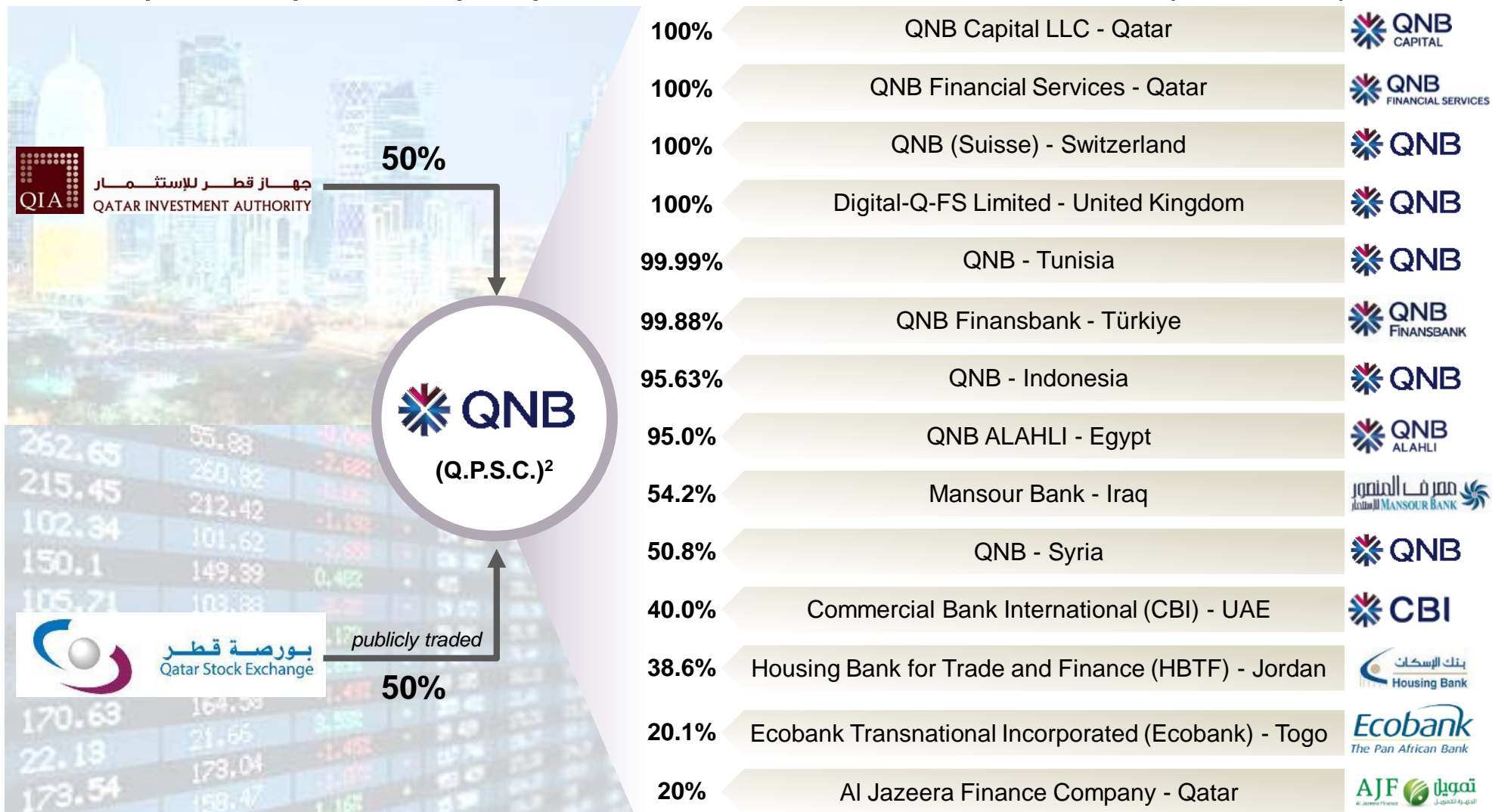


QNB has a diverse international footprint across more than 28 countries in the Middle East, Asia and Europe



QNB's ownership structure is split between the Qatar Investment Authority and the public

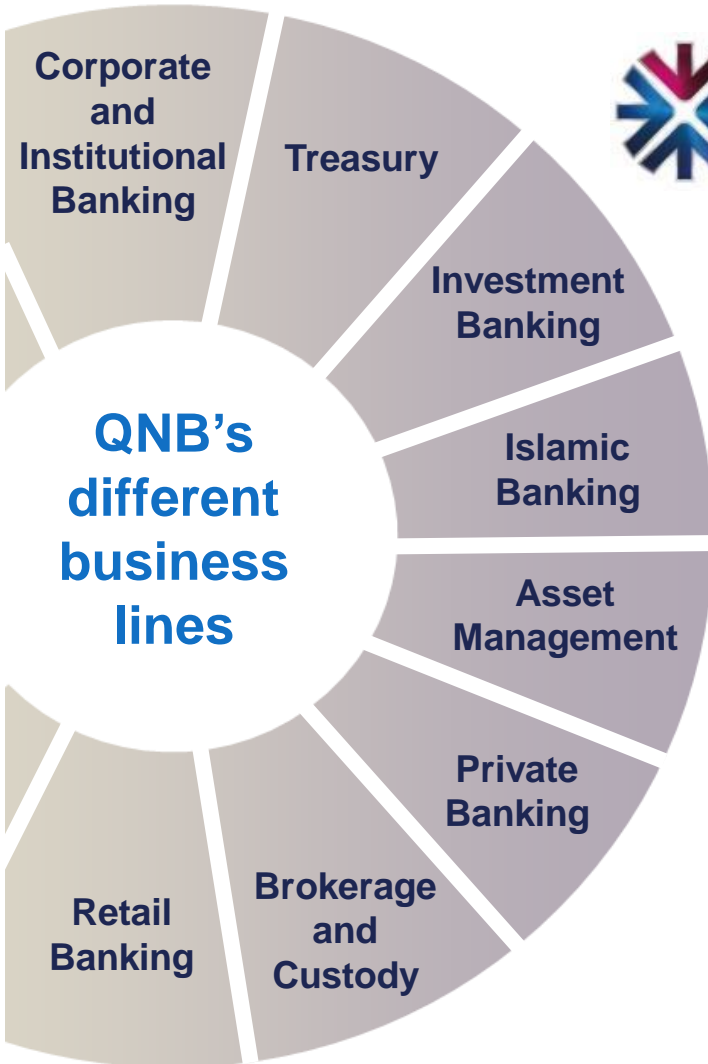
QNB Group ownership structure, principal subsidiaries and investments in associates (31-Dec-2023)¹



¹ Main subsidiaries, list is non-exhaustive

² In 2022, Qatar Central Securities Depository raised the foreigners' ownership limit of Qatar National Bank to 100% of the capital

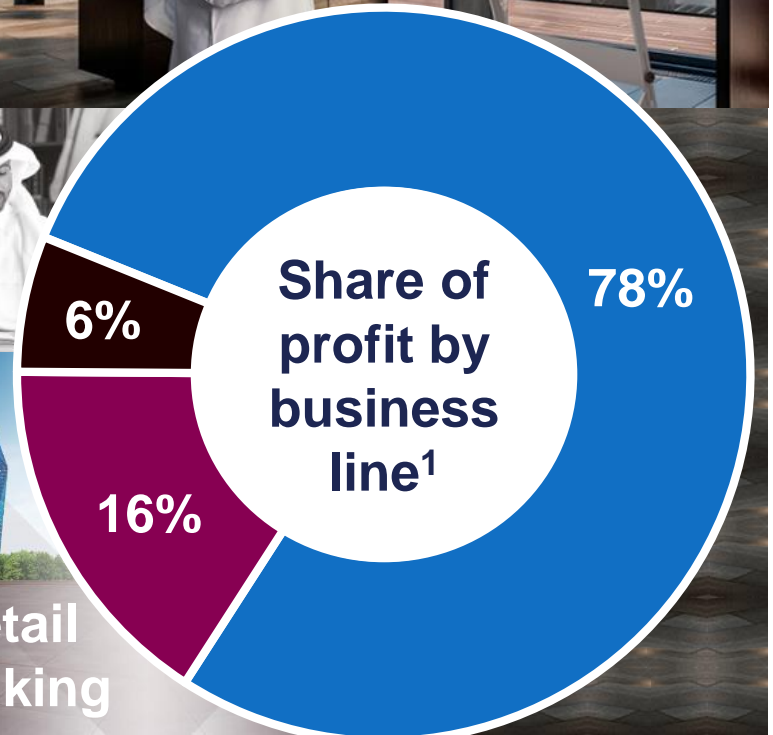
QNB is primarily a corporate bank while also offering a diverse and comprehensive suite of products and services



Corporate Banking

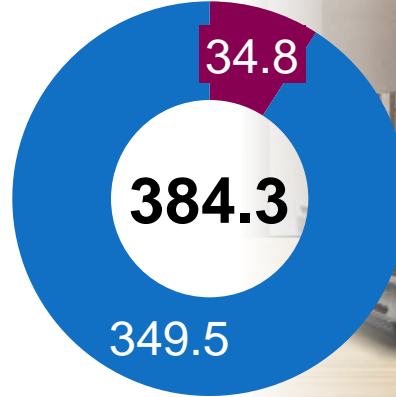
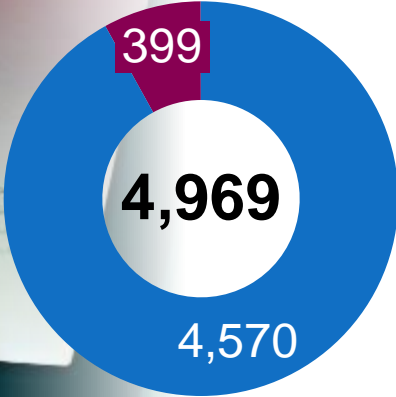
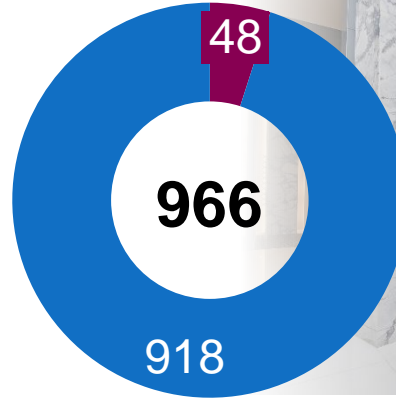
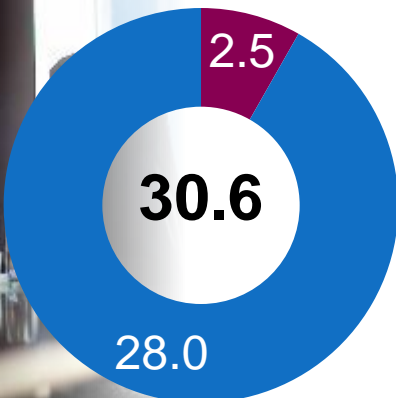
Asset & Wealth

Retail Banking



Today, QNB has ~31,000 employees and ~6,000 touch points focused on providing first-class customer service to all our clients

Domestic International¹



1 Includes majority-owned subsidiaries and affiliates HBTF and CBI
 2 Includes only Qatar, Türkiye, Egypt and Tunisia
 Note: All figures as at year-end

QNB's position is reinforced by strong and stable ratings from leading international rating agencies and solid capital adequacy

A+

S&P Global
Ratings

Outlook: stable

“ QNB has an unrivalled leading position in a narrow-but-wealthy domestic market, strong earnings capacity, high systemic importance in Qatar and strong government support ”

Aa3

MOODY'S
INVESTORS SERVICE

Outlook: stable

“ [Our rating] reflects QNB's strong profitability, supported by dominant market position and strong government relationships, solid asset quality and capitalization and diversified funding ”

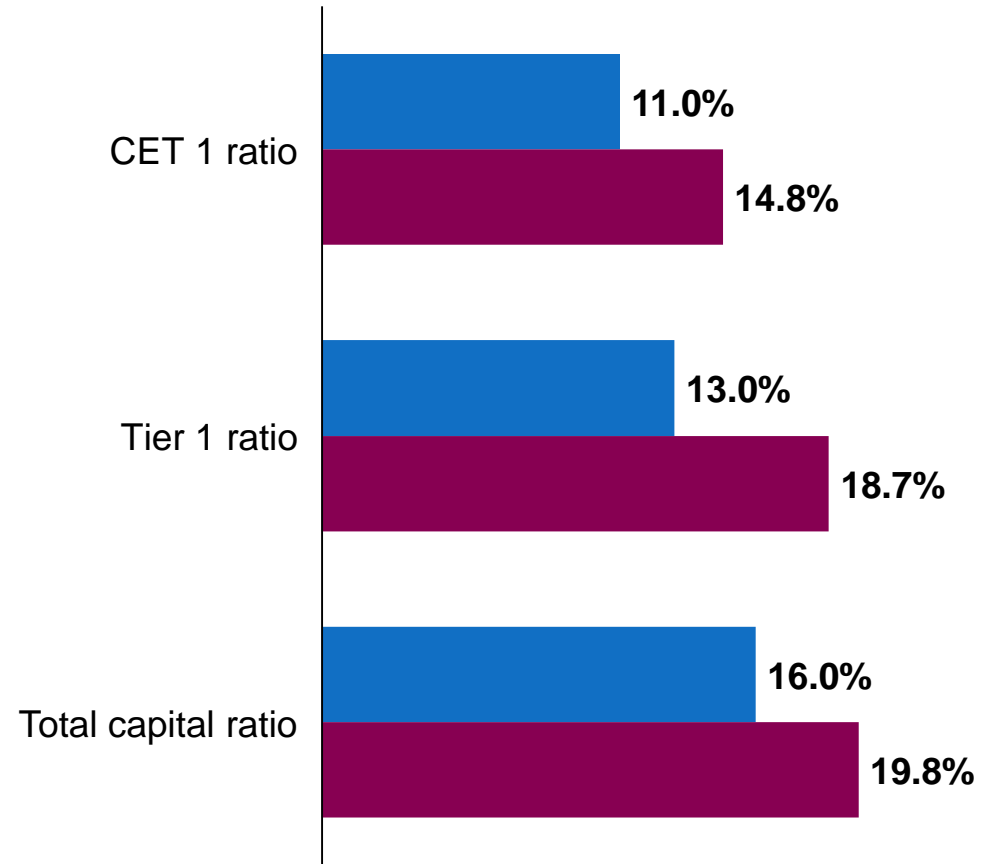
A+

FitchRatings

Outlook: stable

“ QNB's rating reflects the bank's dominant franchise in Qatar, sound asset quality, solid profitability and adequate capitalization ”

Capital Adequacy Ratio (%)¹



■ Regulatory requirement ■ QNB ratios



For the 11th consecutive year, QNB has been ranked as the most valuable banking brand in MEA, valued at USD 8.4 Bn

MEA banking brand ranking and brand value (2024, USD Bn)

+9%
Brand value
growth



Brand value of USD 8.4 Bn

#1

**Most valuable
banking brand in
MEA since 2013**

Today, the QNB brand is more valuable than well-known regional and global bank brands:



39th

**39th most
valuable
banking brand
in the world**

**Top
300**

**One of the top 300
global brands**



2. Governance, vision and strategy

Robust risk management and compliance practices allow proactive risk mitigation in line with applicable laws and regulations

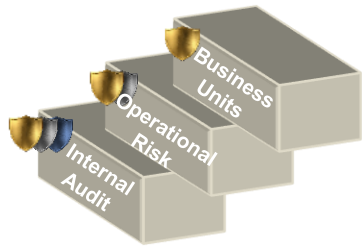
A strong risk and compliance model that relies on:

Strong policies and codes of conduct that meet the highest standards



3.0%
Non-performing loans

Conservative credit and underwriting principles



Clearly defined three lines of defence model



A culture of accountability, transparency, responsibility and fairness

Prudent management of funding and liquidity risk



Integration of the RAS¹ from Board to Executive level



Comprehensive operational and cybersecurity risk frameworks



Advanced technology, tools and models that facilitate the management of risk and compliance

Integration of ESG and climate risk into the Bank's risk management framework



QNB applies best-practice governance principles that ensure sound supervision and effective execution at the same time

Board of Directors is composed of **ten non-Executive Directors** and no member holds a full or part-time job within the Group

Four Board Committees:

- Group Board Executive Committee
- Group Board Nomination, Remuneration, Governance and Policies Committee
- Group Board Audit and Compliance Committee
- Group Board Risk Committee

Executive Management is composed of **five executives and two executives** that report directly to the Board of Directors:

- Group Chief Executive Officer
- Group Chief Business Officer
- Group Chief Operating Officer
- Group Chief Financial Officer
- Group Chief Risk Officer
- Group Chief Compliance Officer²
- Group Chief Audit Executive²

Several cross functional Senior Management Committees are in place to ensure **sound governance and effective execution**:

Tier 1 Committees:

- Group Senior Mgmt. Committee
- Group Mgmt. Risk Committee
- Group Credit Committee
- Group Assets & Liabilities Committee
- Group Cybersecurity Committee
- Group Strategy Committee¹
- Central Purchasing Committee
- Group Financial Recovery Mgmt. Committee

Tier 2 Committees:

- Group Business Development Committee
- Group Information Technology Committee
- Group Human Capital Committee
- Group Operations and Services Committee

Board of Directors Committees

Executive Management

Senior Management Committees

QNB is led by an experienced Board of Directors that oversee the execution of the Bank's vision to create shareholder value

Board of Directors (as at 31-Dec-23)



H.E. Mr. Ali Bin Ahmed Al-Kuwari

- Chairman of the Board of Directors
- BOD member since 2021



H.E. Sheikh Fahad Bin Faisal Bin Thani Al-Thani

- Vice Chairman of the Board of Directors since 2019
- Chairman of the Group Board Audit and Compliance Committee
- BOD member since 2019



H.E. Sheikh Abdulrahman Bin Saud Bin Fahad Al-Thani

- Member of the Group Board Nomination, Remuneration, Governance and Policies Committee
- BOD member since 2016



H.E. Sheikh Hamad Bin Jabor Bin Jassim Al-Thani

- Chairman of the Group Board Executive Committee
- Member of the Group Board Nomination, Remuneration, Governance and Policies Committee
- BOD member since 2004



Mr. Ali Yousef H A Kamal

- Member of the Group Board Audit and Compliance Committee
- BOD member since 2022



Mr. Bader Abdullah Darwish Fakhroo

- Member of the Group Board Executive Committee
- Member of the Group Board Risk Committee
- BOD member since 2001



H.E. Mr. Fahad Bin Mohammed Bin Fahad Buzwair

- Chairman of the Group Board Nomination, Remuneration, Governance and Policies Committee
- BOD member since 2001



H.E. Mr. Mansoor Bin Ebrahim Al-Mahmoud

- Chairman of the Group Board Risk Committee
- BOD member since 2004



Mr. Abdulrahman Mohammed Y Jolo

- Member of the Group Board Audit and Compliance Committee
- BOD member since 2019



Mr. Adil Hassan H A Al-Jufairi

- Member of the Group Board Executive Committee
- Member of the Group Board Risk Committee
- BOD member since 2019



QNB's experienced management team executes the Bank's strategy and day-to-day operations to deliver profitability

Executive Management (as at 31-Mar-24)

Group Board Audit and Compliance Committee



Mr. Abdulla Mubarak Al-Khalifa

Group Chief Executive Officer

+28 years at QNB



Mr. Yousef Mahmoud Al-Neama

Group Chief Business Officer

+19 years at QNB



Mr. Ali Rashid Al-Mohannadi

Group Chief Operating Officer

+28 years at QNB



Mr. Ramzi Mari

Group Chief Financial Officer

+27 years at QNB



Ms. Fatma A Al-Suwaidi

Group Chief Risk Officer

+24 years at QNB



Mr. Riadh Al Fayech

Group Chief Compliance Officer

+16 years at QNB



Mr. Rogier Dolleman

Group Chief Audit Executive

+1 year at QNB



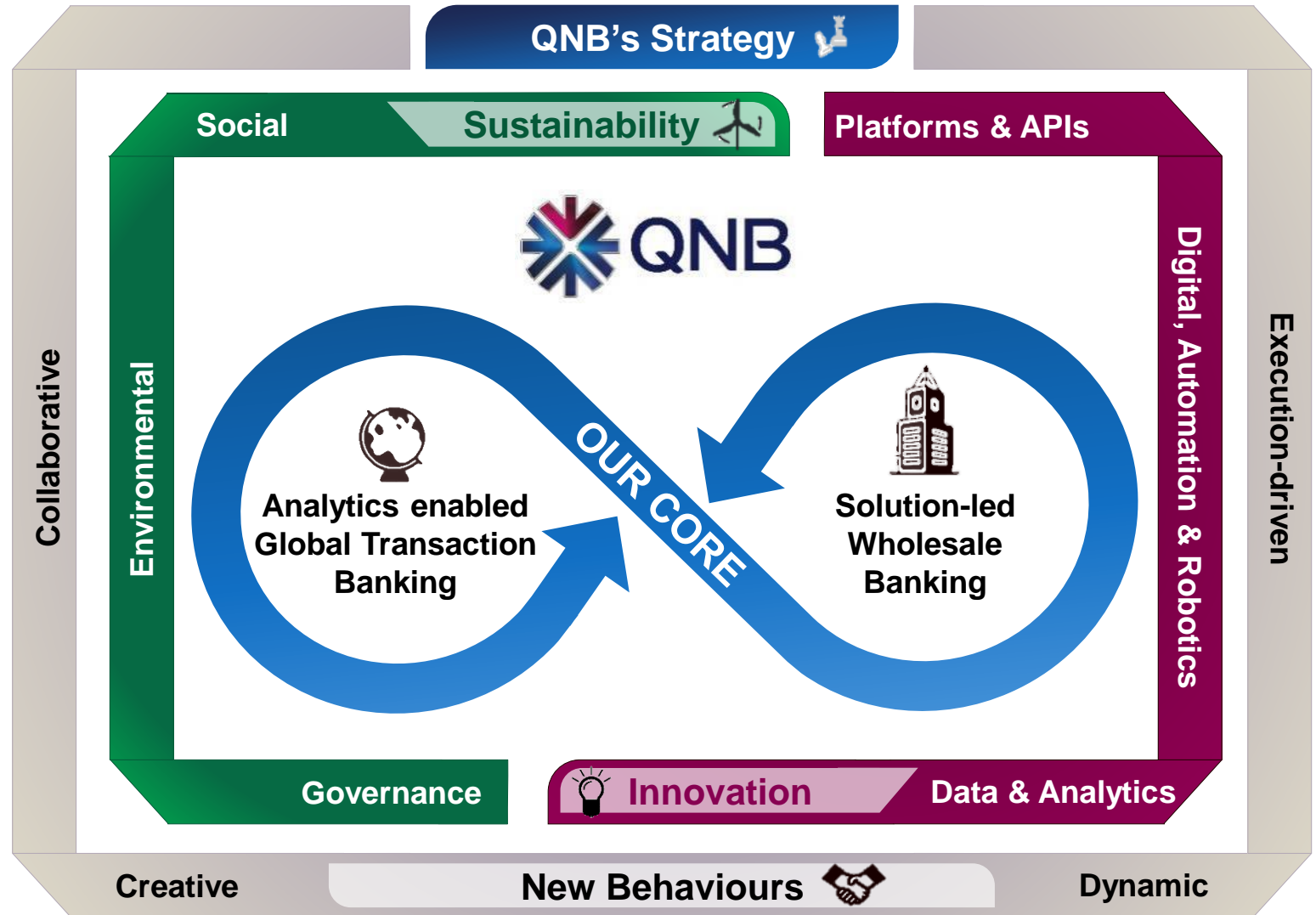
QNB's vision and strategy for 2025 is to maintain its position as the largest bank in MEA and one of the of the leading banks in MEASEA

QNB's Purpose

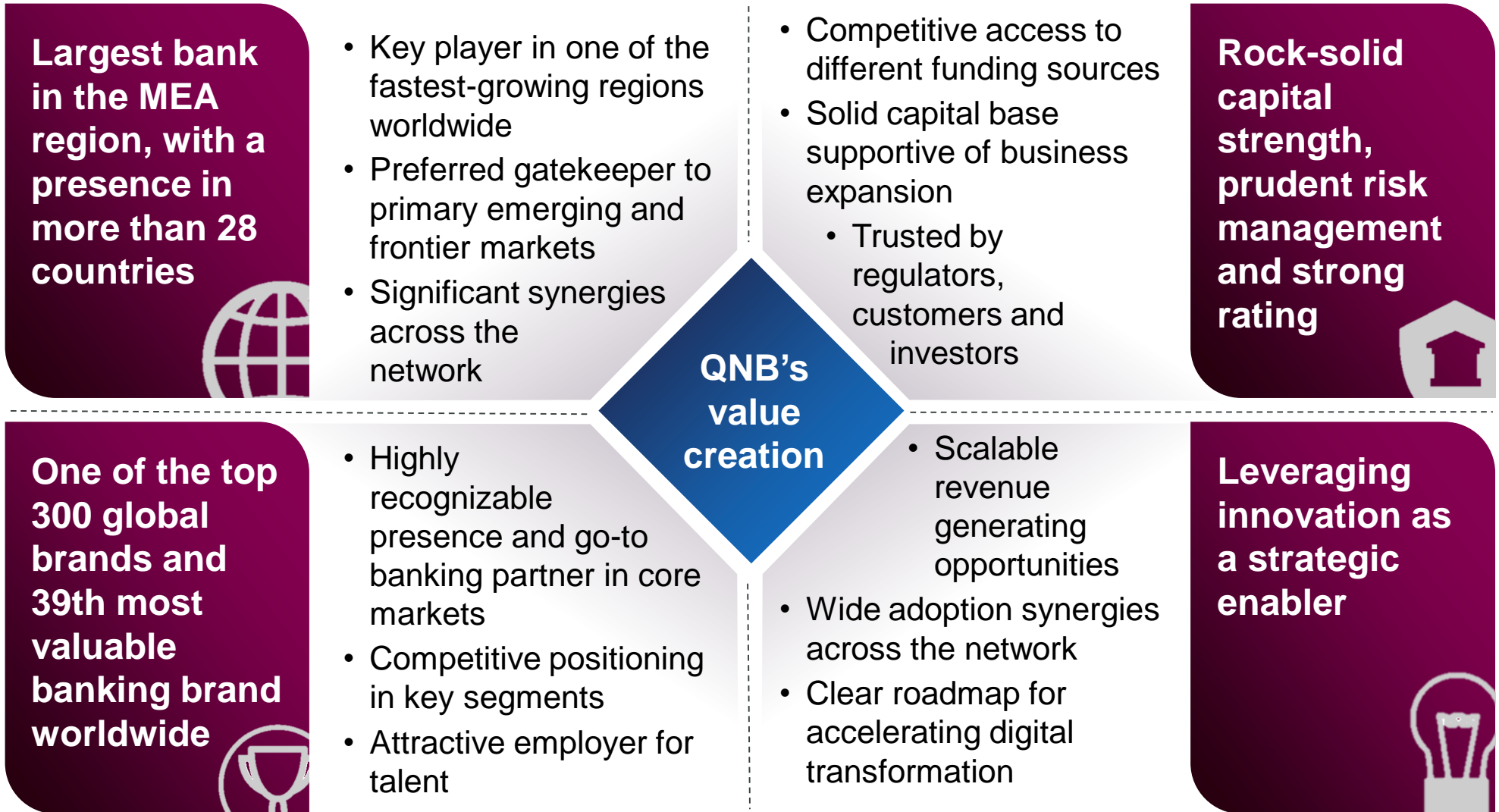
Promoting prosperity and sustainable growth across the markets we serve

QNB's Vision

To maintain our position as the largest bank in MEA and to be one of the of the leading banks in MEASEA


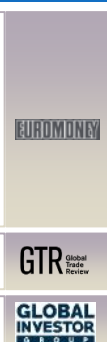
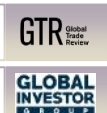


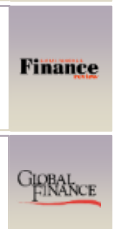




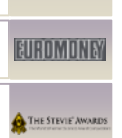





















QNB's value creation is substantiated through four fundamental elements that support its strategy



For its successful execution and achievements, QNB has received numerous accolades and awards

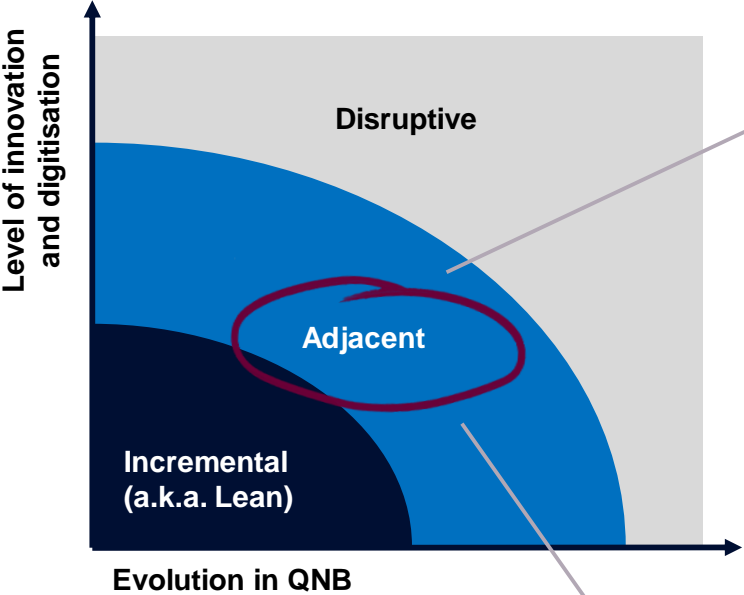
Selected awards and performance recognitions from 2021 to 2023

Business attributions	Sustainability contributions	Innovation & digital solutions
<p>Global Finance</p> <ul style="list-style-type: none"> • Best private bank in Middle East: 2021, 2023 • Best private bank in Qatar: 2021, 2022, 2023 • Best FX provider in Middle East: 2021 • Best FX provider in Qatar: 2021 • Best SME bank in Middle East: 2022, 2023 • Best SME bank in Qatar: 2022, 2023 • Best investment bank in Qatar: 2022 • Best bank in Iraq: 2022 • Market leader for digitising government payments: 2023 	<p>Euromoney</p> <ul style="list-style-type: none"> • Best bank in Qatar: 2023 • Best bank for digital solutions in Qatar: 2023 • Market leader in corporate banking: 2022 • Best private bank in the Middle East: 2022, 2023 • Best private bank in Qatar: 2022, 2023 • Best wealth manager in Qatar: 2022  <p>Global Trade Review</p> <ul style="list-style-type: none"> • Best trade finance bank in Qatar: 2022  <p>Global Investor Group (ISF)</p> <ul style="list-style-type: none"> • Best brokerage house in Qatar: 2022 	<p>The Digital Banker</p> <ul style="list-style-type: none"> • Best digital bank in the Middle East: 2023 • Best digital bank in Qatar: 2023 • Best digital wallet: 2023  <p>Global Banking and Finance</p> <ul style="list-style-type: none"> • Best digital banking products and services: 2021 • Best bank for digital transformation in Türkiye: 2022 • Best online services for micro and SMEs in Türkiye: 2022 • Best bank for digital banking services in Egypt: 2022  <p>Global Finance</p> <ul style="list-style-type: none"> • Excelling innovation in corporate banking in: 2021 • Best private bank digital solutions for clients in the Middle East: 2023 
<p>Forbes Middle East</p> <ul style="list-style-type: none"> • Third on Forbes' list of 100 companies in the Middle East: 2022 • First on Forbes' list of The Middle East's top 30 Banks: 2022 	<p>Asian Banker</p> <ul style="list-style-type: none"> • Best transaction bank in MEA: 2021  <p>World Union of Arab Bankers</p> <ul style="list-style-type: none"> • Strongest bank in the Arab World: 2021 	<p>Euromoney</p> <ul style="list-style-type: none"> • Best bank for digital solutions in Qatar: 2022, 2023  <p>Stevie Awards</p> <ul style="list-style-type: none"> • Digital Bridge: business intelligence solution (Gold): 2021 • Customer satisfaction achievement (Bronze): 2021 
<p>Global Banking and Finance</p> <ul style="list-style-type: none"> • Best Corporate Bank in Egypt: 2021 • Best Retail Bank in Egypt: 2021, 2022 	<p>International Finance</p> <ul style="list-style-type: none"> • Best SME bank: 2021 • Best retail bank in Egypt: 2021 	<p>International Finance</p> <ul style="list-style-type: none"> • Best e-banking product in Egypt: 2021, 2022 
<p>Capital Finance International Magazine</p> <ul style="list-style-type: none"> • Best SME bank: 2021 • Best retail bank in Egypt: 2021, 2022 	<p>Global Business Outlook</p> <ul style="list-style-type: none"> • Best brokerage house in Qatar: 2022 • Best research house in Qatar: 2022 	<p>European Customer Centricity Awards</p> <ul style="list-style-type: none"> • Best digital strategy: 2021 
<p>Asia Money</p> <ul style="list-style-type: none"> • Best domestic bank in Qatar: 2021 	<p>Wealth Briefing</p> <ul style="list-style-type: none"> • Best wealth manager servicing Qatar: 2023 	<p>Climate Bonds Initiative</p> <ul style="list-style-type: none"> • Green market pioneer in Qatar: 2021 
<p>VISA</p> <ul style="list-style-type: none"> • Recognition of partnership award: 2023 • Excellence in loyalty programme in Qatar: 2023 • Excellence in introducing new solutions in Qatar: 2023 	<p>EMEA Finance</p> <ul style="list-style-type: none"> • Best syndicated loan in North Africa: 2023 • Best restructuring in EMEA: 2023 	<p>Forbes Middle East</p> <ul style="list-style-type: none"> • Sustainability leader: 2023  <p>Qatar CSR Summit</p> <ul style="list-style-type: none"> • Best bank for CSR in Qatar: 2023 
<p>Brand Finance</p> <ul style="list-style-type: none"> • Most valuable banking brand in the MEA region: 2022, 2023 	<p>GFC Media Africa</p> <ul style="list-style-type: none"> • Project loan deal of the year: 2023  <p>MEED</p> <ul style="list-style-type: none"> • Excellence in product marketing: 2023 	<p>MEED</p> <ul style="list-style-type: none"> • Best mobile banking app: 2023 • Best payment innovation: 2023  <p>MasterCard</p> <ul style="list-style-type: none"> • E-commerce fraud protection leader in MENA: 2023 





3. Innovation

QNB drives innovation by focusing on adjacent opportunities through four strategic themes



1 Marketplaces and platforms 

2 Open Banking and APIs 

3 Robotics and automation 

4 AI and data analytics 

Adjacent innovation captures ideas that other global banks have already adopted and exist in other markets, geographies and industries

Since its launch, several innovative solutions and emerging technologies have been implemented across QNB

Non-exhaustive examples

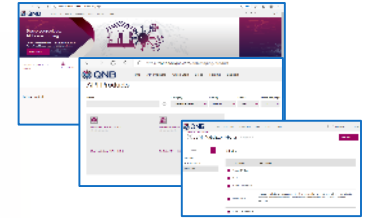
Marketplaces and platforms

- Leveraged marketplaces across businesses for new revenue generation (e.g., trade/ structured finance/ invoice discounting/ etc.) to drive international business expansion
- Leveraged blockchain-based technology for cross-border retail, corporate and treasury flows
- Connected to a digital platform for structured finance deal origination and distribution



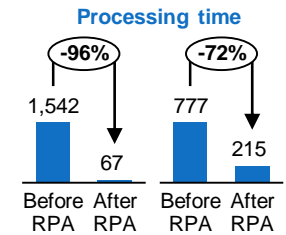
Open banking and APIs

- Launched first Open Banking platform in Qatar to offer an API-based corporate value proposition
- Leveraged Open Banking platform for ERP integration to mass market transaction banking and cash management services



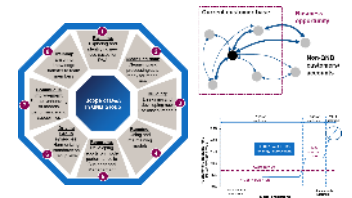
Robotics and automation

- Implemented third wave of Digitization (digital 3.0) to provide a fully digital first Retail value proposition
- Achieved 95% digitisation of all customer-interfacing processes
- Launched a Robotics programme across QNB's network operations to drive automation with 30% efficiency improvement



AI and data analytics

- Introduced the concept of data & analytics and AI to uplift business performance across divisions through monetisation of use cases and front-office driven campaign management



Enpara, QNB's digital bank in Türkiye, is the country's leading digital bank and has shown tremendous growth since inception

Enpara principles

Transparency

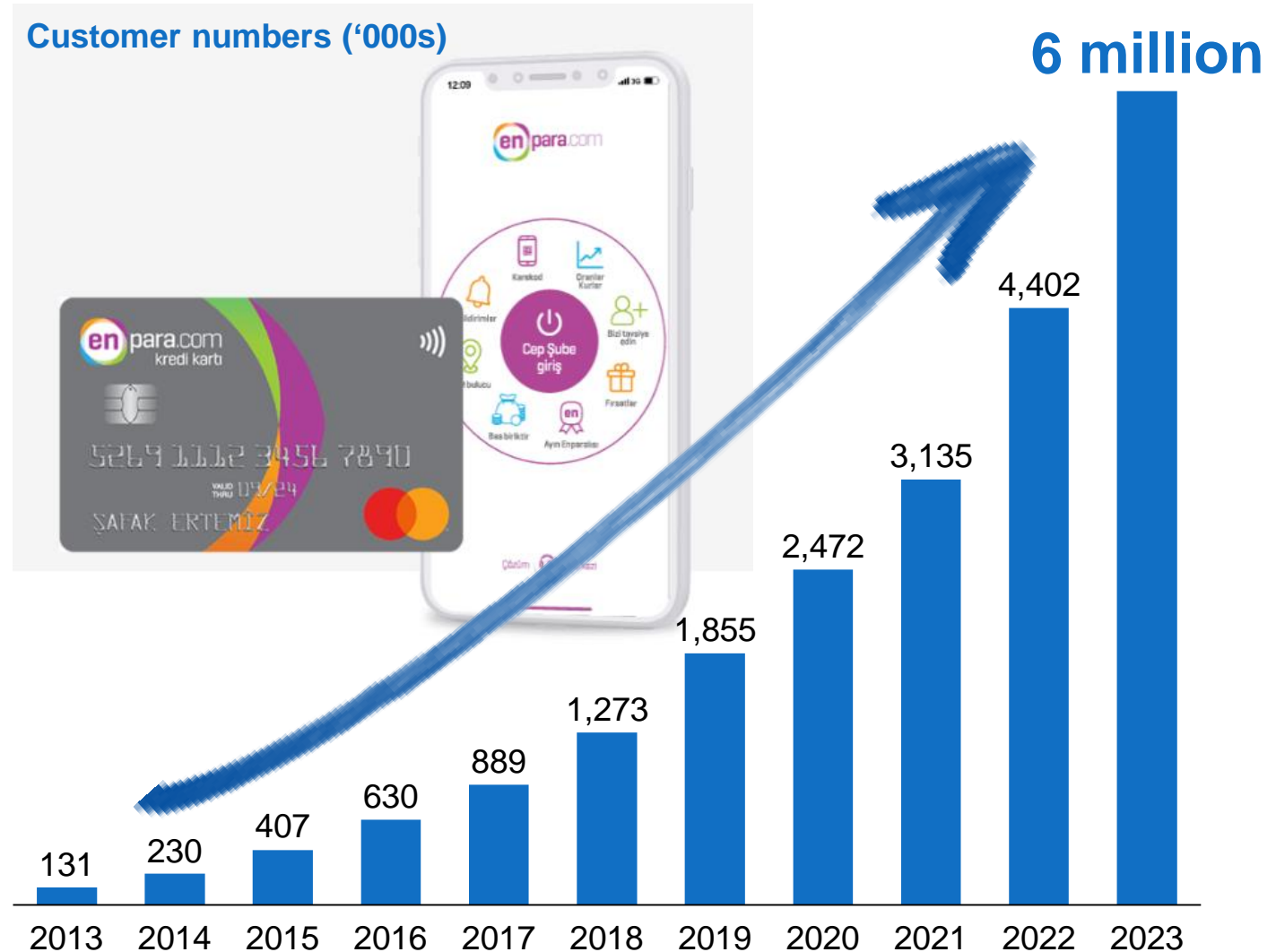
Simplicity

Perfection

Consistently good value

Sincerity in communication

Customer numbers ('000s)



QNB aspires to become the leading digital bank in the region

- Launched in 2013 the first digital bank in **Türkiye**
- Today, Enpara would be within the top-5 digital banks in Europe by number of customers and one of the top-10 privately owned banks in Türkiye by loans and deposits



- Launched the first digital bank in **Egypt** in Q1 2023
- Successfully on-boarded more than 20 thousand customers in the first 6 months
- Aims to drive financial inclusion and digital transformation across the financial service sector in Egypt



- Licence application submitted in Q1 2023 to launch a digital bank in the **Kingdom of Saudi Arabia**
- Currently awaiting regulatory approval



QNB, through its subsidiary in Türkiye, created QNBeyond as its innovation centre to engage with FinTechs and accelerate innovation

QNBYOND

5 batches
43 startups
135 mentors
70 partners

10 Fintechs we invested in **5** Venture Capital Funds we committed in

Wide partnership network

..and many more..



Specialized team and mentors

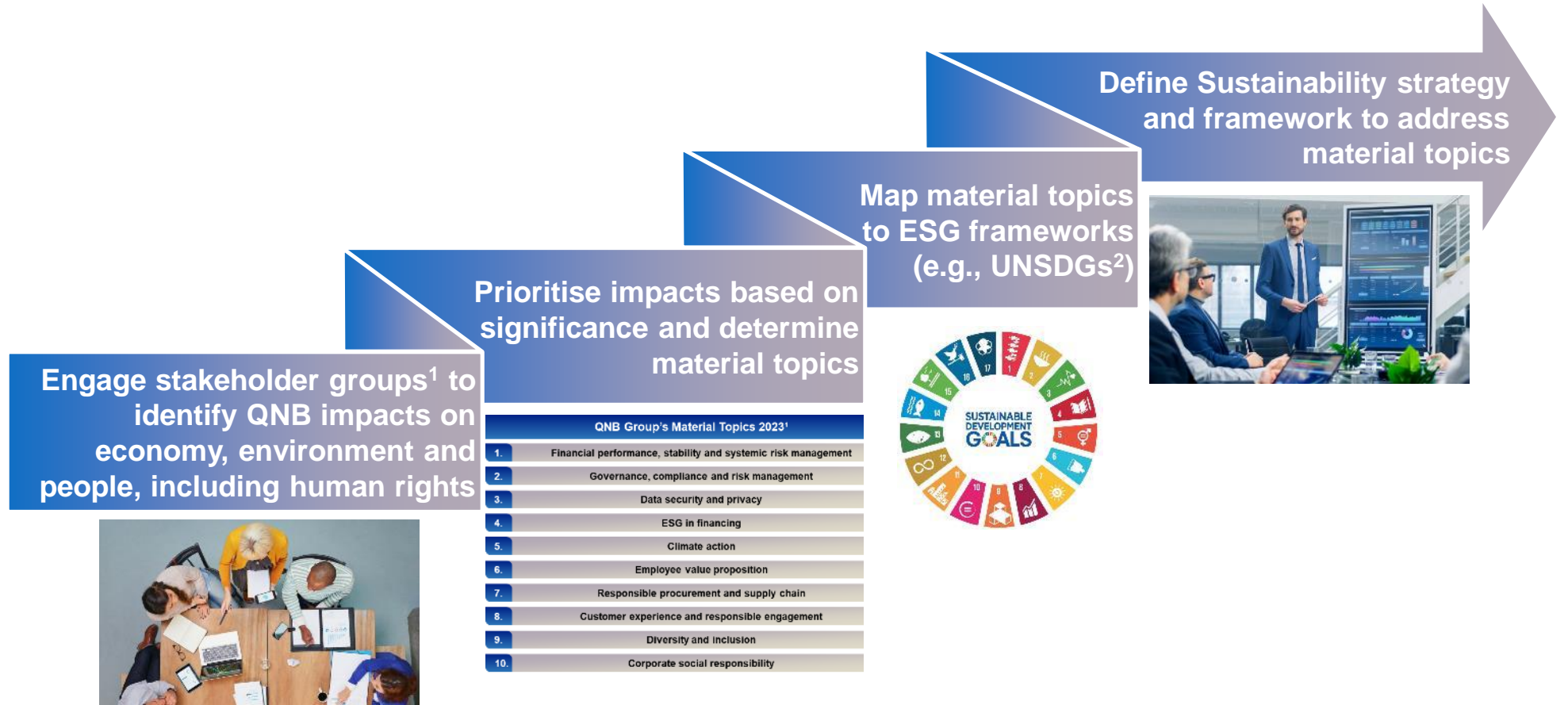
Structured support and service offering

- Mentorship
- Investment
- International reach
- Technology
- Education
- Marketing
- Consulting
- PoC validation
- Network



4. Sustainability

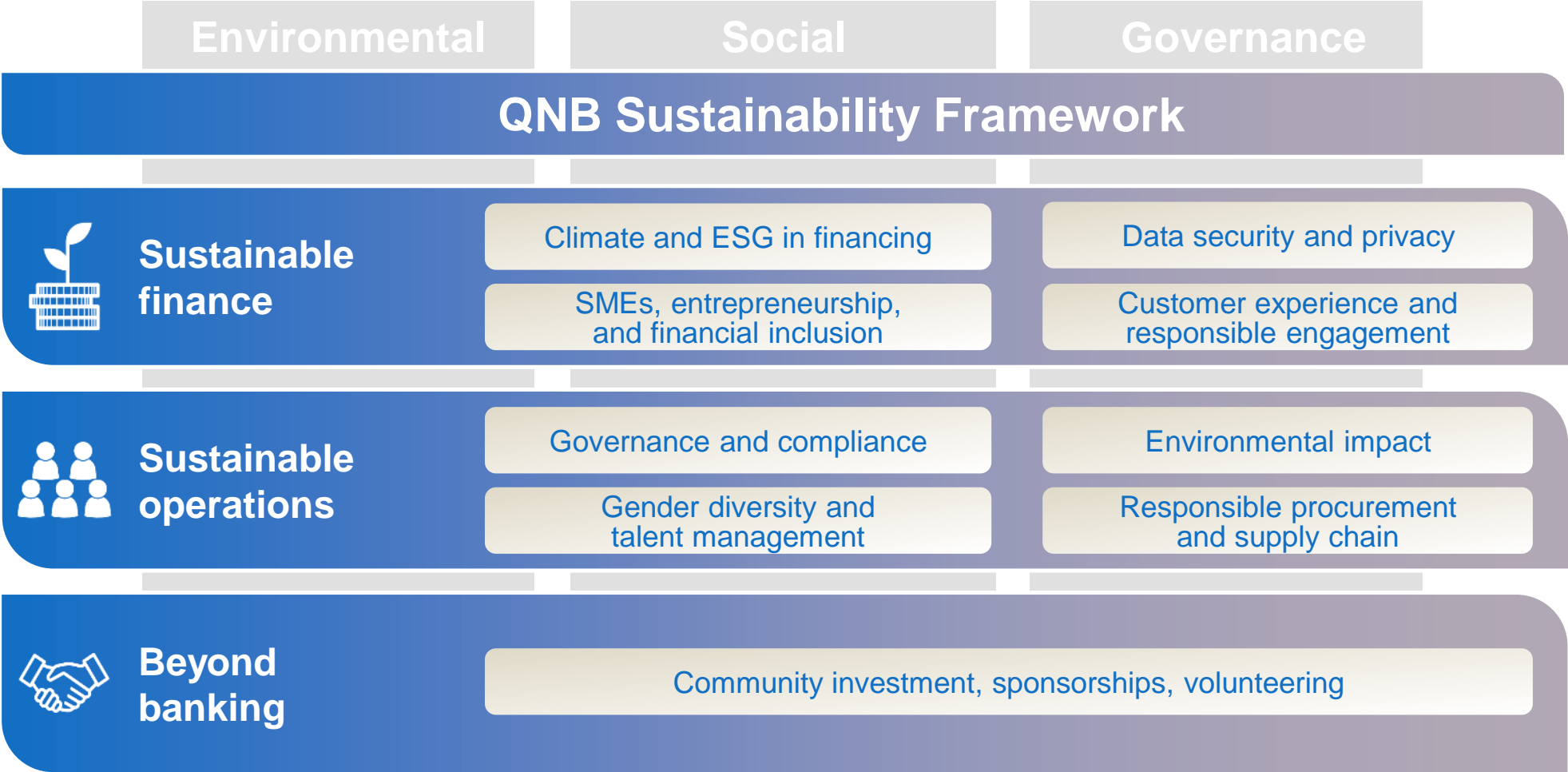
QNB engages key stakeholder groups to formulate, prioritise and report upon the sustainability topics most material to them



Based upon this approach, QNB has compiled a comprehensive list of relevant economic, ethical, social and environmental impact areas

¹ In 2023, the list of stakeholder groups has been significantly expanded to capture wide spectrum of QNB impacts and included customers, investors, employees, regulators and government, society, suppliers, correspondent banks, rating agencies, academia, QSE, vendors and partners
² United Nations Sustainable Development Goals

QNB has established its sustainability framework and strategy along the pillars of ESG to actively address material topics



QNB has delivered and achieved a number of key ESG milestones across all areas of its sustainability framework

As at 31 December 2023

Non-exhaustive



Sustainable finance

Transition to Greener Economy



QAR 33 Bn
of sustainable financing



Sustainable Finance and Product Framework



ESRM¹, climate scenarios, scope 3 emissions



37 sustainable products and services



Sustainable operations

Operate to Succeed



Independent assurance for GRI and selected KPIs



UNGC, UNEP FI, UN WEP Signatory²



Carbon reduction initiatives



Employee & third-party focus



Beyond banking

Contribute to Society



Health and Environment



Youth and Education



Social and Humanitarian









Sport and Culture



¹ Environmental and Social Risk Management policy framework
² UNGC = UN Global Compact, UNEP FI = UN Environment Programme Finance Initiative (QNB ALAHLI), UN WEP = UN Women's Empowerment Principles (QNB Finansbank)

QNB is recognised as a regional ESG leader through its external ratings and international awards

As at 31 March 2024

Disclosures	2021	2022	2023	Rank (GCC Banks)
MSCI 	AA First in GCC	A	A	#1= 
S&P Global	42 (62 nd percentile)	46 (83 rd percentile)	50 (85 th percentile)	#1 
 SUSTAINALYTICS	Medium risk (22.4)	Medium risk (22.9)	Medium risk (21.1)	#3
 CDP	D	C	B	#1 



5x Sustainable Finance Awards in 2024 (Global Finance)

- Best bank for Sustainable Finance in ME and Qatar
- Best bank for Green Bonds in ME
- Best bank for Sustainable Project Finance in ME



5. Financial highlights


QNB's stock has outperformed the Qatar Stock Exchange, the global banking sector and emerging markets indices over the last ten years

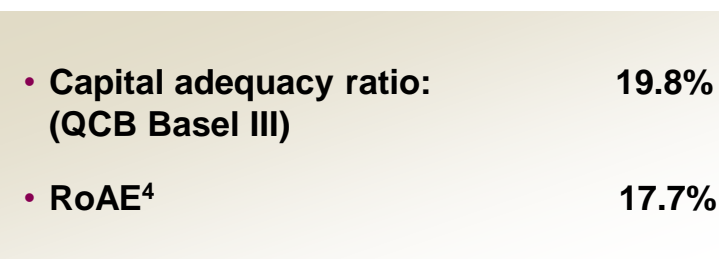
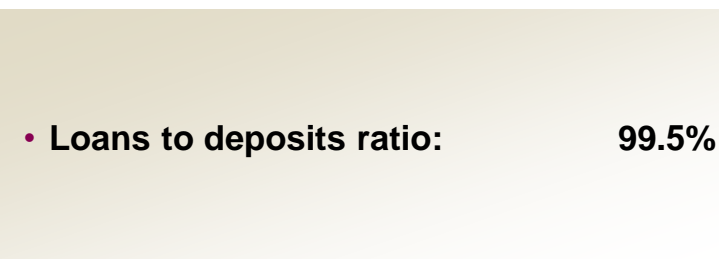
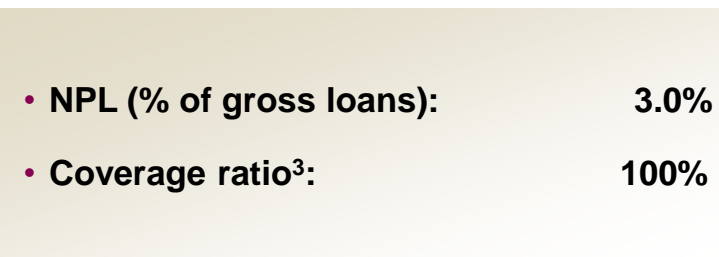
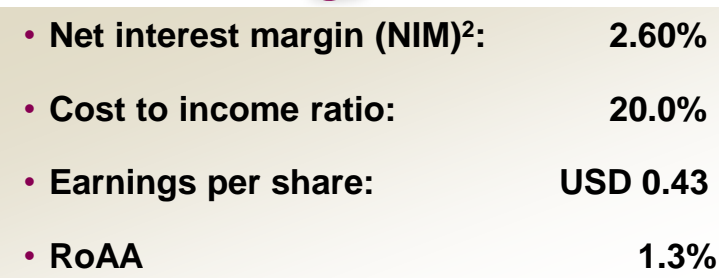
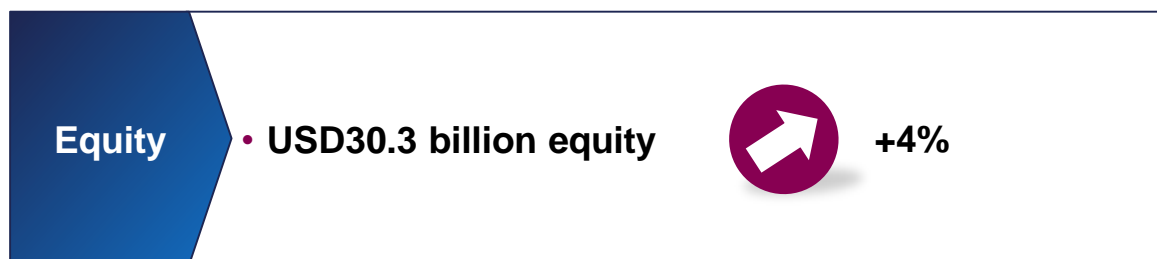
Performance of QNB vs. Qatar Stock Exchange, MSCI World Banks and MSCI EM (Index 100 = 02/01/2014)



QNB continues to deliver profitable growth

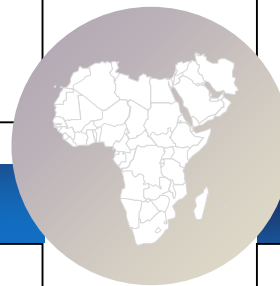
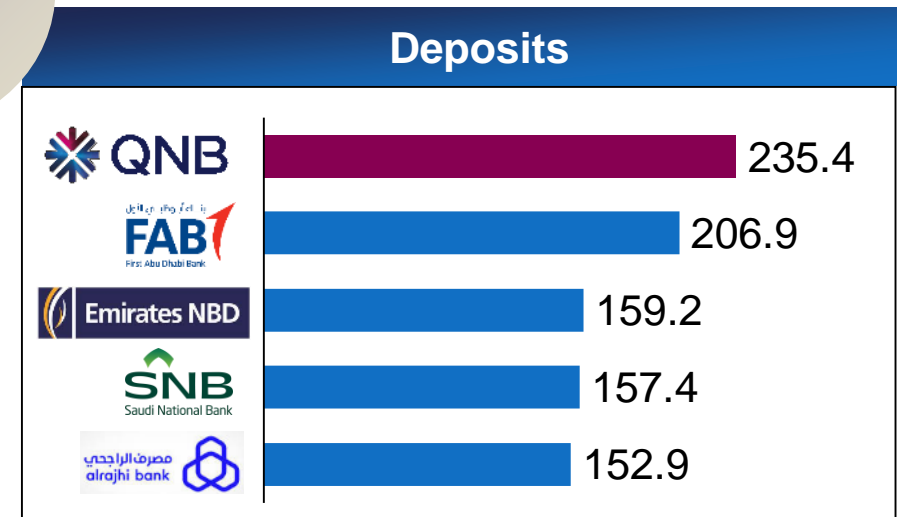
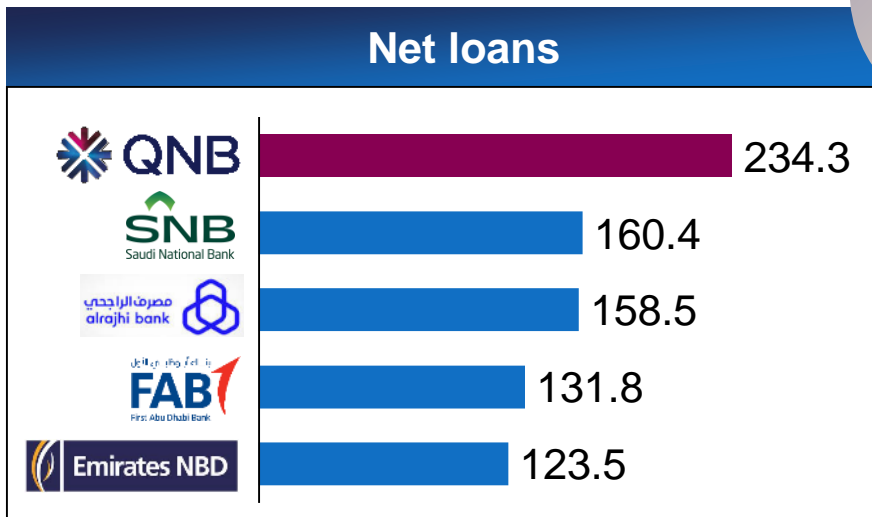
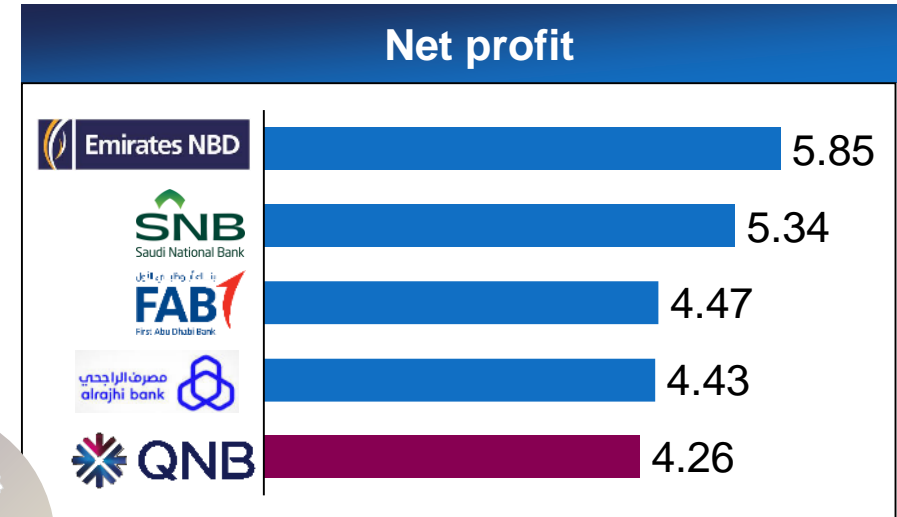
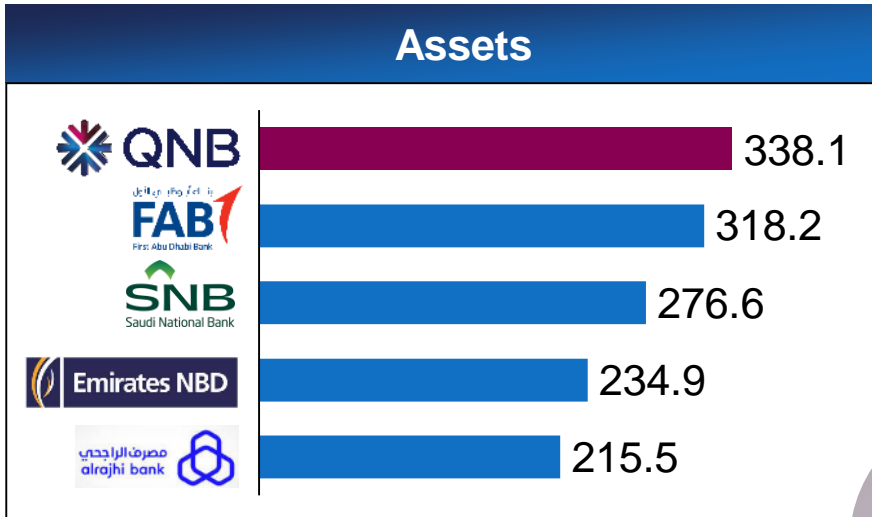
Financial Highlights (as at 31 December 2023)

 Growth vs. December 2022



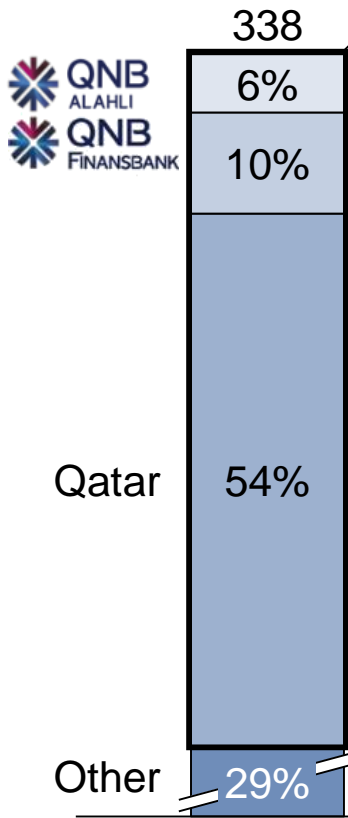
QNB maintains its position as the largest bank in the MEA region

USD Bn (As at 31-Dec-2023)

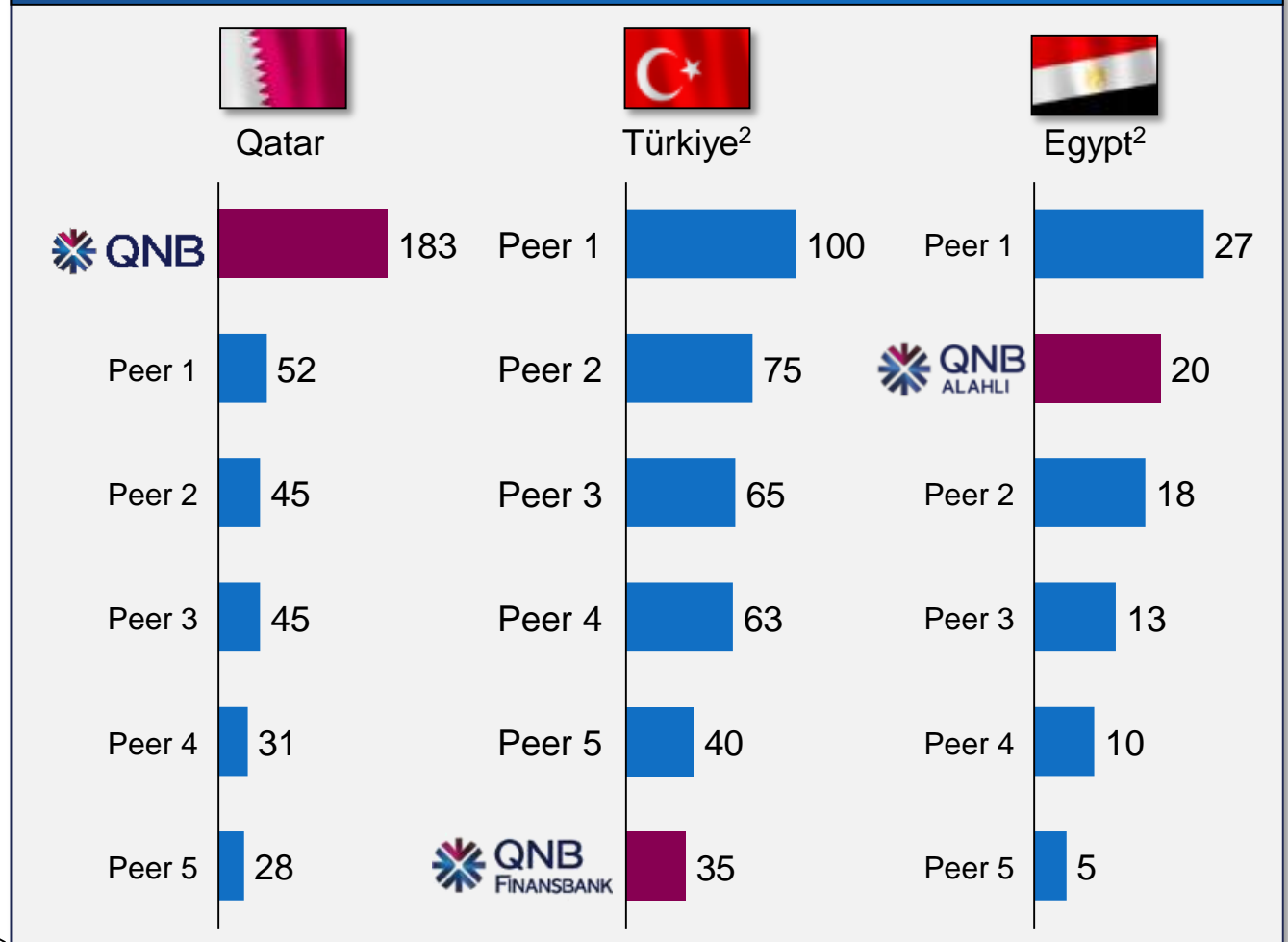


QNB has an undisputed leadership in Qatar and holds a leading position in its other two core markets

QNB Group assets by geography (USD Bn, 2023)



QNB's position among top local players (USD Bn, 2023)¹



For more information on our international locations, Investor Relations and sustainability, visit QNB's dedicated web pages

International offices



Investor Relations



Sustainability



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