



# Investor Relations Presentation

December 2025



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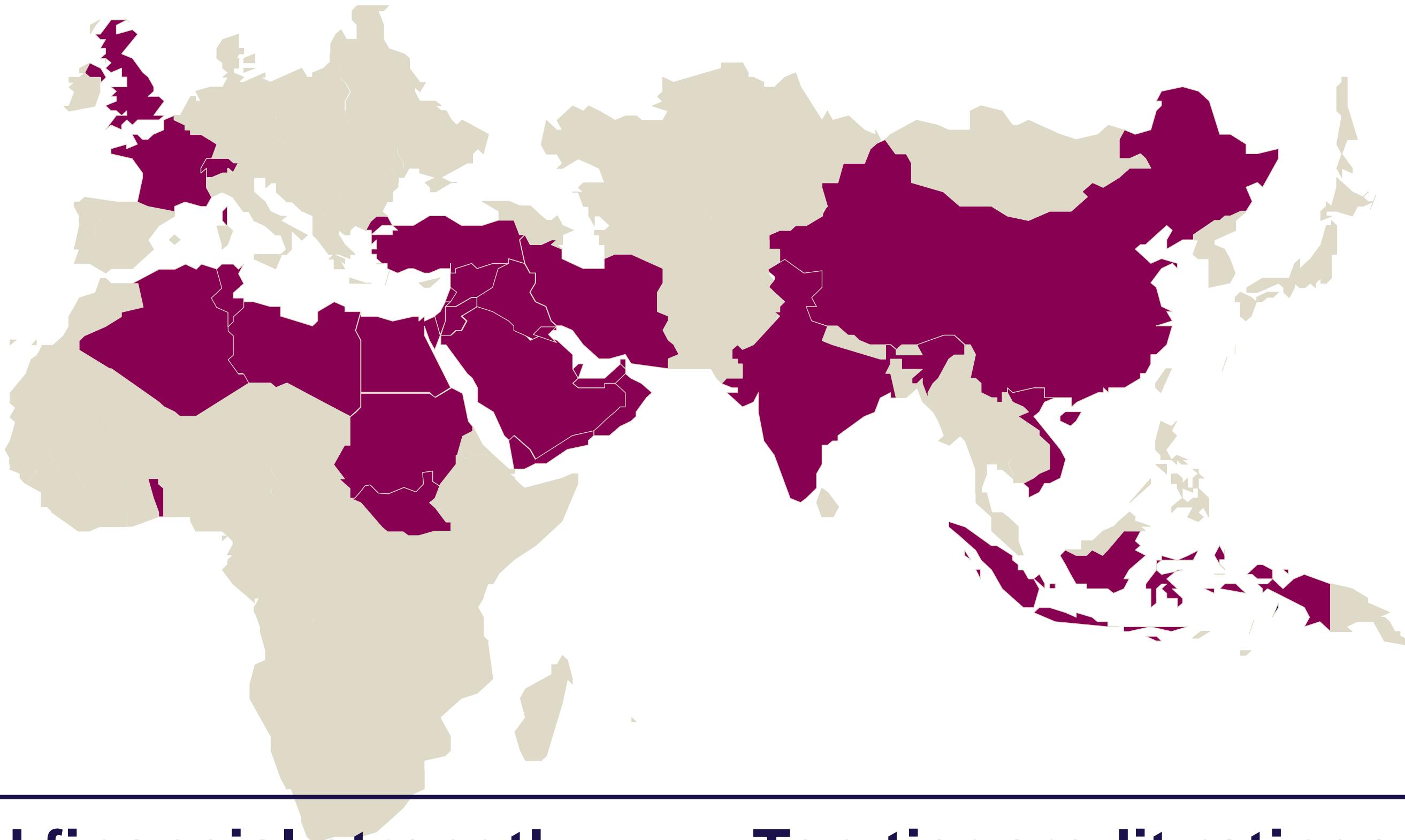
## Notes:

All figures in US Dollars have been converted from Qatari Riyals based on the exchange rate of 1 US Dollar = 3.6405 Qatari Riyals  
In certain cases, numbers may be rounded for presentation purposes



# QNB at a Glance

# QNB is a strong and highly rated bank with international footprint



## Solid financial strength

**USD 46.7 Bn**

**USD 4.67 Bn**

Market Cap.

Net Profit<sup>2</sup>

**USD 382.2 Bn**

**USD 0.48**

Assets

EPS



Source:

1: Brand Finance ® 2025

2: Profit attributable to Equity Holders of the Bank

## Top-tier credit ratings

**A+**

Standard & Poor's

**AA**

Capital Intelligence

**Aa2**

Moody's

**A+**

Fitch

#1 bank in the Middle East and Africa across all balance sheet metrics



International network with presence in more than 28 countries



Most valuable banking brand in the Middle East and Africa, worth USD 9.4 Bn<sup>1</sup>



About 31,000 employees operating from more than 900 locations



## Key Strengths

Geographically Diversified Financial Position

Leading Domestic Presence

Leading Regional Presence

Experienced Management Team

Strong Operating Performance and Financial Position

Strong Qatari Government Support

Strong Credit Ratings

Exposure to High-Value Transactions

Exposure to High-Value Transactions



# QNB's International Footprint

## Sub-Saharan Africa

 **South Sudan:** (1 Branch)

 **Togo:** (660 Branches<sup>3</sup> across Africa through 20.1% stake in Ecobank)

## Asia

 **Indonesia:** (7 Branches, 91.57% stake in QNB Indonesia)

 **Singapore:** (1 Branch)

 **India:** (2 Branches)

 **China / Hong Kong:** (1 Representative office, 1 Branch)

 **Vietnam:** (1 Representative office)

## North Africa

 **Egypt:** (236 Branches, 95.00% stake in QNB Egypt)

 **Libya:** (1<sup>1</sup> Representative Office)

 **Tunisia:** (26 Branches, 99.99% Stake in QNB Tunisia)

 **Sudan:** (1 Branch)

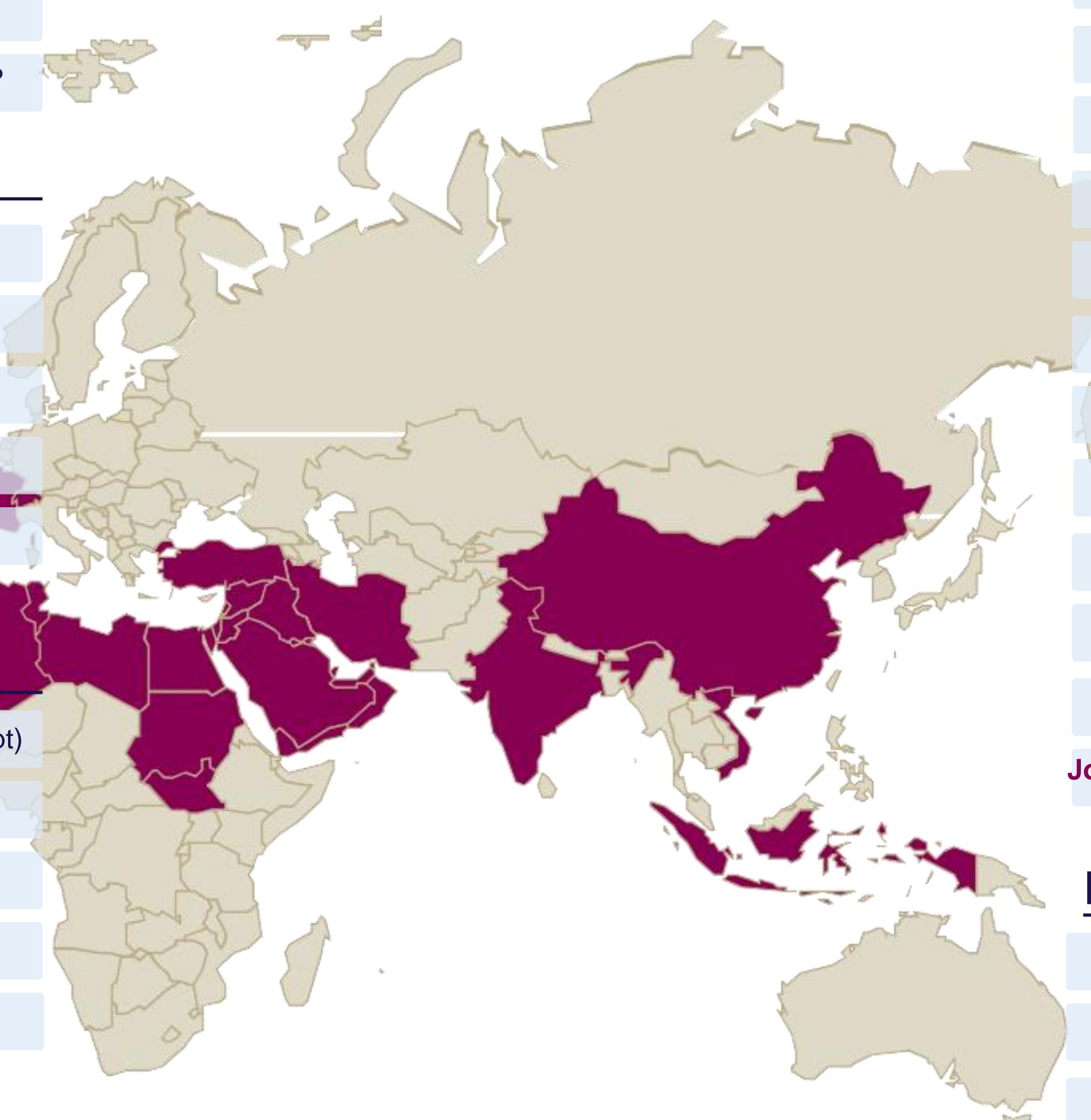
 **Algeria:** (10<sup>1</sup> Branches)



1: Includes the branches / representative offices from subsidiaries and associates

2: Dormant

3: The branch data for Ecobank is as at September 2025



## Middle East

 **Qatar:** (48 Branches)

 **KSA:** (2 Branches)

 **UAE:** (6<sup>1</sup> + 1<sup>1</sup> Branches, 40% stake in CBI)

 **Syria:** (8 + 23<sup>1</sup> Branches, 50.8% stake in QNB Syria)

 **Palestine:** (15<sup>1</sup> Branches)

 **Iraq:** (8 Branches, 54.2% stake in Mansour Bank)

 **Oman:** (4 Branches)

 **Bahrain:** (1<sup>1</sup> + 1<sup>1</sup> Branch)

 **Kuwait:** (1 Branch)

 **Lebanon:** (1 Branch)

 **Yemen:** (1 Branch)

 **Iran:** (1 Representative Office<sup>2</sup>)

 **Jordan:** (103<sup>1</sup> + 3<sup>1</sup> Branches, 38.6% stake in Housing Bank of Trade & Finance)

## Europe

 **United Kingdom:** (1 + 1<sup>1</sup> Branch and 100% stake in Digital Q-FS Limited)

 **France:** (1 Branch)

 **Switzerland:** (1 Branch, 100% stake in QNB Suisse SA)

 **Turkiye:** (424 Branches, 99.88% stake in QNB Turkiye and Enpara)

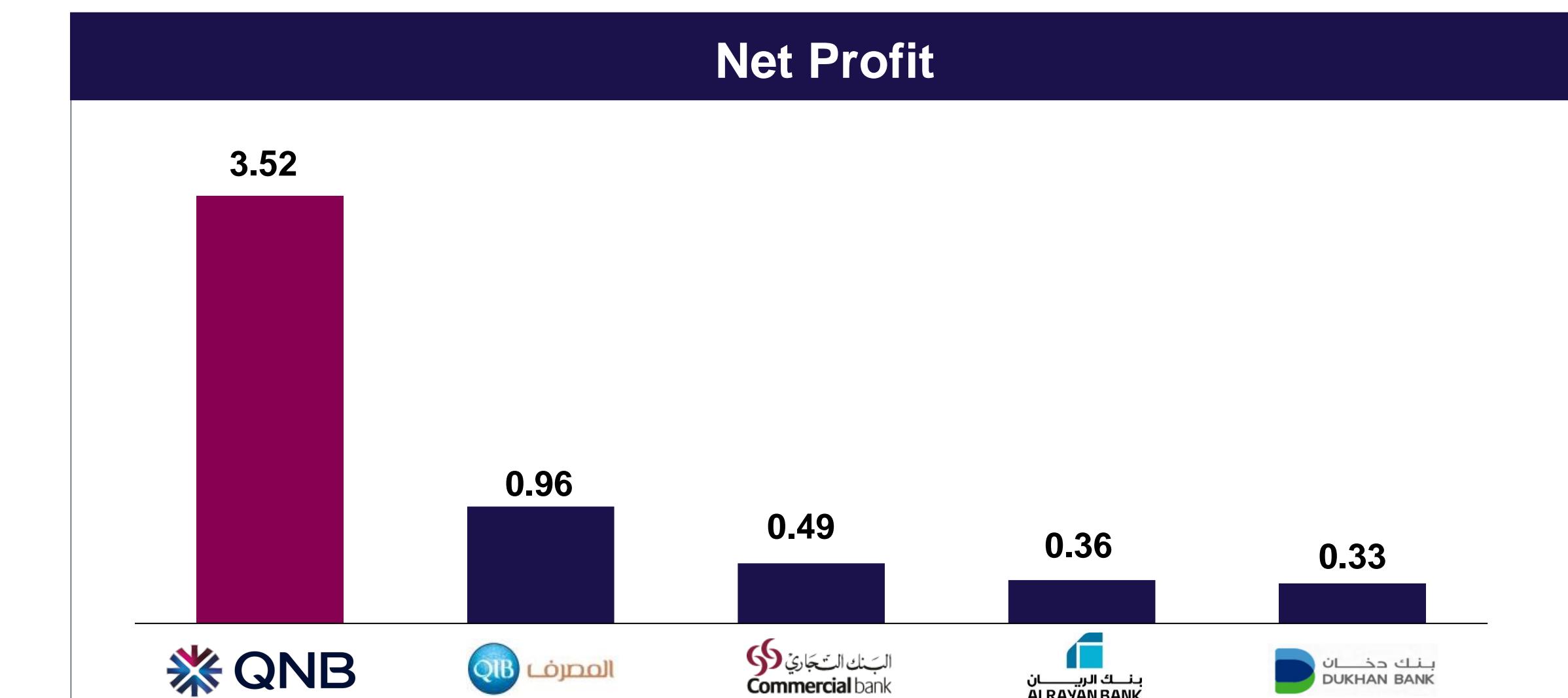
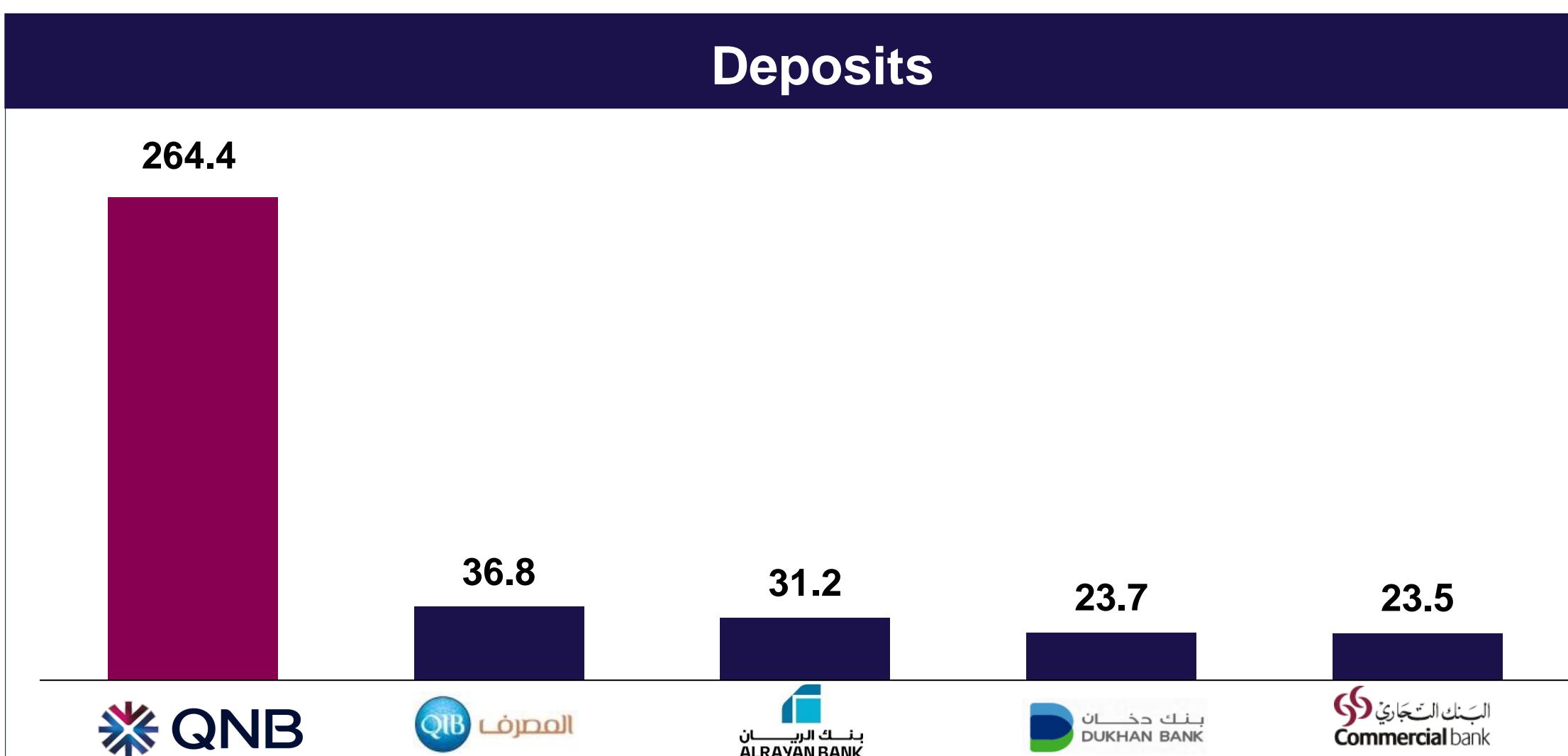
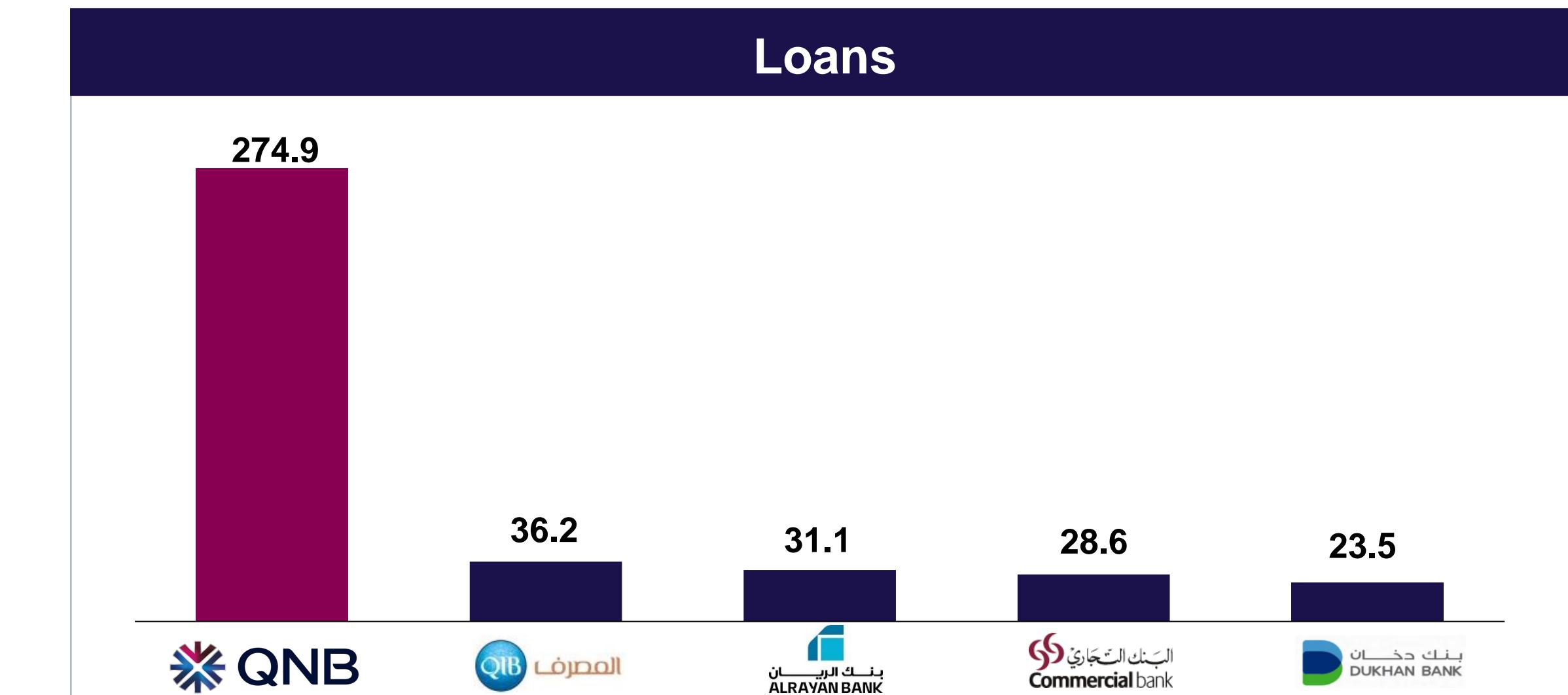
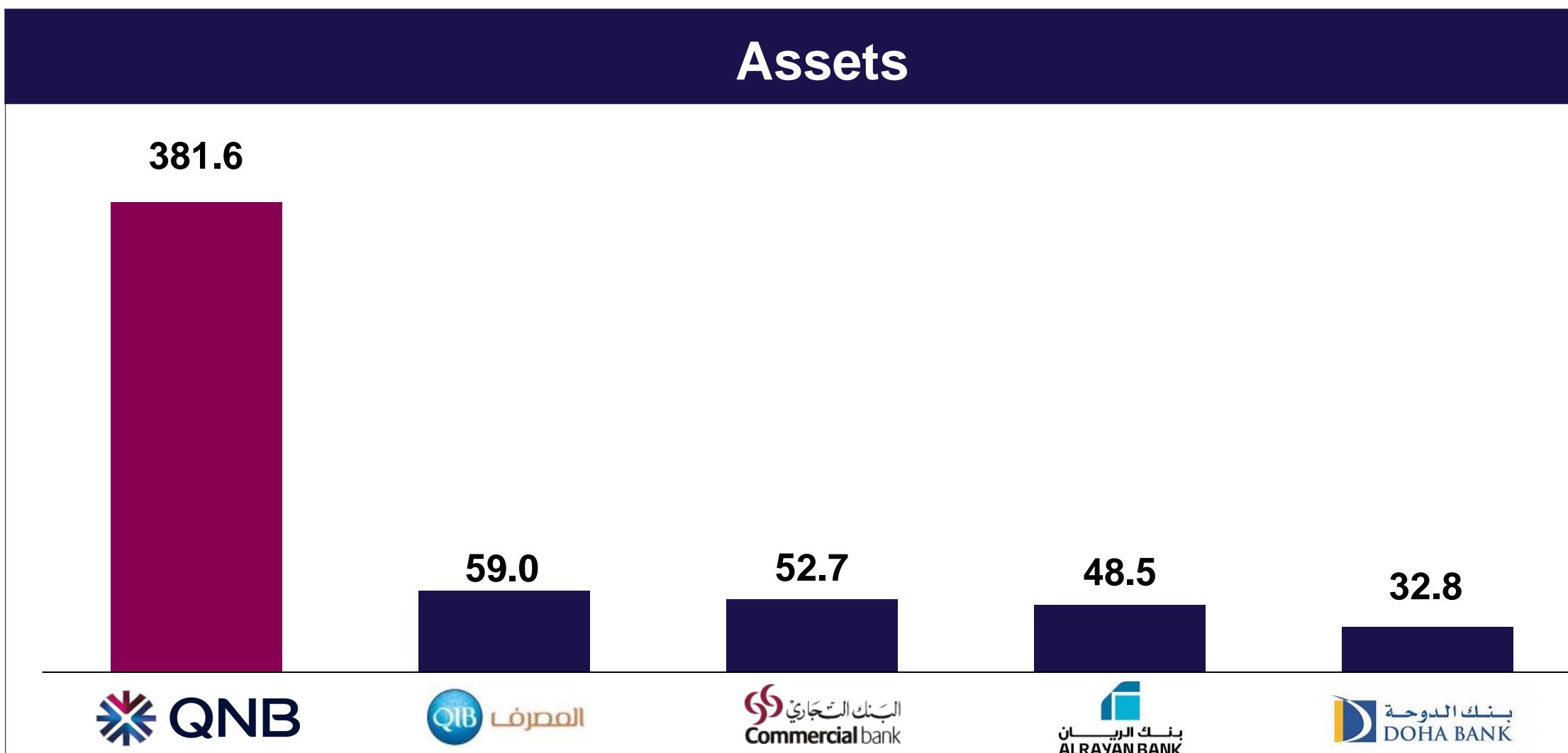


# QNB Comparative Positioning – Qatar and MEA



# Top 5 Listed Domestic Banks – September 2025

QNB continues to excel in the domestic market

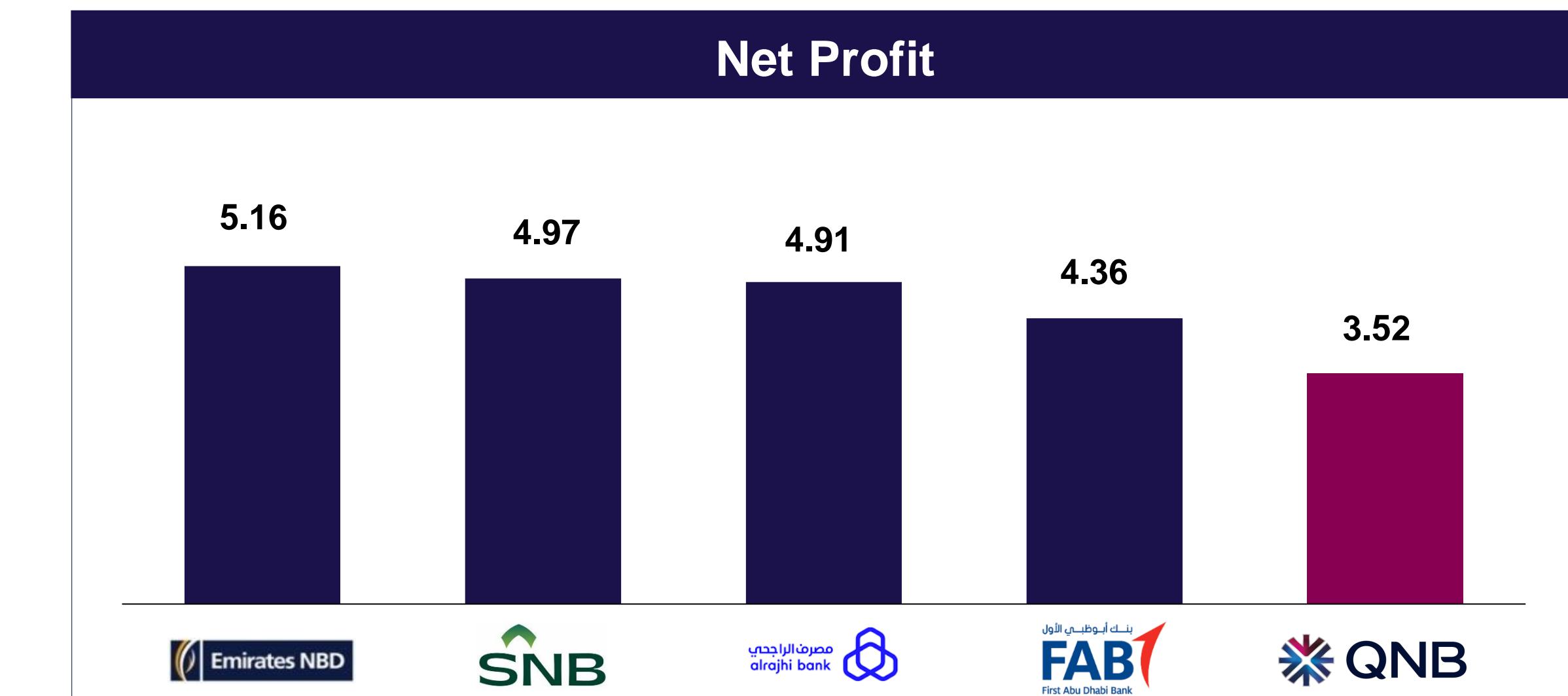
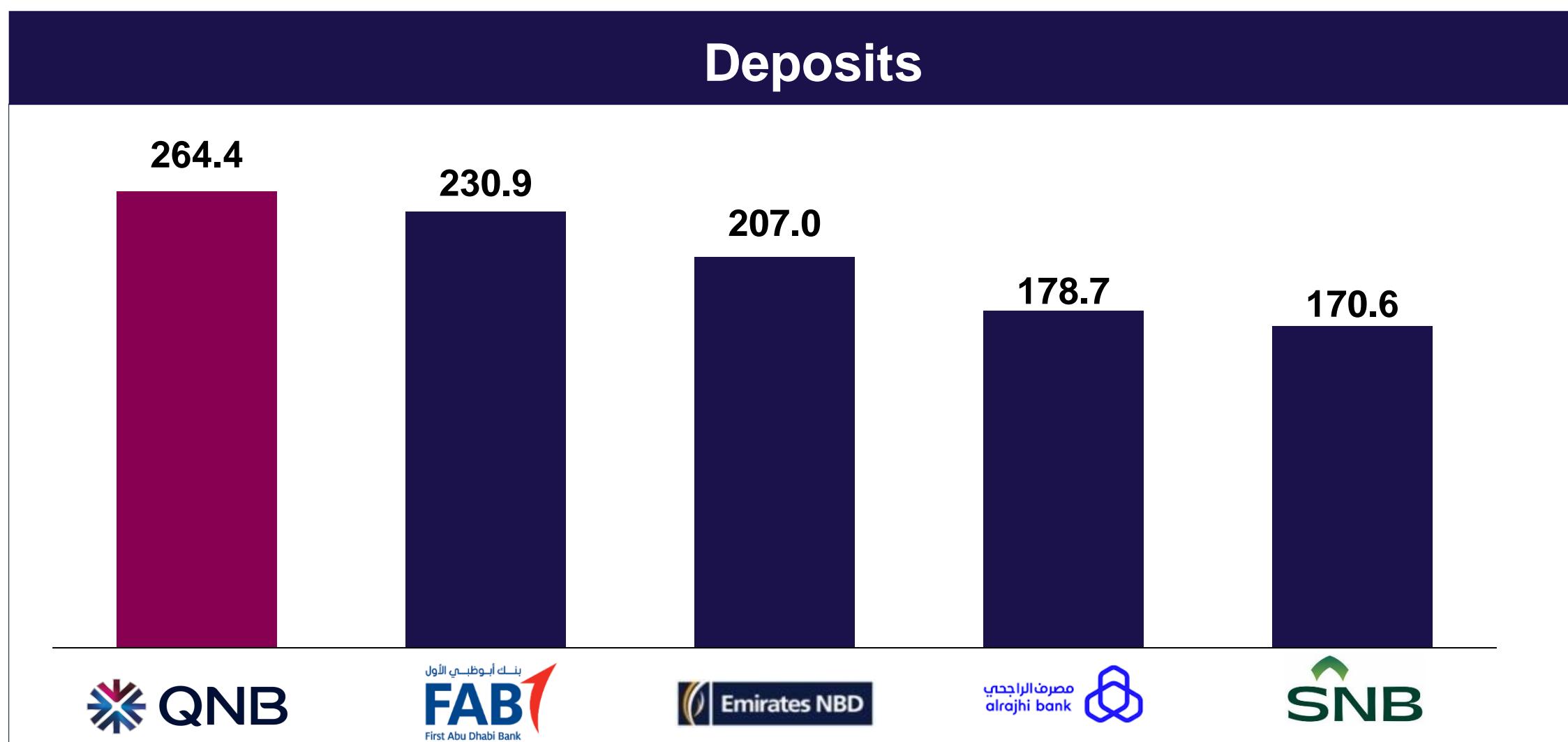
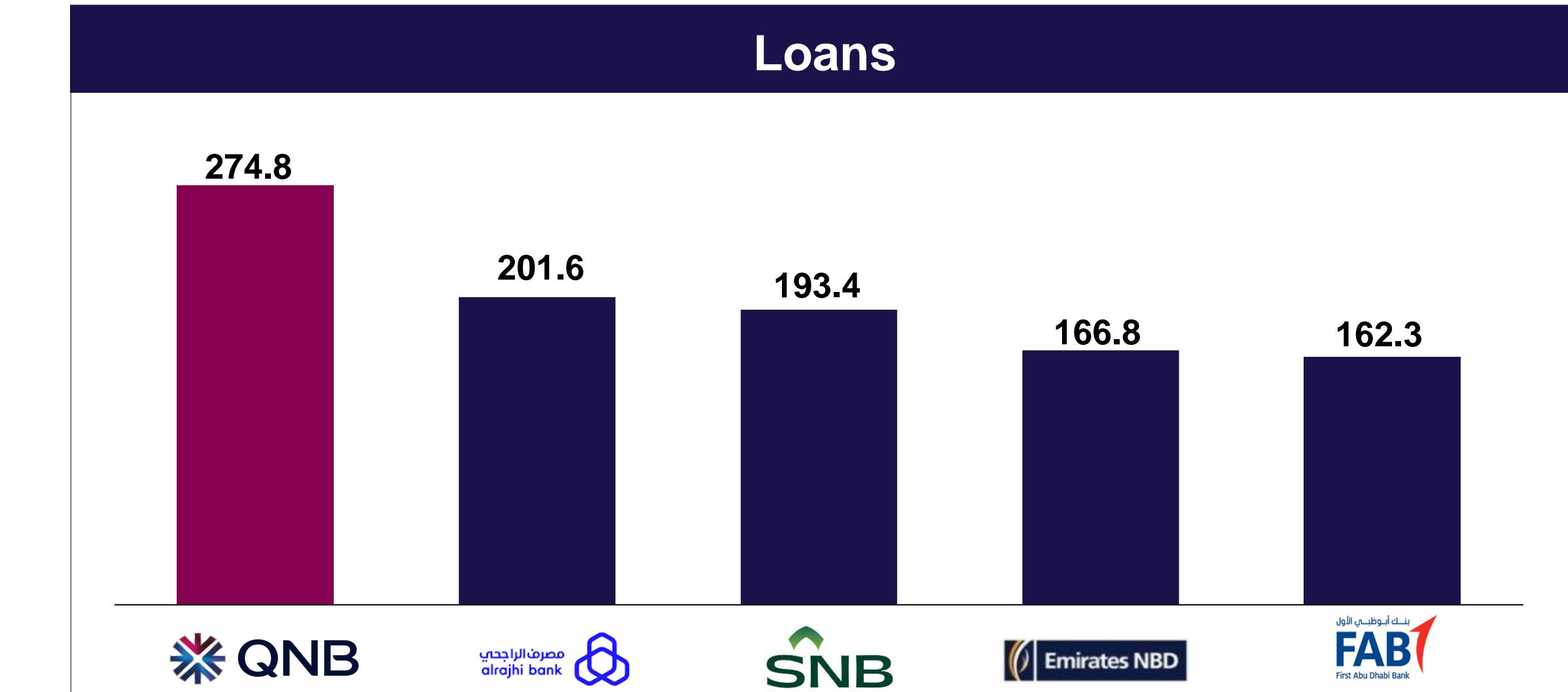
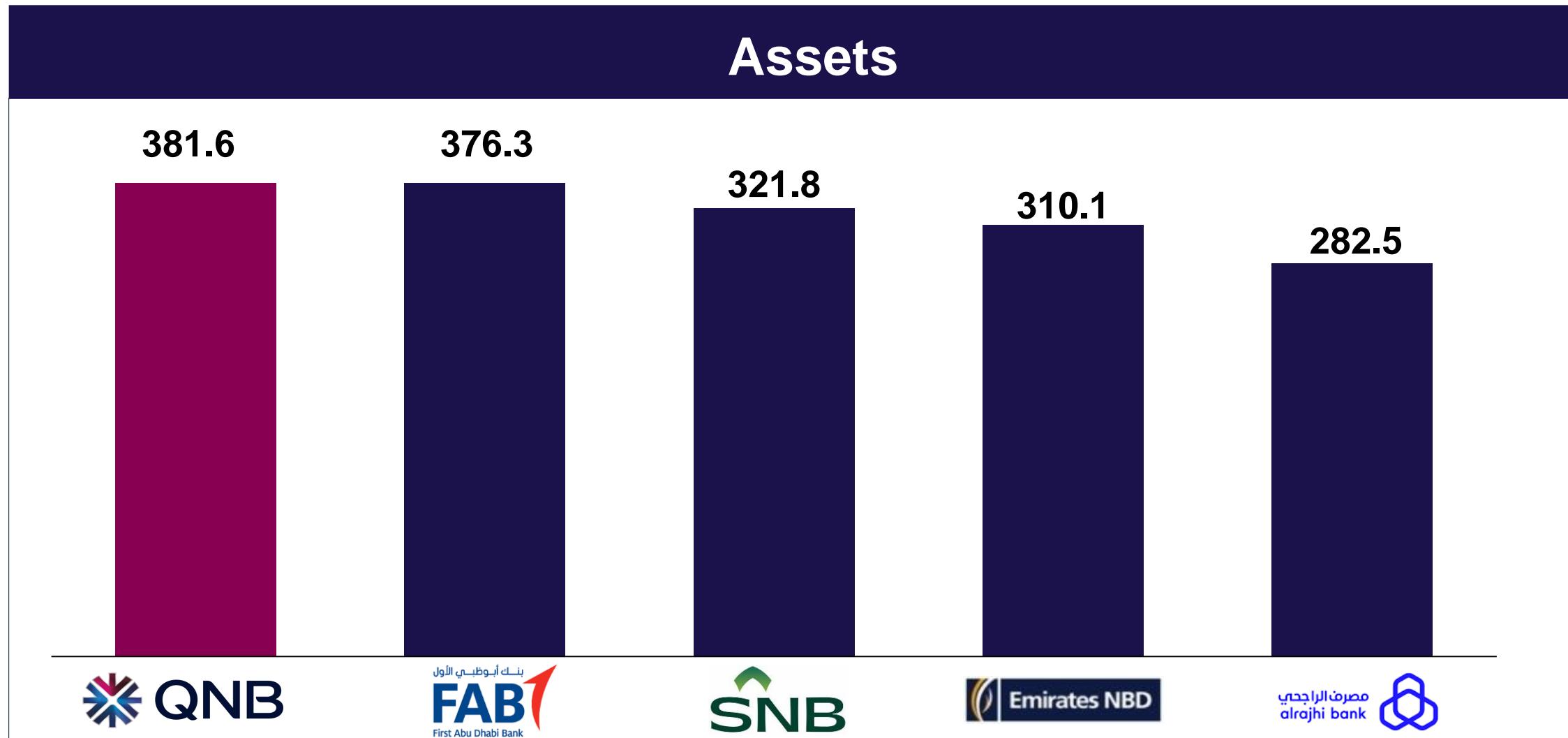


Note: All amounts are in USD billions

Source: Banks' September 2025 Press Release or Financial Statements, if available  
Banks listed on Qatar Stock Exchange

# Top 5 Listed MEA Banks – September 2025

QNB maintains its position as the leading bank in the region across all balance sheet categories

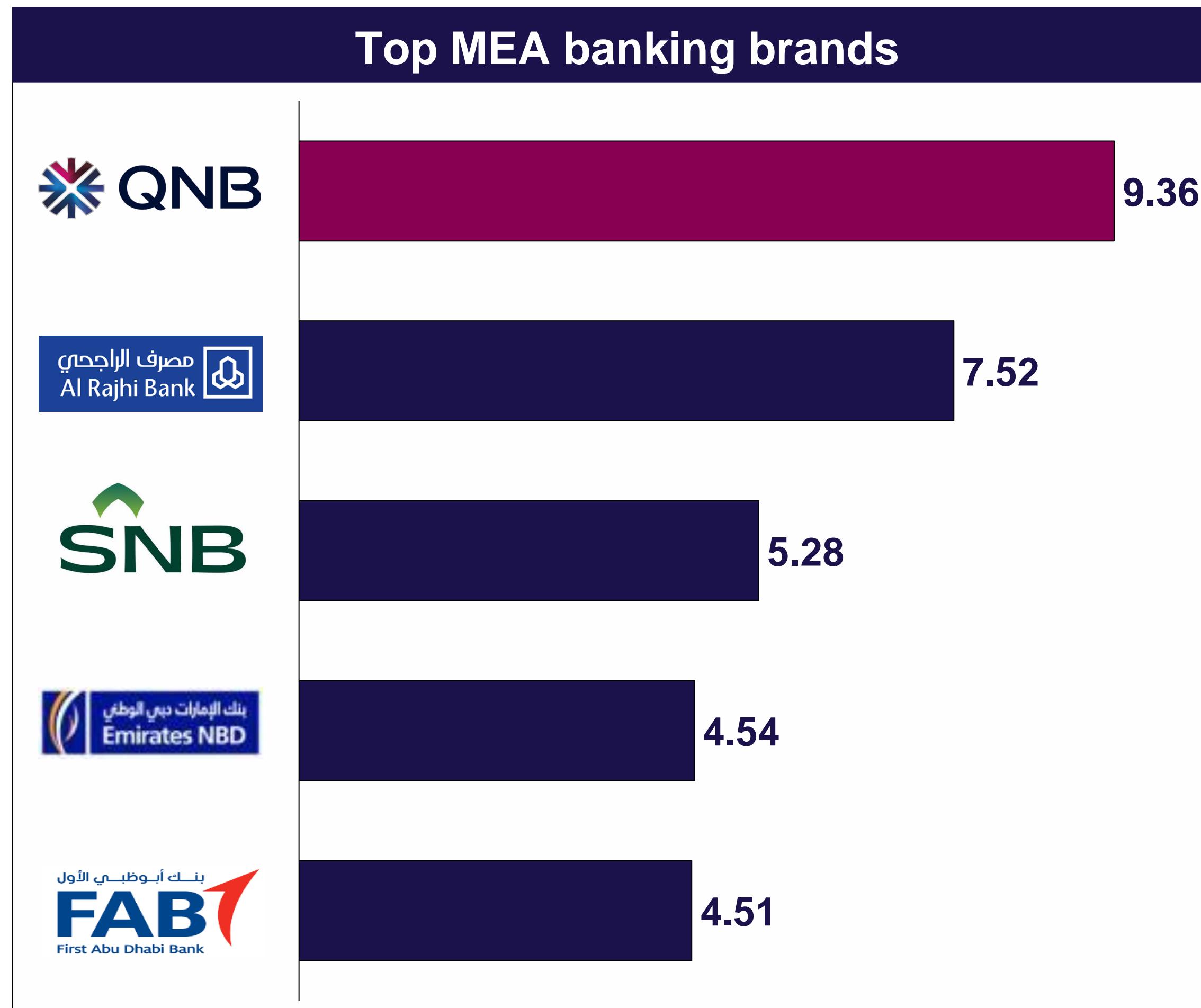


Note: All amounts are in USD billions

Source: Banks' September 2025 Press Release or Financial Statements, if available, non-exhaustive

# QNB is the leading financial institution in the MEA region with regards to brand value

Brand Value (USD Bn)



## Key highlights

- QNB For the 12th consecutive year, QNB retains the most valuable Banking Brand in Middle East and Africa region
- The 2025 Brand Value for QNB Group increased by 11% to USD 9.4 billion
- QNB's Brand Strength Index (BSI) was rated at 86 (AAA)
- QNB currently ranks as the 39th most valuable bank brand in the world

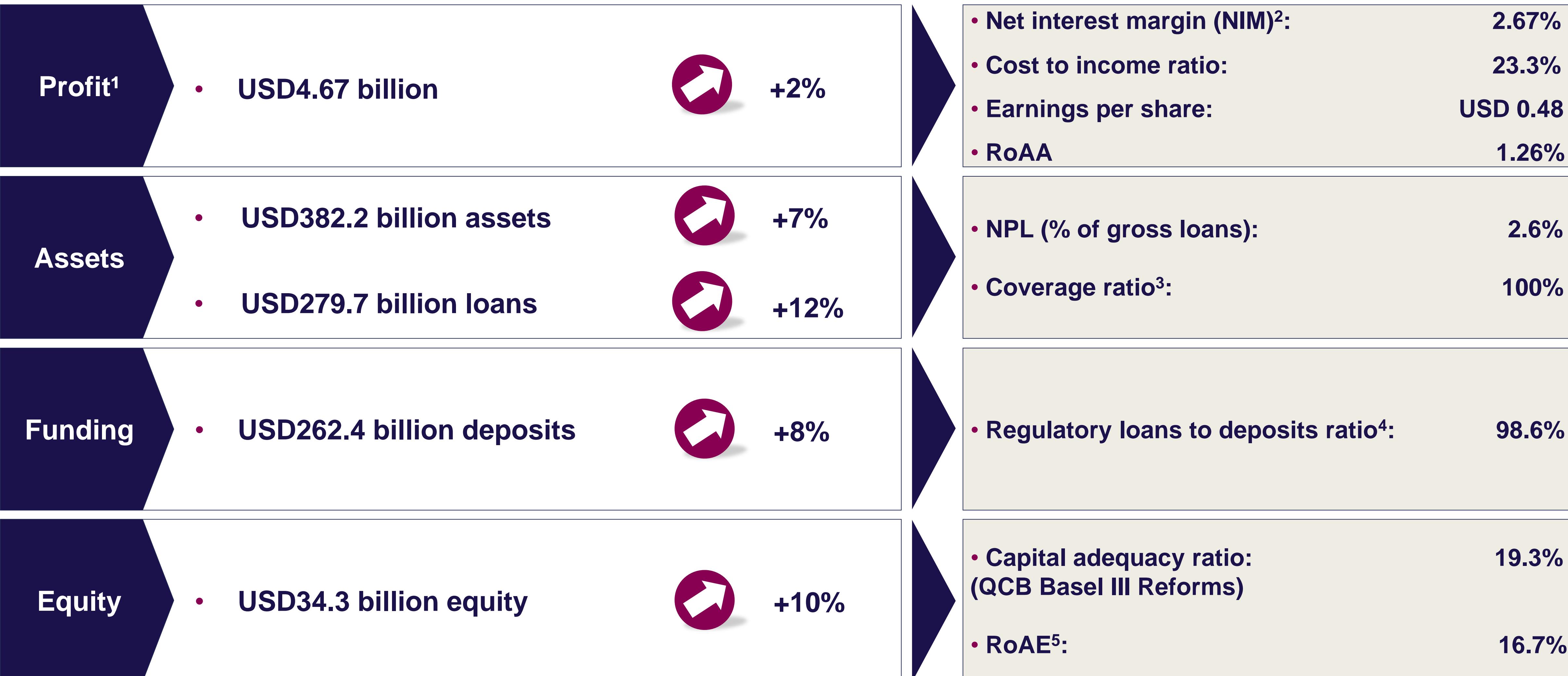


# Financial Highlights

# QNB Group demonstrate sustainable growth

Financial Highlights (as at 31 December 2025)

 Growth vs. December 2024



Source: Financial Statements

1: Profit Attributable to Equity Holders of the Bank

2: Net interest margin calculated as net interest income over average interest earnings assets

3: Based on Stage 3 provisions, excluding interest accrued

4: This represents the regulatory loans to deposits ratio imposed by QCB effective from 2022.

5: RoAE uses Average Equity excluding Fair Value Reserve, Proposed dividend and Non Controlling Interests



# QNB Egypt<sup>1</sup>

Financial Highlights (as at 31 December 2025)

 Growth vs. December 2024

Profit <sup>2</sup>	<ul style="list-style-type: none"> <li>USD548.3 million (EGP27.0 billion)</li> </ul>		+6% (+15%)	<ul style="list-style-type: none"> <li>Net interest margin (NIM)<sup>3</sup>: 6.54%</li> <li>Cost to income ratio: 23.5%</li> <li>RoAA 3.1%</li> </ul> <p><i>In EGP terms</i></p>
Assets	<ul style="list-style-type: none"> <li>USD19.6 billion assets (EGP935.7 billion)</li> <li>USD9.5 billion loans (EGP451.6 billion)</li> </ul>		+21% (+14%)	<ul style="list-style-type: none"> <li>NPL (% of gross loans): 4.5%</li> <li>Coverage ratio<sup>4</sup>: 85%</li> </ul>
Funding	<ul style="list-style-type: none"> <li>USD16.2 billion deposits (EGP774.8 billion)</li> </ul>		+22% (+14%)	<ul style="list-style-type: none"> <li>Loans to deposits ratio: 58.3%</li> </ul>
Equity	<ul style="list-style-type: none"> <li>USD2.4 billion equity (EGP115.4 billion)</li> </ul>		+37% (+29%)	<ul style="list-style-type: none"> <li>Capital adequacy ratio: (QCB Basel III Reforms) 27.2%</li> <li>RoAE<sup>5</sup>: 26.6%</li> </ul> <p><i>In EGP Terms</i></p>

Source: QNB Egypt under International Financial Reporting Standards

1: Formerly known as QNB ALAHILI

2: Profit Attributable to Equity Holders of the Bank

3: Net interest margin calculated as net interest income over average interest earnings assets on a standalone basis

4: Based on Stage 3 provisions, excluding interest accrued

5: RoAE uses Average Equity excluding Fair Value Reserve, Proposed Dividend and Non Controlling Interests.

# QNB Turkiye Operations<sup>1</sup>

Financial Highlights (as at 31 December 2025)



Growth vs. December 2024

<b>Profit<sup>2</sup></b>	<ul style="list-style-type: none"> <li>USD413.4 million (TRY17.8 billion)</li> </ul>	 <b>&gt;100%</b> (>100%)	<ul style="list-style-type: none"> <li>Net interest margin (NIM)<sup>3</sup>: 7.90%</li> <li>Cost to income ratio: 31.5%</li> <li>RoAA 0.9%</li> </ul> <p><i>In TRY terms</i></p>
	<ul style="list-style-type: none"> <li>USD51.3 billion assets (TRY2,204.4 billion)</li> <li>USD30.7 billion loans (TRY1,320.7 billion)</li> </ul>	 <b>+15%</b> (+39%)	<ul style="list-style-type: none"> <li>NPL (% of gross loans): 3.6%</li> <li>Coverage ratio<sup>4</sup>: 89%</li> </ul>
<b>Assets</b>	<ul style="list-style-type: none"> <li>USD30.3 billion deposits (TRY1,302.7 billion)</li> </ul>	 <b>+18%</b> (+44%)	<ul style="list-style-type: none"> <li>Loans to deposits ratio: 101.4%</li> </ul>
	<ul style="list-style-type: none"> <li>USD5.0 billion equity (TRY214.6 billion)</li> </ul>	 <b>+32%</b> (+58%)	<ul style="list-style-type: none"> <li>Capital adequacy ratio<sup>3</sup>: 15.5% (QCB Basel III Reforms)</li> <li>After BRSA Relaxation Measures</li> <li>RoAE<sup>5</sup>: 9.4%</li> </ul> <p><i>In TRY Terms</i></p>

Source:

1: QNB Turkiye Operations represents combined financials of QNB Bank A.S. and Enpara Bank A.S.

2: Profit Attributable to Equity Holders of the Bank

3: Net interest margin (calculated as net interest income over average interest earnings assets) and Capital Adequacy Ratio are reported based on QNB Bank A.S.

4: Based on Stage 3 provisions, excluding interest accrued

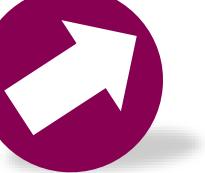
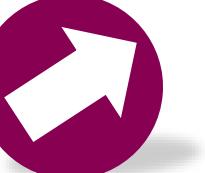
5: RoAE uses Average Equity excluding Fair Value Reserve, Proposed Dividend and Non Controlling Interests.

# Enpara Bank A.S.

Financial Highlights (as at 31 December 2025)



Growth vs. December 2024

<b>Profit<sup>1</sup></b>	<ul style="list-style-type: none"> <li><b>USD72.2 million</b> (TRY3.1 billion) 17% of QNB Turkiye Operations<sup>2</sup></li> </ul>	 <b>&gt;100% (&gt;100%)</b>	<ul style="list-style-type: none"> <li><b>Net interest margin (NIM):</b> 9.1%</li> <li><b>Cost to income ratio:</b> 34.1%</li> </ul>
<b>Assets<sup>3</sup></b>	<ul style="list-style-type: none"> <li><b>USD3.4 billion loans</b> (TRY144.3 billion) 11% of QNB Turkiye Operations</li> </ul>	 <b>+13% (+38%)</b>	<ul style="list-style-type: none"> <li><b>NPL (% of gross loans):</b> 5.6%</li> <li><b>Retail Loans Market Share<sup>4</sup>:</b> 4.0%</li> <li><b>Credit Cards Market Share<sup>4</sup>:</b> 2.9%</li> </ul>
<b>Funding<sup>3</sup></b>	<ul style="list-style-type: none"> <li><b>USD4.8 billion deposits</b> (TRY205.7 billion) 16% of QNB Turkiye Operations</li> </ul>	 <b>+9% (+33%)</b>	<ul style="list-style-type: none"> <li><b>Loans to deposits ratio:</b> 70%</li> <li><b>Retail Deposits Market Share<sup>4</sup>:</b> 2.4%</li> </ul>
<b>Clients<sup>3</sup></b>	<ul style="list-style-type: none"> <li><b>8.6 million registered clients</b></li> </ul>	 <b>+16%</b>	<ul style="list-style-type: none"> <li><b>Average Daily Logins:</b> 4.0 million</li> <li><b>Digital Onboarding Market Share<sup>4</sup></b> 14.0%</li> </ul>

Enpara.com was the digital banking division of QNB Bank A.S. Enpara Bank A.S. has been spun off from QNB Bank A.S. effective 27 August 2025 with all related balances of Enpara.com transferred to Enpara Bank A.S.

1. Profit as reported by Enpara Bank A.S. for the period ended 31 December 2025. The growth in profit is computed with respect to pro-forma Enpara.com profitability for similar period

2. QNB Turkiye Operations represent the combined balances of QNB Bank A.S. and Enpara Bank A.S.

3. Balances, clients and other metrics represent amounts reported by Enpara Bank A.S. as at 31 December 2025 vs pro-forma Enpara.com amounts for 31 December 2024, where relevant for growth purposes

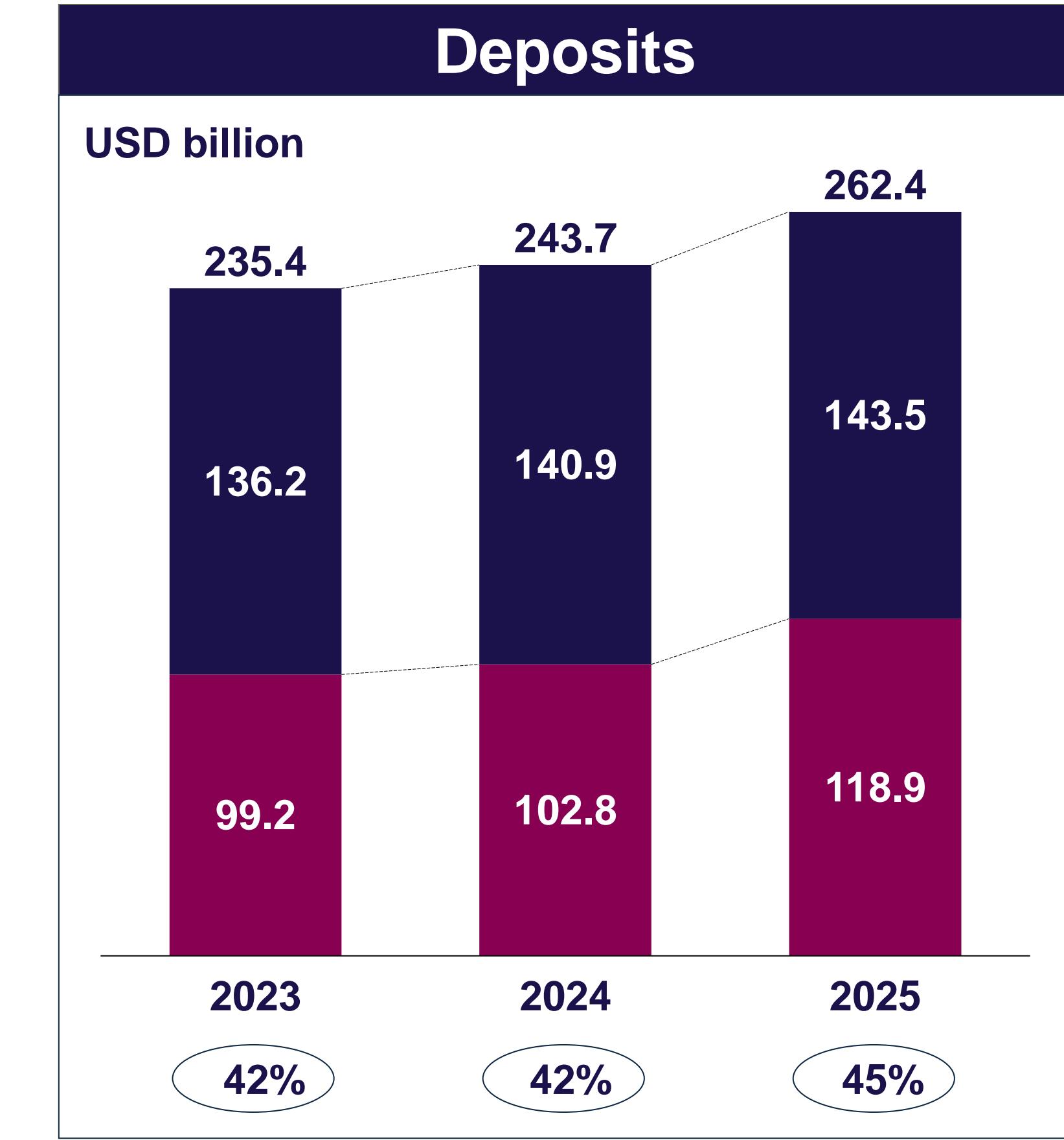
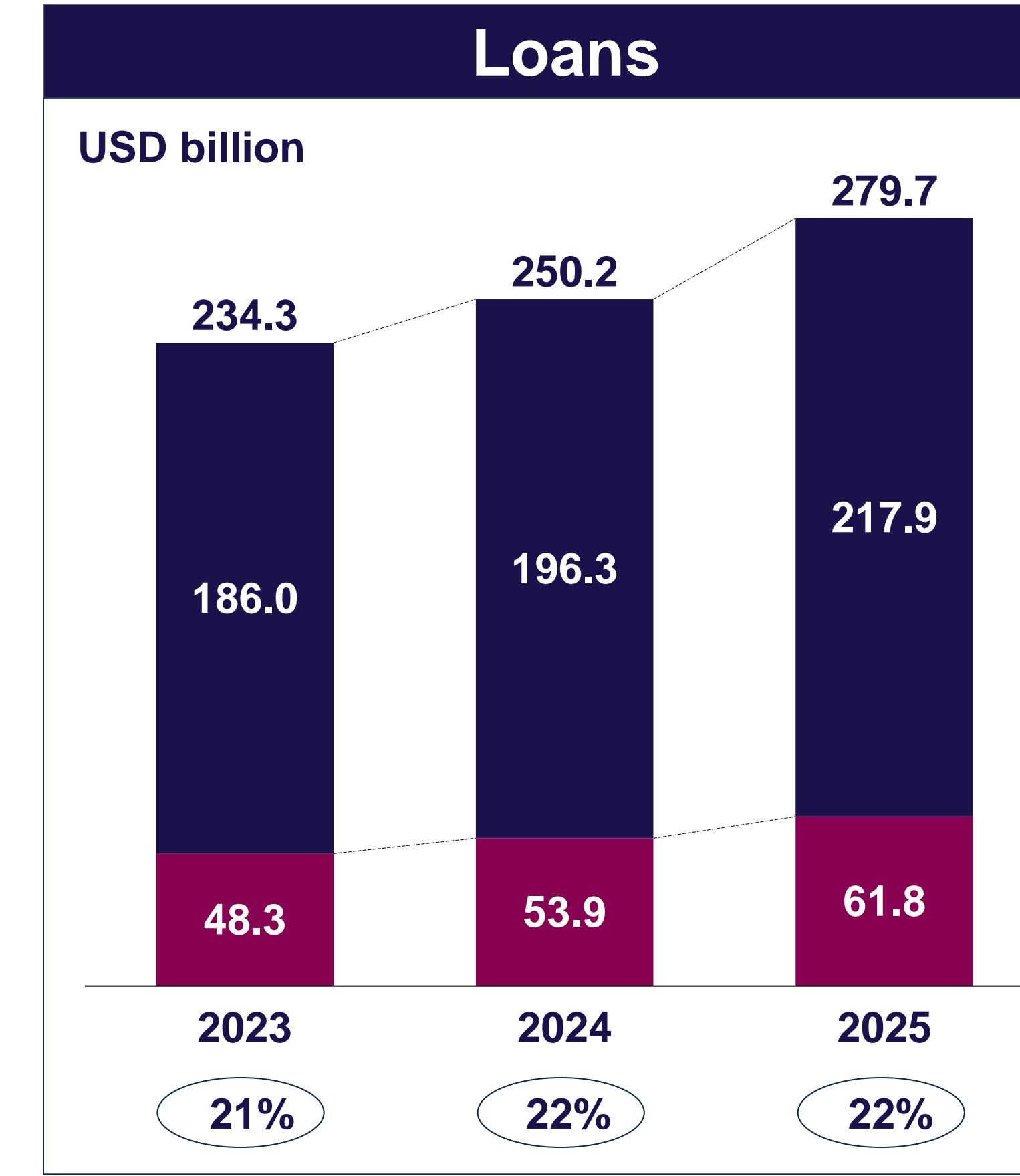
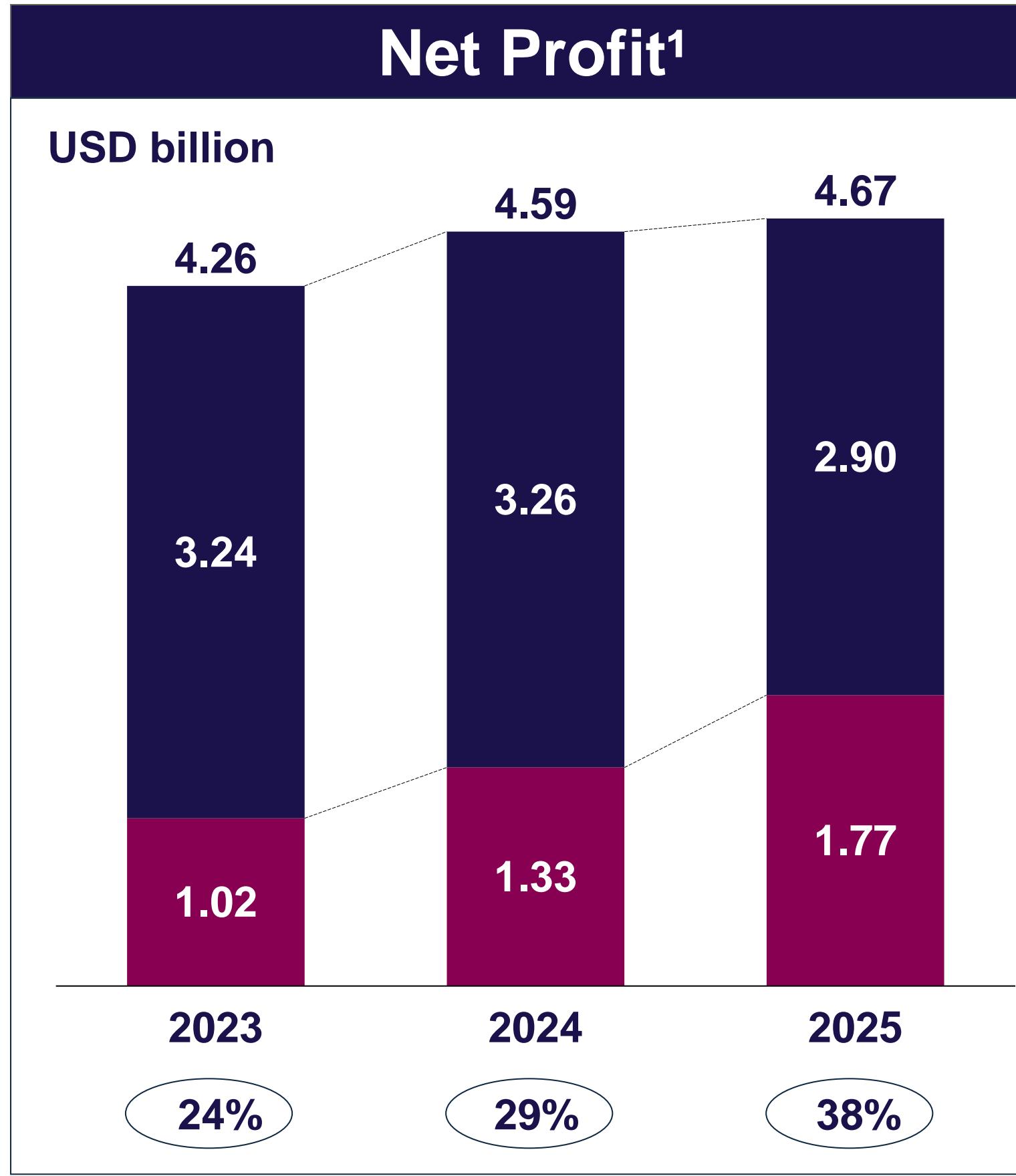
4. All market share data is computed with respect to a subset of privately owned banks in Turkey



# Strong domestic franchise with widespread geographical footprint contributes to diversification and growth

Geographical Contribution (as at 31 December 2025)

■ Domestic ■ International ( ) Share of International as percentage of the total

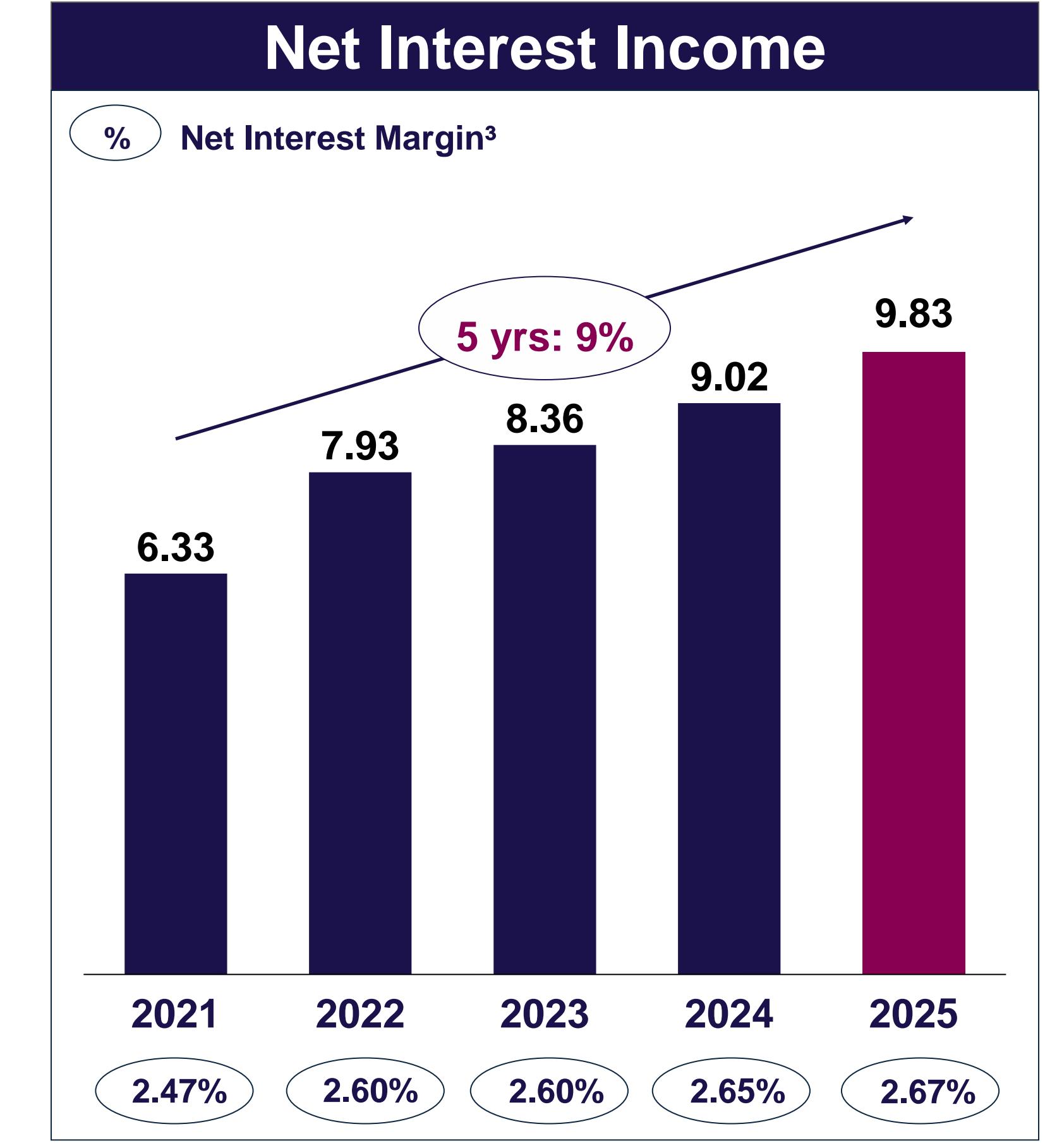
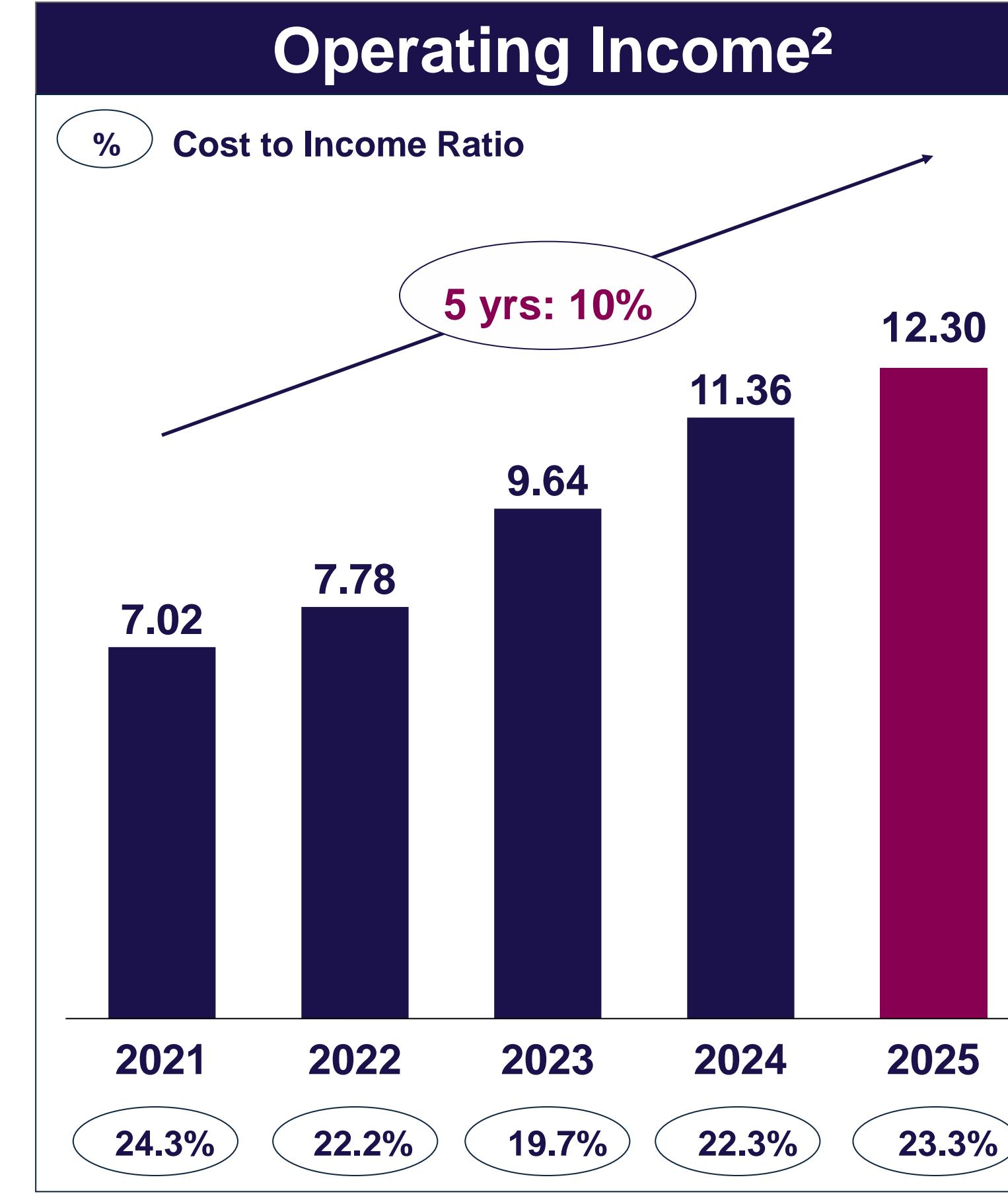
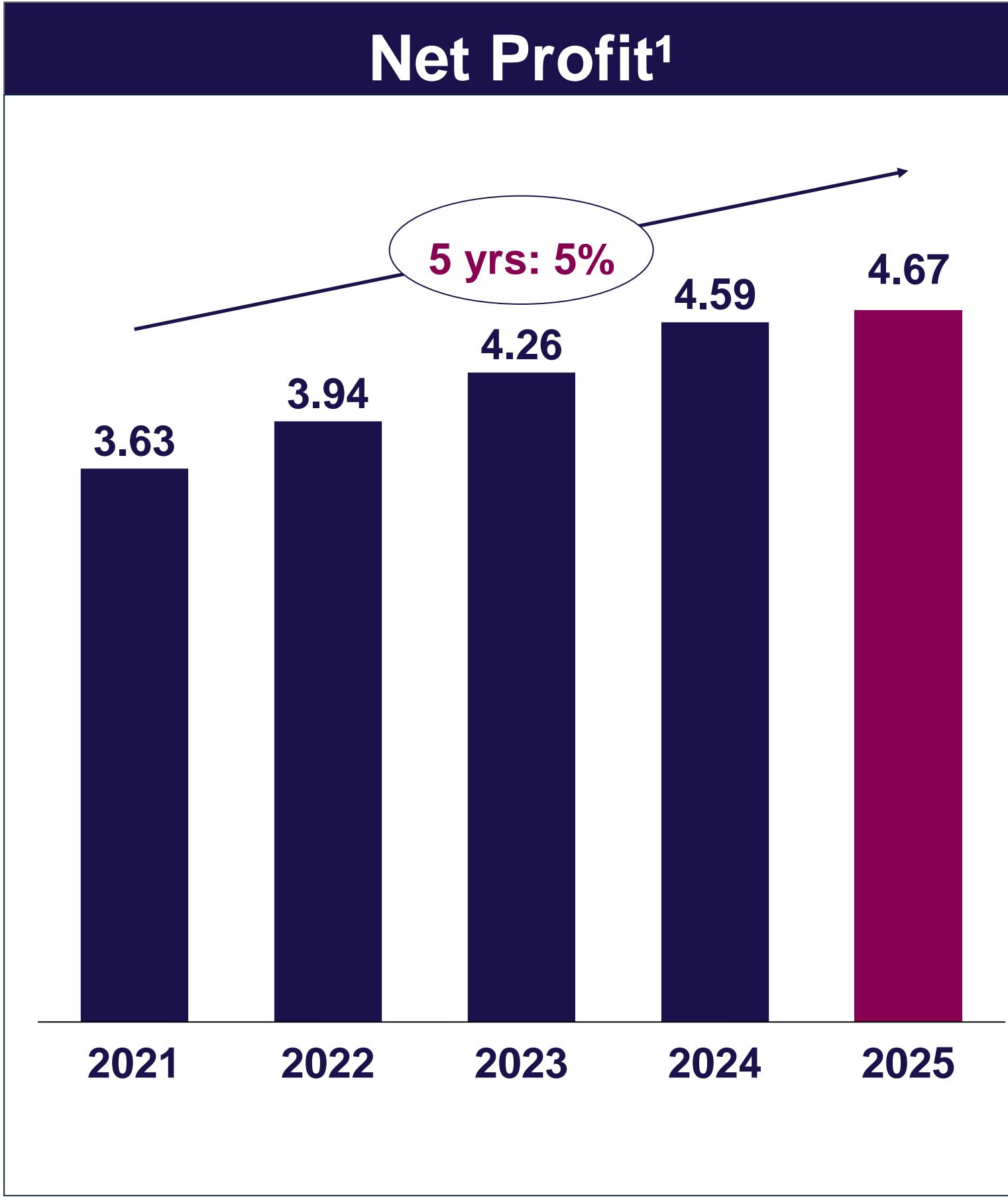


• Profit from international operations increased by USD0.75 Bn (73%) from 2023 to 2025

• Loans from Intl operations increased by USD13.5 Bn (28%) from 2023 to 2025  
• Deposits from Intl operations increased by USD19.8 Bn (20%) from 2023 to 2025

# Consistent Profitability and Cost Discipline

Income Statement Breakdown (USD billion as at 31 December 2025)



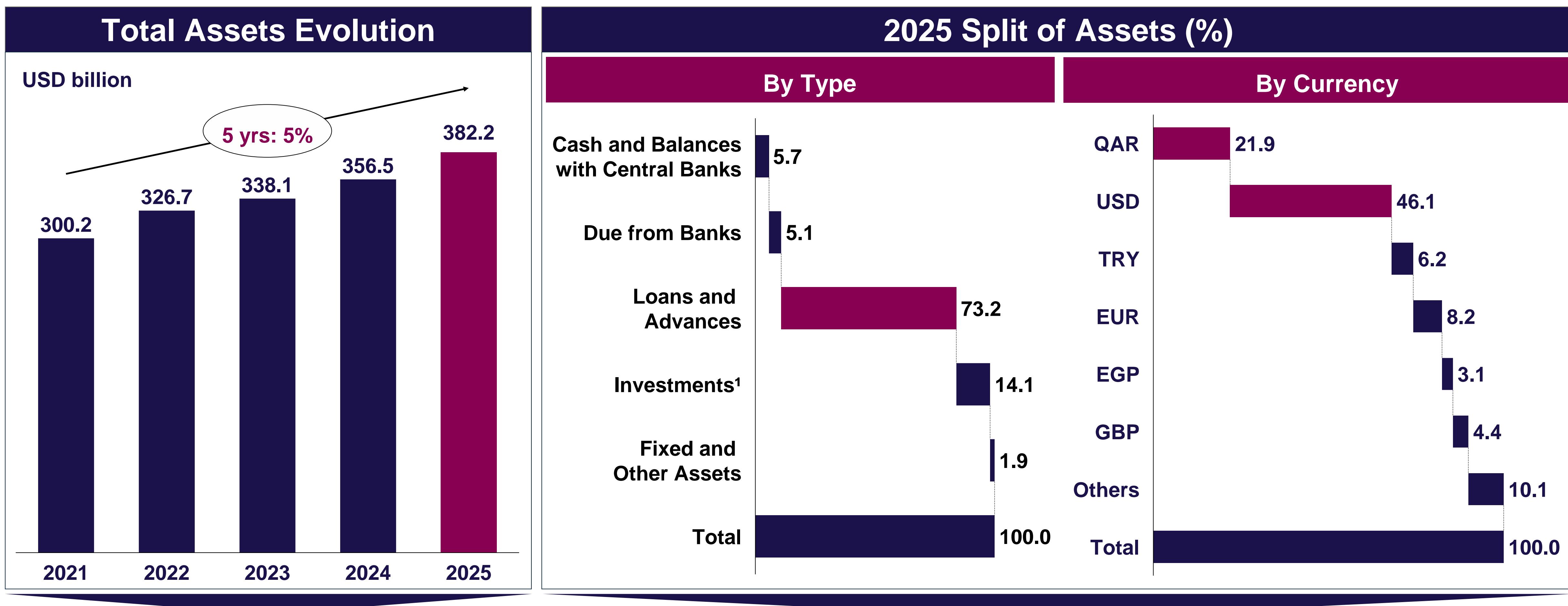
- Net Profit increased by 2% from December 2024

- Operating income increased by 8% from December 2024
- Best-in-class efficiency

- NII increased by 9% from 2024
- Strong NIM with the current size of USD382 billion of total assets

# Asset growth driven by lending activities mainly in USD and QAR

Assets Analysis (as at 31 December)

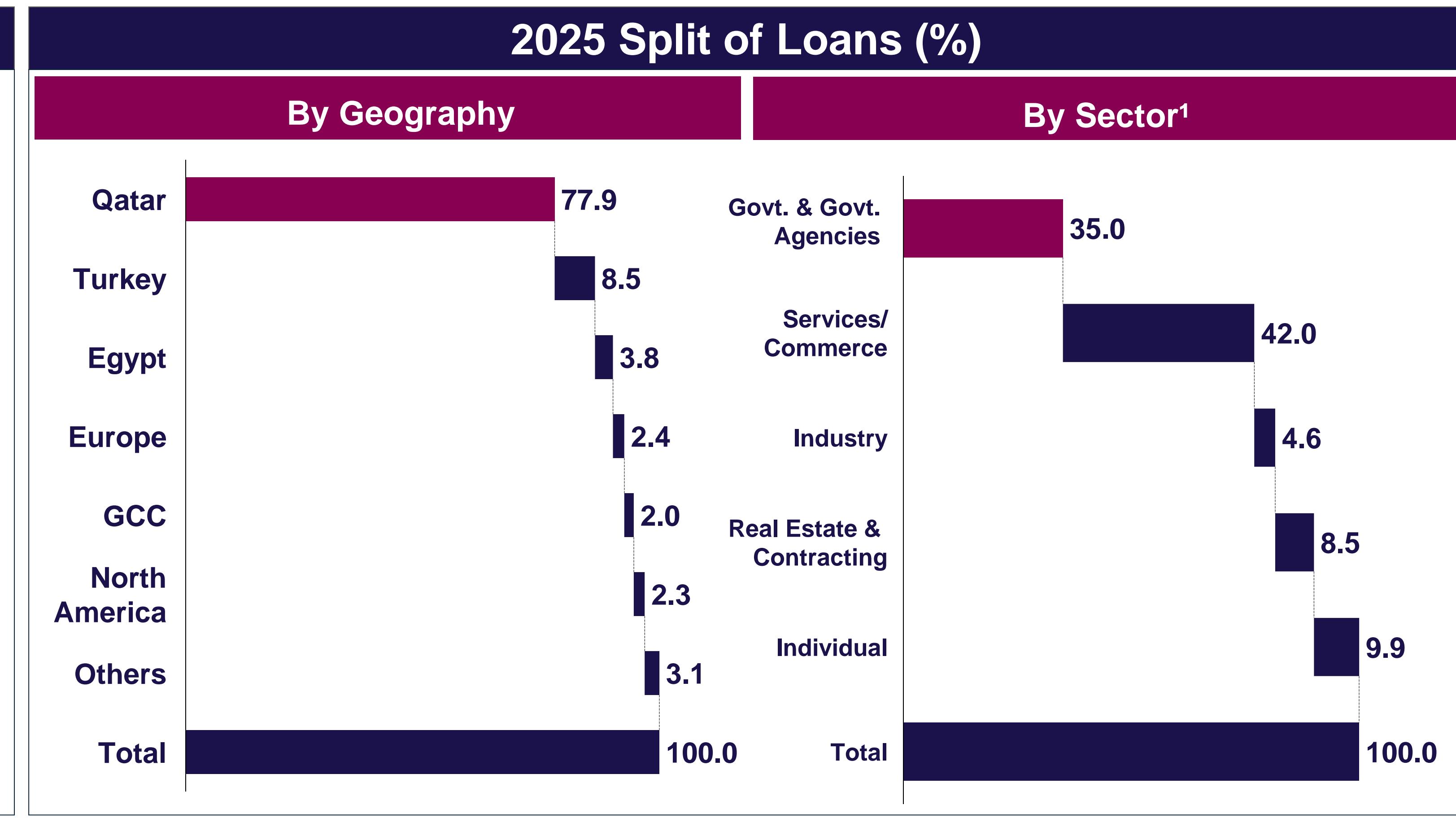
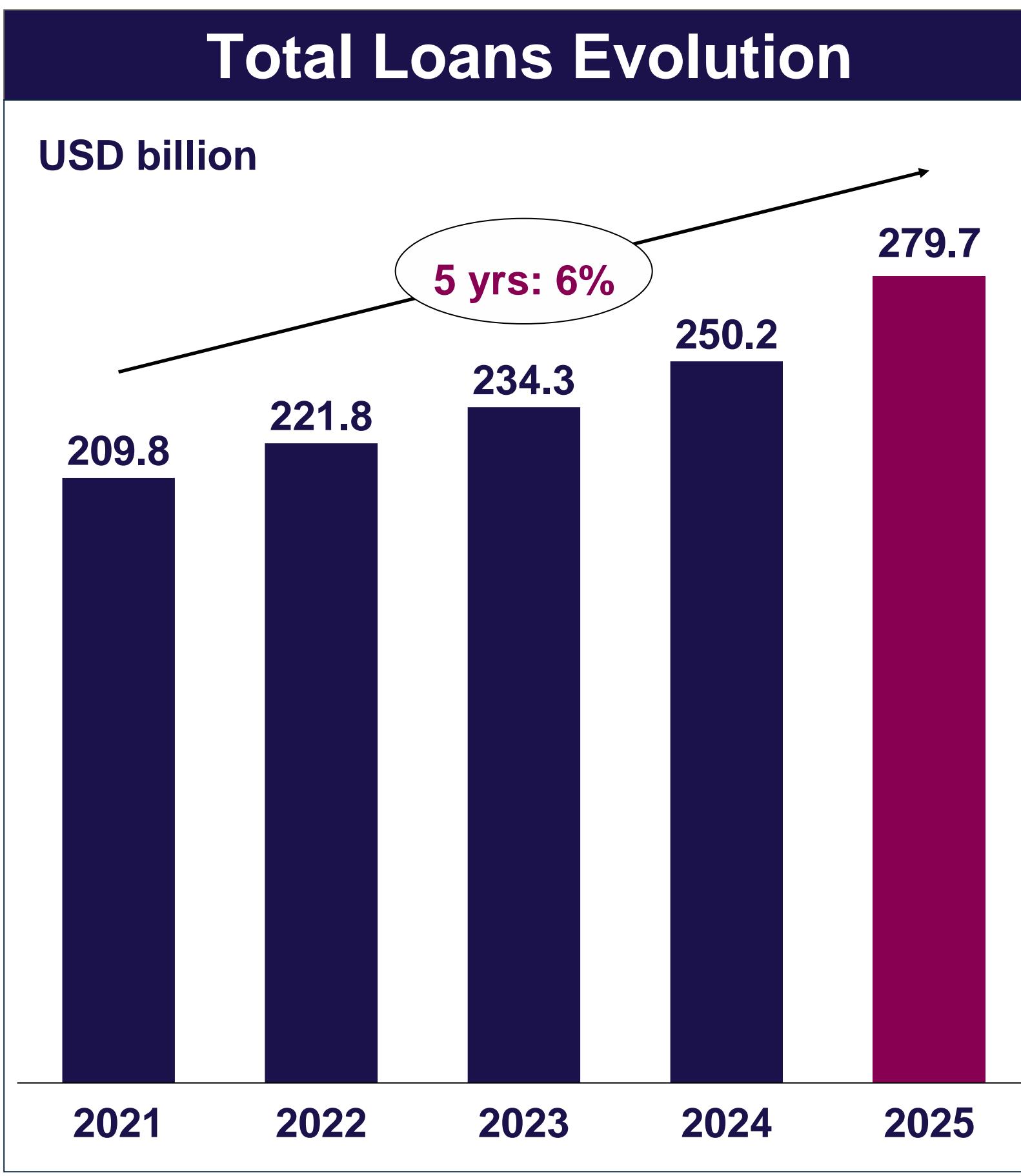


• Assets increased by 7% from December 2024

- Loans and advances represent 73% of total assets
- USD and QAR currencies account for about 68% of total assets

# Stable loan momentum

Loan Analysis (as at 31 December)

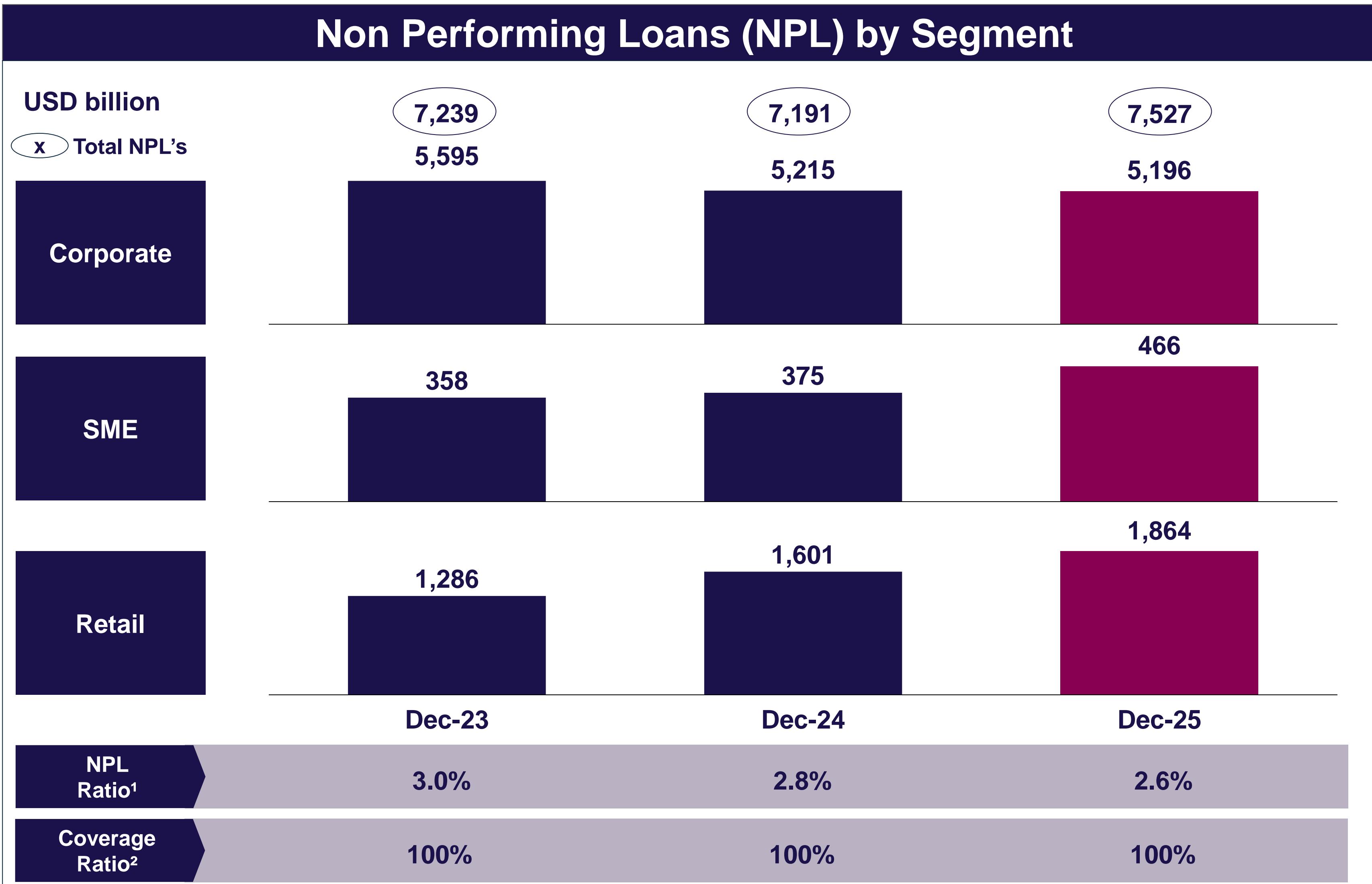


- Loans increased by 12% compared to December 2024
- 2021-2025 CAGR of 6%

- Loans denominated in USD represent 61% of total loans
- Loan exposures are of a high quality with 35% concentration to Government and public sector entities

# High quality lending portfolio is underpinned by low NPL ratios

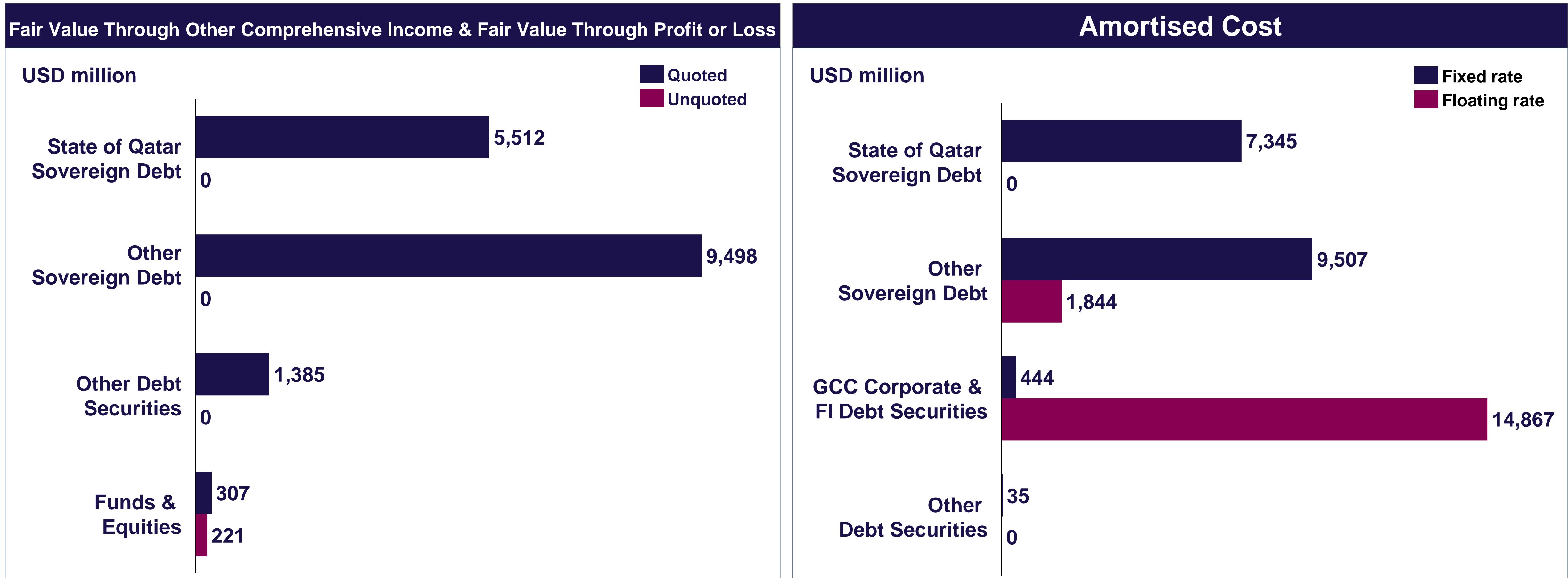
## Asset Quality Analysis



- QNB has continued to increase its provisions in response to the global economic situation on account of economic headwinds and uncertainties
- The bank's coverage ratio has remained robust amidst the economic downturn, with a coverage of 100% as at December 2025
- Past dues are NPL after 90 days default
- There is an additional risk reserve of USD 4,120 million which is greater than the 2.5% QCB requirements

# High quality investment portfolio with 66% of securities rated AA or Sovereign

Investments Analysis (USD million as at December 2025)



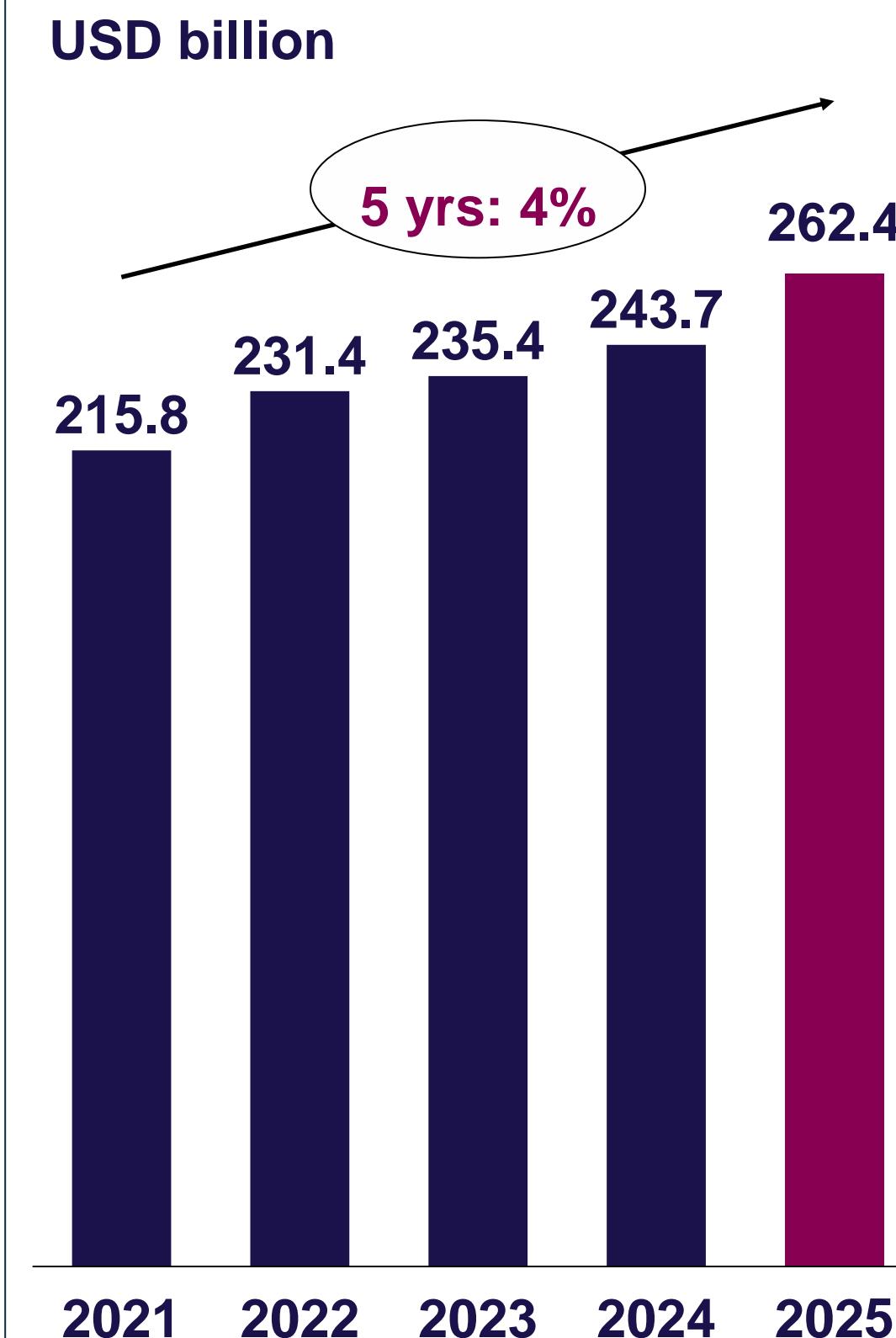
- Quoted securities account for 99% of FVOCI Investment securities

- Good mix of both fixed and floating rates securities

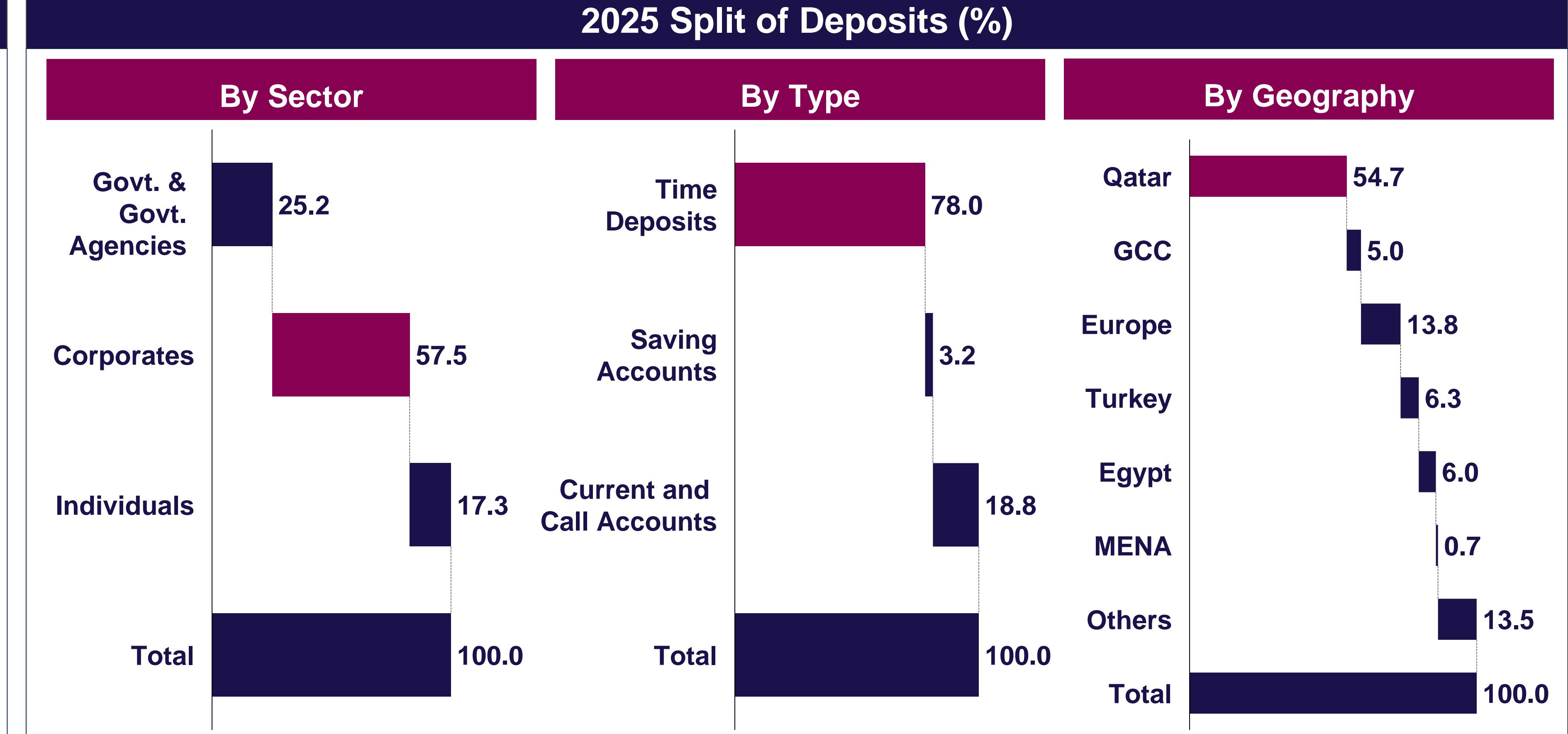
# Robust growth in customer deposits and funding

Funding Analysis (as at 31 December)

## Customer Deposits Evolution



## 2025 Split of Deposits (%)

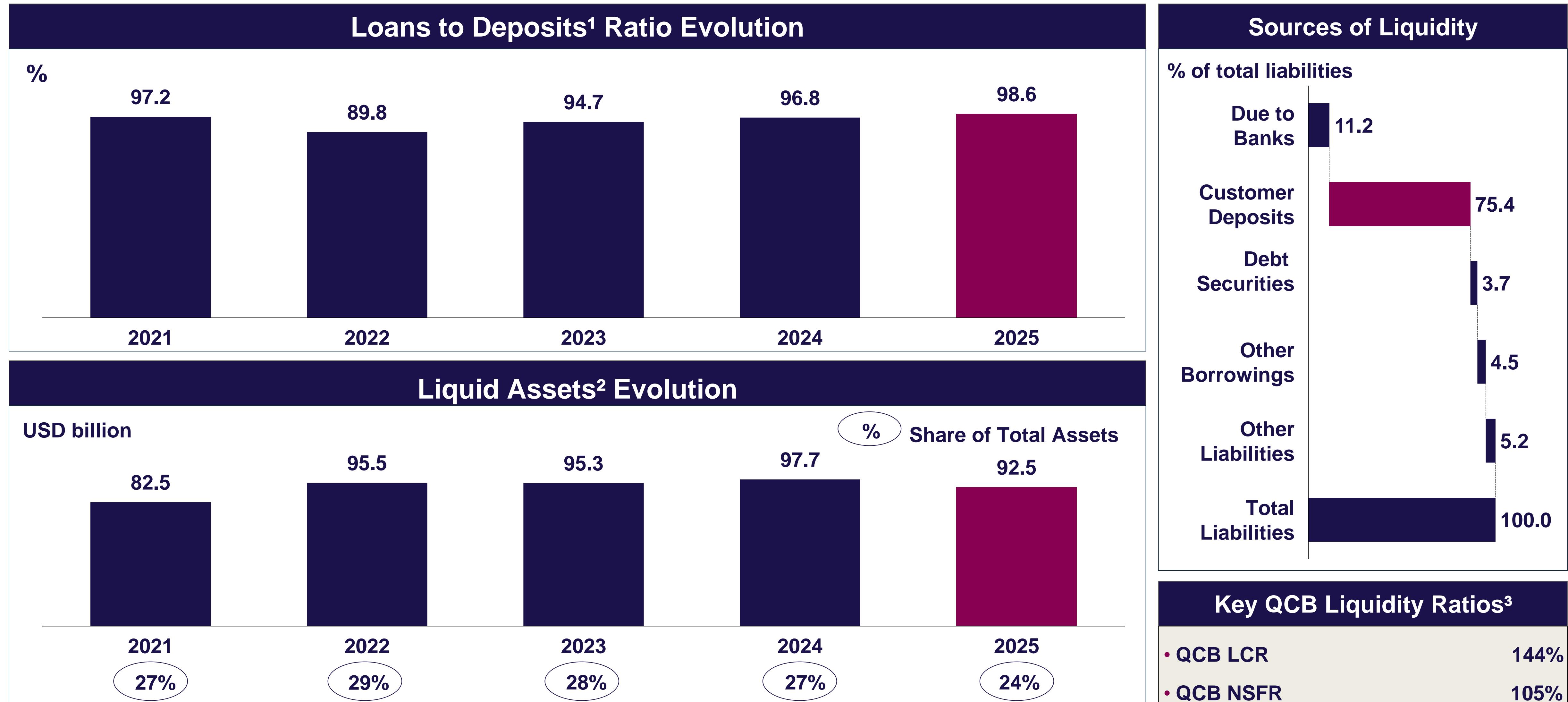


- Deposits increased by 8% from December 2024
- 2021-2025 CAGR of 4%

- QNB remains the public sector's preferred bank
- USD, EGP and TRY denominated deposits represent 45%, 4% and 7% of total deposits respectively

# Solid liquidity profile

Liquidity Analysis (as at 31 December)



Source: Financial Statements

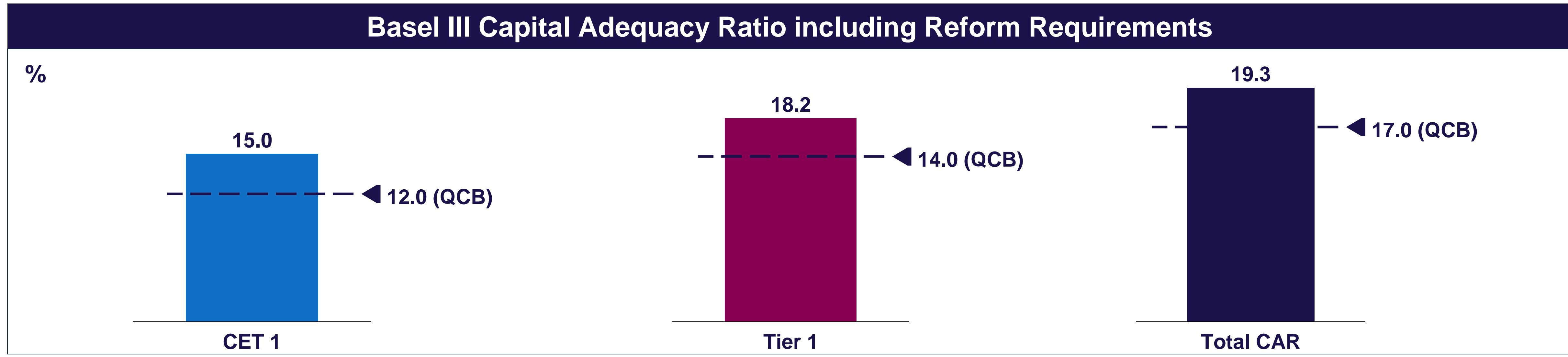
1: This represents the regulatory loans to deposits ratio imposed by QCB effective from 2022. 2021 is not directly comparable.

2: Liquid Assets calculated as the sum of Cash and Balances with Central Bank, Due from Banks and Investment Securities

3: QCB Liquidity ratios are more restrictive than standard Basel definitions for non-resident funding

# Strong capital adequacy ratio maintained above both QCB and Basel III reform requirements

Capital Analysis (as at 31 December)



- Capital adequacy ratio is above QCB and Basel III reform requirements including the applicable DSIB1 buffer of 3.5%

### Minimum CAR Requirements

%	Without buffers	Capital Conservation Buffer	DSIB Charge <sup>1</sup>	ICAAP Charge	Total Requirement
CET 1 ratio	6.0	2.5	3.5	-	12.0
Tier 1 ratio	8.0	2.5	3.5	-	14.0
Total CAR	10.0	2.5	3.5	1.0	17.0



Source: Financial Statements

1. Effective 1 January 2024, the DSIB charge has been increased from 2.5 per cent to 3.5 per cent, thus the total capital requirements are higher by 1 per cent at all levels.

# Diversifying business mix bolsters sustainable growth

Business Mix Contribution (% share as at 31 December)



Source: QNB

1: Profit Attributable to Equity Holders of the Bank

# IFRS 9 – Additional buffers for earnings stability

<b>Financial Impacts</b>	<ul style="list-style-type: none"> <li>QNB implemented IFRS 9 with effect from 1 January 2018 based on the QCB guidelines.</li> <li>As per QCB instructions, ECL impact has been treated as Tier 2 Capital for CAR purposes with no amortisation of the transition impact.</li> </ul>
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Coverage ratio <sup>1</sup>			
December 2025	Stage 1	Stage 2	Stage 3
<b>Due from Banks and Balances with Central Banks</b>	0.2%	0.4%	94.4%
<b>Loans</b>	0.3%	16.6%	100%
<b>Investments</b>	0.1%	N/A	99.5%
<b>Off balance sheet</b>	0.1%	8.1%	57.2%

Cost of Risk for Lending <sup>2</sup>				
December 2025	Stage 1	Stage 2	Stage 3 (NPL)	Total
<b>Cost of Risk</b>	4 bps	35 bps	58 bps	97 bps



Source: QNB

1: Coverage ratio is calculated as impairment allowance over gross exposures subject to ECL

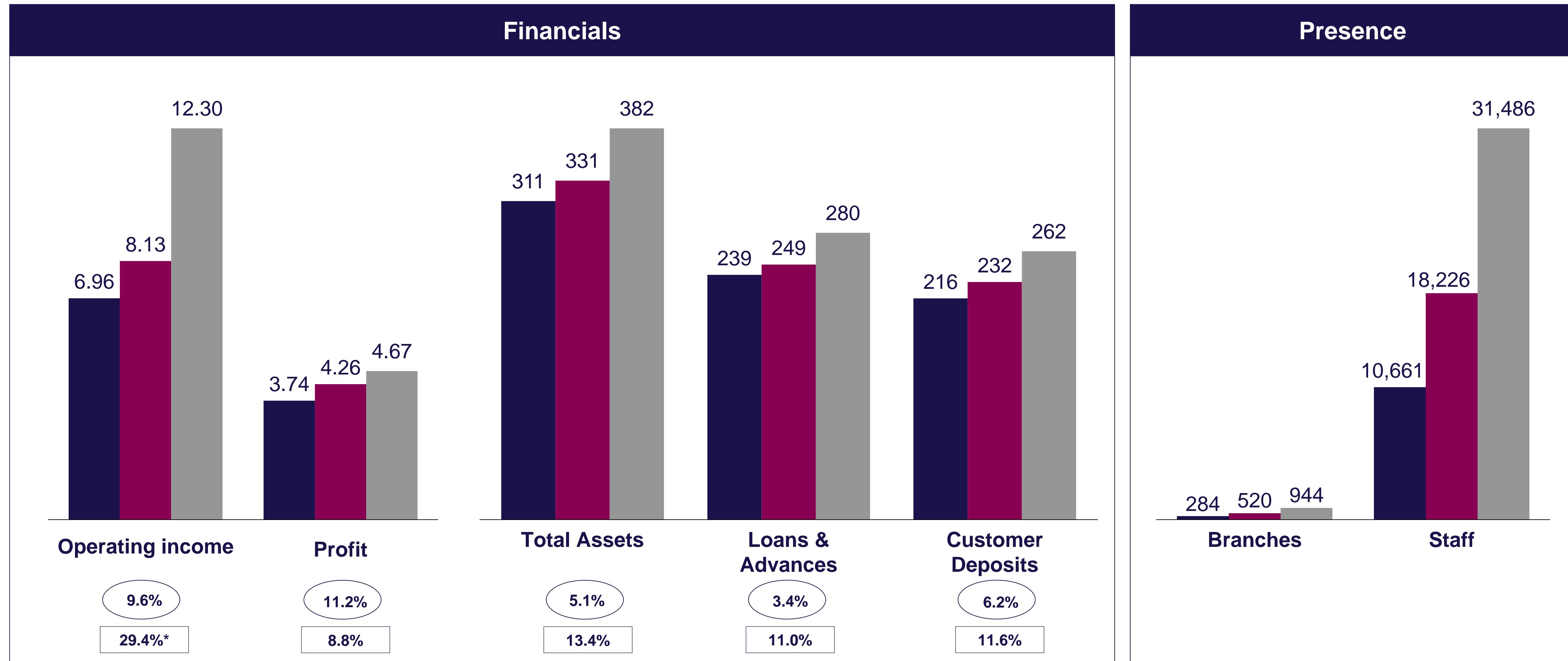
2: Cost of Risk is calculated as annualised ECL charge on Loans & Advances over Average Gross Loans

# QNB Group Financials

Key data (as at December 2025)

■ QNB excluding QNB Egypt and QNB Turkiye Operations ■ QNB incl. QNB Egypt ■ QNB incl. QNB Turkiye Operations

% Contribution of QNB Egypt  
% Contribution of QNB Turkiye Operations



Source: Financial Statements / QNB

Operating Income includes the share of result of associates.

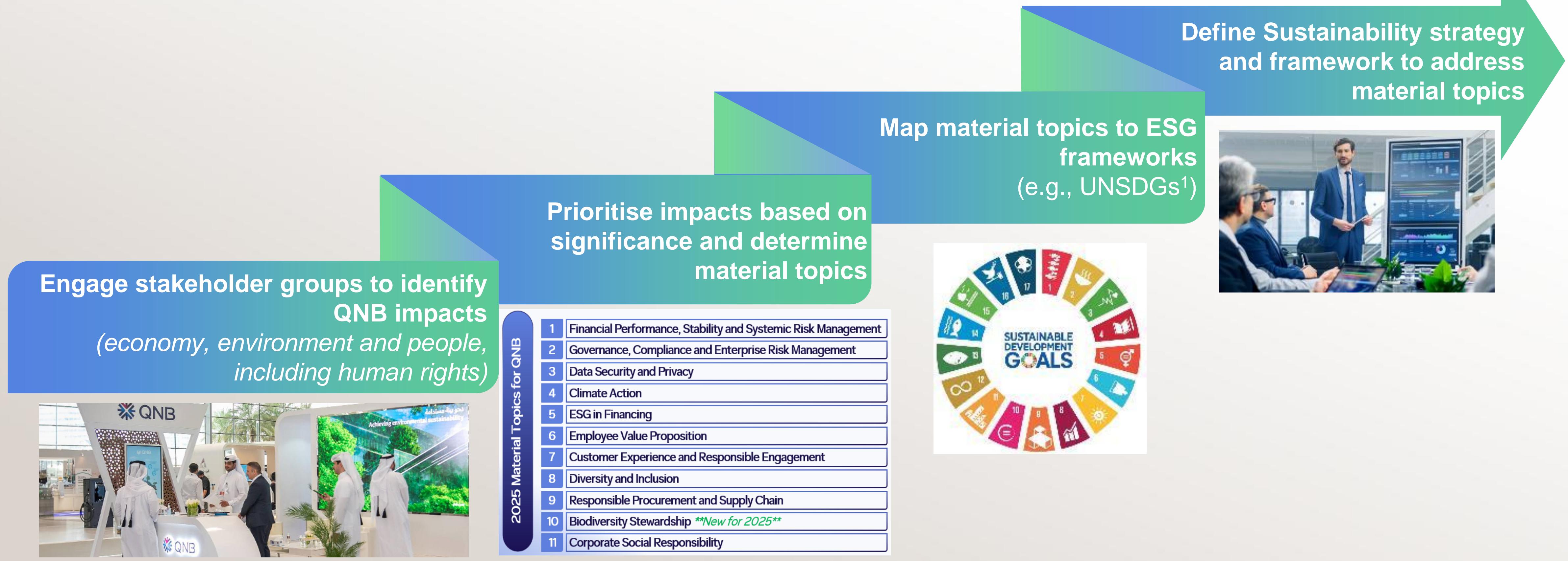
Profit represents Net Profit Attributable to Equity Holders of the Bank

\* QNB Turkiye contribution of operating income is net of the hyperinflation loss.



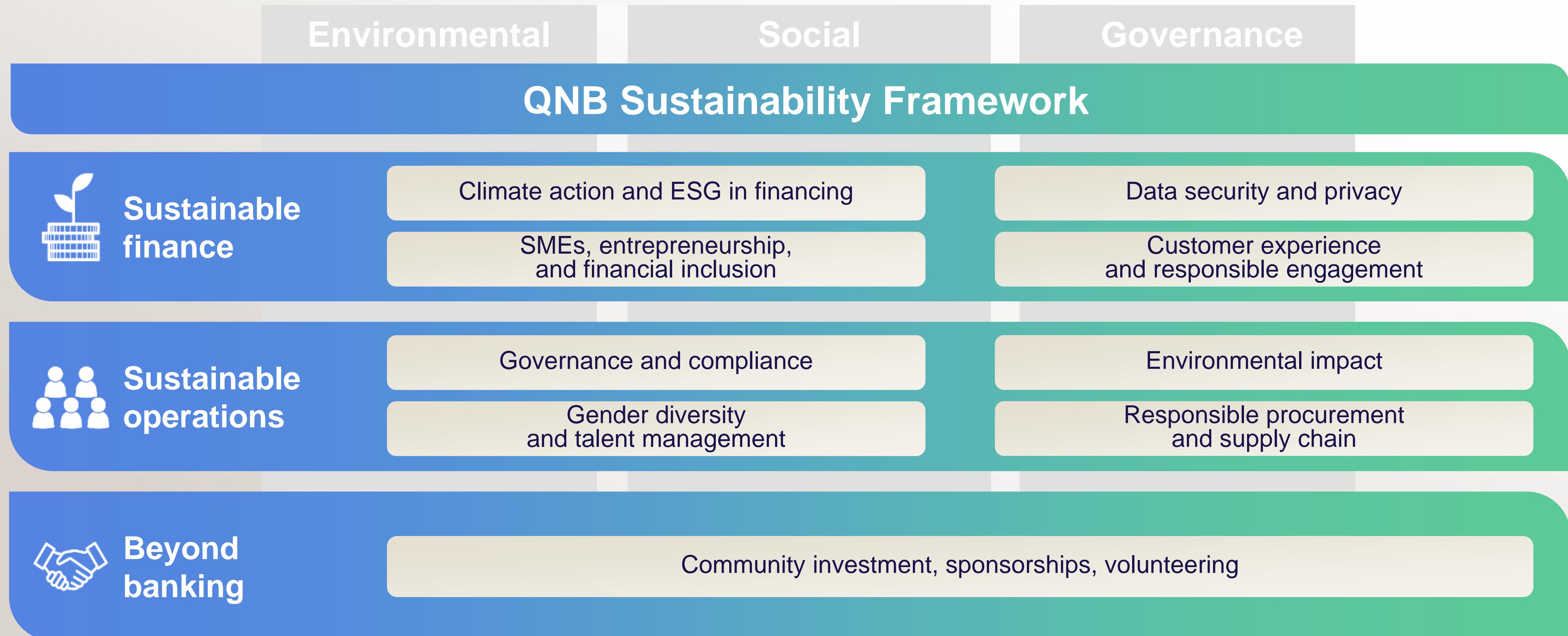
# Sustainability

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



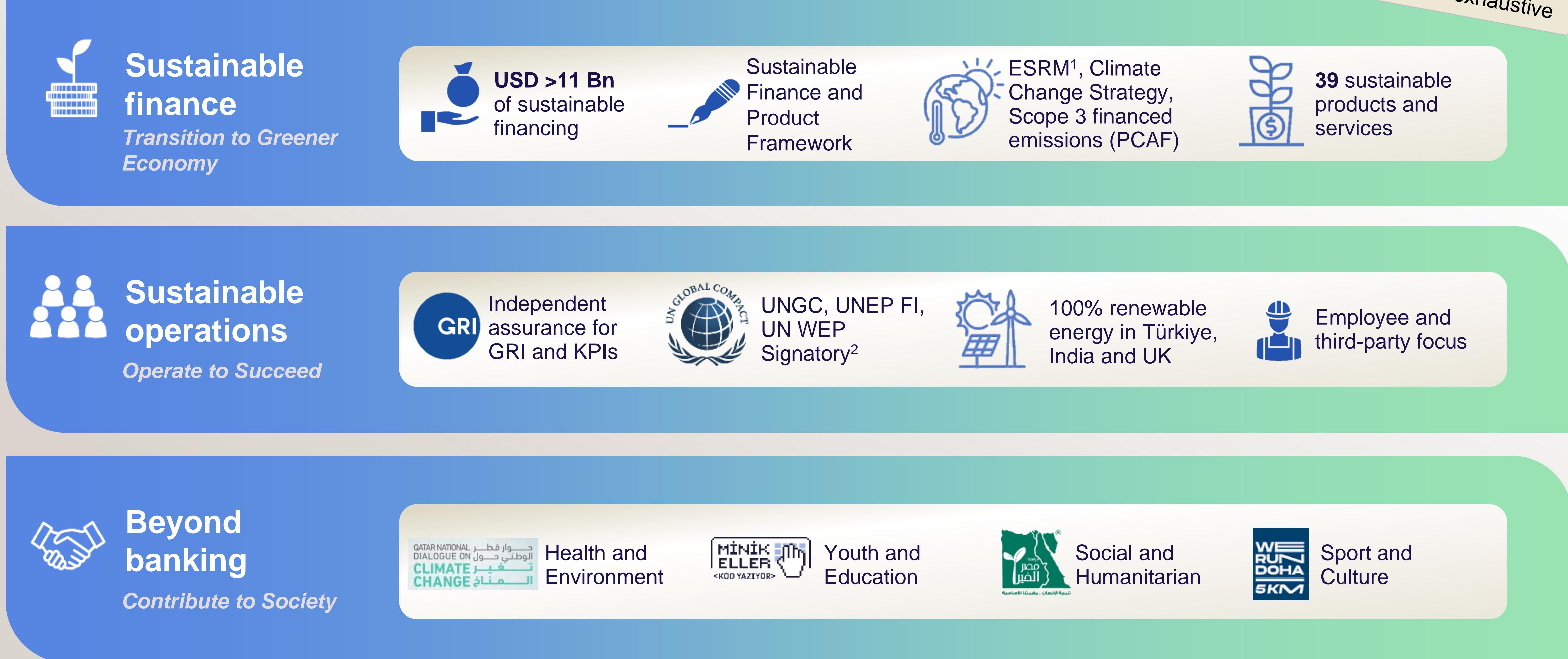
Based upon this approach, QNB has compiled a comprehensive list of relevant economic, ethical, social, and environmental impact areas

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



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

As at 31 December 2025



1 [Environmental and Social Risk Management policy framework](#)

2 UNGC = UN Global Compact, PCAF = Partnership for Carbon Accounting Financials, UNEP FI = UN Environment Programme Finance Initiative (QNB Egypt), UN WEP = UN Women's Empowerment Principles (QNB Türkiye)

# Sustainable finance at a glance

As at 31 December 2025

Financing		Customer experience	
<b>PCAF member, Scope 3 financed emissions</b> Covering >90% portfolio		<b>USD &gt;11 Bn</b> Sustainable financing portfolio	
<b>EUR 750 Mn Green bond issuance</b> The largest EUR green bond issuance from a ME bank		<b>First Climate Transition Bond</b> First global alignment with new ICMA guidelines	
<b>USD &gt;2.4 Bn ESG bond issuances since 2020</b> Including Blue, Green, and Social Bonds		<b>USD 2.5 Bn Green bond facilitation</b> Only bank in Qatar as Joint Lead Manager	
<b>Climate scenarios</b> Direct exposure to high-risk sectors <sup>1</sup> limited to ~1% of loan book		<b>Climate Strategy</b> Group-wide climate ambition, priority sectors, and baseline	
<i>Non-exhaustive</i>		<b>89%</b> Digital transactions (online & mobile as a % of total)	
		<b>0</b> Data security breaches	
		<b>39</b> Sustainable Products and Services	
		<b>68<sup>2</sup></b> Net Promoter Score (NPS) achieved in Qatar	

# QNB is proactively addressing both climate risk and opportunities in its governance, financing, engagement, and reporting

As at 31 December 2024

## First bank in the Middle East to disclose in alignment with IFRS S1 and S2

Description	2024 Financial Exposure (QAR '000)				2024 Gross Financed GHG Emissions (tCO <sub>2</sub> e)			
	Gross Financial Exposure	Emissions Disclosed	Emissions Not Disclosed	% of Gross Exposure	Scope 1	Scope 2	Scope 3	Total
<b>Funded Amounts<sup>1,2</sup></b>								
Cash and Balances with Central Banks	84,535,430	84,535,430	-	6%	-	-	-	-
Due from Banks	95,973,695	95,973,695	-	7%	-	-	-	-
Loans and Advances to Customers	910,757,751	821,335,935	89,421,816	62%	30,479,473	4,506,782	58,370,402	93,356,657
<i>Including Project Finance</i>								
Investment Securities	175,322,674	171,725,500	3,597,174	12%	4,452,338	110,487	9,316,971	13,879,796
<i>Including Debt Securities</i>	172,937,170	170,066,208	2,870,962	12%	4,393,541	103,091	9,293,973	13,790,605
<i>Including Equity Securities</i>	2,385,504	1,659,292	726,212	0%	58,797	7,396	22,998	89,191
Investment in Associates	7,861,377	-	7,861,377	1%	-	-	-	-
Other Assets	23,465,703	-	23,465,703	1%	-	-	-	-
<b>Sub-total Funded Amounts</b>	<b>1,297,916,630</b>	<b>1,173,570,560</b>	<b>124,346,070</b>	<b>89%</b>	<b>34,931,811</b>	<b>4,617,269</b>	<b>67,687,373</b>	<b>107,236,453</b>
Undrawn Loan Commitments	156,578,487	49,670,703	106,907,784	11%	8,874,418	2,284,700	9,539,617	20,698,735
<b>Total</b>	<b>1,454,495,117</b>	<b>1,223,241,263</b>	<b>231,253,854</b>	<b>100%</b>	<b>43,806,229</b>	<b>6,901,969</b>	<b>77,226,990</b>	<b>127,935,188</b>

Group financed emissions intensity

105

tCO<sub>2</sub>e/QAR Mn

Scope 3 financed emissions cover

>90%

of the Group portfolio

QNB PCAF data quality score of

2.7

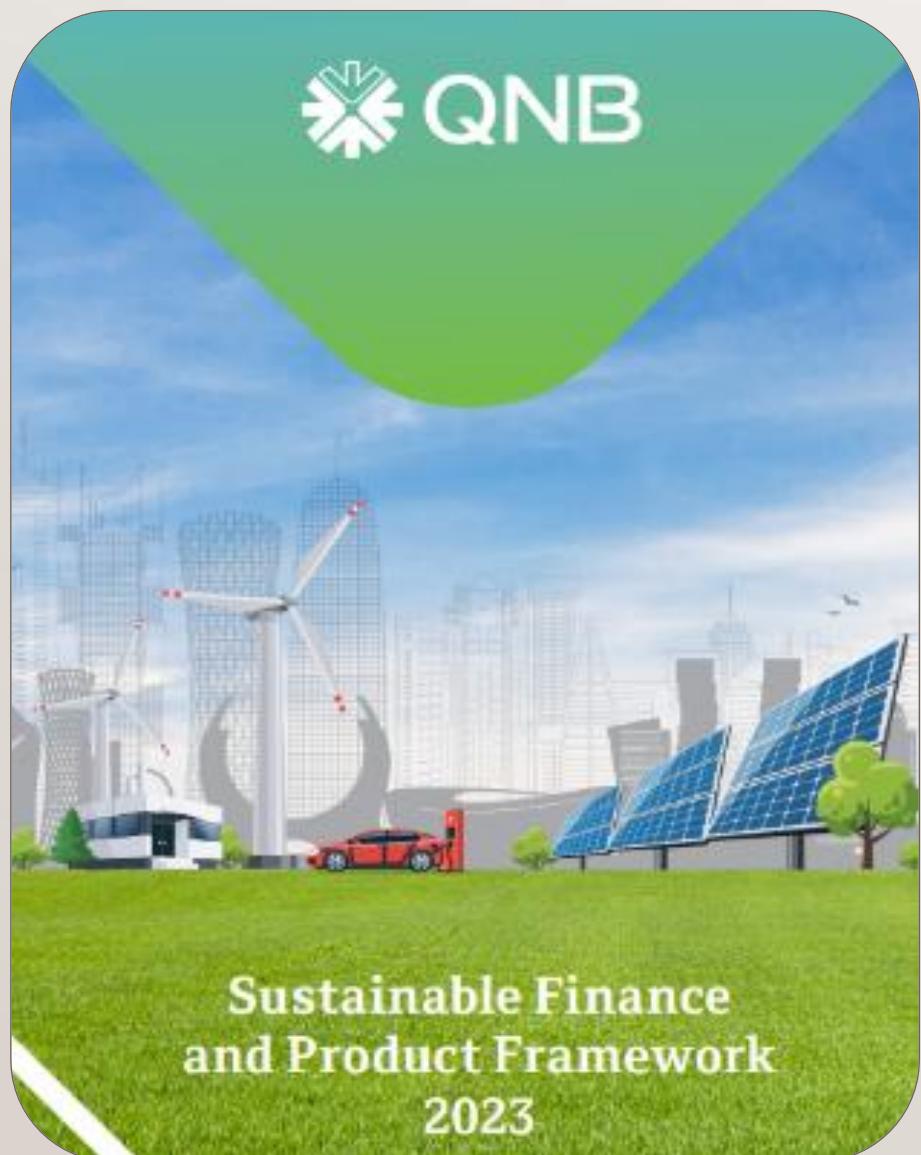


<sup>1</sup> Cash and Balances with Central Banks and Due from Banks have zero emissions. Emissions related to Investment in Associates and Other Assets are not disclosed

<sup>2</sup> For further details on financed emissions by industry, see [QNB Group Sustainability Report 2024](#)

# QNB's Sustainable Finance and Product Framework (SFPPF) is the first of its type in Qatar and market leading in the region

## QNB Group SFPPF



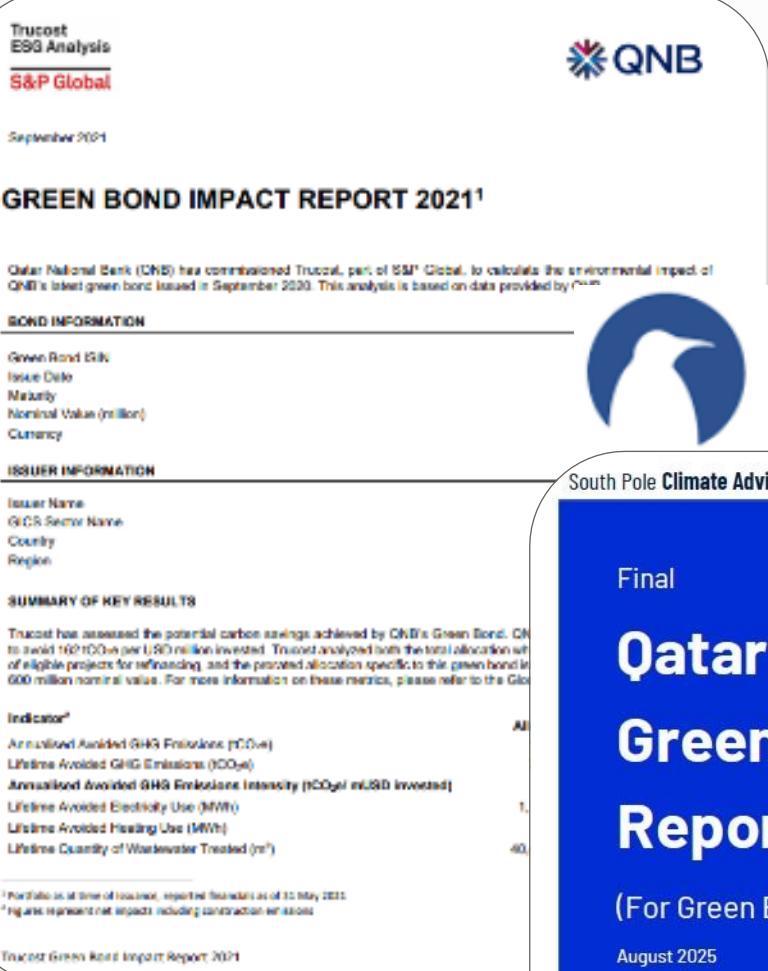
- ✓ Use of proceeds
- ✓ Projects evaluation and selection
- ✓ Management of proceeds
- ✓ Reporting

## Second Party Opinion (SPO)



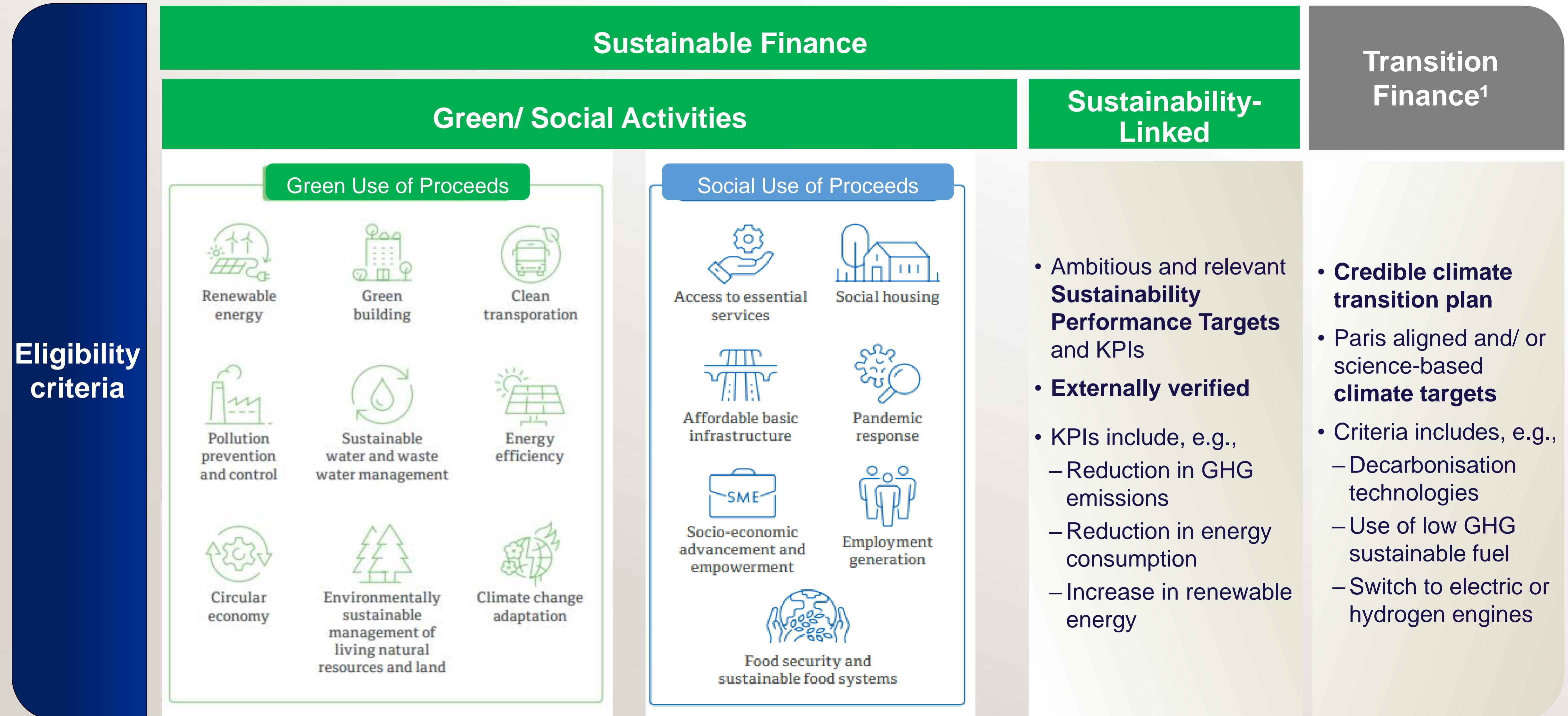
QNB Group's SFPPF received an SPO from ISS Corporate Solutions, recognising its alignment with sustainability goals, clear ESG criteria, and credible approach to sustainable financing. This positive assessment supports QNB's efforts to integrate sustainability into its financial products and services.

## Environmental Impact Reports



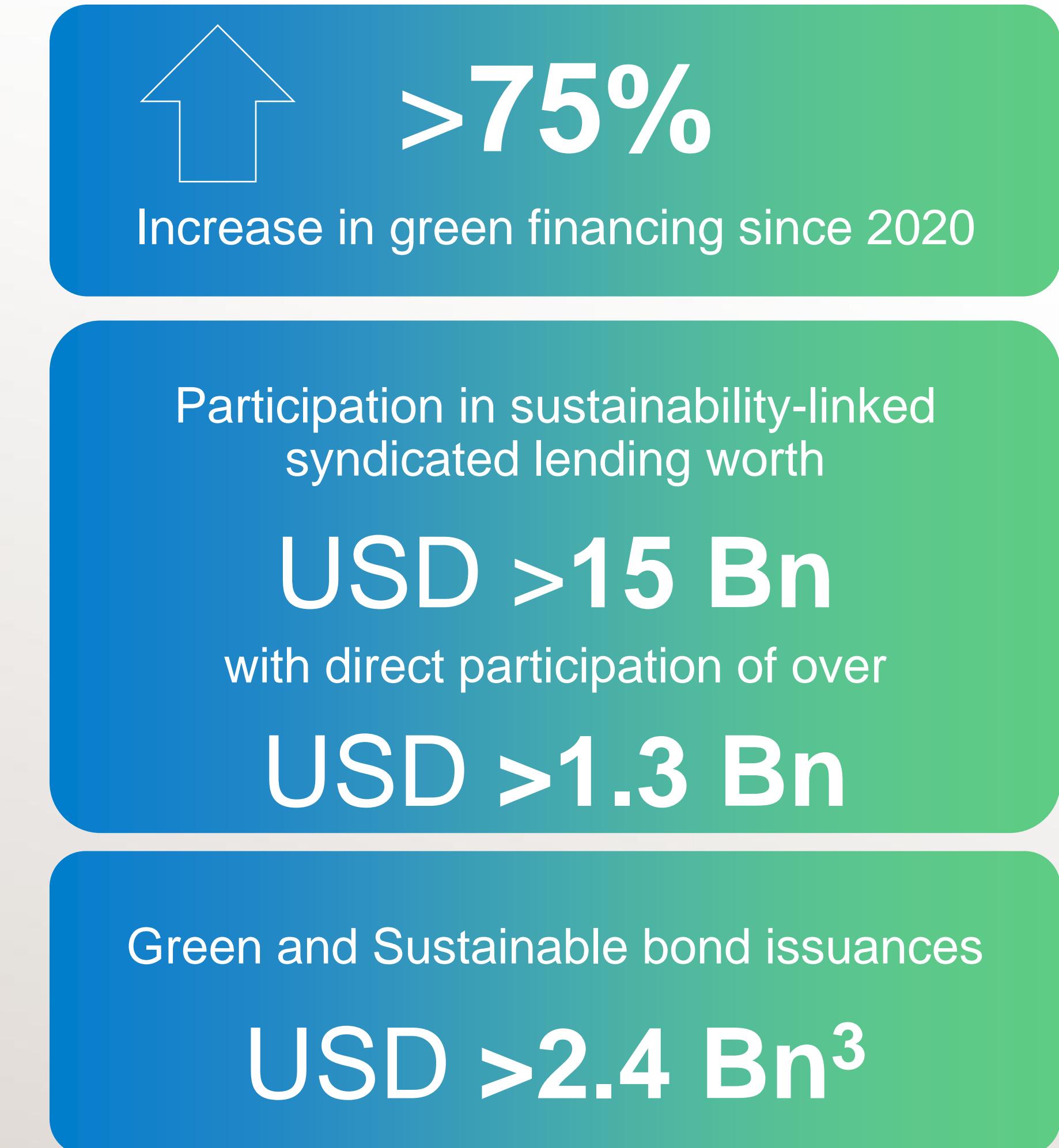
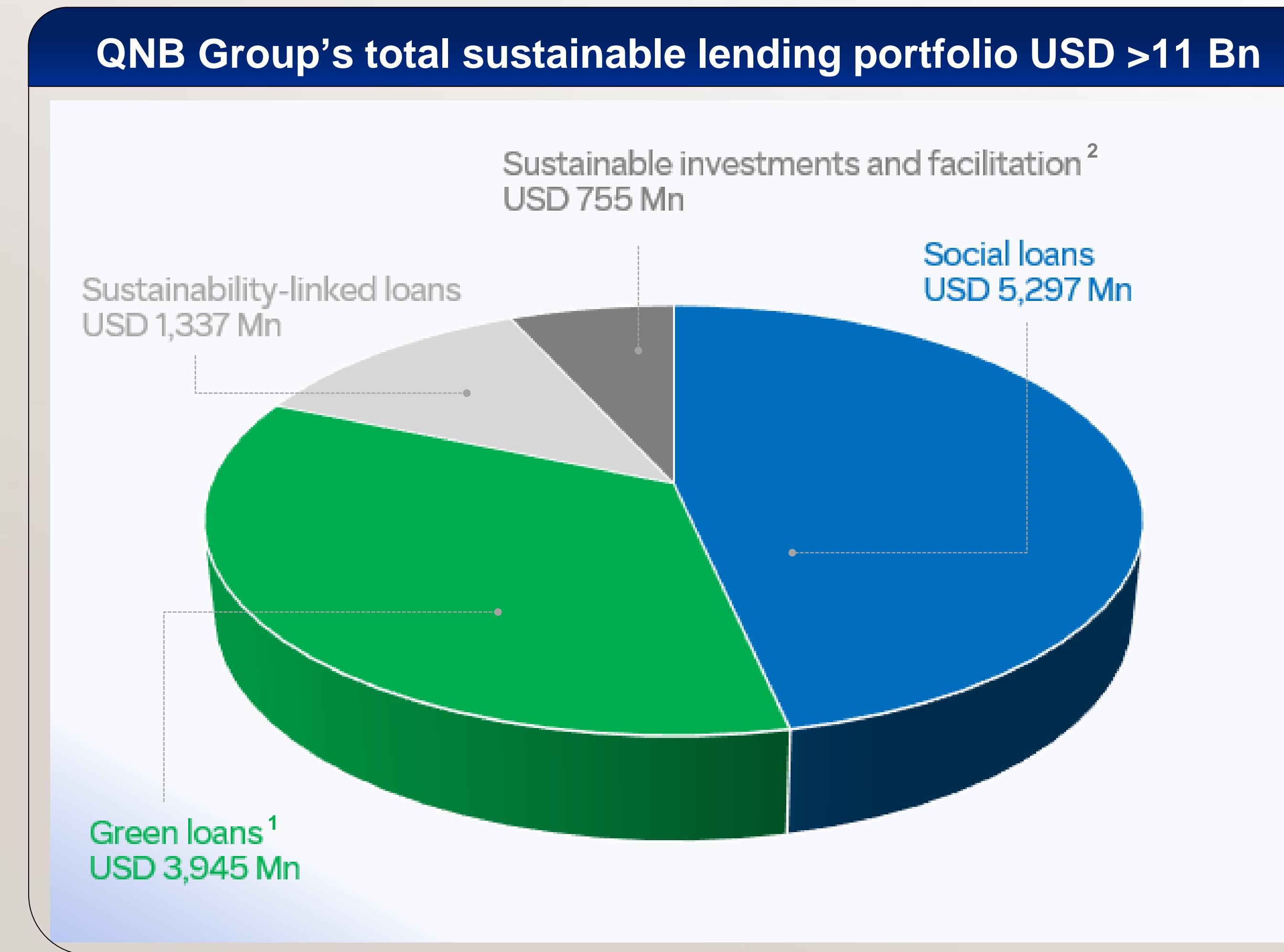
[QNB Group Sustainable Finance and Product Framework \(SFPPF\)](#)  
[ISS Corporate Solutions Second Party Opinion \(SPO\)](#)

# QNB's SFPF is aligned with international taxonomies, eligibility criteria, and standards to enable and drive ESG and climate financing

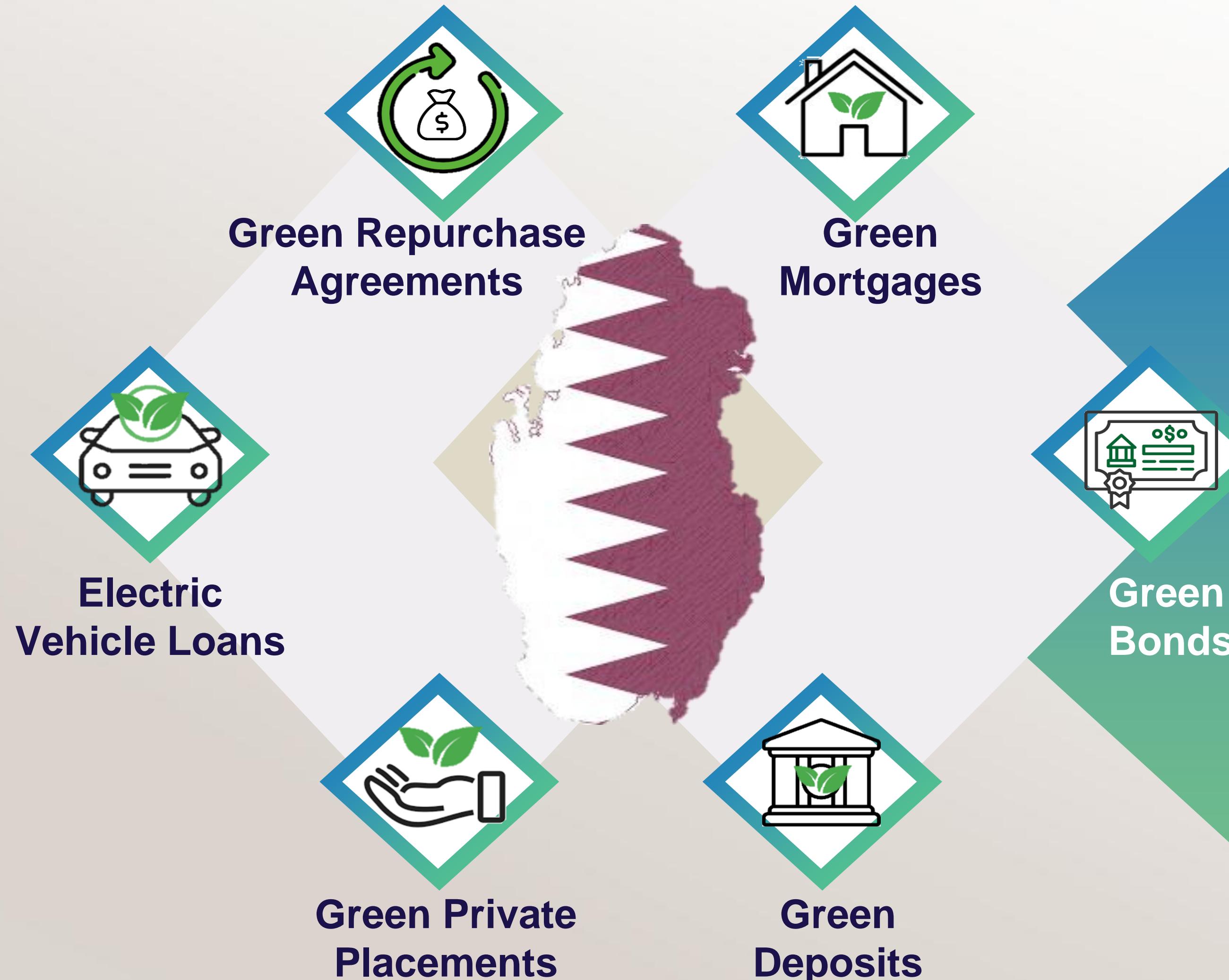


# QNB continues to leverage the SFPF and client engagement to further develop and grow its sustainability portfolio

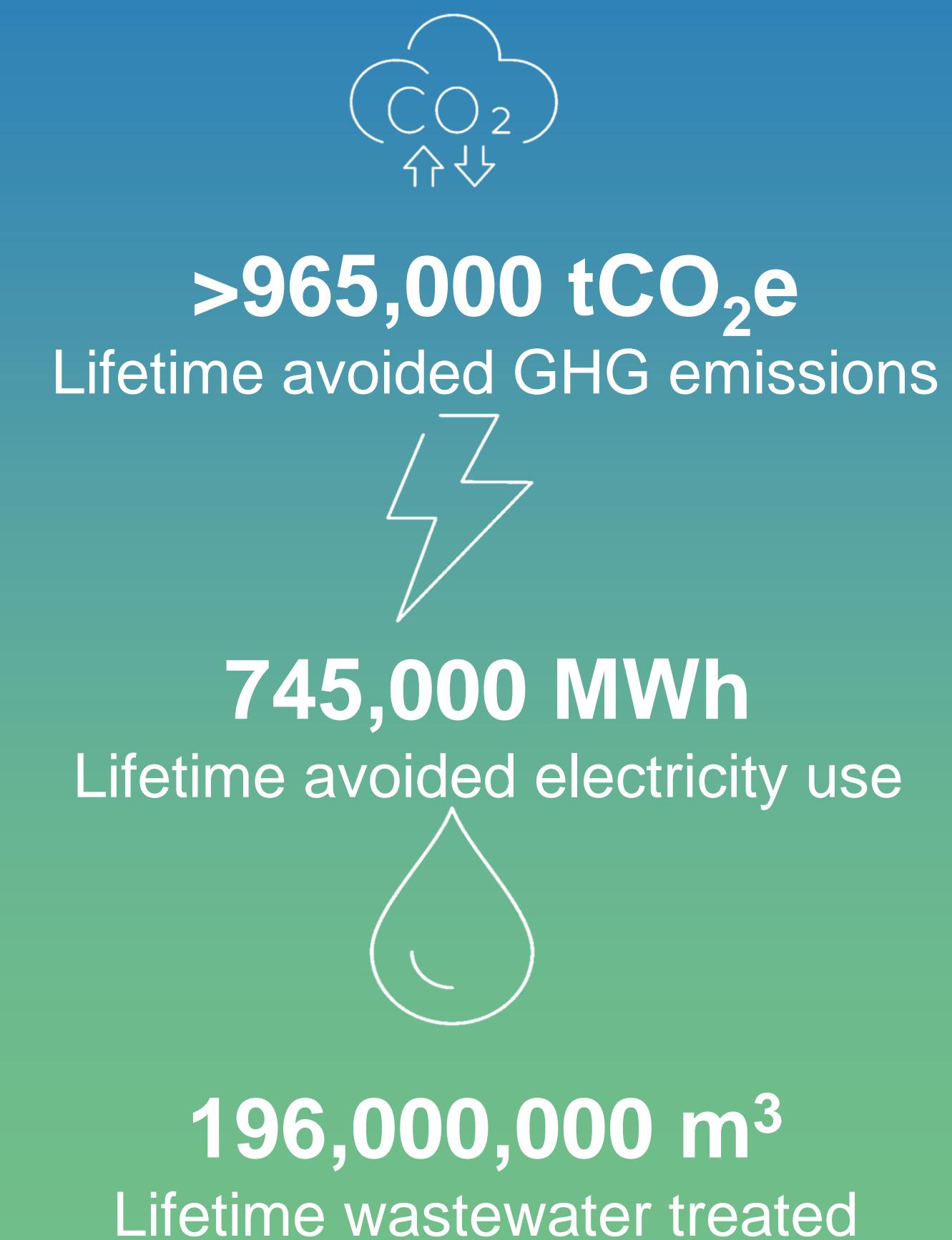
As at 31 December 2025



# QNB is recognised as a leader in sustainable financing, launching a number of pioneering products and transactions into the market



## Environmental impact of QNB's Green Bond portfolio<sup>1</sup>



# Sustainable operations at a glance

As at 31 December 2025

Non-exhaustive

## Environmental impact



**100%**

Renewable energy in QNB Türkiye, India, and UK operations



**14001 & 50001**

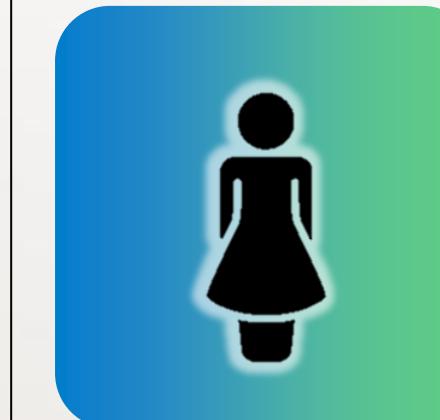
ISO certifications for Environmental and Energy<sup>1</sup> Management



**45% reduction in GHG emissions**

Total reduction since 2017

## Gender diversity



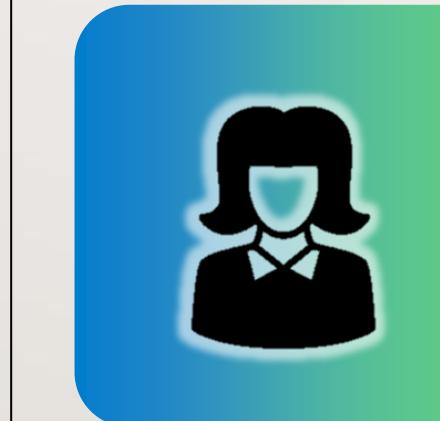
**2**

Female QNB Group Board of Directors



**0.93**

Female/ male pay ratio



**48%**

Female employees



**33%**

Women in senior and middle management

Deloitte & Touche Middle East is undertaking **independent limited assurance** in 2025 on:

Reporting in accordance with GRI Universal Standards, Female employment rate, Percentage of female Board members in subsidiaries, and GHG Scope 1, Scope 2, Scope 3: Business Travel emissions, and Scope 3: Financed Emissions

# QNB is integrating ESG into our operations to align with international best practices and embed sustainability into our DNA

## Commitment to global and regional frameworks



United Nations  
Global Compact



TCFD



SUSTAINABLE  
DEVELOPMENT GOALS



- **100% renewable energy** sources in Türkiye, India and UK operations (47%)
- **Installed solar energy stations** in all owned, stand-alone, buildings in Egypt

## Protecting environment and society

## Focus on our people – employee value proposition



- Continued emphasis on **diversity, inclusion, and nationalisation** for our people and talent
- Focus on **learning and development**, capabilities building, and succession

## Independent assurance on reporting<sup>1</sup>



- Established **Third Party Risk Management** assessments
- Embedded **Supplier Code of Conduct** as part of centralised procurement requirement
- Conducted **site visits** and **inspections** for 100% of manpower suppliers<sup>2</sup> in Qatar

## Enhancing Third Party Risk Management (TPRM)

# QNB is recognised as a regional leader in climate financing and ESG initiatives through external ratings and international awards

As at 31 December 2025

Disclosures	2023	2024	2025
<b>MSCI</b> 	A	A	AA
<b>S&amp;P Global</b>	50 (85th percentile)	52 (83rd percentile)	59 (86th percentile)
 <b>SUSTAINALYTICS</b>	23.6 (Medium risk)	21.9 (Medium risk)	16.7 (Low risk)
	B	B	B



9X

Sustainable Finance  
Awards 2025  
(Global Finance)

- Best bank for Green Bonds in Middle East (ME)
- Best bank for Sustainable Project Finance in ME
- Best bank for Sustainability Transparency in ME

# For further information please refer to QNB's Sustainability page for all ESG-related policies, frameworks, and reports

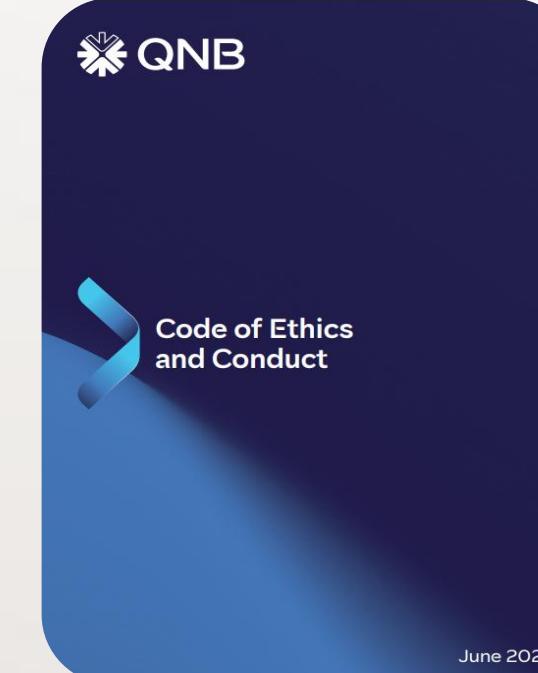
## Public reports

- Click on the below reports for direct access

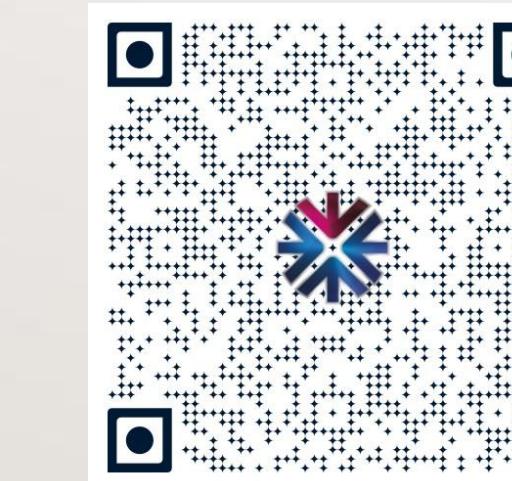


## Public policies and frameworks

- For our public ESG policies, frameworks and reporting, visit [QNB's dedicated Sustainability page](#) or click directly on one of the below policies



- Scan below QR code to access the page through your mobile

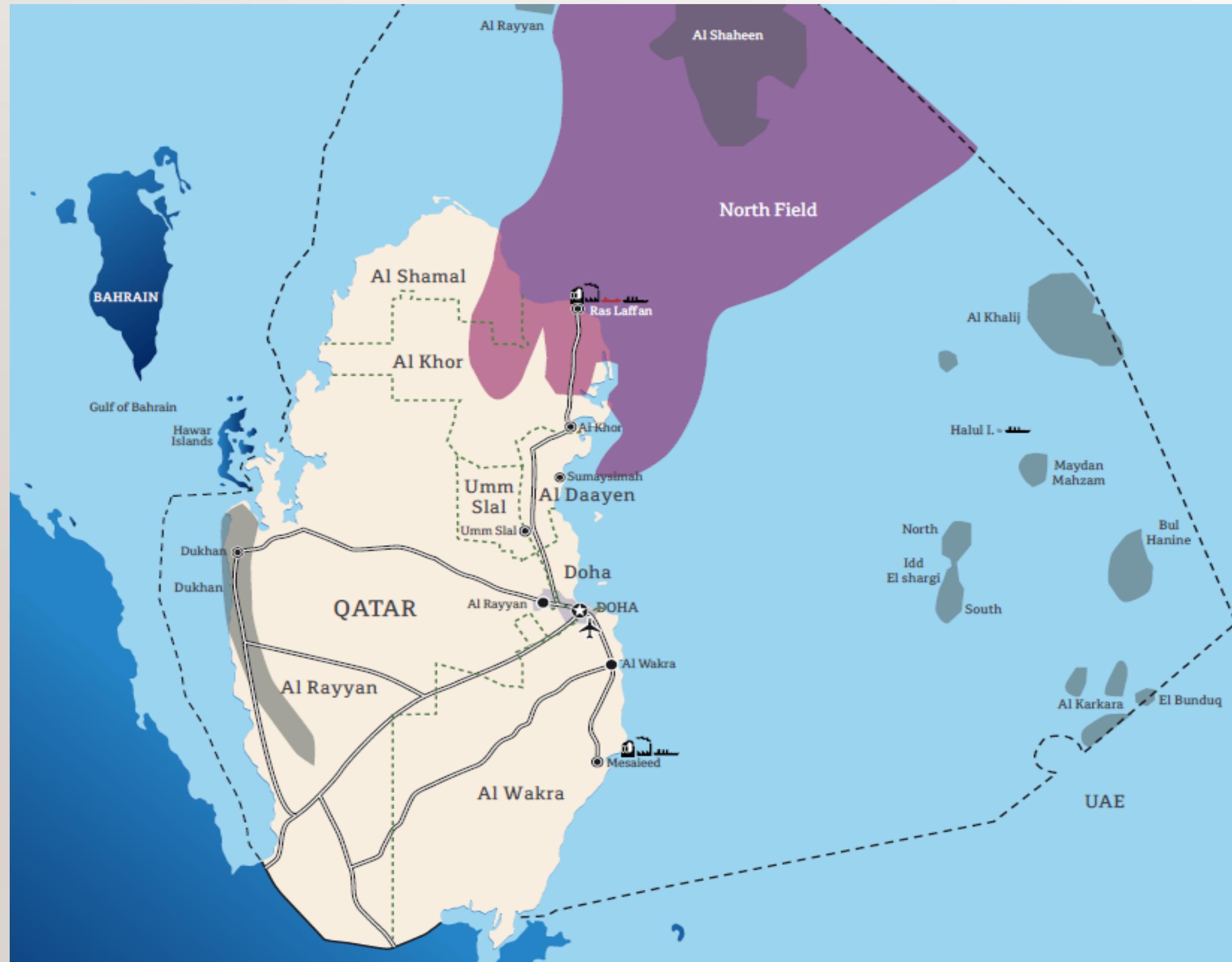


- For any further inquiries, contact [sustainability@qnb.com](mailto:sustainability@qnb.com)



# Economic Overview

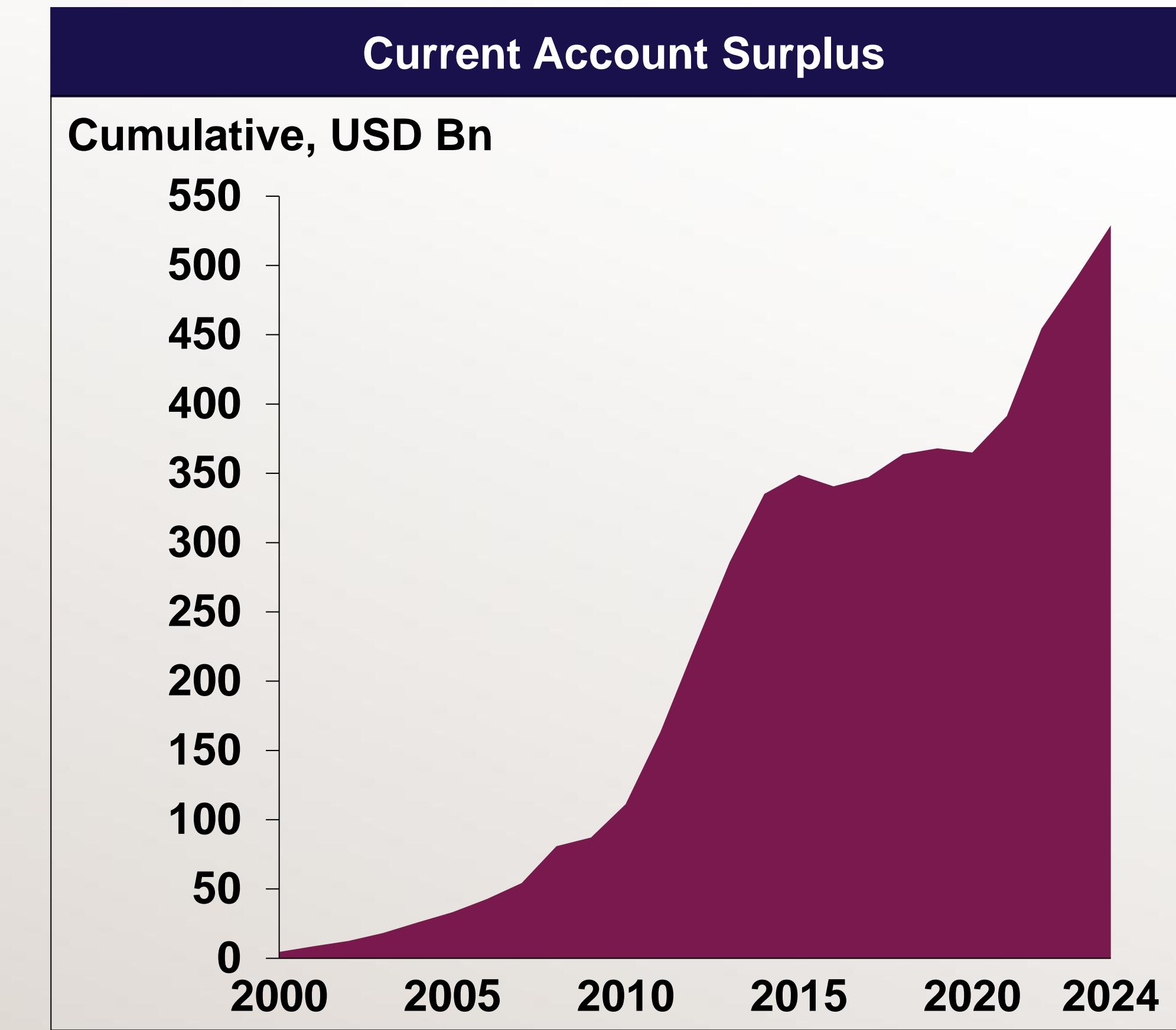
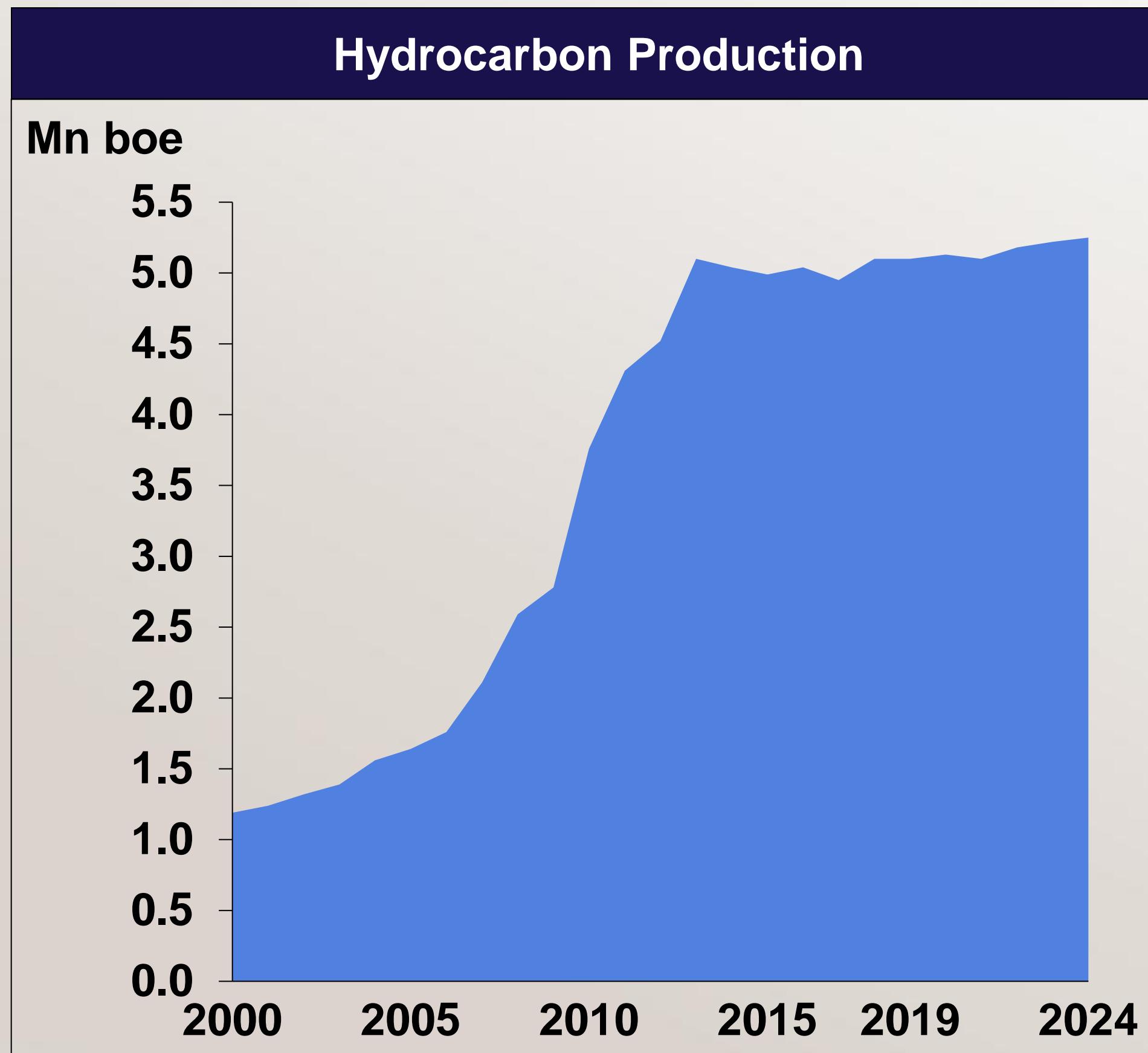
# Qatar is strategically located between Europe and Asia and possesses one of the largest gas reserves in the world



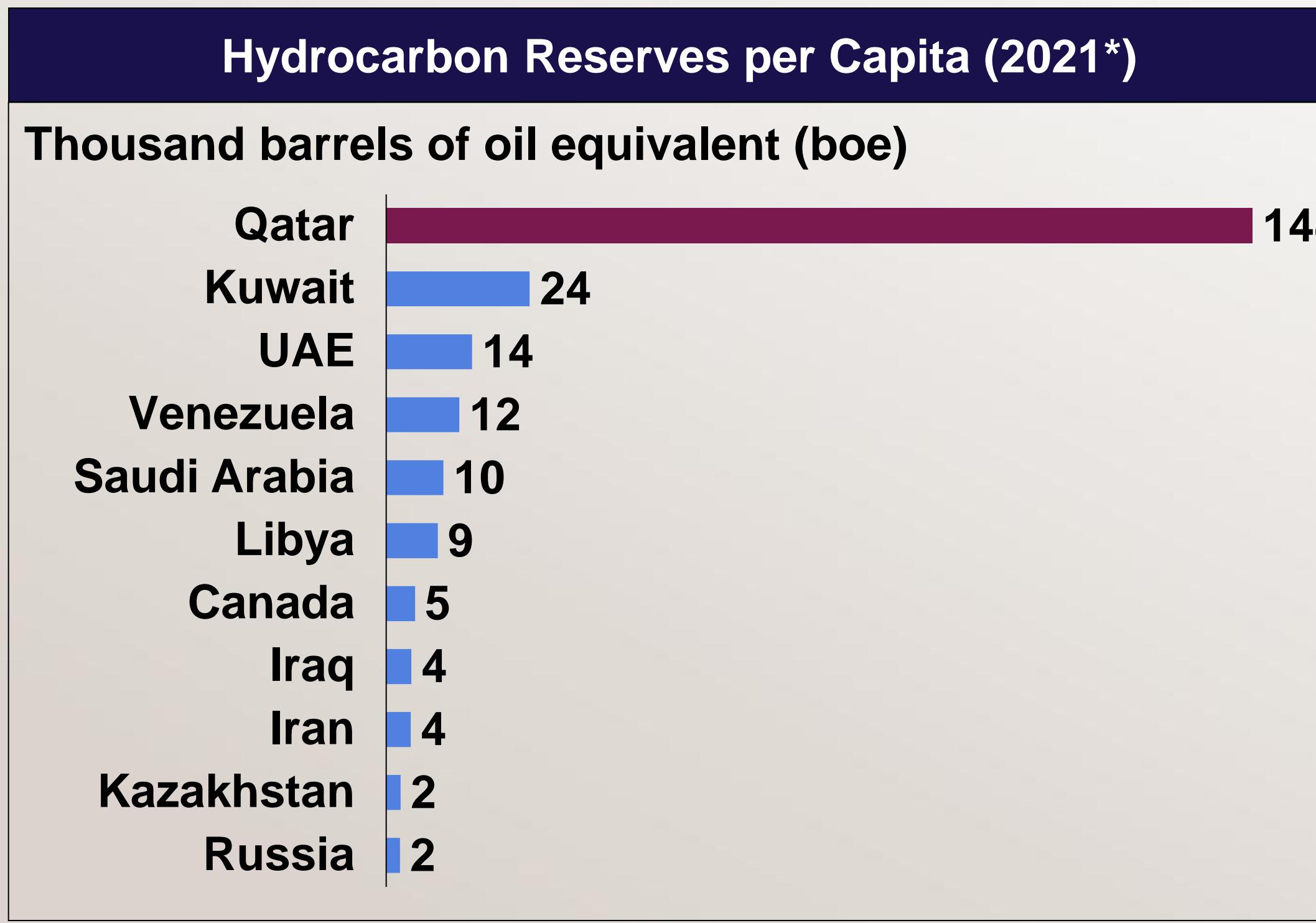
## Comments

- Qatar is a peninsula located in the Persian Gulf and is a member of the Gulf Cooperation Council (GCC)
- Qatar's total population is around 3.3 million
- Qatar is endowed with the world's largest hydrocarbon reserves on a per capita basis
- Qatar's hydrocarbon reserves are mostly held in the North Field; the world's largest non-associated gas field
- Qatar is one of the world's largest exporters of liquefied natural gas (LNG)

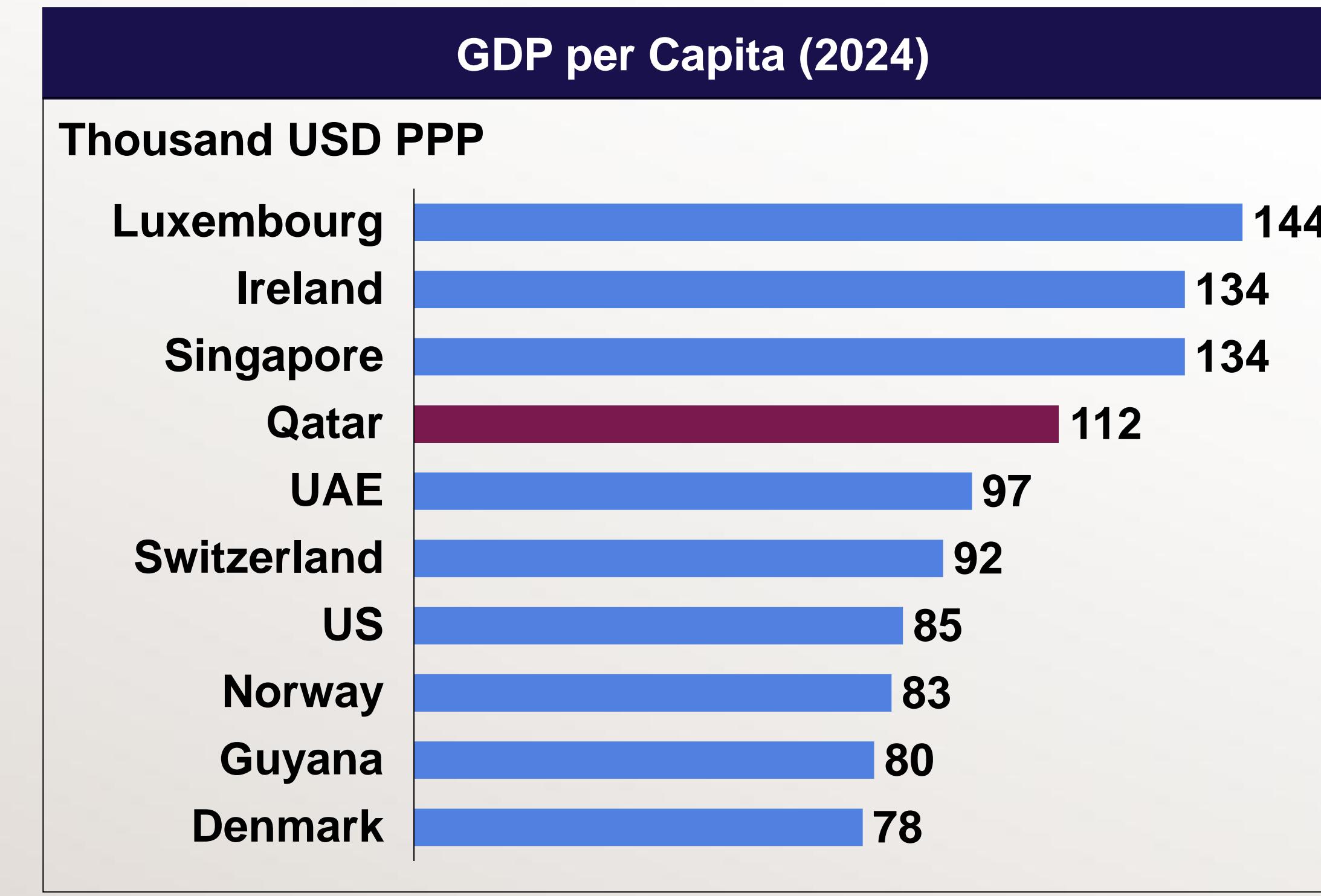
# Qatar's hydrocarbon production generates significant wealth via exports and has fueled substantial current account surpluses



# The development of Qatar's vast hydrocarbon reserves make it one of the richest countries in the world

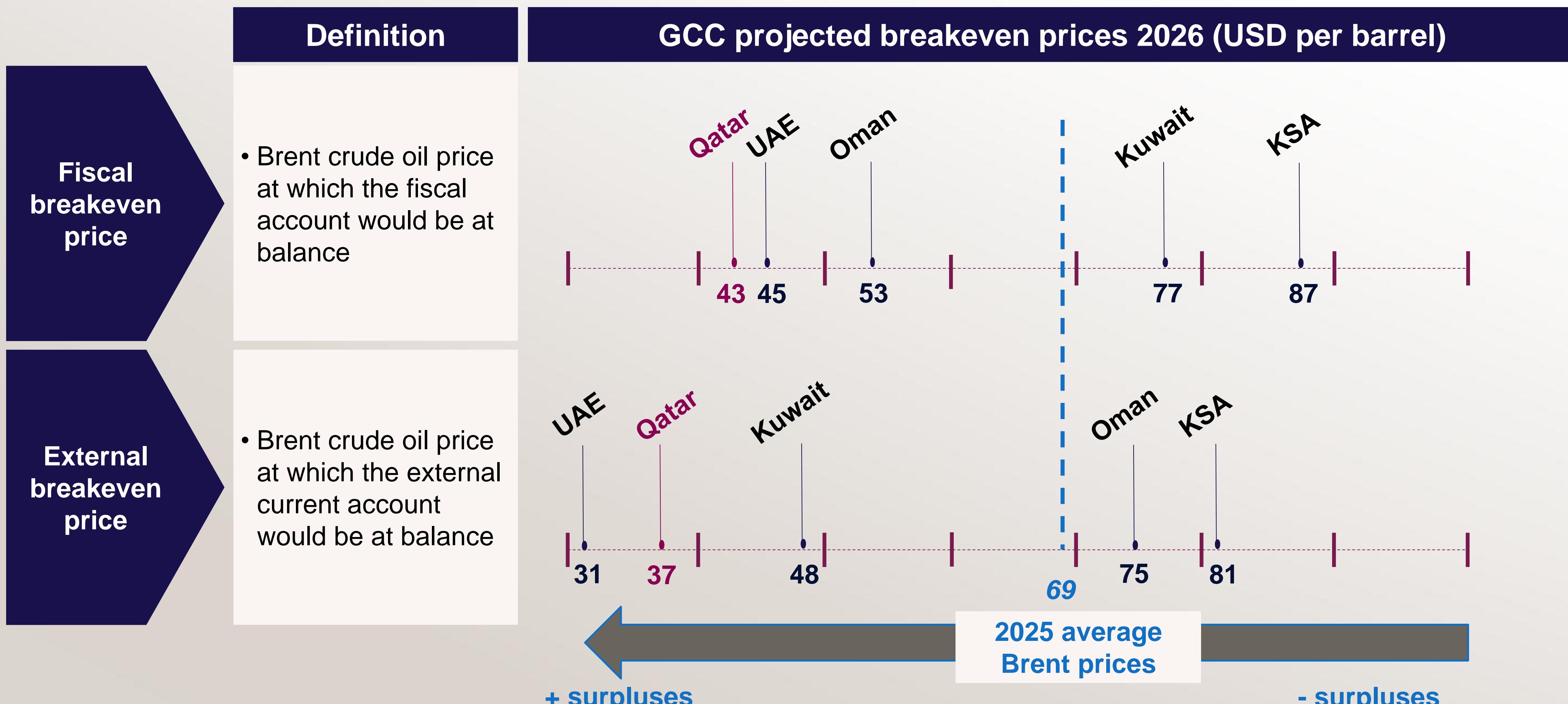


At current extraction rates, Qatar's proven gas reserves would last for over a hundred years



Development of the hydrocarbon sector has made Qatar one of the world's richest countries

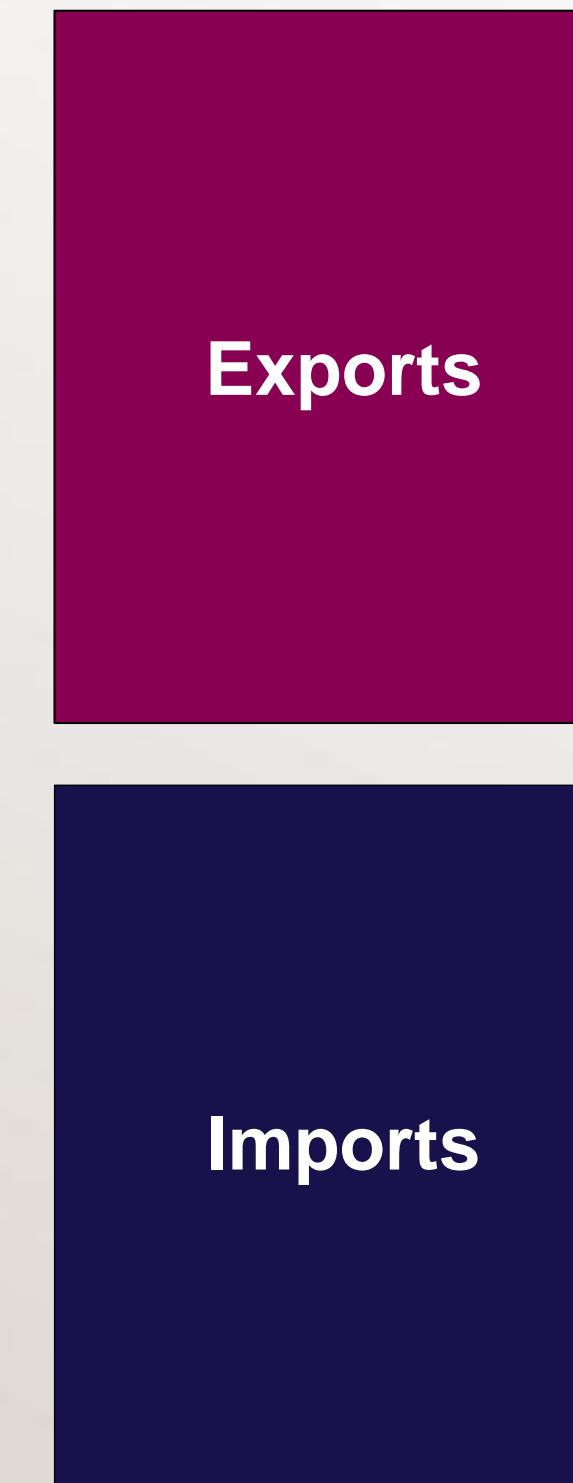
# Robust fiscal and external position based on IMF estimates of breakeven prices for crude oil



# Qatar benefits from solid trade relations and robust energy partnerships

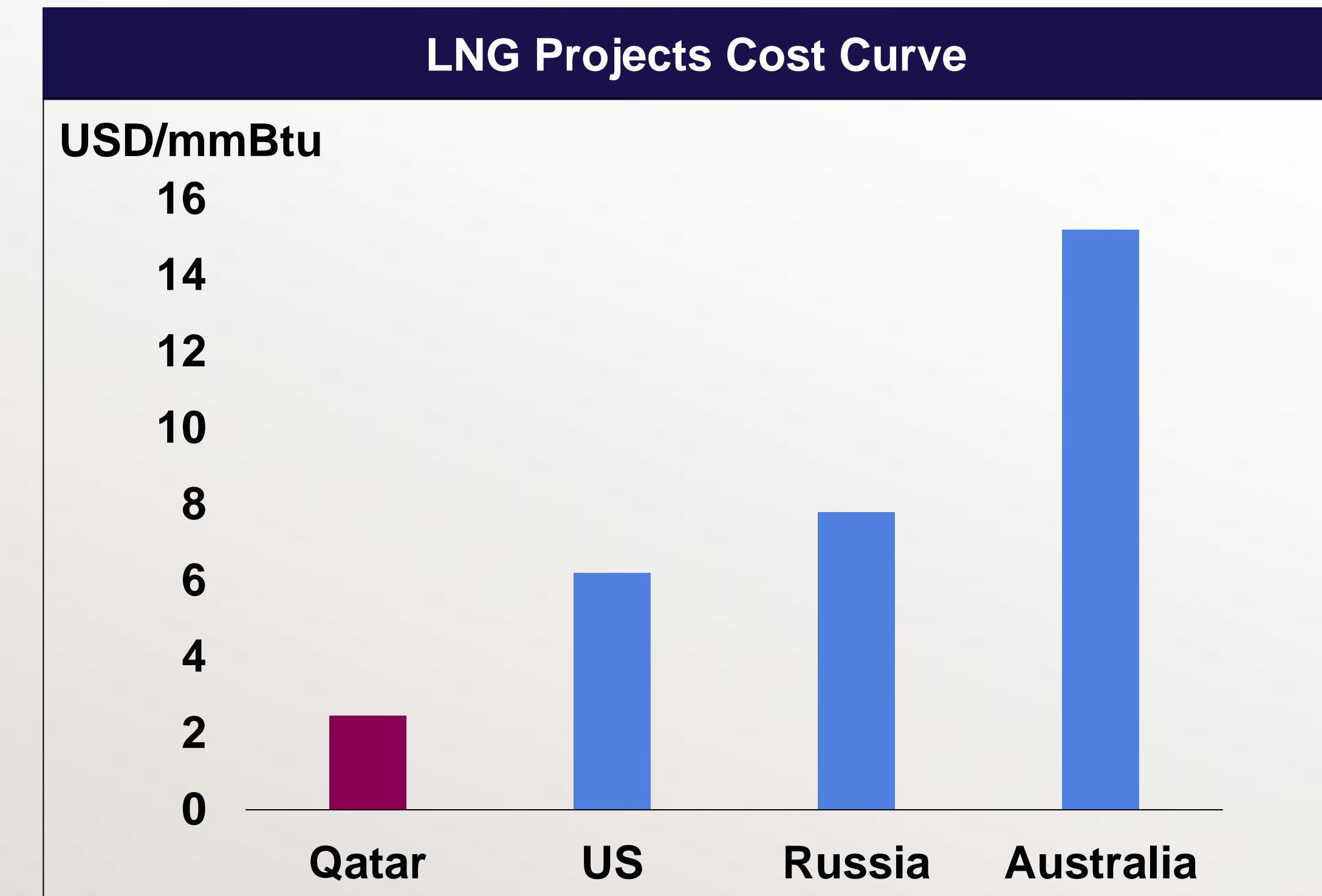
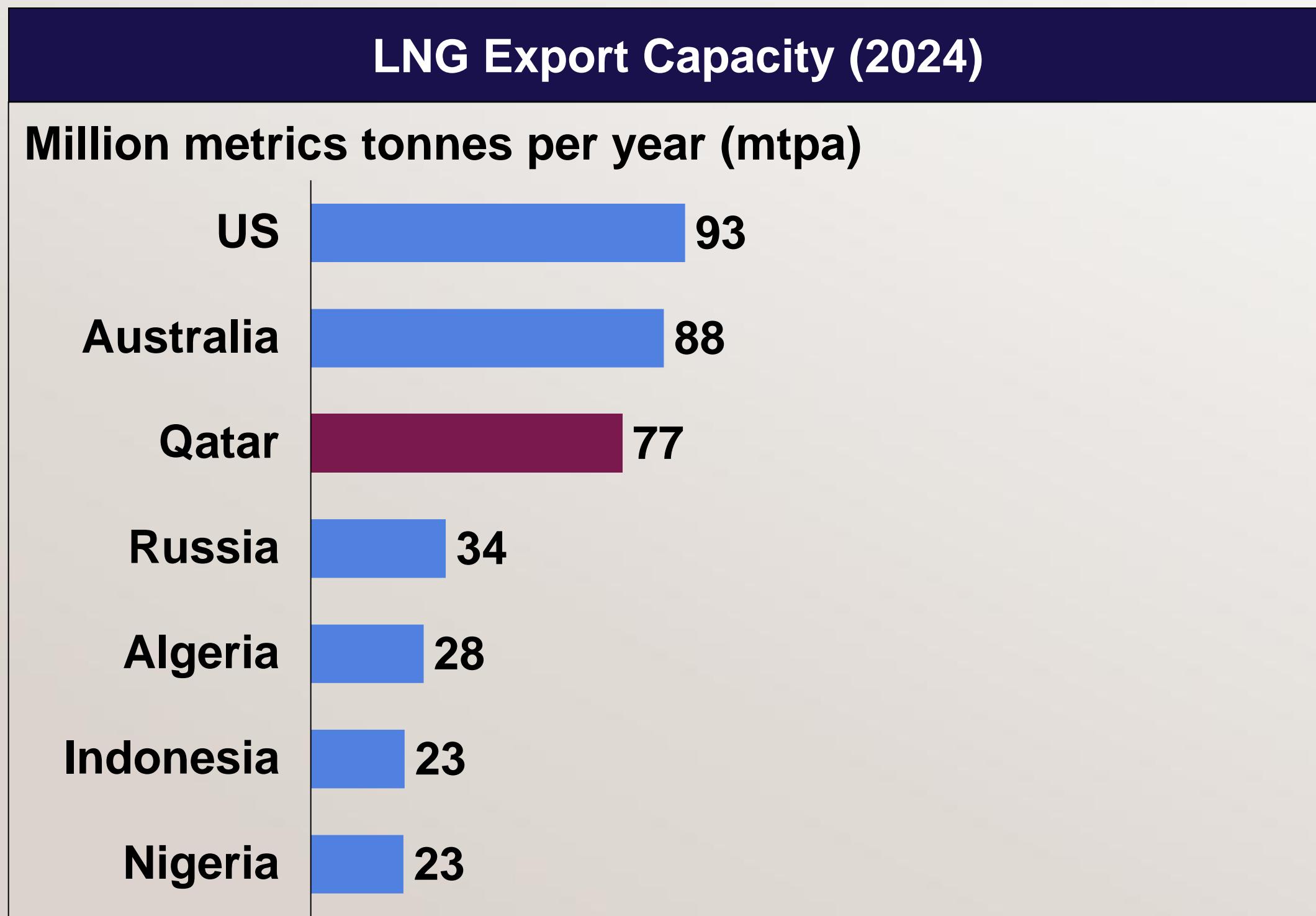
## Qatar's External Sector

Trade Flows (2024)	
Exports (USD Bn)	Imports (USD Bn)
China	18.9
South Korea	12.8
India	11.2
Japan	6.7
Singapore	6.7
UAE	6.0
Taiwan	3.0
Pakistan	2.9
Italy	2.7
Thailand	2.3
China	5.4
US	4.6
Italy	2.0
India	1.9
Japan	1.8
UAE	1.7
UK	1.6
Germany	1.5
France	1.0
Oman	0.9



Source: Haver, International Monetary Fund, QNB analysis

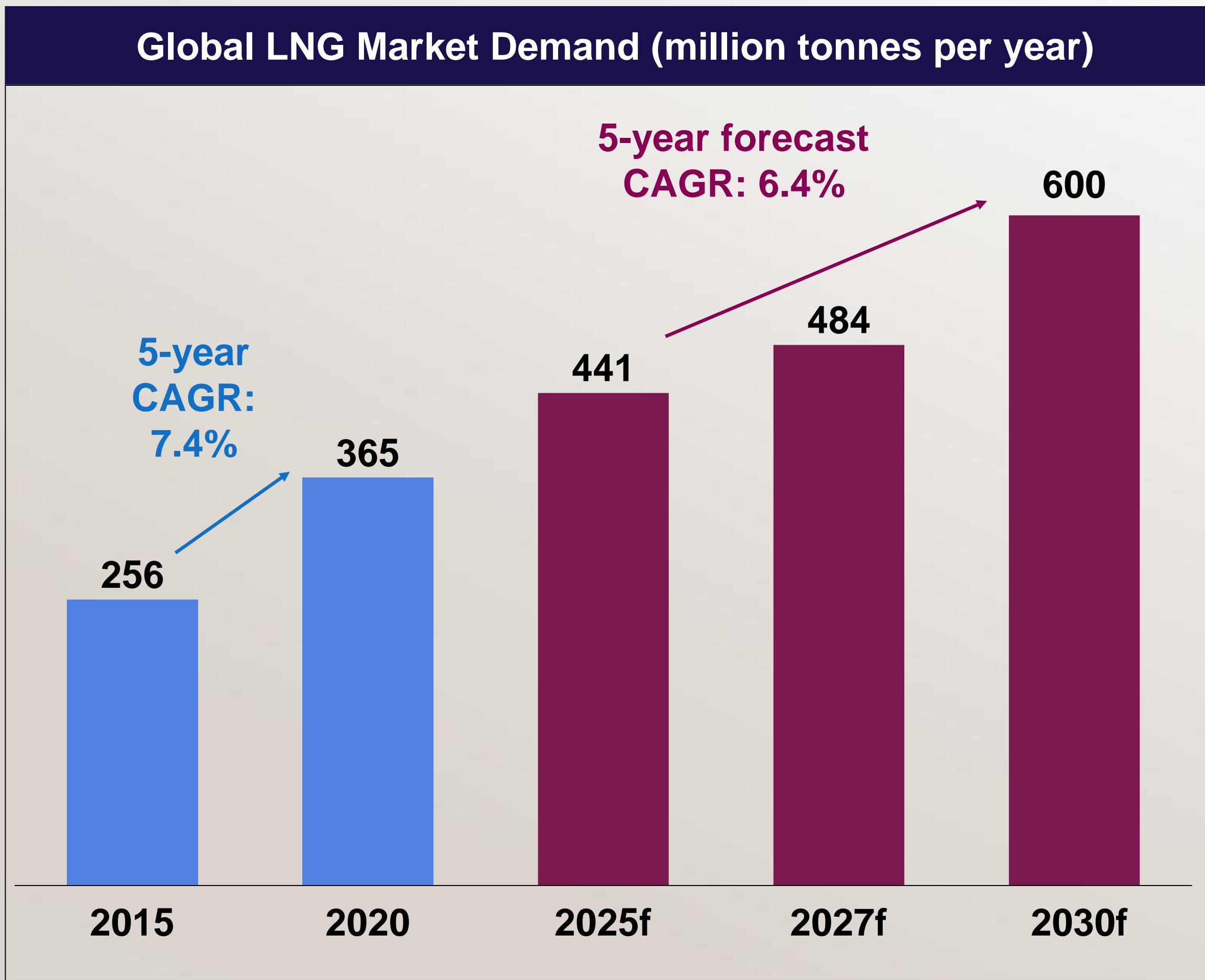
# Qatar is a leading LNG exporter and benefits from a clear cost advantage vis-à-vis other exporters



Qatar is consistently amongst the three largest exporters of LNG globally

Qatar's LNG production is at the bottom of the global LNG cost curve, allowing for flexibility and resilience

# Long-term prospects for LNG demand remain robust, creating opportunities for suppliers that are competitive and reliable



**Rationale – The Case for Gas**

**Energy security**

- Natural gas is critical to global energy demand

**Sustainable position**

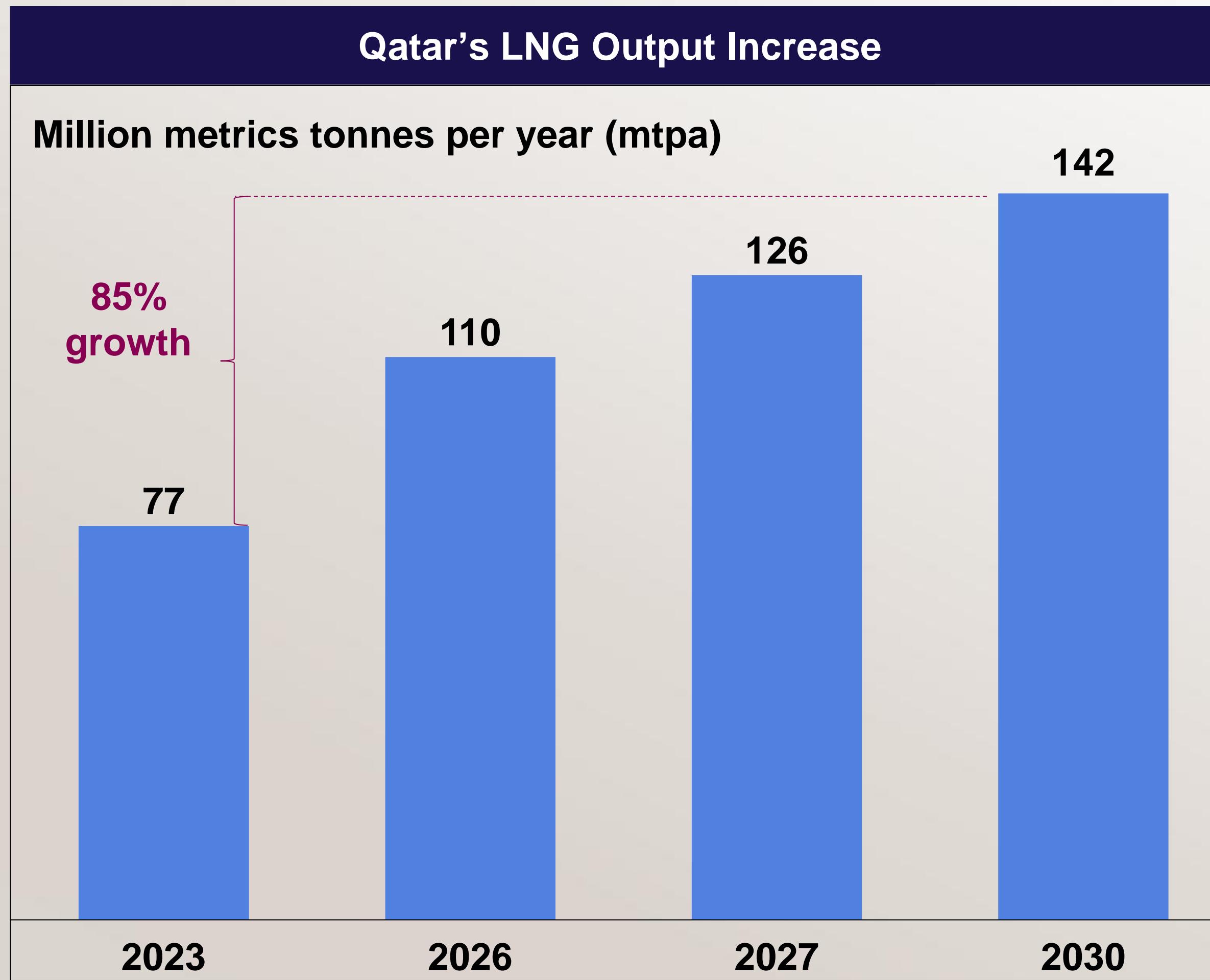
- Natural gas is the cleanest fossil fuel in terms of carbon dioxide emission
- Natural gas is generally considered a “transition” fossil fuel

**Robust growth potential**

- Increase in demand from Asia due to growth and the bigger share in energy matrixes

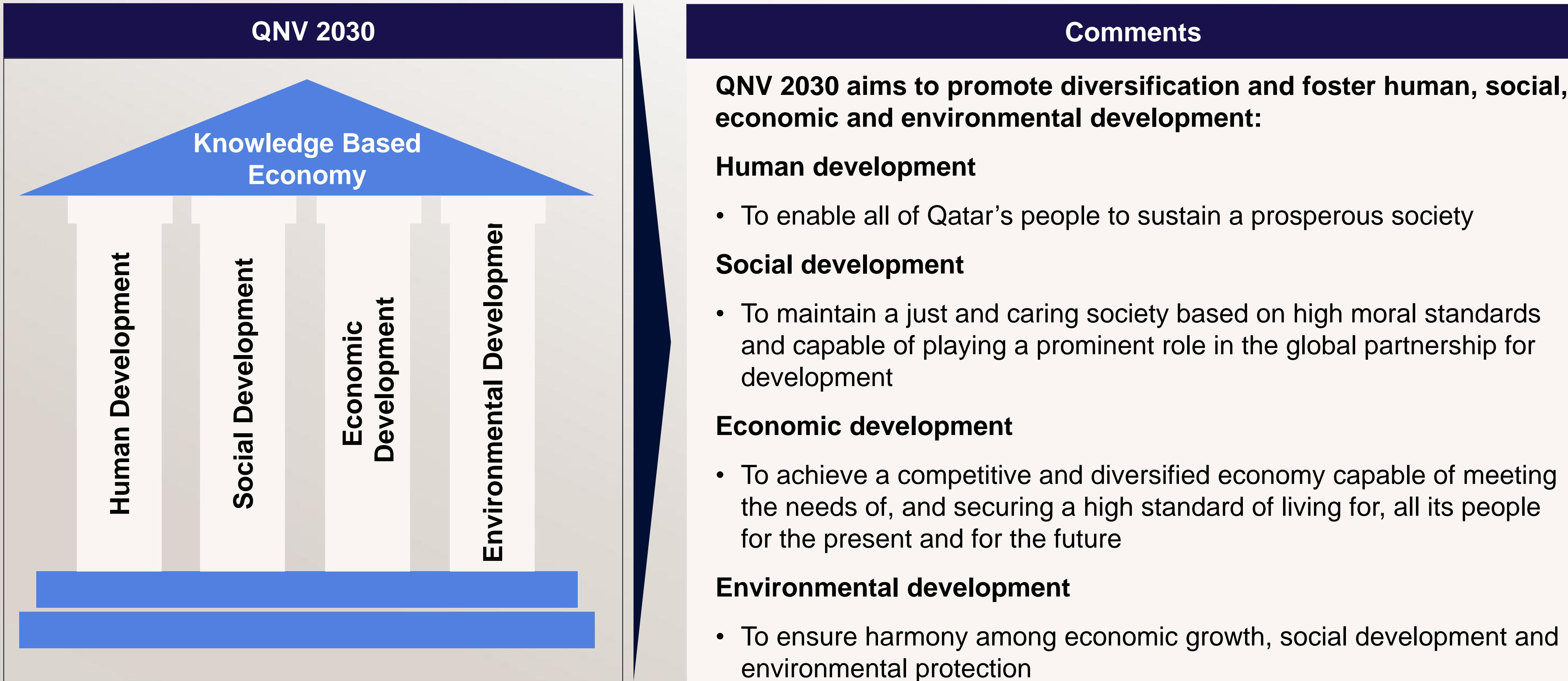
Given the size and quality of its reserves, Qatar has a global competitive cost advantage that makes it a low-cost producer

# Qatar is responding to this demand and opportunity with the North Field Expansion project, which will increase LNG output by 85%

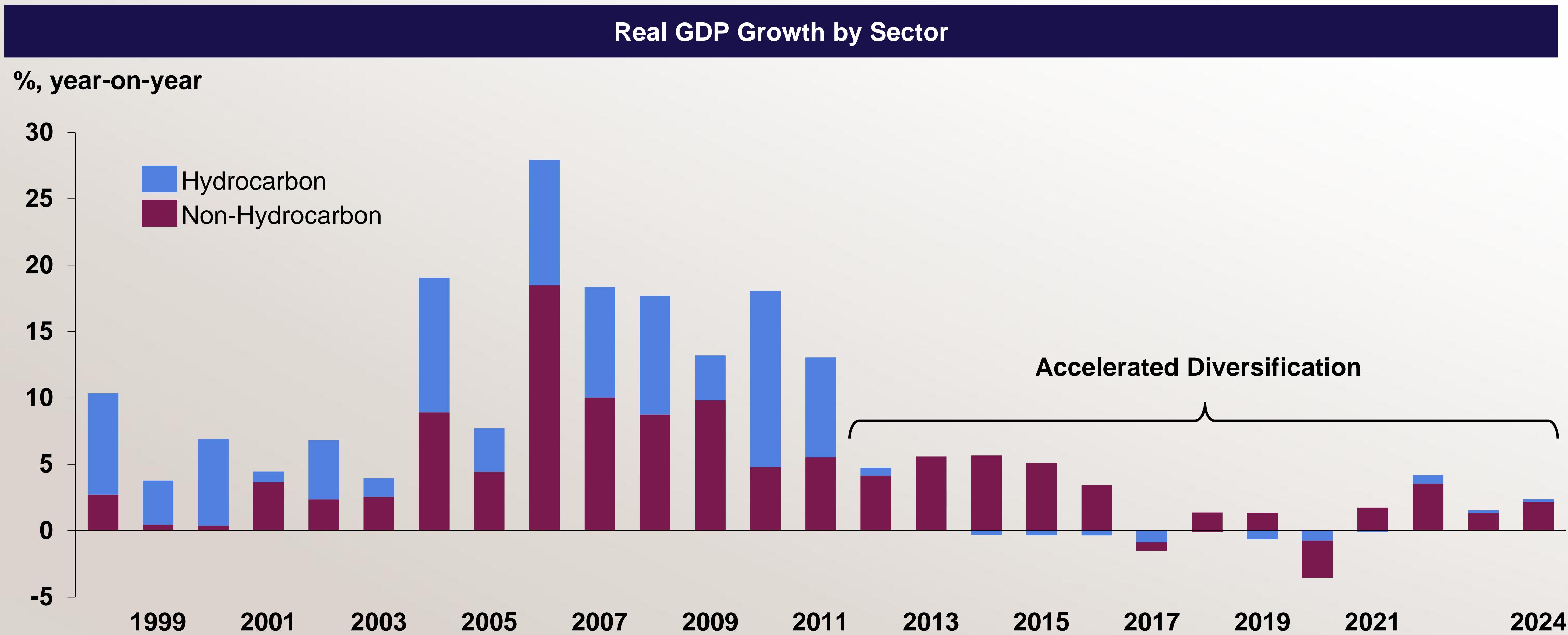


- Globally, Qatar is the largest LNG exporter with a market share of 20-30% of total LNG exports
- In 2017, Qatar decided to lift the moratorium on the North Field output
- Eight new LNG trains will increase Qatar's LNG production by 85% to 142 million tonnes per annum:
  - Phase I (North Field East): output increase from 77 to 110 mtpa by 2026
  - Phase II (North Field South): output to 126 mtpa by 2028
  - Phase III (North Field West): output to 142 mtpa by 2030

# To reduce reliance on hydrocarbon revenues, Qatar introduced a diversification strategy via Qatar National Vision 2030 (QNV 2030)



# Economic diversification has accelerated over the last decade in order to achieve the QNV 2030



# Qatar's 3<sup>rd</sup> National Development Strategy aims to support the execution of QNV 2030 through seven key strategic outcomes

## Qatar's NDS 3 (2024-2030)

### 1. Sustainable Economic Growth



Adopt a sustainable growth model to transform into a competitive, productive, diversified, and innovative economy.

### 2. Fiscal Sustainability



Strengthen the long-term stability, health, and resilience of the government budget and its balance sheet.

### 3. Future-Ready Workforce



Enable and develop citizens into globally competitive individuals and attract high-skilled expatriates as long-term partners in Qatar's transformation journey.

### 4. Cohesive Society



Preserve Qatar's values and strong family bonds, fostering active citizenship, an integrated community, and harmonious society to thrive in a globalized world.

### 5. Quality of Life



Provide quality of life for all through excellence in healthcare and public safety, with a vibrant cultural life, becoming a best-in-class environment for families.

### 6. Environmental Sustainability



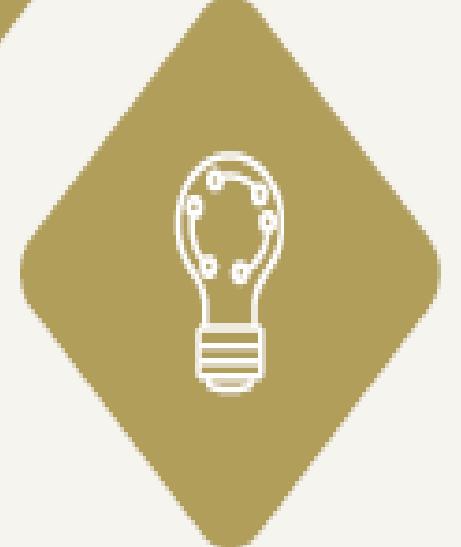
Conserve natural resources, protect ecosystems, reduce greenhouse gas emissions, and build resilience against future environmental threats.

### 7. Government Excellence

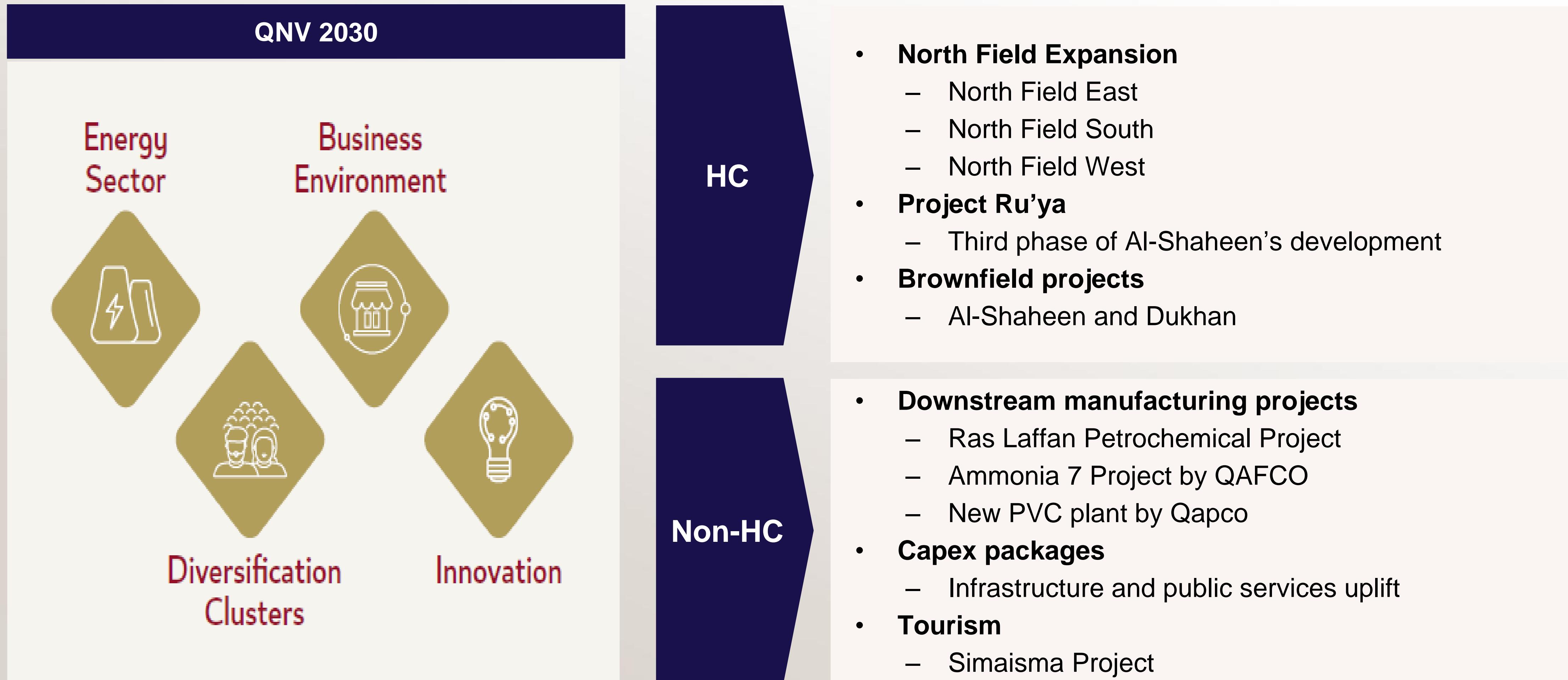


Become a world-class provider of government services to citizens, residents, businesses, and institutions, and a top nation for efficient and transparent governance.

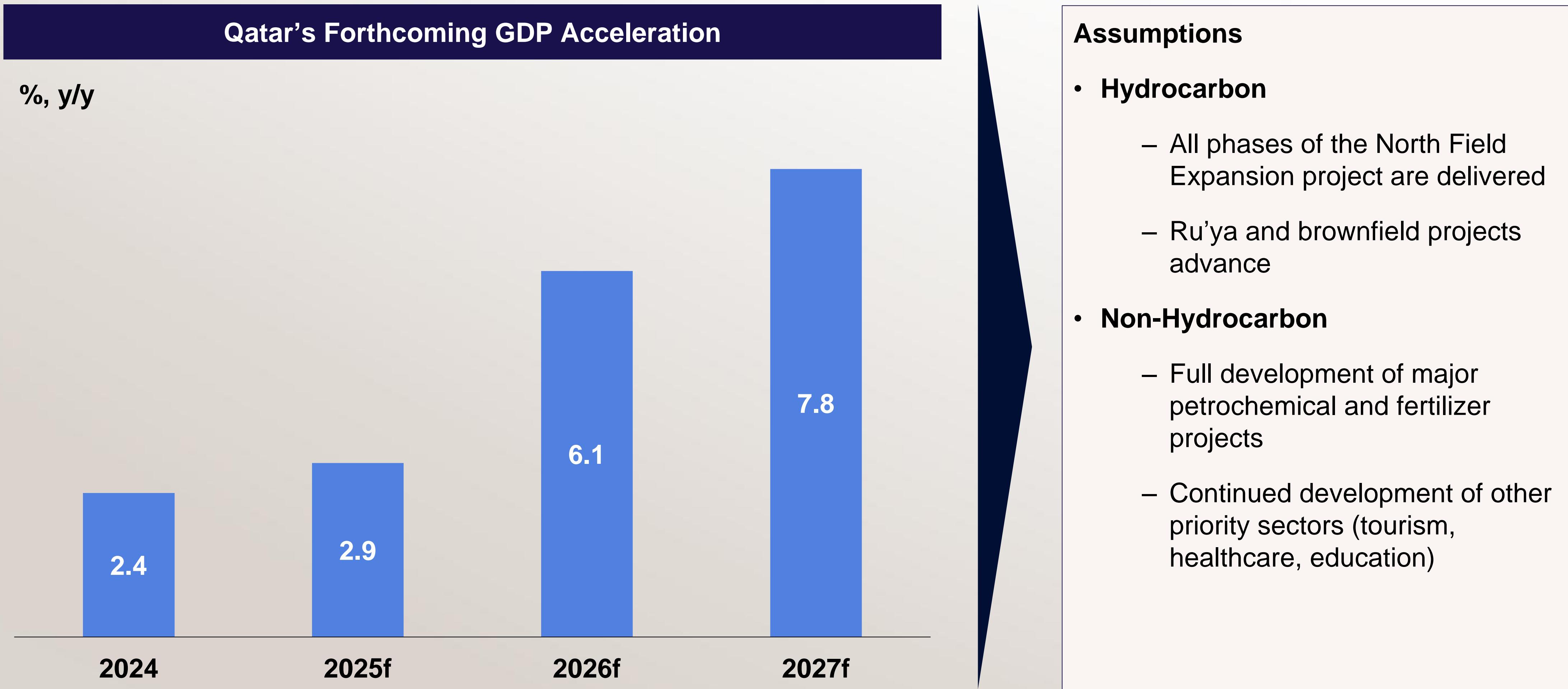
# Qatar's sustainable economic growth model incorporates four key elements

QNV 2030	Comments
<p><b>Energy Sector</b></p>  <p><b>Business Environment</b></p>  <p><b>Diversification Clusters</b></p>  <p><b>Innovation</b></p> 	<p><b>Energy Sector</b></p> <ul style="list-style-type: none"><li>• Qatar will further strengthen its role as a global energy leader and build a position in new emerging fields of low-carbon energy</li></ul> <p><b>Business Environment</b></p> <ul style="list-style-type: none"><li>• To position Qatar to have one of the top business environments for both domestic and international investors</li></ul> <p><b>Diversification Clusters</b></p> <ul style="list-style-type: none"><li>• Four identified clusters: <b>growth clusters</b> (manufacturing, logistics, tourism), <b>enabling clusters</b> (IT &amp; digital, financial services, education), <b>national resilience clusters</b> (food &amp; agriculture, health services), and <b>future clusters</b> (green tech, media)</li></ul> <p><b>Innovation</b></p> <ul style="list-style-type: none"><li>• Bolster Qatar's innovation ecosystem and increase its impact in propelling productivity advancements and economic growth</li></ul>

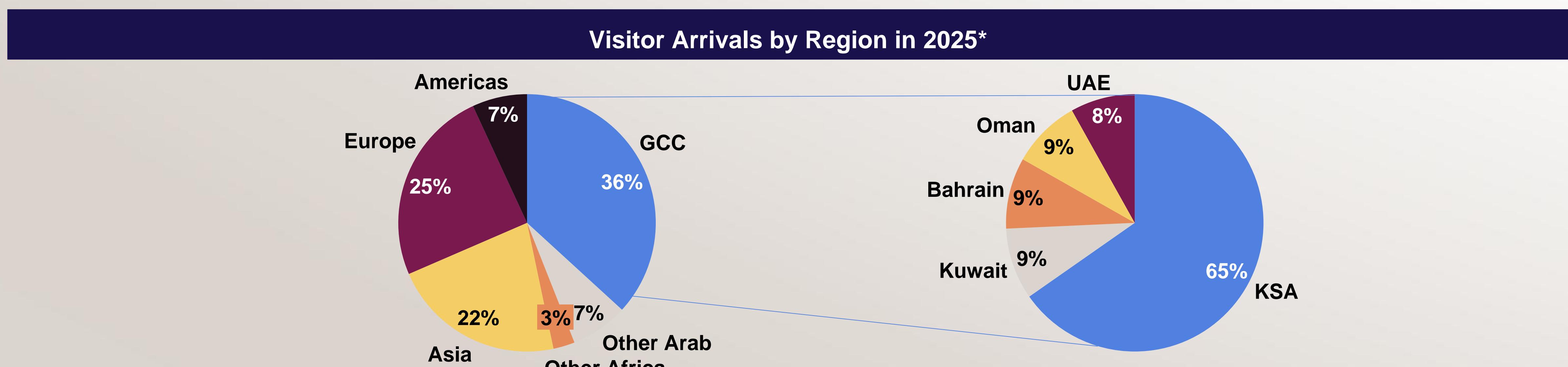
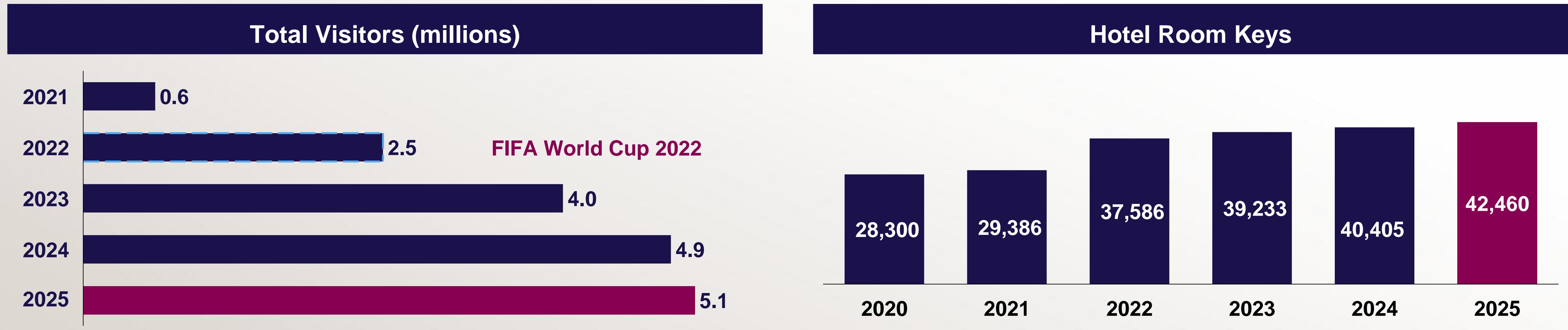
# Qatar's development strategy spurs economic growth along two dimensions



# Qatar's development strategy is set to achieve significant growth over the next few years



# Post-World Cup tourism surge is set to continue on state-of-the-art infrastructure, good value and regional activity



# Given its wealth and stable outlook, Qatar is one of the highest rated sovereigns in the world

Standard & Poor's Sovereign Ratings*		Moody's Sovereign Ratings*											
Investment Grade		Aaa											
AAA	Germany, Canada, Switzerland, Norway, Sweden, Netherlands, Luxembourg, Singapore	Aaa	Germany, Canada, Switzerland, Norway, Sweden, Netherlands, Luxembourg, Singapore,										
AA+	US, Austria, Finland, Taiwan, Hong Kong	Aa1	US, Austria, Finland										
AA	<b>Qatar, UK, South Korea, Abu Dhabi, Ireland, Belgium</b>	Aa2	<b>Qatar, South Korea, Abu Dhabi</b>										
AA-	Kuwait, Czech Republic	Aa3	Czech Republic, Ireland, Taiwan, Hong Kong, UK, Belgium, France, Saudi Arabia										
A+	China, Japan, France, Slovakia, Iceland, Saudi Arabia, Portugal Spain	A1	China, Japan, Kuwait, Iceland										
A	Lithuania, Chile	A2	Chile, Lithuania, Poland										
A-	Poland, Malaysia, Croatia	A3	Spain, Malaysia, Portugal, Croatia, Slovakia										
BBB+	Italy, Thailand, Philippines, Bulgaria	Baa1	Thailand, Bulgaria, Kazakhstan										
BBB	India, Mexico, Indonesia, Greece	Baa2	Italy, Mexico, Indonesia, Philippines, Hungary										
BBB-	Hungary, Kazakhstan, Romania, Panama	Baa3	India, Romania, Panama, Greece										
Non-Investment Grade													
Standard & Poor's		BB+	BB	BB-	B+	B	B-	CCC+	CCC	CCC-	CC	CC	C
Moody's		Ba1	Ba2	Ba3	B1	B2	B3	Caa1	Caa2	Caa3	Ca	Ca	C

\*Non-exhaustive as of December 31<sup>st</sup>, 2025

Source: Bloomberg, Standard & Poor's, Moody's, QNB analysis

# Qatar's banking and financial system remains resilient and healthy

	Financial Soundness Indicators (2021-2024, %)			
	2021	2022	2023	2024
<b>Capital Adequacy</b>				
Tier 1 capital/risk-weighted assets	18.0	18.1	18.2	18.4
Regulatory capital/risk-weighted assets	19.2	19.3	19.2	19.6
<b>Asset Quality</b>				
Non-performing loans/total loans	2.4	3.7	3.9	3.7
<b>Liquidity</b>				
Liquid assets/total assets	28.4	26.3	26.9	25.4
Total loans/total deposits	121.5	123.3	127.1	131.2
Total loans/total assets	67.2	66.6	66.1	66.4
<b>Profitability</b>				
Return on assets	1.4	1.4	1.5	1.5
Return on equity	14.7	14.0	14.9	14.5



Thank you

