








QNB (Suisse) SA

Annual Report 2025



QNB (Suisse) SA Annual Report

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Message of the Chairman of the Board of Directors

On behalf of the Board of Directors, I am pleased to introduce the financial results for QNB (Suisse) SA, a subsidiary of QNB Group, one of the largest banks in the Middle East and Africa region (MEA).

The global environment has been challenging, presenting unforeseen volatility on the back of unorthodox economic policy changes in the US and ongoing geopolitical tensions. Nevertheless, global growth remained resilient and continued to show signs of expansion due to productivity enhancements and investments. Global investment markets performed well in 2025, with equity, fixed income and alternative investments all delivering positive returns. Swiss private banks can again look back on a successful financial year while the future outlook remains challenging.

Despite a challenging outlook for the Swiss private banking market, we remain convinced of Switzerland's role as a global centre for wealth management. The country is one of the cornerstones for private banking and asset management, providing unparalleled financial expertise and advisory services, exceptional offerings, product and service quality. This reputation has been built over decades based on political stability, a strong currency, a well-established regulatory framework that ensures transparency and resilience as well as a highly skilled workforce.

QNB (Suisse) SA is a fully independent Swiss Private Bank operating under Swiss banking laws, regulated by FINMA. QNB (Suisse) SA benefits from QNB Group's strong ratings, relationships, brand value as well as our international network to deliver value to all our stakeholders. S&P (A+), Moody's (Aa2) and Fitch (A+) recognise QNB as one of the highest-rated banks in MEA. Additionally, the Bank continued to maintain its brand leadership as the most valuable MEA banking brand by surpassing the USD ten billion milestone this year. With a network across 28 countries in Asia, Africa, and Europe, QNB creates value through cross-border network synergies.

In 2025, QNB Group has renewed its five-year strategy which affirms its aspiration to maintain the leadership position in MEA. As part of this strategy, QNB (Suisse) SA will continue to remain a cornerstone of QNB Group's offshore wealth management offering. QNB (Suisse) SA ended the year with total balance sheet assets of CHF 0.8 billion and clients' assets and loans of CHF 2.7 billion. QNB (Suisse) SA's net profit stood at CHF 1.04 million, up 39% from the previous year.

Our robust corporate governance framework is aligned with global best-practice standards and relies on the principles of responsibility, accountability, fairness and transparency. As such, QNB (Suisse) SA has independent board members, who oversee adherence to the governance framework and the deployment of proper expertise. In doing so, we promote the values and behaviours that are important in supporting QNB (Suisse) SA's aspirations and long-term growth.

Ultimately, the success of our business lies with our people. I want to thank the management and employees of QNB (Suisse) SA for their relentless commitment and service. My gratitude also goes to our customers and stakeholders whose loyalty and trust have been so important for us. Finally, I would like to conclude by expressing my sincere gratitude to the Board of Directors for their strong support and advice.

Abdulla Mubarak Al-Khalifa

Chairman of the Board of Directors

QNB (Suisse) SA

28 January 2026

Message of the CEO of QNB (Suisse) SA

Our primary focus remains the growth of our private banking business, underpinned by a robust corporate governance and compliance framework.

I am delighted to present the key achievements of QNB (Suisse) SA (the 'Bank') in 2025. Our steadfast dedication to disciplined execution and strategic focus resulted in another successful year, marked by sustained profitability and solid financial performance.

Despite market volatility, global growth remained resilient. Swiss private banks have benefited from the stellar performance of global capital markets even in the context of a strengthened Swiss Franc against major currencies. However, the outlook is uncertain, particularly in the short term. Revenue growth is becoming increasingly challenging, driven by declining margins in the investment arena.

Across the Swiss private banking industry, several structural challenges persist. These include pressure on profitability in a declining interest rate environment, as well as the need to invest in technology, client acquisition and qualified talent. In this context, technology and innovation remain essential to enhancing the value proposition of Swiss private banks.

QNB (Suisse) SA continued to focus on its core strength of personalised and bespoke customer service and client interaction. Trust, expertise, and teamwork remain central to our culture and integral to our success. Our mission remained clear: to serve as the primary Swiss Private Banking Partner for QNB Group clients. Furthermore, we continued to develop our private banking platform to meet the needs of our international clientele, while remaining firmly anchored in Switzerland's regulatory standards.

We were able to capitalise on the expertise of our team and leverage the relationships with QNB Group to deliver strong results. Our advisory business recorded strong

growth, with commission income increasing by 161%. The Bank recorded a net profit of CHF 1.04 million in 2025, representing an increase of 39% compared to 2024. Furthermore, CHF 1.63 million was transferred to reserves for general banking risks, to further strengthen the Bank's financial position. Similar to previous years, the Bank remains well capitalised, with shareholder's equity of CHF 162 million. In addition, the Bank has a subordinated loan of CHF 25 million from QNB Group, of which CHF 10 million qualifies as Tier 2 capital. The Bank also continues to maintain high levels of liquidity.

For 2026, we are fully committed to support the 2030 QNB group-wide strategy by further strengthening our position as the Group's offshore wealth management hub. We aim to capture global clients and wealth flows across the Group's network while enhancing our offering through the launch of discretionary asset management services. We are convinced that this will create long-term profitable growth for QNB (Suisse) SA and complement QNB Group's ambition and strategic objectives.

On behalf of the Bank's Management, I would like to thank our esteemed clients for their continued trust and confidence. I also extend my sincere appreciation to our dedicated team for their commitment and professionalism throughout the year. Finally, I wish to express my gratitude to the Bank's Chairman, the Board of Directors, and QNB Group for their continued support and guidance.

Ghadeer Abu Hijleh

Chief Executive Officer

QNB (Suisse) SA

28 January 2026

Report of the statutory auditor



Shape the future
with confidence

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To the General Meeting of
QNB (Suisse) SA, Geneva

Geneva, 28th January 2026

Report of the statutory auditor

Report on the audit of the financial statements



Opinion

We have audited the financial statements of QNB (Switzerland) SA (the Company), which comprise the statement of financial position as at 31 December 2025, the statement of income and the statement of cash flows for the year then ended 2025, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements (pages 12 to 33) comply with Swiss law and the Company's articles of incorporation.



Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the stand-alone financial statements and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Board of Directors' responsibilities for the financial statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.



Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website at: <https://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.

Report on other legal and regulatory requirements



In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

Ernst & Young Ltd

Stéphane Müller

Licensed audit expert (Auditor in charge)

Neilla Bensafi

Licensed audit expert

Financial Statements

QNB (Suisse) SA Balance Sheet As at 31 December 2025

Assets	Notes	31.12.2025	31.12.2024
CHF 1'000			
Liquid assets		28,790	33,149
Amounts due from banks		181,026	233,711
Amounts due from customers	3.1	524,482	581,797
Mortgage loans	3.1	23,440	14,789
Financial investments	3.2	7,935	8,741
Accrued income and prepaid expenses		6,848	7,847
Tangible fixed assets	3.3	514	459
Other assets	3.4	109	114
Total assets		773,144	880,607
Total subordinated assets			
		-	-
Liabilities and shareholder's equity	Notes	31.12.2025	31.12.2024
CHF 1'000			
Amounts due to banks		521,128	642,577
Amounts due to customers		82,299	70,695
Accrued expenses and deferred income		7,184	7,194
Other liabilities	3.4	92	37
Provisions	3.7	-	336
Total liabilities		610,703	720,839
Reserves for general banking risks	3.7	12,777	11,147
Share capital	3.8	150,000	150,000
Statutory retained earnings reserve		1,775	1,775
Loss brought forward		(3,154)	(3,904)
Profit for the year		1,043	750
Total shareholder's equity		162,441	159,768
Total liabilities and shareholder's equity		773,144	880,607
Total subordinated liabilities			
		25,023	25,129
of which subject to mandatory conversion and/or debt waiver			
		25,023	25,129

Off-balance Sheet transactions As at 31 December 2025

	Notes	31.12.2025	31.12.2024
CHF 1'000			
Contingent liabilities	3.16	1,094	1,677
Irrevocable commitments	3.17	155	135
Total off-balance sheet transactions		1,249	1,812

QNB (Suisse) SA
Income statement
For the year ended 31 December 2025

	Notes	31.12.2025	31.12.2024
CHF 1'000			
Result from interest operations			
Interest and discount income		20,033	30,043
Interest and dividend income from financial investments		114	68
Interest expense		(6,886)	(15,144)
Gross results of interest operations		13,261	14,967
Changes in value adjustments due to default risk as well as losses from interest operations		-	(25)
Net results of interest operations		13,261	14,942
Result from fees and commissions			
Commission income from securities trading and investment activities	5.2	8,082	8,928
Commission income from lending activities		77	1,438
Commission income from other services		2,445	1,490
Commission expenses		(605)	(1,213)
Results from fees and commissions		9,999	10,643
Net result from trading operations and the fair value option	5.3	229	292
Other result from ordinary activities			
Result from real estate		-	-
Other ordinary income		8	7
Other ordinary expenses		-	-
Other result from ordinary activities		8	7
Total operating income		23,497	25,884
Operating expenses			
Personnel expenses	5.4 - 3.6	(11,453)	(9,744)
General and administrative expenses	5.5	(8,629)	(8,818)
Total operating expenses		(20,082)	(18,562)
Value adjustments on equity interests as well as depreciation on fixed assets	3.3	(320)	(287)
Changes in provisions and other value adjustments as well as losses	3.7	258	(194)
Operating result		3,353	6,841
Changes in reserves for general banking risks	3.7	(1,630)	(4,878)
Taxes	5.6	(680)	(1,213)
Profit for the year		1,043	750

QNB (Suisse) SA
Statement of cash flow
For the year ended 31 December 2025

	2025		2024	
CHF 1'000	Cash inflow	Cash outflow	Cash inflow	Cash outflow
Cash flow from operating income (internal financing):				
Profit or loss for the year	1,043	-	750	-
Value adjustments on equity interests as well as depreciation on fixed assets	320	-	287	-
Provisions and other value adjustments	-	336	186	-
Accrued income and prepaid expenses	999	-	-	2,259
Accrued expenses and deferred income	-	10	1,591	-
Other assets	5	-	188	-
Other liabilities	55	-	-	162
Balance	2,076	-	581	-
Cash flow from changes in shareholder's equity:				
Reserves for general banking risks	1,630	-	4,878	-
Balance	1,630	-	4,878	-
Cash flow from transactions in equity interests and fixed assets:				
Fixed assets	-	375	-	301
Balance	-	375	-	301
Cash flow from banking activities long term:				
Amounts due to banks	-	121,449	52,187	-
Amounts due from customers	57,315	-	-	1,963
Mortgage loans	-	8,650	7,508	-
Financial investments	806	-	2,172	-
Balance	-	71,978	59,904	-
Cash flow from banking activities short term:				
Amounts due to customers	11,604	-	3,154	-
Amounts due from banks	52,685	-	-	85,765
Balance	64,289	-	-	82,611
Liquid assets at the beginning of the year		33,149		50,699
Net movement of the liquid assets		(4,359)		(17,550)
Liquid assets at the end of the year		28,790		33,149

QNB (Suisse) SA

Statement of changes in equity

For the year ended 31 December 2025

	Share Capital*	Statutory retained earnings reserve**	Reserves for general banking risks	Loss brought forward	Profit for for the year	Total
CHF 1'000						
Shareholder's equity as at 31 December 2024	150,000	1,775	11,147	(3,904)	750	159,768
Attribution of previous year's result	-	-	-	750	(750)	-
Allocation to reserves for general banking risks	-	-	1,630	-	-	1,630
Profit for the year ended 31 December 2025	-	-	-	-	1,043	1,043
Shareholder's equity as at 31 December 2025	150,000	1,775	12,777	(3,154)	1,043	162,441
* Share Capital						
CHF 1'000						
Fully paid up capital	150'000					

** Statutory retained earnings reserve of KCHF 1,775 is the net assets of QNB Real Estate Switzerland Ltd. absorbed by QNB (Suisse) SA in 2017.

QNB (Suisse) SA

Notes To The Financial Statements

1. Comments on business activities and risk management

1.1 General

QNB (Suisse) SA (the "Bank"), a Swiss limited liability company, located in Geneva, is a wholly owned Swiss private banking subsidiary of Qatar National Bank (Q.P.S.C.) in Doha, one of the largest banks in the State of Qatar, the Middle East and Africa, in terms of assets.

The entity was incorporated on September 28, 2007 and received its banking license on May 19, 2009.

The Bank is regulated by the Swiss Financial Market Supervisory Authority ("FINMA") and is subject to Swiss banking rules and regulations. The Bank offers a full range of private banking and wealth management services.

1.2 Personnel

As of December 31, 2025, the Bank has 42 full time employees (36 in 2024).

1.3 Major Events

There were no major events in 2025.

1.4 Outsourcing

The Bank outsources the management, development and maintenance of its core banking system (Avaloq) software and its back-office operations to Avaloq Sourcing in Switzerland, a Swiss market leader in this field.

Outsourcing services are provided under the terms of a bespoke Service Level Agreement and managed via continuous quality and performance reviews performed by Avaloq Sourcing as well as stringent monitoring by the Bank. The Bank's IT infrastructure is maintained by Swisscom.

1.5 Risk Management Principles

Risk management principles are based on the Bank's organisation rules and the broader range of policies and procedures in place. Policies are reviewed periodically by management and approved by the Board of Directors.

The Executive Management Committee of the Bank as well as the Board of Directors are regularly updated on the overall risk profile of the Bank. In addition, at a minimum on a yearly basis, the Board of Directors sets a defined risk appetite for the Bank.

Risk management ensures that all significant risks associated with the Bank's activities are identified, assessed and mitigated in a proper and timely manner.

Specific limits are allocated to different types of risk and adherence to such limits is monitored regularly.

A permanent monitoring of the financial situation and performance, regulatory changes, and overall risk and compliance issues allows the Executive Management Committee to be regularly informed.

In relation to organisational structure, the Bank has three levels of risk management / risk controlling responsibilities:

1. Overall guidance and supervision performed by the Board of Directors, who are responsible for the risk appetite and the risk management strategy.
2. Overall Management and operational supervision by the Executive Management Committee (implementation of risk management strategies).
3. Risk control, primarily by the Risk department and under the responsibility of the Head of Risk.

Moreover, the Executive Management Committee has established bespoke committees (e.g. Risk and Credit Committee, Asset Liability Management Committee, Investment Committee and KYC & AML Committee) to ensure adequate monitoring and risk mitigation.

QNB (Suisse) SA Notes To The Financial Statements (continued)

Credit Risk

Credit risk is the potential loss resulting from a borrower's failure to repay a loan or meet contractual obligations. Traditionally, it refers to the risk that a lender may not receive the owed principal and interest, which results in an interruption of cash flows and increased costs for collection.

The default risk is mitigated by the fact that exposures are in most cases secured by collateral.

All facilities are reviewed according to the approved delegation authority.

Collateral

For secured lending, the Bank mitigates credit risk by obtaining eligible collateral from clients, in the form of pledged or mortgaged assets. Collateral in most cases is real-estate, liquid assets or bank guarantees issued by reputable banks (included in Note 3.1 "secured by other collateral").

Monitoring

Daily monitoring is performed on facilities and the Bank promptly initiates corrective action.

Bank exposures

The Bank has a set of defined limits. Adherence to the limits is monitored on a daily basis.

Market risk

Market risk is the possibility of an investor experiencing losses due to factors that affect the overall performance of the financial markets in which he or she is involved. As at 31.12.2025, the Bank does not have any trading assets in its balance sheet.

Interest Rate Risk

Interest rate risk arises from interest bearing financial instruments and reflects the possibility that a change in interest rates will adversely affect the value of the financial instruments and the related income. The Bank's exposure to interest rate risk is monitored regularly and sensitivity analysis on future cash flows is undertaken.

Foreign Exchange Risk

Foreign exchange risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates and arises from financial instruments denominated in a foreign currency. The Bank's functional currency is the Swiss Franc.

The Bank's exposure to foreign exchange risk is controlled by the use of overnight exposure limits and a daily review of the foreign exchange position in each currency.

Liquidity Risk

Liquidity or funding risk is the risk that the Bank will encounter difficulty in meeting obligations associated with financial liabilities.

The Bank considers the prudent management of liquidity as essential in ensuring a sustainable and profitable business and in retaining the confidence of the financial markets.

Regulatory liquidity ratios are adhered to at all times.

QNB (Suisse) SA Notes To The Financial Statements (continued)

Operational Risk

Operational risk is the risk of a direct or an indirect loss arising from a wide variety of causes associated with the Bank's processes, personnel, technology and infrastructure, and from external factors other than credit and market risks. Operational risk may arise from all of the Bank's operations.

The mitigation of operational risk is achieved with an established framework of policies and procedures and a yearly risk control self-assessment process (RCSA).

Compliance with policies and procedures is also achieved by periodic reviews undertaken by internal and external auditors. The results of these reviews are discussed with the Executive Management and a summary is provided to the Board of Directors.

Compliance and Legal Risks

The Head of Compliance & Internal Control ensures the Bank's adherence to prevailing laws and regulations and the enforcement of best market practices within the private banking industry. He promotes the creation of a sound compliance culture throughout the Bank and the ethical values of QNB Group. He reports his analysis of the Bank's compliance risks and issues to the Audit & Compliance Committee on a quarterly basis, as well as to the Group Chief Compliance Officer on a monthly basis.

The Head of Compliance & Internal Control also has a direct access to the Board of Directors and reports on a day-to-day basis to the Bank's Chief Executive Officer. He also supports the Bank's Executive Management Committee in reviewing new legislation being developed by supervisory authorities, the Government, Parliament or other regulatory bodies.

The Executive Management Committee also ensures that the Bank's internal directives are updated according to new legislation or regulations. External legal counsel is used where necessary for legal questions or assistance.

2. Accounting and valuation principles

2.1 Accounting and valuation principles

The Bank's financial statements, bookkeeping and accounting are prepared in accordance with the Swiss Code of Obligations, the FINMA Banks' accounting ordinance (OEPF-FINMA), as well as the FINMA circular 2020/1 governing the preparation of financial statements.

2.2 Recording of transactions

All transactions made up to the date of the balance sheet are accounted for and valued on a daily basis according to recognised principles. The results of these operations are included in the income statement. Transactions performed (including money transactions and spot securities transactions) are included in the balance sheet based on the transaction date.

2.3 Foreign currencies

Transactions in foreign currencies occurring during the course of the year are converted at the rate in effect at the time the transaction was recognised. Gains and losses arising from foreign currency transactions are included in the income statement as realised during the course of the year.

Foreign currency assets and liabilities at the balance sheet date are converted into Swiss Franc equivalents using the year-end foreign currency rates disclosed below, the income statement impact of the revaluation is included in 'Net result from trading operations and the fair value option'.

	31.12.2025	31.12.2024
QAR/CHF	0.2168	0.2493
USD/CHF	0.7925	0.9072
GBP/CHF	1.0678	1.1353
EUR/CHF	0.9309	0.9395

QNB (Suisse) SA Notes To The Financial Statements (continued)

2.4 Cash and other liquid assets and amounts due from banks

These items are recorded at nominal value. Provisions for impairments, if any, are directly deducted from the relevant asset in the balance sheet.

2.5 Loans and advances to clients

Loans are recognised at nominal value in the balance sheet, less reimbursements and value adjustments for impairment if any. A loan is considered impaired when strong evidence indicates that the debtor is unlikely to meet his obligations, such as recognized financial difficulties or an actual default on contractual payments (past-due balances of more than 90 days on payments of interest or principal, or any fees related to the loan).

The bank regularly performs an assessment of the collectability of outstanding balances. During the assessments, the Bank considers the market value of collateral. Impaired loans are valued individually and any loss in value is covered by specific valuation adjustments and provisions. Off balance sheet items such as irrevocable commitments, guarantees and other derivative financial instruments are included in this assessment.

Any interest past-due for more than 90 days is considered non-performing. For such exposure, interest is no longer booked to the income statement.

A loan is no longer considered as non-performing if capital and interest in arrears are fully repaid, the servicing of the debt has resumed normally, additional tangible guarantees have been obtained for value in excess of the existing unsecured debt and other solvency criteria have been met. Loan recoveries with provisions or written off in prior periods are recorded in 'Changes in value adjustments due to default risk as well as losses from interest operations'.

When a loan is considered totally or partially irrecoverable, or should the Bank decide to abandon loan recovery, it is fully or partially written off as applicable. Write-offs are charged against previously established provisions and reduce the principal loan amount.

Value depreciation corresponds to the difference between the loan book value and the amount which the Bank can expect to recover, with due consideration for the counterparty risk and the net proceeds from the realisation of any collateral held. Valuation adjustments and provisions are directly deducted from corresponding assets.

Collateral obtained on loans and advances to clients is valued at its market value.

The liquidation value of such collateral is the net proceeds that could be realised after deducting the holding costs and liquidation charges.

The collateral valuation is processed daily, based on available prices for each asset, with a price update frequency depending on the nature of each asset.

2.6 Financial investments

Investment securities purchased to meet the Bank's long-term or medium-term requirements are booked as 'Financial Investments'. The management determines the appropriate classification of its investments, according to its investment objectives, between trading and financial investment assets. Any investment securities held for trading purposes are booked at fair value.

Any fixed income investment security held for long-term requirements (i.e., where the Bank has both the intent and the ability to hold to maturity) are booked at the amortised cost using the accrual method, less any impairment in value. Any discount or premium on acquisition is included in the calculation of amortised cost, ensuring that the relevant amount is spread over the remaining life of the investment security.

Investment Securities held for sale are valued at the lower of acquisition cost and market value. Any impairment in value as well as any subsequent recoveries in value are booked to 'Other ordinary expenses' or 'Other ordinary income' respectively.

Interest earned while holding investment securities is reported as 'Interest and dividend income from financial investments'.

2.7 Fixed Tangible assets and Intangible assets

Fixed assets are stated in the balance sheet at their cost price.

The depreciation charge for Buildings is calculated by applying a rate of 4% per annum on the reducing balance basis.

All other fixed assets are depreciated using the straight-line method over a period corresponding to the estimated useful economic life of the different types of assets. The estimated useful economic lives are as follows:

QNB (Suisse) SA Notes To The Financial Statements (continued)

Furniture and fixtures	7 years
Leasehold improvements	4 years
IT equipment	3 years
Software	3 years

The carrying amounts are reviewed at each balance sheet date for indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognised in the income statement to the extent that carrying values exceed the recoverable amounts.

2.8 Liabilities to own pension fund institution

The Bank's employees participate in a 2nd-pillar defined contribution plan provided by Swiss Life. This pension plan is structured as a Collective LPP Foundation and provides the following benefits:

- Risk - death, disability, longevity (defined benefits pension plan)
- Retirement Savings (defined contribution plan)

Swiss Life provides a 100% nominal value guarantee on retirement savings. This ensures that fluctuations in market prices of investments have no negative consequences for the Bank or its employees.

The Bank's contributions are recorded in the income statement under personnel expenses.

2.9 Provisions

For all potential and identifiable risks existing at the balance sheet date, valuation adjustments and provisions are established on a prudent basis. The Executive Management Committee periodically reviews these risks. If valuation adjustments and provisions are considered necessary, they are recorded in the relevant income statement account when the risk is identified.

2.10 Derivative instruments

Subject to prior internal approval, the Bank allows clients to use derivative financial instruments.

Derivative instruments include options, futures and swaps on equities, stock indices, foreign exchange, commodities and interest rates, forward rate agreements and forward contracts on currencies, securities and commodities.

Derivative financial instruments are reported at their fair value. Fair value is determined from the price provided by a liquid and efficient market or from the price established by a valuation model. The gross replacement value of derivative contracts reflects the fair value of all unsettled trades at the year-end. The positive replacement value is included in 'Positive replacement values of derivatives and the negative replacement value in 'Negative replacement values of derivatives'. Realised and unrealised profits and losses are disclosed under 'Net result from trading operations and the fair value option'. The Bank had no transactions in derivatives during the reporting period.

2.11 Taxes

Current taxes affecting the earnings and capital of the corresponding period are determined in accordance with the applicable fiscal requirements. Unpaid taxes are recorded as a tax charge of the accounting period during which the related profits were made or the related capital was applicable. They are shown as liabilities in the balance sheet under 'Accrued expenses and deferred income'.

2.12 Contingent liabilities and irrevocable commitments

These transactions are recorded as off-balance sheet items at their nominal value.

2.13 Islamic transactions

From an accounting perspective, Islamic deposits are treated as client deposits and Islamic financings are treated as loans.

2.14 Subsequent events

There was no material post close event since 31.12.2025.

QNB (Suisse) SA

Notes To The Financial Statements (continued)

3. Information concerning the balance sheet

3.1 Presentation of the collateral for loans and off-balance sheet transactions, as well as doubtful receivables

Loans and advances				
CHF 1'000				
	Mortgage coverage	Secured by other collateral	Unsecured	Total
Amounts due from customers	24,302	500,156	24	524,482
Mortgage Loans	23,440	-	-	23,440
Residential property	16,677	-	-	16,677
Commercial and industrial premises	6,763	-	-	6,763
Other	-	-	-	-
Total loans (before netting with value adjustments)	47,742	500,156	24	547,922
Previous year	39,452	557,107	27	596,586
Total loans (after netting with value adjustments)	47,742	500,156	24	547,922
Previous year	39,452	557,107	27	596,586

Impaired receivable	Gross amount	Estimated liquidation proceeds of the collateral	Net amount due	Individual value adjustments
CHF 1'000				
Current Year	-	-	-	-
Previous year	-	-	-	-

Off-balance sheet	Mortgage coverage	Secured by other collateral	Unsecured	Total
CHF 1'000				
Contingent liabilities	-	1,094	-	1,094
Irrevocable commitments	-	77	78 *	155
Total off-balance	-	1,171	78	1,249
Previous year	-	1,745	67	1,812

* Irrevocable commitment for the Swiss deposit protection scheme as required by FINMA.

The total commitment is KCHF 155; of which 50% is secured by a blocked deposit account at the SNB in favour of Esisuisse. The remaining 50% is unsecured (KCHF 78).

QNB (Suisse) SA

Notes To The Financial Statements (continued)

3.2 Financial investments

	Book value		Fair value	
	Reporting year	Prior year	Reporting year	Prior year
CHF 1'000				
Debt instruments	7,935	8,741	7,773	8,314
Held-to-maturity	7,935	8,741	7,773	8,314
Total financial investments	7,935	8,741	7,773	8,314
of which securities eligible for SNB repo transactions in accordance with liquidity regulation.	3,002	3,003	3,044	3,060

	AAA TO AA-	A+ TO A-	BBB+ TO BBB-	BB+ TO B	Lower Than B-	w/o Rating
Breakdown of the counterparty according to rating *						
CHF 1'000						
Debt instrument : Book value	7,935					

*Source: S&P

3.3 Tangible fixed assets

Tangible fixed assets	Historical costs	Accumulated depreciation	Net book value at 31.12.2024	Additions in 2025	Disposals in 2025	Amortisation / Depreciation in 2025	Net book value at 31.12.2025
CHF 1'000							
Leasehold improvements	1,036	(1,036)	-	-	-	-	-
Furniture and fixtures	423	(399)	24	44	-	(10)	58
IT equipment	425	(404)	21	9	-	(16)	14
Software	3,520	(3,106)	414	322	-	(294)	442
Total Tangible fixed assets	5,404	(4,945)	459	375	-	(320)	514

Historical costs and Accumulated depreciation exclude assets deemed obsolete.

QNB (Suisse) SA

Notes To The Financial Statements (continued)

3.4 Other assets and liabilities

	31.12.2025	31.12.2024
Other assets		
CHF 1'000		
Indirect taxes	42	62
Amortisation of loss on financial investments (HTM) sold prior to maturity	13	51
Other assets	54	1
Total other assets	109	114
Other liabilities		
CHF 1'000		
Indirect taxes	92	35
Other liabilities	-	2
Total other liabilities	92	37

3.5 Disclosure of assets pledged or assigned to secure own commitments and of assets under reservation of ownership

Pledged / assigned assets	Book values	Effective commitments
Book value of assets pledged or assigned as guarantee	799	799
Total	799	799

As at 31 December 2025, the Bank has pledged KCHF 799. The effective commitments are KCHF 722 related to a rent guarantee deposited in a third-party bank and KCHF 77 for the pledged account at the Swiss National Bank for the Esisuisse Deposit Protection Scheme.

3.6 Liabilities towards pension fund institutions

QNB (Suisse) SA is affiliated to the Swiss Life LPP-Collective-Foundation, Zurich since November 2009.

The Bank's employees participate in a 2nd-pillar provided by Swiss Life. This pension plan is structured as a Collective LPP Foundation and provides the following benefits:

- Risk - death, disability, longevity (defined benefits pension plan)
- Retirement Savings (defined contribution plan)

Current liabilities to pension fund	31.12.2025	31.12.2024
CHF 1'000		
Current liabilities towards pension fund	156	138

Economic advantage/obligations and Bank's contributions

Occupational pension plans are generally subject to fundamental insurance and investment risk. However, the Swiss Life scheme provides full insurance with the following features:

- All risks are insured - there are no additional payment obligations. Stock markets fluctuations or a poor investment policy have no negative consequences for the Bank.
- No fluctuation reserves are required.

QNB (Suisse) SA

Notes To The Financial Statements (continued)

Swiss Life provides a 100% nominal value guarantee on retirement savings. This ensures that fluctuations in market prices of investments have no negative impact on the pension fund.

	Surplus / deficit as at	Net advantage / obligation for the bank	Variation in the period	Adjusted contribution in the year ending	Pension fund contribution included in personnel expenses in
	31.12.2025	31.12.2025	31.12.2024	2025	2025
CHF 1'000					
*Pension fund without surplus or deficit	-	-	-	1,150	981

*As at 31 December 2025, the Bank has no employer contribution reserve.

3.7 Value adjustments and provisions, reserves for general banking risks and changes therein during the current year

	Balance at 31.12.2024	Use in conformity with designed purpose	New creations charged to income	Releases to income	Balance at 31.12.2025
CHF 1'000					
Other provisions	336	(74)	-	(262)	-
Total provisions	336	(74)	-	(262)	-
Reserves for general banking risks*	11,147	-	1,630	-	12,777
Valuation adjustments for default and country risks	-	-	-	-	-
of which, valuation adjustments for default risks in respect of impaired loans / receivables	-	-	-	-	-
of which, valuation adjustments for latent default risks	-	-	-	-	-

*With regard to the Reserves for general banking risks: new creations charged to income are not tax-deductible business expenses; and releases to income are not taxable income.

QNB (Suisse) SA

Notes To The Financial Statements (continued)

3.8 Share capital

CHF 1'000	31.12.2025			31.12.2024		
	Share Capital	Units	Dividend bearing capital	Share Capital	Units	Dividend bearing capital
Share Capital	150,000	1,000	150,000	150,000	1,000	150,000
Total company capital	150,000	1,000	150,000	150,000	1,000	150,000
thereof unpaid capital	-	-	-	-	-	-

3.9 Amounts due to/from related parties

Related companies include all QNB Group companies other than the parent company itself. Other related parties are those parties able to influence the Bank's financial or operational decisions either directly or indirectly to a significant extent.

Transactions with Qatar National Bank (Q.P.S.C.) were performed at arm's length and followed market terms during the year.

Holders of qualified participations

Balance sheet	31.12.2025		31.12.2024	
	Assets	Liabilities	Assets	Liabilities
CHF 1'000				
Amounts due from banks	122,335	-	155,058	-
Amounts due to banks*	-	505,279	-	596,854
Amounts due to customers	-	-	-	-
Accrued income and prepaid expenses	1,955	-	2,028	-
Accrued expenses and deferred income	-	2,241	-	2,307
Other assets	54	-	-	-
Off-Balance sheet				
Fiduciary deposits	1,151,902	-	1,408,903	-
Guarantees	463,289	-	541,751	-

*Including KCHF 25'000 subordinated loan

Related companies

Balance sheet	31.12.2025		31.12.2024	
	Assets	Liabilities	Assets	Liabilities
CHF 1'000				
Amounts due from banks	-	-	-	-
Amounts due from customers	24	-	26	-
Amounts due to banks	-	15,849	-	45,358
Accrued expenses and deferred income	-	333	-	78
Off-Balance sheet				
Fiduciary deposits	23,306	-	55,466	-

QNB (Suisse) SA

Notes To The Financial Statements (continued)

Other related parties (members of governing bodies)

Balance sheet	31.12.2025		31.12.2024	
	Assets	Liabilities	Assets	Liabilities
CHF 1'000				
Amounts due from banks	-	-	-	-
Amounts due from customers	191	-	1,701	-
Amounts due to banks	-	-	-	-
Amounts due to customers	-	1,195	-	1,381
Off-Balance sheet				
Fiduciary deposits	-	4,256	-	4,573
Guarantees	-	100	-	100

3.10 Declaration of holders of shareholding exceeding 5% of all voting rights

Significant shareholders and groups of shareholders with pooled voting rights	31.12.2025		31.12.2024	
CHF 1'000				
Qatar National Bank (Q.P.S.C.)	150,000	100%	150,000	100%

Qatar National Bank (Q.P.S.C.) is 50% owned by the sovereign wealth fund of the State of Qatar, the Qatar Investment Authority (QIA), with the remaining 50% available to be held by members of the public. QIA is 100% owned by the State of Qatar.

3.11 Presentation of maturity structure of financial instruments

Financial assets	At sight	Callable	Up to 3 months	3 to 12 months	12 months to 5 years	More than 5 years	Immobilised	Total
CHF 1'000								
Liquid assets	28,713	77	-	-	-	-	-	28,790
Amounts due from banks	87,215	-	36,811	35,000	22,000	-	-	181,026
Amounts due from customers	24	755	14,259	409,275	98,503	1,666	-	524,482
Mortgage loans	-	-	219	861	17,388	4,972	-	23,440
Financial investments	-	-	-	2,395	5,540	-	-	7,935
Subtotal assets	115,952	832	51,289	447,531	143,431	6,638	-	765,673
Prior year	119,442	2,973	46,980	110,991	562,274	29,527	-	872,187
Financial liabilities								
CHF 1'000								
Amount due to banks	44	-	19,069	369,301	128,302	4,412	-	521,128
Amounts due to customers	82,299	-	-	-	-	-	-	82,299
Subtotal liabilities	82,343	-	19,069	369,301	128,302	4,412	-	603,427
Prior year	85,861	-	4,883	61,258	536,993	24,277	-	713,272

QNB (Suisse) SA

Notes To The Financial Statements (continued)

3.12 Domestic versus foreign assets and liabilities

Assets	31.12.2025		31.12.2024	
	Domestic	Foreign	Domestic	Foreign
CHF 1'000				
Liquid assets	28,790	-	33,149	-
Amounts due from banks	58,267	122,759	76,876	156,835
Amounts due from customers	304,971	219,511	318,129	263,668
Mortgage Loans	13,627	9,813	1,760	13,029
Financial investments	3,002	4,933	3,003	5,738
Accrued income and prepaid expenses	3,251	3,597	4,410	3,437
Participations	-	-	-	-
Tangible fixed assets	514	-	459	-
Other assets	55	54	114	-
Total assets	412,477	360,667	437,900	442,707

Liabilities	31.12.2025		31.12.2024	
	Domestic	Foreign	Domestic	Foreign
CHF 1'000				
Amounts due to banks	-	521,128	365	642,212
Amounts due to customers	18,585	63,714	14,683	56,012
Accrued expenses and deferred income	4,277	2,907	4,355	2,839
Other liabilities	92	-	37	-
Provisions	-	-	336	-
Reserves for general banking risks	12,777	-	11,147	-
Share capital	150,000	-	150,000	-
Statutory retained earnings reserve	1,775	-	1,775	-
Loss brought forward	(3,154)	-	(3,904)	-
Profit for the year	1,043	-	750	-
Total liabilities	185,395	587,749	179,544	701,063

QNB (Suisse) SA

Notes To The Financial Statements (continued)

3.13 Assets by countries / group of countries

CHF 1'000	31.12.2025		31.12.2024	
	Absolute	Percentage	Absolute	Percentage
Switzerland	412,477	53%	437,900	50%
Europe	109,700	14%	119,593	14%
Caribbean	267	0%	1	0%
Africa	18,501	2%	3,671	0%
Qatar	216,715	28%	311,294	35%
Other countries	15,484	2%	8,148	1%
Total Assets	773,144	100%	880,607	100%

3.14 Breakdown of total assets excluding Switzerland based on the credit rating of the country (Risk domicile principle)

Ratings*	31.12.2025		31.12.2024	
	Absolute	Percentage	Absolute	Percentage
CHF 1'000				
AAA to AA-	235,946	65.4%	335,884	75.9%
A+ to A-	8	0.0%	10	0.0%
BBB+ to BBB-	97,637	27.1%	103,061	23.3%
B+ to B-	19,759	5.5%	3,685	0.8%
CCC+ to CCC-	7,014	1.9%	-	0.0%
D	-	0.0%	17	0.0%
Unrated	303	0.1%	50	0.0%
Total Assets	360,667	100%	442,707	100%

QNB (Suisse) SA

Notes To The Financial Statements (continued)

3.15 Balance sheet by currencies

Assets	CHF	USD	EUR	GBP	QAR	Other	TOTAL
CHF 1'000							
Liquid assets	28,463	61	218	48	-	-	28,790
Amounts due from banks	106,414	61,081	6,047	3,201	283	4,000	181,026
Amounts due from customers	408,661	15,079	100,693	24	21	4	524,482
Mortgage loans	13,627	-	1,820	7,993	-	-	23,440
Financial investments	3,002	4,933	-	-	-	-	7,935
Accrued income and prepaid expenses	4,197	2,132	266	152	63	38	6,848
Tangible fixed assets	514	-	-	-	-	-	514
Other assets	109	-	-	-	-	-	109
Total assets	564,987	83,286	109,044	11,418	367	4,042	773,144
Prior year	582,564	167,215	116,430	11,898	322	2,178	880,607
Liabilities and Shareholders equity	CHF	USD	EUR	GBP	QAR	Other	TOTAL
CHF 1'000							
Amounts due to banks	380,441	30,564	102,120	8,003	-	-	521,128
Amounts due to customers	18,660	49,969	6,462	3,358	-	3,850	82,299
Accrued expenses and deferred income	4,370	2,264	423	4	123	-	7,184
Other liabilities	92	-	-	-	-	-	92
Provisions	-	-	-	-	-	-	-
Reserves for general banking risks	12,777	-	-	-	-	-	12,777
Share capital	150,000	-	-	-	-	-	150,000
Statutory retained earnings reserve	1,775	-	-	-	-	-	1,775
Losses brought forward	(3,154)	-	-	-	-	-	(3,154)
Profit for the year	1,043	-	-	-	-	-	1,043
Total liabilities and Shareholders equity	566,004	82,797	109,005	11,365	123	3,850	773,144
Prior year	584,157	166,168	116,353	11,847	87	1,995	880,607
Net position per currency	(1,017)	489	39	53	244	192	-
Prior year	(1,593)	1,047	77	51	235	183	-

3.16 Breakdown of contingent assets and liabilities

	31.12.2025	31.12.2024
CHF 1'000		
Taxes on loss carry-forward	-	-
Total contingent assets	-	-

There was no unutilised tax losses carried forward as at 31.12.2025.

QNB (Suisse) SA

Notes To The Financial Statements (continued)

	31.12.2025	31.12.2024
CHF 1'000		
Guarantees to secure credits and similar	1,094	1,086
of which: Credit cards	1,094	1,086
Credit line guarantee	-	-
Other guarantee	-	591
Total contingent liabilities	1,094	1,677

3.17 Breakdown of irrevocable commitments

	31.12.2025	31.12.2024
CHF 1'000		
Deposit guarantee scheme (art. 37h LB)	155	135
Total irrevocable commitments	155	135

4. Information on off-balance sheet transactions

4.1 Breakdown of fiduciary transactions

	31.12.2025	31.12.2024
CHF 1'000		
Fiduciary Investments with third-parties	17,927	-
Fiduciary Investments with group companies and affiliated companies	1,175,209	1,464,369
Of which:		
Fiduciary transactions with Qatar National Bank (Q.P.S.C.), Qatar	1,151,902	1,408,903
Fiduciary transactions with QNB Finansbank	23,306	55,466
Total fiduciary transactions	1,193,136	1,464,369

QNB (Suisse) SA

Notes To The Financial Statements (continued)

4.2 Assets under management

Breakdown of assets under management and under administration	31.12.2025	31.12.2024
CHF 1'000		
Assets in own administrated collective investment schemes	183,003	173,526
Assets with discretionary management agreements	-	-
Other assets under management*	1,508,029	1,642,121
Total assets under management (including double count)	1,691,032	1,815,647
+/- Net new money inflows or outflows	27,994	138,490
+/- Changes in prices and exchange rates, in addition to interest and dividends	(152,609)	115,604
Net variance of assets under management	(124,615)	254,095

*Other assets under management ('AUM') as stated above do not include client current account balances where the relevant client does not also hold investment securities or fiduciary deposits in the portfolios (31.12.2025: KCHF 27'902 and 31.12.2024: KCHF 30'068) or portfolios where the Bank is providing custody only services to the relevant clients (31.12.2025: KCHF 566'718 and 31.12.2024: KCHF 543'989). Furthermore, AUM does not include loans to clients.

Double counts, as referred to above, arise where amounts are included in more than one category. For example, collective investment schemes, which are managed by the Bank may also include investments by the Bank's own clients. In such cases, the relevant assets would be included in both Assets in own administered collective investment schemes and Other assets under management above.

Net inflows / outflows from customers are made up of assets acquired from new or existing clients and withdrawals of assets of existing clients or customers who discontinued their relationship with the Bank. Their value is determined on the day of transfer (cash and/or transferable securities). Net inflows / outflows from customers are calculated excluding market movements, changes in market prices, dividends and interest.

5. Information concerning the income statement

5.1 Disclosure of material refinancing income in the item Interest and discount income as well as material negative interest

Negative interest on the lending business is recognised as a reduction in interest income and negative interest on borrowing as a reduction in interest costs. The Bank does not deduct financing costs from trading positions.

5.2 Commission income

Commission income from securities trading and investment activities in 2025 included an amount of KCHF 1'912 related to fund management fees. Of that amount, KCHF 23 was related to 2024, all of which was recorded as income in 2025.

Commission income from securities trading and investment activities in 2024 included an amount of KCHF 4'013 related to fund management fees. Of that amount, KCHF 2'788 was related to the years 2017-2023, all of which was recorded as income in 2024.

5.3 Net result from trading operations and the fair value option

	2025	2024
CHF 1'000		
Foreign exchange income from client transactions	229	182
Foreign exchange impact of the revaluation of the balance sheet	-	110
Total net trading income	229	292

QNB (Suisse) SA

Notes To The Financial Statements (continued)

5.4 Personnel expenses

	2025	2024
CHF 1'000		
Salaries	8,957	7,433
Governing body's fees	170	170
Social costs	2,053	1,644
Other personnel expenses	273	497
Total personnel expenses	11,453	9,744

5.5 General and administrative expenses

	2025	2024
CHF 1'000		
IT, equipment and installations expensed	3,929	4,374
Professional fees*	1,317	843
*Of which external audit fees	248	201
Occupancy	1,879	2,021
Other operating expenses	1,504	1,580
Total general and administrative expenses	8,629	8,818

5.6 Taxes

	2025	2024
CHF 1'000		
Capital tax	231	219
Income tax	441	981
Other local tax	8	13
Total Taxes	680	1,213
Tax rate based on pre-tax result	39%	62%

Appropriation of accumulated loss As at 31 December 2025

	2025	2024
CHF 1'000		
Result appropriation		
Profit for the year	1,043	750
Loss carried forward	(3,154)	(3,904)
Net accumulated loss	(2,111)	(3,154)

QNB (Suisse) SA

Corporate Governance Report

Group Structure and Shareholders

Description of the issuers' operational Group structure

QNB (Suisse) SA, formerly QNB Banque Privée (Suisse) SA, (the "Bank"), a Swiss limited liability company, based in Geneva, is a wholly owned private banking subsidiary of Qatar National Bank (Q.P.S.C.), Doha, one of the largest banks in the Middle East and Africa (MEA).

The Bank was incorporated on September 28, 2007 and received its banking license on May 19, 2009.

The Bank is supervised by the Swiss Financial Market Supervisory Authority ("FINMA") and subject to Swiss banking rules and regulations. The Bank offers a full range of private banking and wealth management services.

Significant shareholders

See note 3.10 to the financial statements, within the 2025 Annual Report.

Capital Structure

Please refer to the following sections within the 2025 Annual Report:

- Statement of changes in equity
- Note 3.8 to the financial statements

Board of Directors

As at December 31, 2025, the Board of Directors had six members, three of whom were independent members, in line with prevailing Swiss laws and regulations governing corporate governance for financial institutions.

The other three, non-independent, Board of Directors hold senior management positions in Qatar National Bank (Q.P.S.C.), Doha:

- Abdulla Mubarak Al-Khalifa, Group Chief Executive Officer, Qatar National Bank (Q.P.S.C.)
- Adel Khashabi, Chairman, QNB Financial Services (QNBFS), Qatar National Bank (Q.P.S.C.)
- Khaled Farouk Salhab, Executive Vice President Domestic Corporate Banking, Group Corporate & Institutional Banking, Qatar National Bank (Q.P.S.C.)

Board of Directors

Abdulla Mubarak Al-Khalifa	Chairman
Paul-André Sanglard	Vice-Chairman
Markus Dörig	Member
Adel Khashabi	Member
Khaled Farouk Salhab	Member
José Manuel Moser Cardoso Salgado	Member

Line Al-Acha	Secretary
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Audit and Compliance Committee

Paul-André Sanglard	Chairman
Khaled Farouk Salhab	Member
José Manuel Moser Cardoso Salgado	Member

Sergio Verdial (Head of Compliance & Internal Control)	Secretary
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Remuneration Committee

Paul-André Sanglard	Chairman
Adel Khashabi	Member
Markus Dörig	Member
Ghadeer Abu Hijleh	Management

Line Al-Acha	Secretary
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Executive Management Committee

Ghadeer Abu Hijleh	Chief Executive Officer, President
David Ryan	Head of Finance, Member
Hakan Ekinci	Head of Centralised Operations, Member
Zakaria Siblini	Head of Private Banking, Member
Cyrille Reynard	Head of Risk, Member

Line Al-Acha	Secretary
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External Auditors

Ernst & Young - Geneva

Members of the Board of Directors

Abdulla Mubarak Al-Khalifa

Chairman of the Board of Directors

Nationality: Qatari

Key qualifications: Bachelor's Degree in Business Administration Eastern Washington University.

Over 29 years of comprehensive and diverse banking sector experience, having worked with Qatar National Bank (Q.P.S.C.) from 1996 to date.

He has an extensive experience in all aspects of banking services with Companies and institutional clients, Relationship Management, Banking Transactions and Operations.

Professional Experience:

Since 2018	Group Chief Executive Officer, Qatar National Bank (Q.P.S.C.), Doha, Qatar
2013 - 2018	Executive General Manager - Chief Business Officer, Qatar National Bank (Q.P.S.C.), Doha, Qatar
2007 - 2013	General Manager, Corporate Banking, Qatar National Bank (Q.P.S.C.), Doha, Qatar
2005 - 2006	Assistant General Manager, Corporate & Institutional Banking, Qatar National Bank (Q.P.S.C.), Doha, Qatar
2002 - 2005	Relationship Manager, Corporate, Qatar National Bank (Q.P.S.C.), Doha, Qatar
1996 - 2002	Officer/Sr. Officer, Trading & Customer Services, Qatar National Bank (Q.P.S.C.), Doha, Qatar

Paul-André Sanglard

Vice-Chairman of the Board of Directors

Chairman of the Audit and Compliance Committee

Chairman of the Remuneration committee

Nationality: Swiss

Key qualifications: PhD, Doctorate degree in Economics at Geneva University

Professional Experience:

Current	Vice Chairman, QNB (Suisse) SA, Geneva Chairman, Bondpartners SA Chairman, de Pury Pictet Turrettini Board member, Uniservice SA (Bouygues Group) Board member, Alcyon SA (Private Equity Company) Board Member, Baader Helvea SA
2017 - 2024	Chairman, Banque Heritage
2016 - 2021	Board Member, Millennium Banque Privée BCP Suisse
2014 - 2021	Board Member, then Vice Chairman, Société Générale Private Banking Suisse
2008 - 2021	Board member of Edmond de Rothschild Asset Management Switzerland SA
2002 - 2021	Board member, then Vice Chairman, Banque Cantonale Vaudoise
2001 - 2021	Board member, TSM Compagnie d'Assurances
2000 - 2012	Board Member, then Chairman, British American Tobacco Switzerland
1998 - 2016	Chairman, Ophthalmologic Network Organization
1995 - 2016	Chairman, Banque Cantonale du Jura
1982 - 1995	Lecturer in public finance, University of Geneva
1994 - 2021	Board member, then Chairman, Groupe Vaudoise Assurances
1984 - 1989	Member of the executive board, World Economic Forum
1979 - 1984	Head of Treasury, Canton of Jura

Markus Dörig

Member of the Board of Directors

Member of the Remuneration Committee

Nationality: Swiss

Key qualifications: Thesis passed and graduated magna cum laude Doctor Luris, Law School of Zurich University and Admitted to the bar in 1987.

Professional Experience:

Current	Board Member, QNB (Suisse) SA Geneva, (Banking) Board Member, Mindpearl AG (Call Center Services) Board Member, Walde Immobilien AG (Real Estate) Chairman, Dorfgarage Zumikon AG (Cars) Chairman, Suse Software Solutions Schweiz AG (Industrial Software) Chairman, Tamarix Ltd. (Private client of QNB; disclosed) Board Member, Sirad SA (Medical Devices) Vice-Chairman, Dr. Björn Johansson Associates AG (Executive Search) Member of the Council of "Schweizerisches Forschungsinstitut für Hochgebirgsklima und Medizin" Davos
1996 - Present	Founding partner and member of Badertscher Attorneys at Law, a Zurich law firm
1993 - 1996	Partner with Umbricht & Badertscher, a Zurich law firm
1989 - 1993	Associate with a Zurich law firm
1988 - 1989	Associate with Gardner Carton & Douglas, Chicago
1985 - 1987	Associate with a Zurich law firm
1984 - 1985	Clerk at District Court
1982 - 1984	Lecturer Business School of Zurich

Adel Khashabi

Member of the Board of Directors

Member of the Remuneration Committee

Nationality: Qatari

Key qualifications: Bachelor degree in Business Administration, University of Arizona

Professional Experience:

2024 - 2025 Chairman QNB Financial Services (QNBFS), Qatar National Bank (Q.P.S.C.), Doha, Qatar

2009 - 2024 Senior Executive Vice President, Group Asset & Wealth Management, Qatar National Bank (Q.P.S.C.), Doha, Qatar

2008 - 2009 AGM Private Banking & Wealth Management, Qatar National Bank (Q.P.S.C.), Doha, Qatar

2007 - 2008 Head of Private Banking, Ansbacher & Co Ltd, Doha, Qatar

2006 - 2007 Senior Assistant GM & Deputy Chief, Commercial Bank, Doha, Qatar

2004 - 2006 Head of HSBC Amanah Middle East, Doha, Qatar

2003 - 2004 Head of Personal Banking HSBC, Doha, Qatar

2001 - 2003 Business Development Manager & Deputy Personal Banking Manager, HSBC, Doha, Qatar

1996 - 2001 Manager HSBC, Doha, Qatar

Khaled Farouk Salhab

Member of the Board of Directors

Member of the Audit & Compliance Committee

Nationality: Lebanese

Key qualifications: Bachelor of Science (Business Administration - emphasis in Banking & Finance) Lebanese American University 1991

Professional Experience:

Since 2012 Executive Vice President, Domestic Corporate Banking, Group Corporate & Institutional Banking, Qatar National Bank (Q.P.S.C.), Doha, Qatar

2009 - 2012 Chief Executive Officer, BLOMINVEST SA (Banque Du Liban et D'Outre-Mer)

2006 - 2009 Head of Project & Structured Finance, Arab National Bank, Saudi Arabia

1994 - 2006 Twelve years tenure from a Relationship Manager to his last post as a Division Head/Team Leader in the Corporate bank - Central Region, Arab National Bank

1992 - 1994 Credit Officer, Bank of Lebanon & Kuwait, Head Office

José Manuel Moser Cardoso Salgado

Member of the Board of Directors

Member of the Audit & Compliance Committee

Nationality: Swiss & Portuguese

Key qualifications: Degree in Law from the Universidade Lusitana in Lisbon

Professional Experience:

Since 2025	Board Member, QNB (Suisse) SA (Banking)
Since 2023	Founder and President, Rede Capital Social, NGO, Portugal
2021 - 2023	Senior Executive Director, Union Bancaire Privée
2002 - 2021	CEO, Banco Commercial Portugues
1999 - 2002	Head of Marketing & Investments, Banco Commercial Portugues
1998 - 1999	Member of the Audit Committee of the Lisbon Stock Exchange Association
1990 - 1999	Responsible for setting up and managing the Private Banking Unit, career at Banco Finantia
1988 - 1990	Mandatory Army Service
1987 - 1988	Junior Trader at Pedro Caldeira Stock Broker

Changes during 2025: Mr. José Manuel Moser Cardoso Salgado was appointed as a Board member in 2025 replacing Mr. Henri des Déserts.

Executive Management Committee

Members of the General Management

Ghadeer Abu Hijleh

Chief Executive Officer

Guest of the Remuneration Committee

Nationality: Canadian and Jordanian

Key qualifications: 2007 MBA with Distinction, University of Wollongong (Dubai Campus)
1993 Bachelor of Accounting & Business Administration, University of Jordan

Professional Experience:

Since 2018	Chief Executive Officer, QNB (Suisse) SA, Geneva
2015 - 2018	Head of Private Banking, QNB (Suisse) SA, Geneva
2014 - 2015	First Vice President, Head of North Africa, Private Banking, BSI SA, Geneva
2013 - 2014	Market Area Head of North Africa, NBAD Private Bank (Suisse) SA, Geneva
2007 - 2013	Senior Vice President, Head of Private Banking (Abu Dhabi & Al-Ain), National Bank of Abu Dhabi, UAE
2003 - 2007	Relationship Manager, Abu Dhabi Commercial Bank, Abu Dhabi, UAE
2002 - 2003	Operations Officer, First Gulf Bank, Abu Dhabi, UAE
2002 - 2002	Customer Service Officer, ABN AMRO Bank, Abu Dhabi, UAE
1993 - 2000	Assistant Head of Section, Jordan Gulf Bank, Amman, Jordan

David Ryan

Head of Finance

Nationality: Irish

Key qualifications: Chartered Accountant (FCA)

Diploma in International Financial Reporting Standards

Diploma in Corporate Finance

Professional Experience:

Since 2019	Head of Finance, QNB (Suisse) SA, Geneva
2018 - 2019	Finance Project Manager, EFG Bank AG, Geneva
2014 - 2017	General Manager & Chief Financial Officer, Faisal Private Bureau, Geneva
2008 - 2014	Chief Financial Officer, Faisal Private Bank, Geneva
2006 - 2008	Chief Financial Officer, Merrill Lynch Bank (Suisse) SA, Geneva
2005 - 2006	Head of Finance, Merrill Lynch Bank (Suisse) SA, Geneva
2001 - 2005	Associate Director, Internal Audit, HSBC Private Banking Holdings (Suisse) SA, Geneva
1998 - 2001	Accountant, United Nations Compensation Commission, Geneva
1996 - 1998	Chartered Accountant, Audiconsult SA, Geneva
1991 - 1995	Trainee Chartered Accountant, Deloitte, Ireland

Zakaria Siblini

Head of Private Banking

Nationality: Swiss and Lebanese

Key qualifications: MBA, HEC Paris (2004)

Masters in Money and Banking, American University of Beirut, Lebanon (2001)

Elected Member of the University Student Committee (1998)

BA in Economics, American University of Beirut (1998), Lebanon,

Dean's Honor List (1998), Elected Member of the University Student Committee (1996)

Professional Experience:

Since 2020	Head of Private Banking, QNB (Suisse) SA, Geneva
2013 - 2019	Senior Relationship Manager (Levant & Arabian Gulf Market), CA Indosuez (Switzerland) S.A, Member of Senior Management, Geneva
2005 - 2013	Senior Relationship Manager Credit Suisse AG, Zurich, Vice-President, Deputy Head Levant, Switzerland
2004 - 2004	Executive Training Program for Private Banking, HSBC, London UK (3 months)
2000 - 2002	Trader & Financial Advisor International & Local Markets, BLOMINVEST Bank, Lebanon (Licensed trader on the Beirut Stock Exchange)
1998 - 2000	Commercial Banking, BLOM Bank, Management Training Program, Lebanon

Hakan Ekinci

Head of Centralised Operations

Nationality: Swiss and Turkish

Key qualifications: Executive MBA, University of Geneva (2012) Best in Class and Best Project Awards

BA Degree in Management, Bogazici University, Istanbul, Turkey (1996), Graduated with Honors

Certified Internal Auditor (CIA) & Certified in Risk Management Assurance (2013)

Certified Coach in Self-Leadership, University of Geneva (2014)

Fellow Chartered Certified Accountant (FCCA) (2008)

Chartered Certified Accountants (ACCA), (2003)

Certified Public Accountant (CPA, Turkey), (2002)

Professional Experience:

Since 2022 Head of Centralised Operations, QNB (Suisse) SA, Geneva

2019 - 2022 Head of Global Operations, S.P. Hinduja Banque Privée SA, Geneva

2018 - 2019 Group CFO, Banque Reyl, Banking project for LCG Group, & CRO for Mont Pelerin SA Geneva

2013 - 2018 Chief Risk Officer & Chief Finance Officer, IG Bank SA, Geneva

2012 - 2013 Head of Finance and Risk, NBAD Private Bank (Suisse) SA, Geneva

2011 - 2012 Senior Risk & Financial Consultant in Budget, Finance & Strategy & Risk Department, World Intellectual Property Organization & Universal Postal Union, Geneva & Bern

2008 - 2011 Financial Coordinator-Head of Risk & Regulatory Team in Finance, Deutsche Bank (Suisse) SA, Geneva

2007 - 2008 Senior Risk Officer, HSBC Private Bank (Suisse) SA, Geneva

2005 - 2007 Senior Accountant, Deputy Head of Regulatory Reporting Team in Finance Department, Merrill Lynch Bank (Suisse) SA, Geneva

2000 - 2005 Financial Controller, Deputy Head of Financial Controlling Department, Finansbank (Suisse) SA, Geneva

1999 - 2000 Finance Director (Member of the Management Team), FIBA IFSC PLC, Dublin, Ireland

1996 - 1999 Senior Auditor, Ernst & Young AS, Istanbul, Turkey

Cyrille Reynard

Head of Risk

Nationality: Swiss

Key qualifications: Executive MBA, UNIGE, Geneva (2012)

DAS in Business Management, Geneva (2011)

License économie et management, Savoie University, France (2011)

DAS in Risk Management, UNIGE, Geneva (2009)

Federal Diploma of Higher Education Banking Economics (2008)

Professional Experience:

Since 2022 Head of Risk, QNB (Suisse) SA, Geneva

2018 - 2022 Managing Director, Head of Risk & Head of Credit, Banque Cramer & Cie SA, Geneva

2014 - 2018 VP Risk Manager, Head of Operational Risks, Edmond de Rothschild (Suisse) SA, Geneva

2010 - 2013 VP - Risk & Insurance Manager, Edmond de Rothschild (Suisse) SA, Geneva

2006 - 2009 Assistant VP - Market & Credit Risk Manager, Edmond de Rothschild (Suisse) SA, Geneva

1999 - 2006 Risk Manager, Edmond de Rothschild (Suisse) SA, Geneva

1998 - 1999 Account Manager, UBS (Suisse) SA, Zurich

1995 - 1998 Trading and Sale, UBS (Suisse) SA, Zug

Corporate Governance Framework

Board of Directors

Subject to the provisions of the law, the powers of the Board of Directors are defined in the Articles of Incorporation. The Board of Directors vested with the necessary authority, is responsible for senior management, supervision and control, subject to the prerogatives of the General Assembly. It delegates operational management to the Executive Management Committee in accordance with the Organisational Rules of the Bank.

The Board of Directors and its functions

The roles, responsibilities and functioning of the Board of Directors are defined and governed by the Organisational Rules, namely the:

- Constitution of the Board of Directors and its deliberations
- Notification and conduct of meetings - resolutions
- Powers and duties
- Re-election
- Chairman of the Board of Directors' role and responsibilities

Board Committees

The Board of Directors can create in its midst bespoke committees, whose powers are specified in the "Organisational Rules" of the Bank.

The Board of Directors has established the following committees:

Audit and Compliance Committee

The Board of Directors established an Audit and Compliance Committee consisting of at least three members with a majority of independent members and chaired by an independent board member. The Chairman of the Board of the Directors cannot participate in this committee. The roles and responsibilities of this committee are further detailed in the Organisational Rules and in its Terms of Reference.

The Audit and Compliance Committee aims to:

- Monitor and assess the integrity of the financial statements' closing, and the internal control system relating to the establishment of the financial statements.
- Discuss and assess the global risk management framework and the Bank's capital and liquidity planning, and ensures that the risk strategies are in line with the defined risk tolerance and risk appetite limits

- Approve Internal Audit's annual risk assessments, audit objectives and programs. It examines Internal Audit reports and takes any necessary action required by the circumstances.
- Issue to the Board of Directors a quarterly report featuring a summary of its activities, decisions and recommendations as part of the internal control framework

Remuneration Committee

The Board of Directors established a Remuneration Committee composed of at least three members and chaired by one of the members, who shall be independent. The majority of the members of the Remuneration Committee must be independent. The Chairman of the Board of Directors cannot participate in this committee. The roles and responsibilities of this committee are detailed in the Organisational Rules and in its Terms of Reference.

The remuneration committee aims primarily to:

- Participate in the determination of the remuneration of the CEO and members of the Executive Management and submit proposals for the annual remuneration of the other employees of the Bank in conjunction with the Bank's Human Resources Department
- Establish formal and transparent processes to develop a remuneration policy for the Bank as a whole and ensure that planned or actual remuneration is in line with the interests of stakeholders as well as the culture and strategy of the Bank
- Present the remuneration policy to the Board of Directors

Executive Management Committee (EMC)

The roles, responsibilities and functioning of Executive Management Committee are defined and governed by the Bank's Organisational Rules.

The Executive Management Committee is responsible for: the day-to-day management of the Bank's business which reflects the business strategy of the Board of Directors; managing operational risk; and for developing and maintaining effective internal processes. It is made up of at least three persons, including the Chief Executive Officer ("CEO"), who are appointed by the Board of Directors. It supports the Board of Directors in developing the long-term strategy of the Bank, while at the same time monitoring its quarterly performance.

On a periodic basis, the committee reviews and assesses changes in local and international corporate governance practices and makes recommendation improvements to the Board of Directors. The committee also reviews the bank's policies and provides initial approval prior to final approved by the Board of Directors.

Committees stemming from the Executive Management Committee

In view of the specific nature of its activities, the EMC establishes dedicated committees to delegate certain powers to them. For each committee, the Chief Executive Officer establishes the required quorum and appoints its members and Chairman.

In each committee, decisions are taken by a majority of votes and the Chief Executive Officer, or his / her deputy in his/her absence, has a casting vote, with the exception of the KYC & AML Committee where the vote must be unanimous and the Risk and Credit committee and ALCO committee where decisions must be taken by the absolute majority of members present at the meeting (Risk and Credit committee meeting quorum: 3 members; ALCO Committee meeting quorum: 3 members). Each committee organizes itself and draws up minutes, which are made available to the Executive Management Committee.

Investment Committee

This decision-making Committee determines, within the general policy defined by the competent bodies and adopted by the Board of Directors, the Bank's investment policy in its asset management activity and ensures its application. The prerogatives and functioning of this committee are detailed in its Terms of Reference.

ALCO Committee ("Asset Liability Management Committee")

This decision-making Committee is responsible for defining and monitoring the Bank's asset / liability management rules. This Committee also reviews the Bank's treasury activities and ensures that its prudential ratios are strictly adhered to. The prerogatives and functioning of the ALCO are detailed in its Terms of Reference.

Risk and Credit Committee

This decision-making Committee implements the Bank's Risk Management Framework as defined in FINMA Circular 2017/01. This Committee is in particular responsible for reviewing the credit operations within its remit, within the framework of the Credit Policy defined by the Board of Directors of the Bank.

The main prerogatives of the Risk and Credit Committee are:

- The discussion of the Bank's framework concept for risk management
- Monitoring the implementation of risk strategies, ensuring in particular that they are in line with the defined risk tolerance and risk limits defined in the institution-wide risk management framework
- Review progress made in the identification of Operational, Credit and Market risks
- Detailed examination of all credit activities
- Verification of the Bank's maintenance of appropriate risk management with effective processes that meet the institution's risk situation

KYC & AML Committee

This decision-making committee is responsible for approving and ratifying business relationships. It also advises the Executive Management Committee on contacts with Politically Exposed Persons (PEPs) and other Compliance related topics. The KYC & AML Committee may also review and decide upon transactions that carry increased risks and the related clarifications. The prerogatives and the functioning of this committee are detailed in its Terms of Reference.

Risk Management

The Board of Directors approves the Risk Management Policies proposed by Executive Management, which are aimed in particular at detecting, limiting and controlling credit and market risks, risks associated with the execution of transactions, liquidity matters, reputational issues and operational as well as legal risks.

Risk Management is exercised at several levels including the Board of Directors, the EMC and the Bank's committees, namely the Risk and Credit Committee.

The Risk Management Policies provide further details of risks, mitigation measures and controls exercised by the Bank. Routine assessments by the Bank's dedicated risk management team facilitate taking proactive, precautionary measures that minimise risk exposure.

The Board of Directors is updated on a quarterly basis on the major risks of the Bank.

Conflicts of Interest Management

QNB (Suisse) SA applies leading corporate governance standards which entail high levels of business integrity and transparency to ensure independence of Board of Directors' judgment and avoiding any kind of personal or organisational conflict of interest with a view to serve the best interest of the Bank, its clients and shareholders as well as the other stakeholders and taking into consideration relevant Swiss laws and regulations (such as FINMA Circular 2017/1 "Corporate governance - banks") and QNB Group practices as applicable. Accordingly, QNB (Suisse) SA maintains a conflict-of-interest policy approved by its Board of Directors.

Whistleblowing

QNB (Suisse) SA is committed to the highest standards of openness, probity and accountability. In line with that commitment, QNB (Suisse) SA maintains a robust Whistleblowing Policy and related channels thereby encouraging employees to report wrongdoings or violations they are aware of or have suspicions or concerns about, to a responsible and designated internal authority. The objective is to build a safe culture where employees feel that they can speak up when something is not right. The aim is to minimize the Bank's as well as the Group's exposure to reputational or financial damage, which may occur when employees circumvent internal mechanisms.

Anti-bribery & corruption actions and activities

In addition to the Anti-Bribery & Corruption Assessment Program, QNB (Suisse) SA has established well-designed policies and governing rules for gift and hospitality acceptance. All gifts & hospitalities above certain monetary value thresholds are subject to declaration and approval by relevant level of senior management. Compliance and Internal Control assesses all gift & hospitality declarations on a case-by-case basis by considering potential conflict of interest risks and maintains the register along with the relevant evidences for approval or rejection.

Internal Control System

The Board of Directors assumes full responsibility for the internal control system and devises special policies, guidelines, controls, determination of responsibility limits, monitoring of performance of operations, applying of privileges and authorisations to complete daily operations and verifying the segregation of duties and executions in addition to enhancing dual control on all banking operations.

The Board of Directors prerogatives are clearly delineated in the Organisational Rules of the Bank.

Internal Audit

The Board of Directors establishes an Internal Audit function, which is subordinated, and reports, to the Audit and Compliance committee, as per article 87 of FINMA's circular 17/01, "Corporate governance - Banks". Internal Audit also reports, on request, to the Board of Directors. This function is outsourced to Deloitte AG.

Internal Audit assists the Bank with ways to improve how it conducts its business, in addition to its role in verifying adherence to policies and procedures. It focuses on the effectiveness of the work systems, internal control and identification of weaknesses.

Reports and recommendations for minimising risks are raised directly to the Audit and Compliance Committee to assist in improving risk management tools and corporate governance procedures.

Compliance

The Compliance department monitors and evaluates all the policies and procedures related to the Bank. Compliance is an independent function responsible namely for:

- Increasing employees' awareness about compliance, answering queries regarding legal obligations and existing policies and procedures. Numerous workshops and training are provided to increase awareness about the principles of compliance, combating of money laundering and terrorist financing, knowledge regarding customers and their transactions (KYC, FATCA, CRS and KYCT) and whistle blowing policy
- Enhancing transparency and the adoption of the whistle blowing policy that encourages employees to report wrongful actions without fear of retribution
- Safeguarding the bank from any involvement in any suspicious activity in money laundering or terrorist financing
- Implementing a number of strict and effective monitoring systems through the daily and monthly monitoring of all the financial transactions and accounts of the customers

Internal Control

The Internal Control department is responsible for ensuring that all key internal controls are appropriate for the risk and scope of the business and that these are carried-out in accordance with the appropriate policy and/or process.

External Audit

The Annual General Meeting appoints and terminates the mandate of the external auditors based on the recommendations issued by the Board of Directors.

For 2025 :

Ernst & Young - Geneva

QNB (Suisse) SA

Basel III Pillar 3 Disclosures

1. Introduction

QNB (Suisse) SA ('the Bank') is regulated by the Swiss Financial Market Supervisory Authority (FINMA), which requires banks to comply with the Basel III Pillar 3 disclosures framework. This report was prepared, based on the FINMA circular 2016/1 'Disclosure - Banks', as at 31 December 2025. The Bank has opted for a partial disclosure according to the FINMA circular 2016/1 margin 12.

The objective of the report is to provide information with regard to risk management to the Bank's stakeholders and the general public.

2. Capital adequacy and liquidity

The Bank's objectives when managing capital and liquidity are to comply with the requirements set by regulators and to safeguard its ability to continue as a going concern. The Bank reports regulatory capital according to the Swiss Capital Adequacy Ordinance ('CAO'), thereby complying with the FINMA requirements.

As at 31 December 2025, the total capital ratio was 63.8%, well above FINMA's target of 10.5% for category 5 banks and the specific requirement of 12.5% applicable to the Bank.

The leverage ratio was 20.9%. This ratio is also significantly above the regulatory requirement of 3%.

The Bank's liquidity coverage ratio (LCR) was 929.09% at 31 December 2025, significantly above the minimum regulatory requirement of 100%.

3. KM1: Key regulatory metrics

In CHF 1'000	31.12.2025*	31.12.2024
Eligible regulatory capital		
Common Equity Tier 1 (CET1)	162,441	159,768
Tier 1 (T1)	162,441	159,768
Total eligible regulatory capital	172,441	174,768
Risk-weighted assets		
Total Risk-weighted assets (RWA)	270,210	443,952
Minimum capital requirement	23,309	35,516
Risk-based capital ratios as percentage of RWA		
CET1 ratio (%)	60.1%	36.0%
Tier 1 ratio (%)	60.1%	36.0%
Total regulatory capital ratio (%)	63.8%	39.4%
Additional CET1 buffer requirements as a percentage of RWA		
Capital conservation buffer requirement (%)	2.5%	2.5%
Countercyclical buffer requirement (%)	0.0%	0.0%
Total of bank CET1 specific buffer requirements (%)	2.5%	2.5%
CET1 available after meeting the bank's minimum capital requirements (%)	54.1%	30.0%
Conservation buffer according to CAO annex 8 (%)	2.5%	2.5%
Countercyclical buffer requirement (%) (art. 44 and 44a CAO)	0.0%	0.0%
CET1 target ratio (%) as per Annex 8 of the CAO plus the countercyclical capital buffer	7.0%	7.0%
T1 target ratio (%) as per Annex 8 of the CAO plus the countercyclical capital buffer	8.5%	8.5%
Total capital target ratio (%) as per Annex 8 of the CAO plus the counter-cyclical capital buffer	10.5%	10.5%
Additional CET1 capital requirement according to Circular 11/2 in case of a specific FINMA decree**	2.0%	2.0%
Basel III leverage ratio		
Total Basel III leverage ratio exposure	776,980	882,312
Tier 1 capital	162,441	159,768
Basel III leverage ratio	20.9%	18.1%

*The figures as at 31.12.2025 were calculated using Basel III Final, which was implemented in Switzerland on 1.1.2025.

**This is an additional requirement from FINMA based on the Bank's business model and risk profile.

3. KM1: Key regulatory metrics (continued)

	2025	2024
Liquidity Coverage Ratio		
Q4 (31 December)		
Total high-quality liquid assets (HQLA)	35,765	40,831
Total net cash outflow	3,849	7,824
LCR ratio (%)	929.09%	521.86%
Q3 (30 September)		
Total high-quality liquid assets (HQLA)	39,147	53,415
Total net cash outflow	8,897	5,078
LCR ratio (%)	439.99%	1051.8%
Q2 (30 June)		
Total high-quality liquid assets (HQLA)	37,778	39,277
Total net cash outflow	4,362	7,600
LCR ratio (%)	866.14%	516.8%
Q1 (31 March)		
Total high-quality liquid assets (HQLA)	43,463	38,554
Total net cash outflow	5,637	3,036
LCR ratio (%)	771.01%	1269.7%

	31.12.2025	31.12.2024
Net Stable Funding Ratio		
Available stable funding (ASF)	545,746	800,971
Required stable funding (RSF)	378,576	572,049
NSFR ratio (%)	144%	140%

Full disclosures published by Qatar National Bank (Q.P.S.C.) are accessible at:

<https://www.qnb.com/sites/qnb/qnbqatar/page/en/enregulatorydocumentir.html>



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