



Investor Relations Presentation

December 2025



Download our IR Application

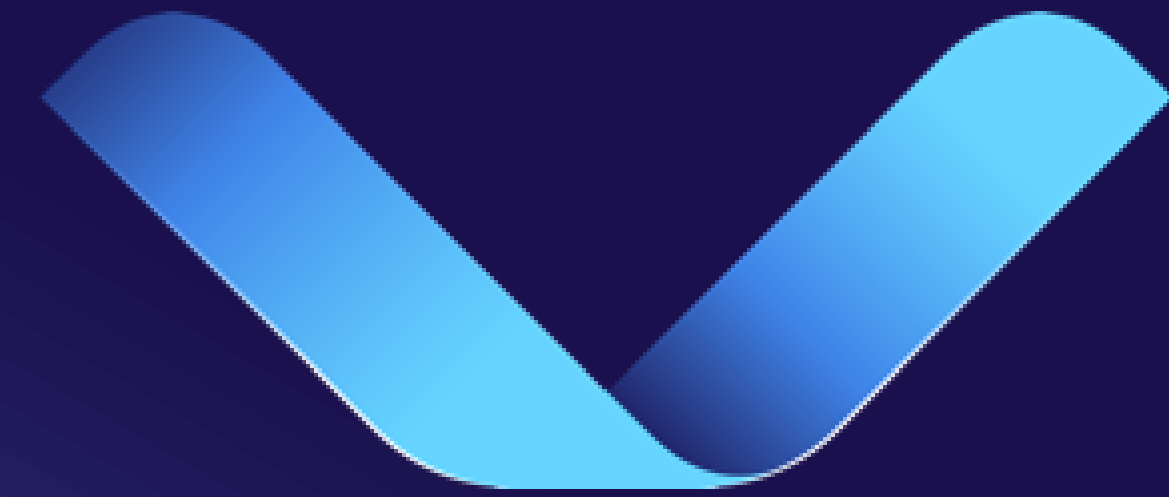
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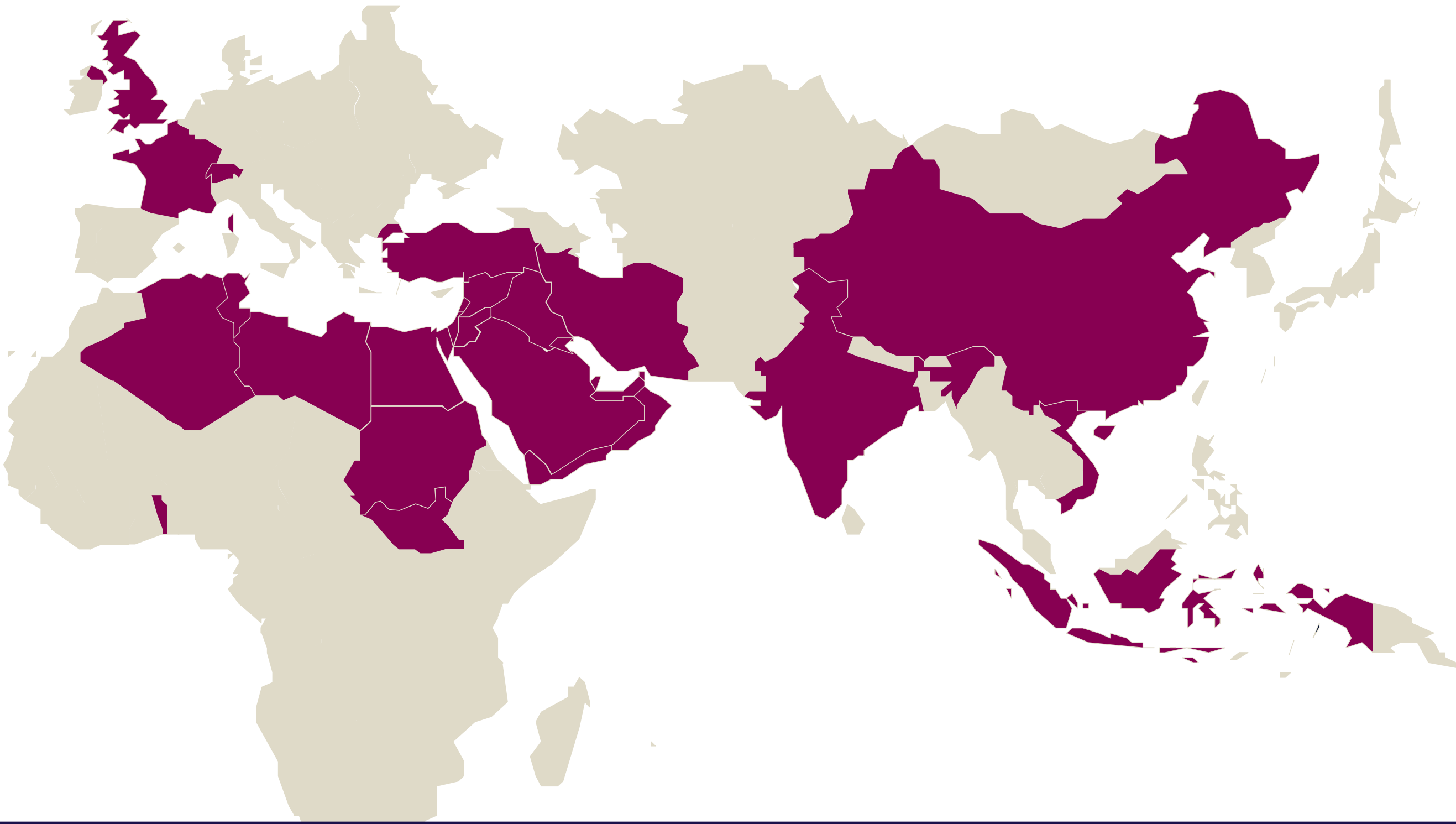
All figures in US Dollars have been converted from Qatari Riyals based on the exchange rate of 1 US Dollar = 3.6405 Qatari Riyals
In certain cases, numbers may be rounded for presentation purposes



QNB at a Glance



QNB is a strong and highly rated bank with international footprint



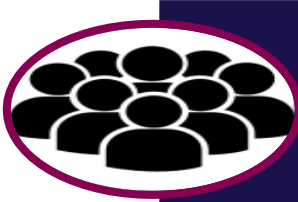
#1 bank in the Middle East and Africa across all balance sheet metrics



International network with presence in more than 28 countries



Most valuable banking brand in the Middle East and Africa, worth USD 9.4 Bn¹



About 31,000 employees operating from more than 900 locations

Solid financial strength

USD 46.7 Bn	USD 4.67 Bn
Market Cap.	Net Profit ²
USD 382.2 Bn	USD 0.48
Assets	EPS

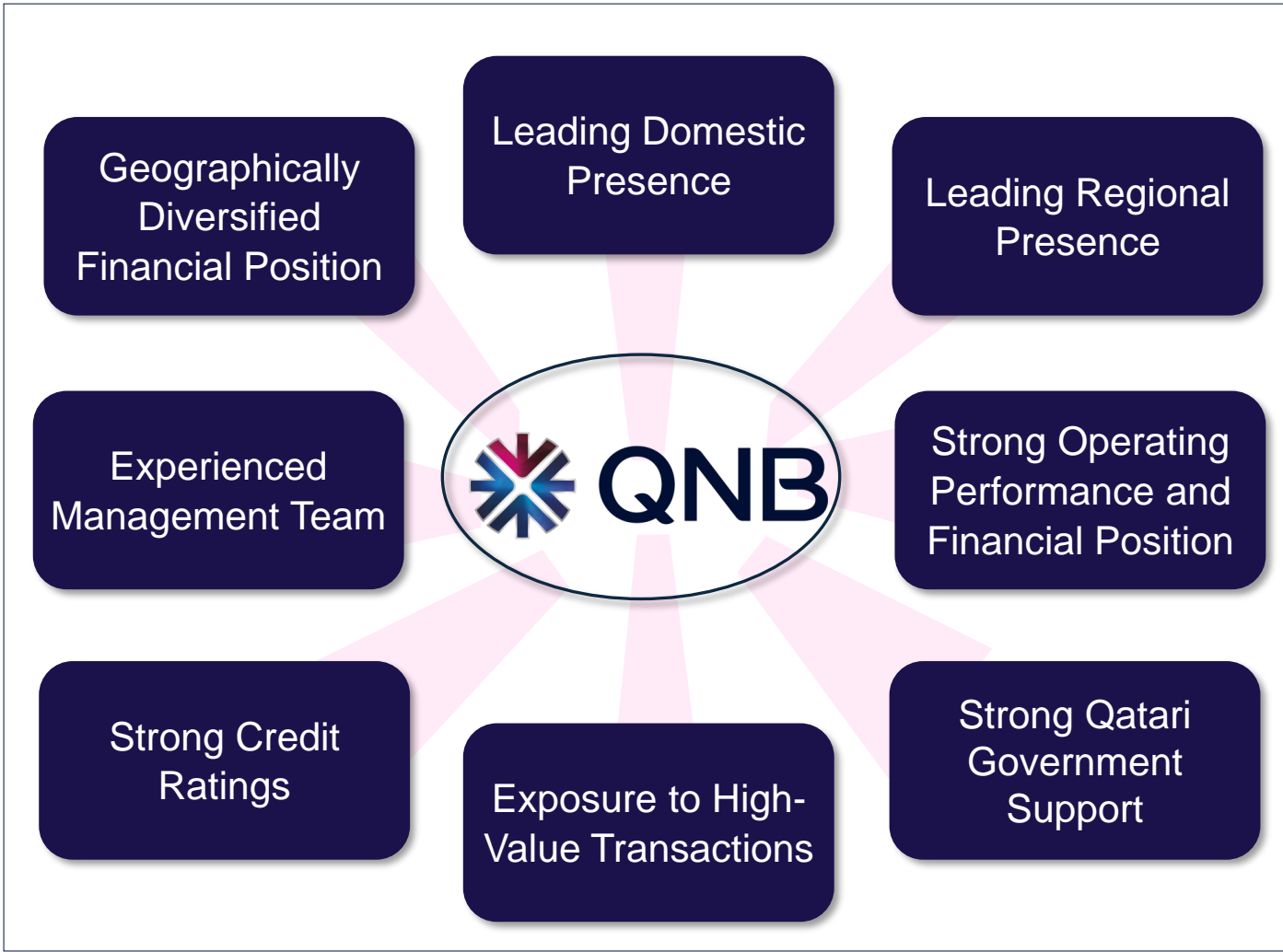
Top-tier credit ratings

A+	Aa2
Standard & Poor's	Moody's
AA	A+
Capital Intelligence	Fitch





Source:
1: Brand Finance ® 2025
2: Profit attributable to Equity Holders of the Bank

Key Strengths








QNB's International Footprint






Sub-Saharan Africa

	South Sudan: (1 Branch)
	Togo: (660 Branches ³ 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

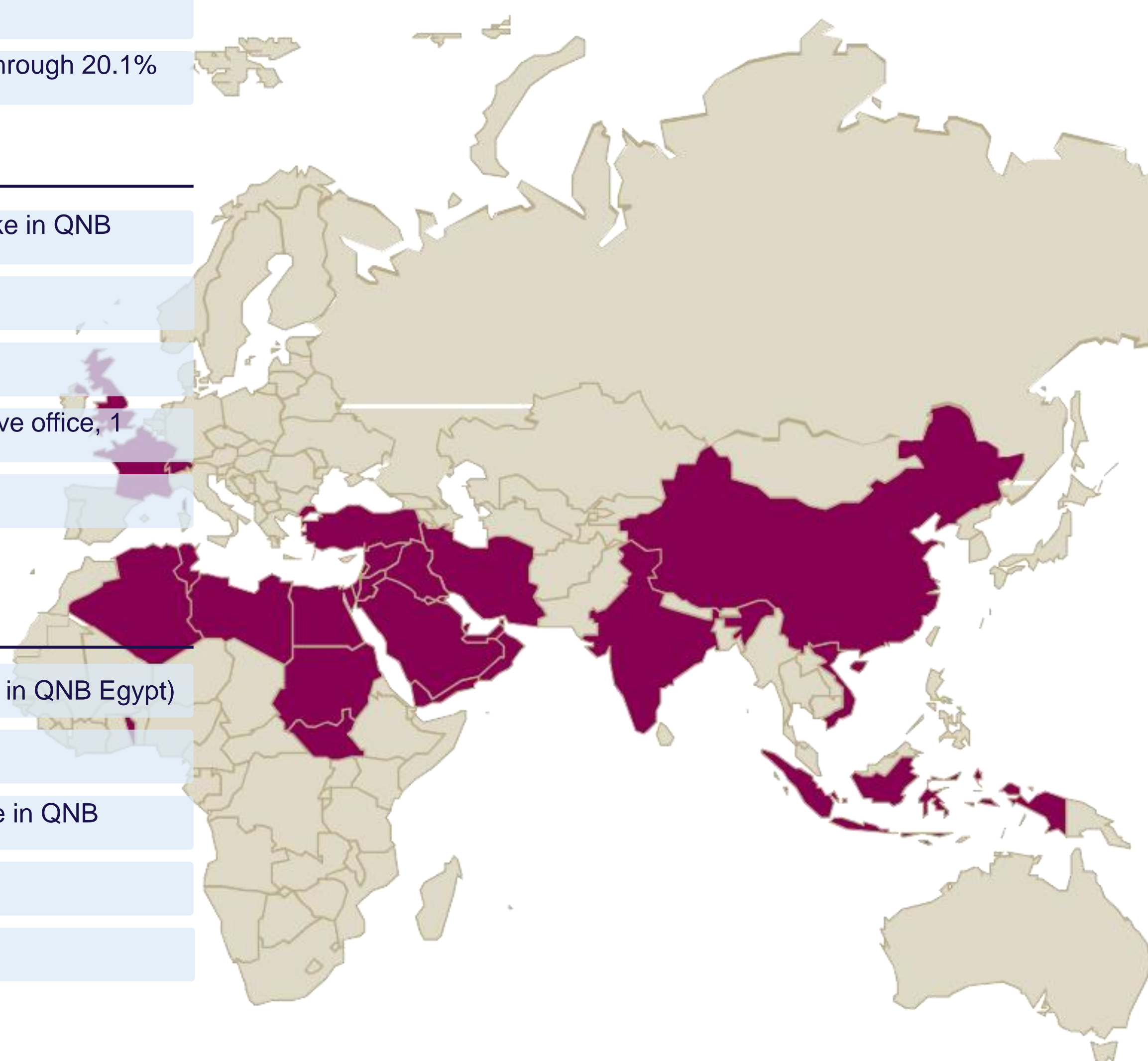
	Egypt: (236 Branches, 95.00% stake in QNB Egypt)
	Libya: (1 ¹ Representative Office)
	Tunisia: (26 Branches, 99.99% Stake in QNB Tunisia)
	Sudan: (1 Branch)
	Algeria: (10 ¹ Branches)

Middle East

Qatar: (48 Branches)	
KSA: (2 Branches)	
UAE: (6 ¹ + 1 ¹ Branches, 40% stake in CBI)	
Syria: (8 + 23 ¹ Branches, 50.8% stake in QNB Syria)	
Palestine: (15 ¹ Branches)	
Iraq: (8 Branches, 54.2% stake in Mansour Bank)	
Oman: (4 Branches)	
Bahrain: (1 ¹ + 1 ¹ Branch)	
Kuwait: (1 Branch)	
Lebanon: (1 Branch)	
Yemen: (1 Branch)	
Iran: (1 Representative Office ²)	
Jordan: (103 ¹ + 3 ¹ Branches, 38.6% stake in Housing Bank of Trade & Finance)	

Europe

United Kingdom: (1 +1 ¹ 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)	



1: Includes the branches / representative offices from subsidiaries and associates
2: Dormant
3: The branch data for Ecobank is as at September 2025

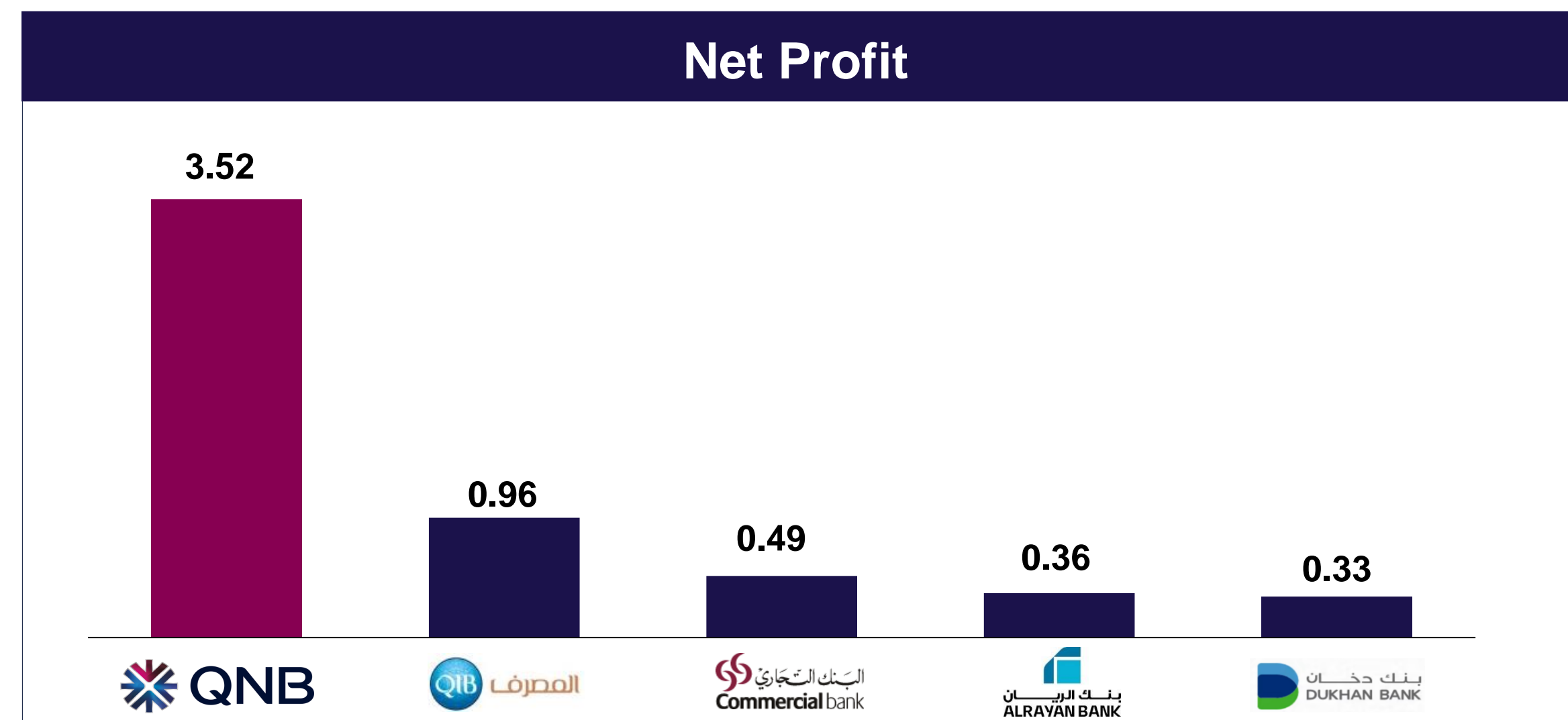
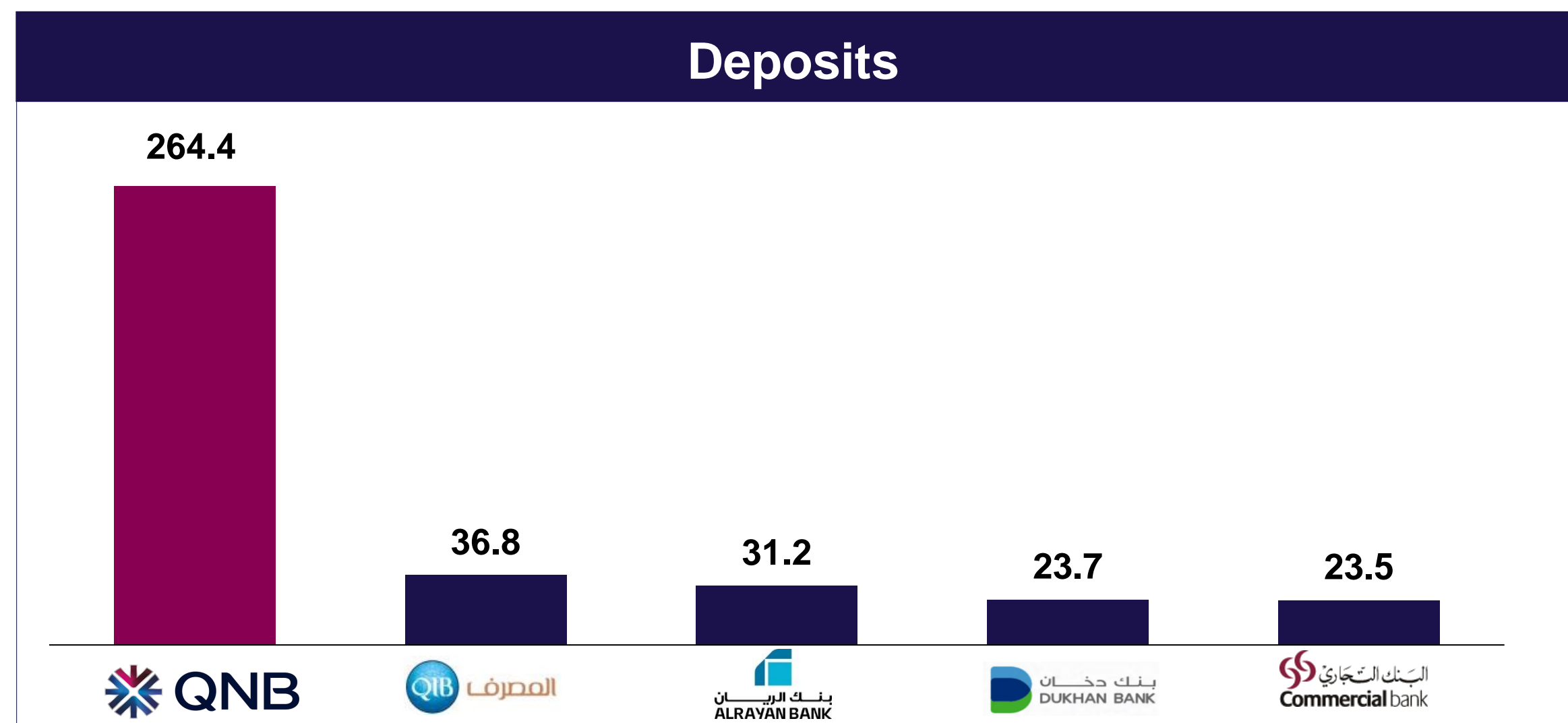
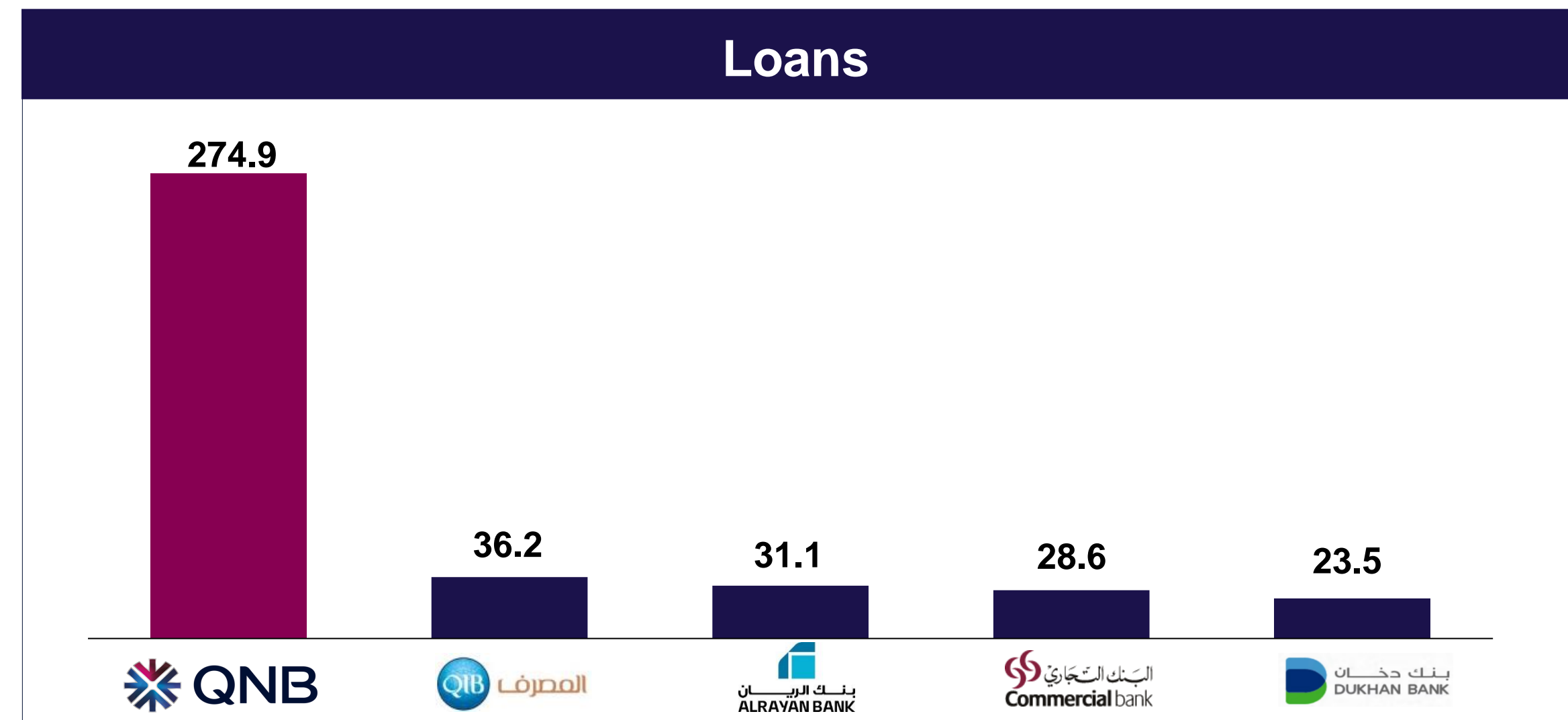
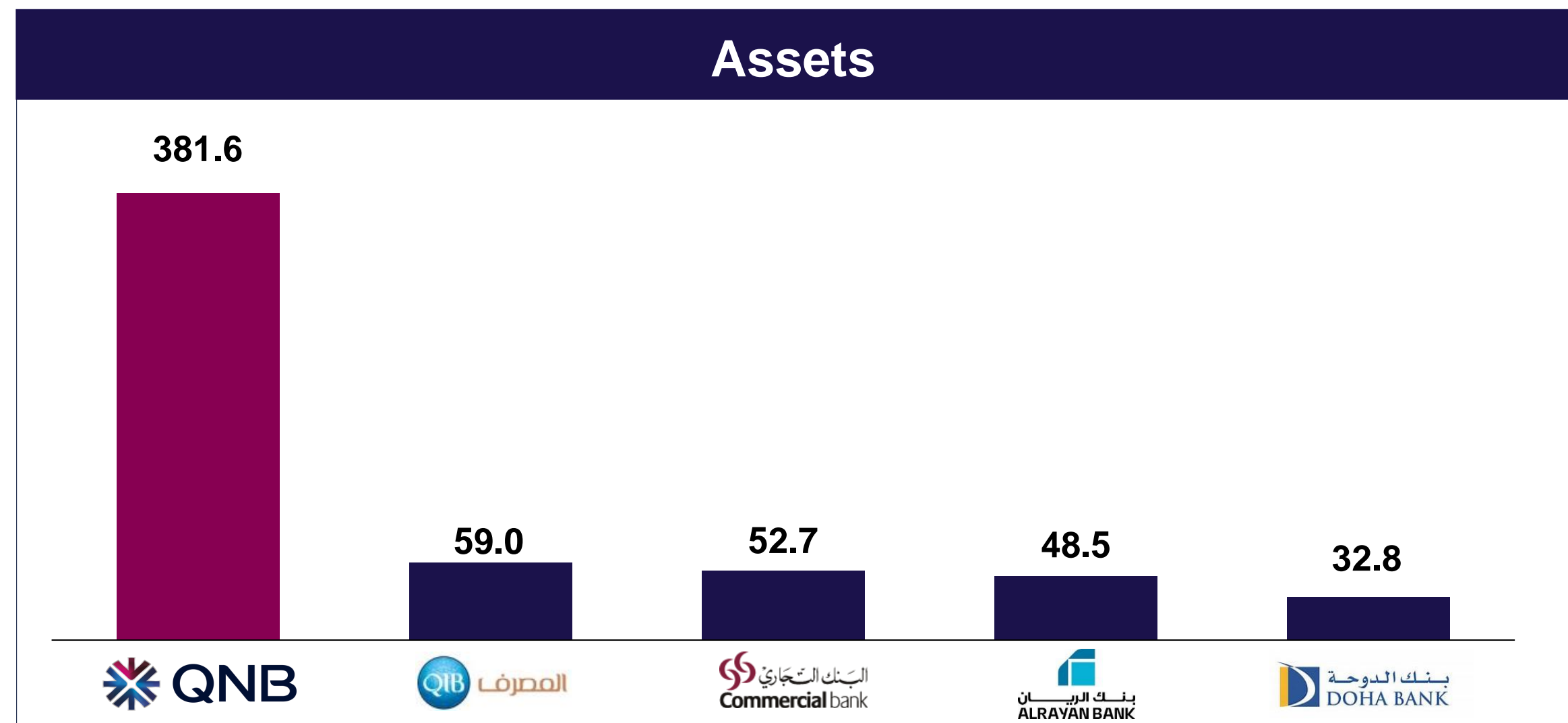


QNB Comparative Positioning – Qatar and MEA



Top 5 Listed Domestic Banks – September 2025

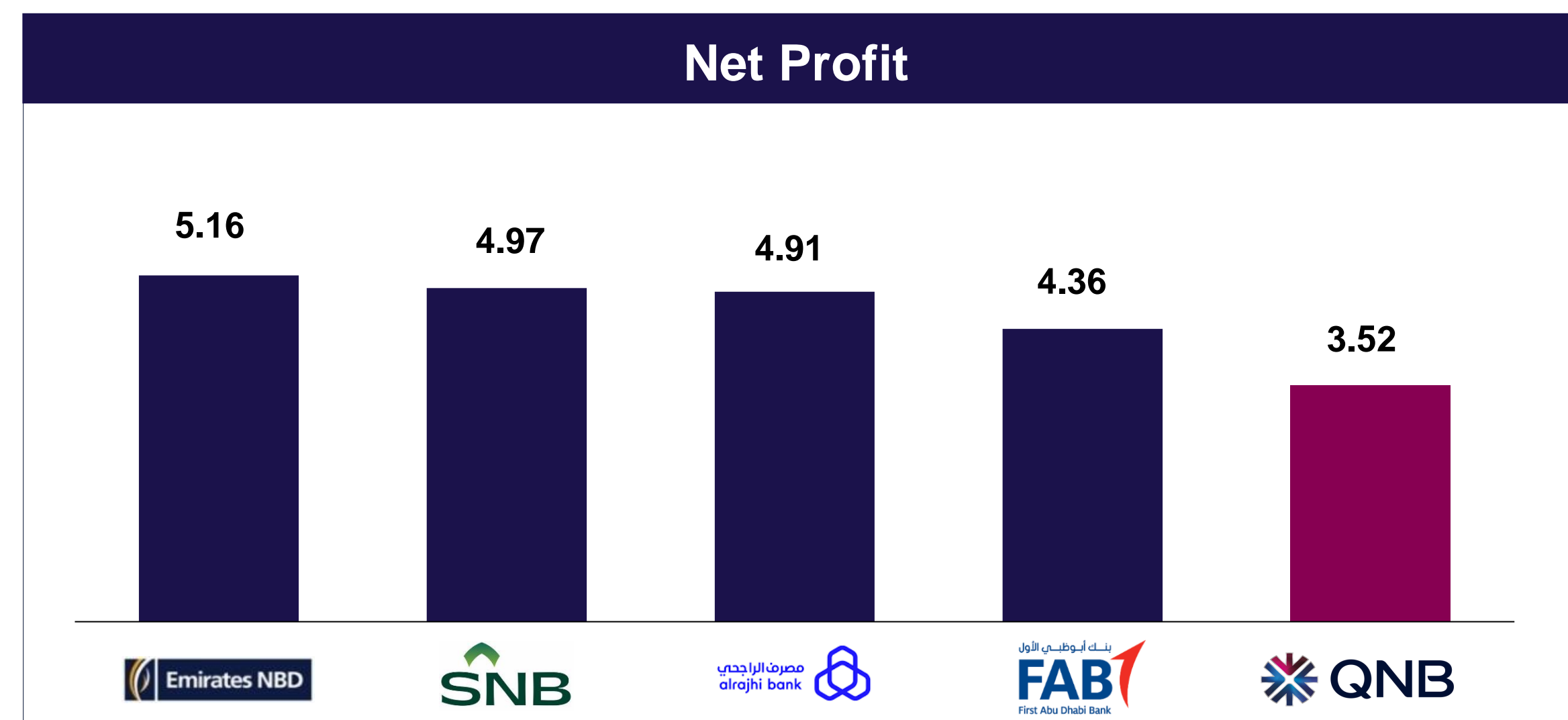
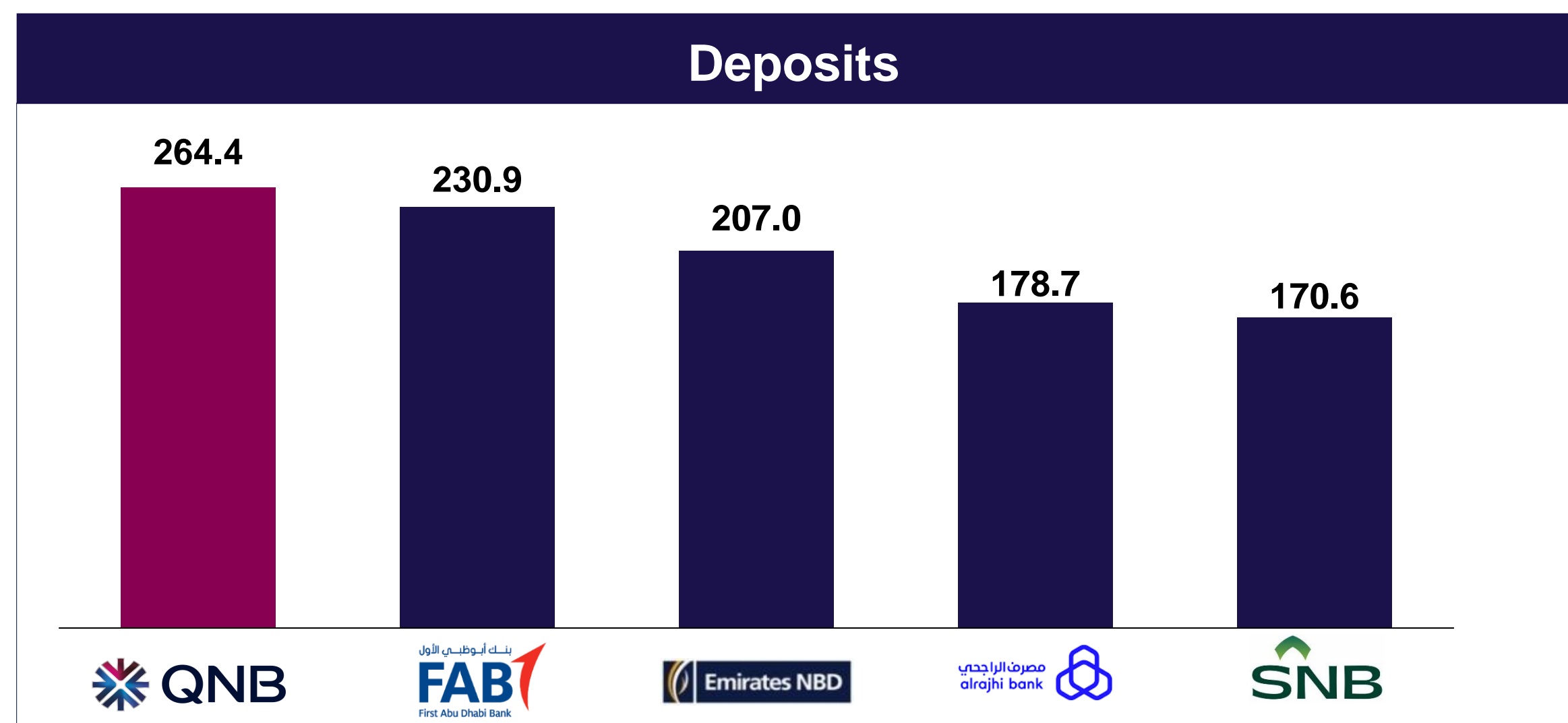
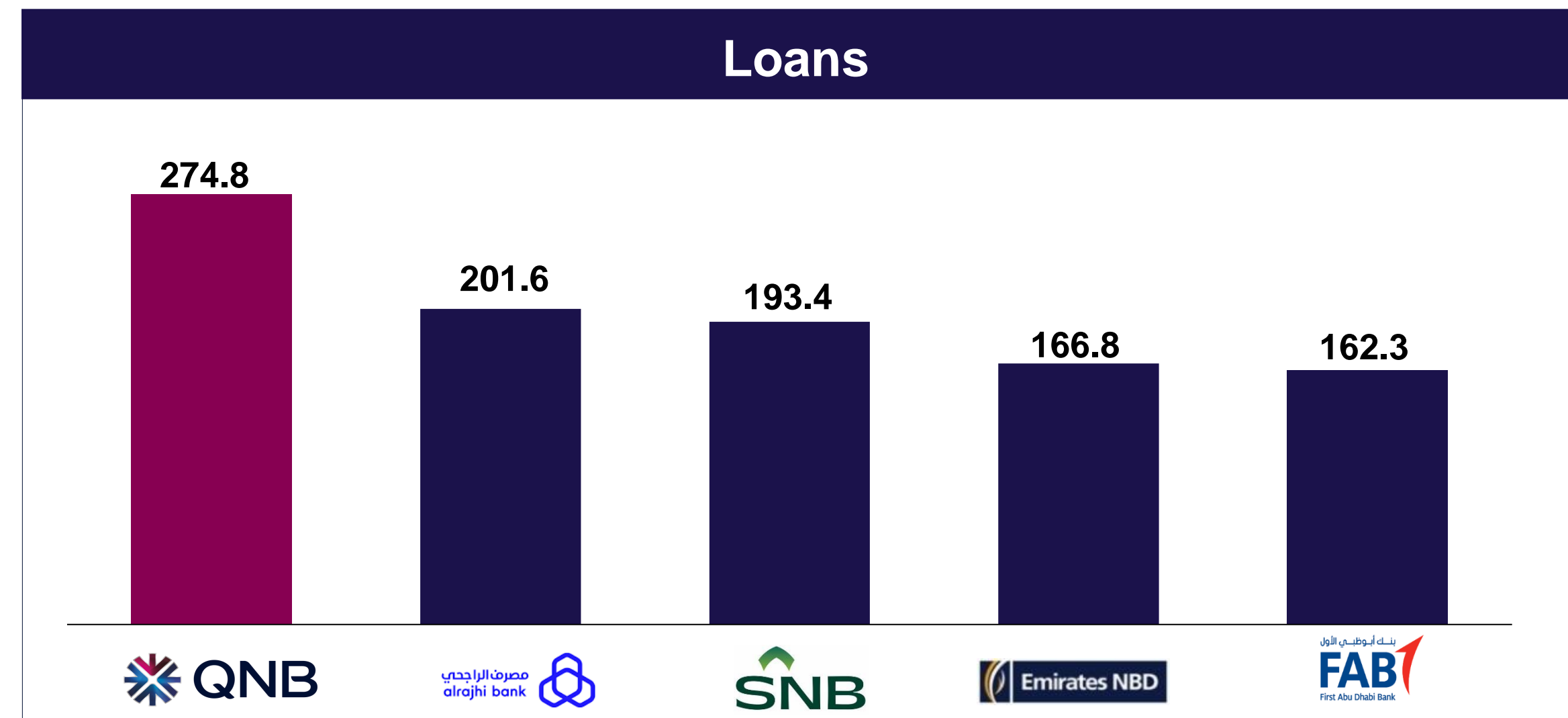
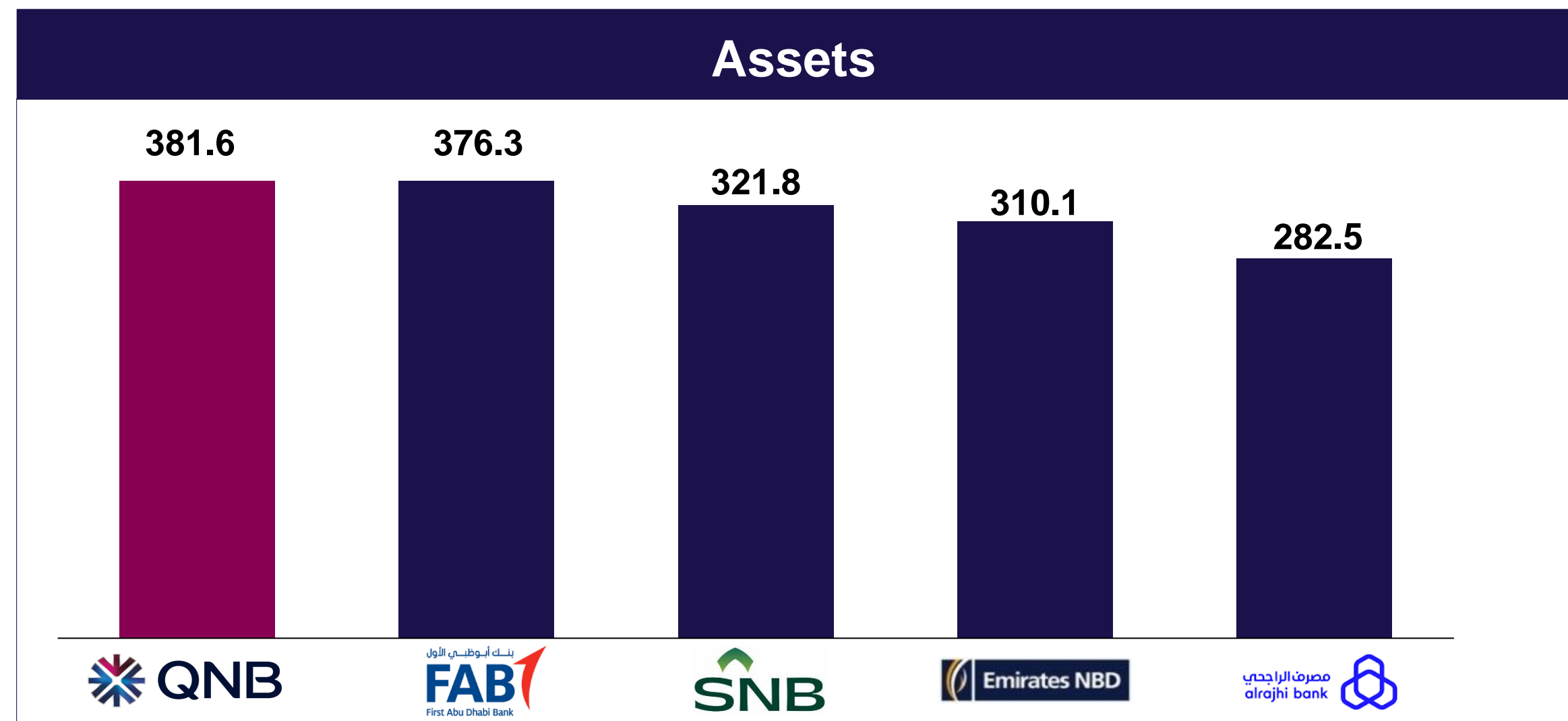
QNB continues to excel in the domestic market



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

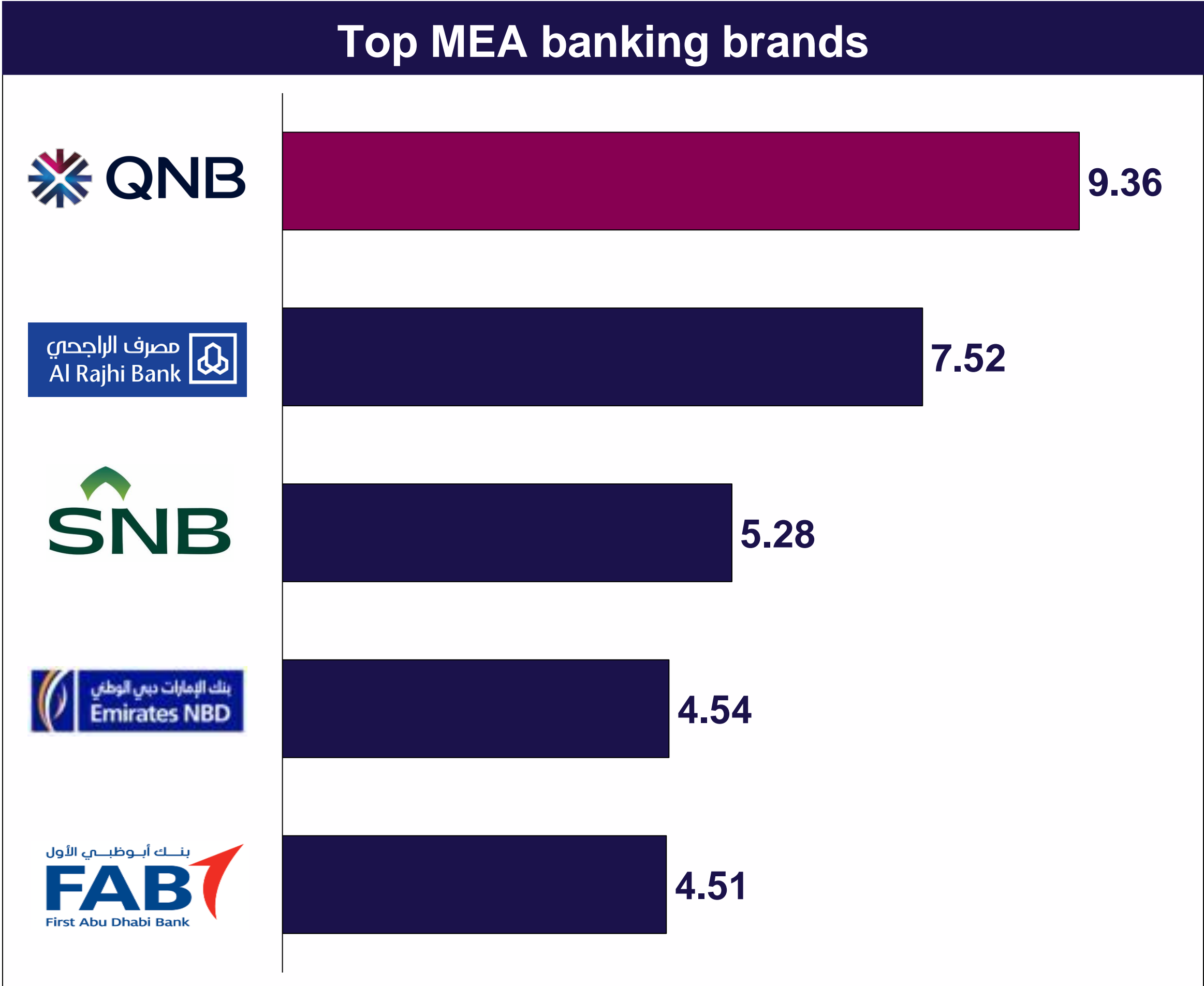
QNB maintains its position as the leading bank in the region across all balance sheet categories



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
<ul style="list-style-type: none">• 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




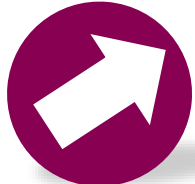
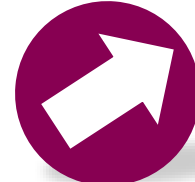
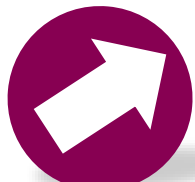


Financial Highlights



QNB Group demonstrate sustainable growth

Financial Highlights (as at 31 December 2025)

 Growth vs. December 2024

Profit ¹	<ul style="list-style-type: none">• USD4.67 billion	 +2%	<ul style="list-style-type: none">• Net interest margin (NIM)²: 2.67%• Cost to income ratio: 23.3%• Earnings per share: USD 0.48• RoAA 1.26%
Assets	<ul style="list-style-type: none">• USD382.2 billion assets• USD279.7 billion loans	 +7%  +12%	<ul style="list-style-type: none">• NPL (% of gross loans): 2.6%• Coverage ratio³: 100%
Funding	<ul style="list-style-type: none">• USD262.4 billion deposits	 +8%	<ul style="list-style-type: none">• Regulatory loans to deposits ratio⁴: 98.6%
Equity	<ul style="list-style-type: none">• USD34.3 billion equity	 +10%	<ul style="list-style-type: none">• Capital adequacy ratio: (QCB Basel III Reforms) 19.3%• RoAE⁵: 16.7%




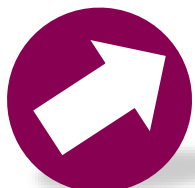
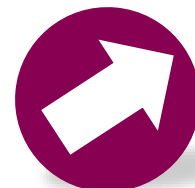
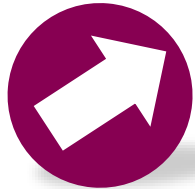
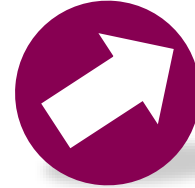

Source: Financial Statements
1: Profit Attributable to Equity Holders of the Bank
2: Net interest margin calculated as net interest income over average interest earnings assets
3: Based on Stage 3 provisions, excluding interest accrued
4: This represents the regulatory loans to deposits ratio imposed by QCB effective from 2022.

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

QNB Egypt¹

Financial Highlights (as at 31 December 2025)

 Growth vs. December 2024

Profit ²	<ul style="list-style-type: none">• USD548.3 million (EGP27.0 billion)		+6% (+15%)	<ul style="list-style-type: none">• Net interest margin (NIM)³: 6.54%• Cost to income ratio: 23.5%• RoAA 3.1% <i>In EGP terms</i> 3.1%
Assets	<ul style="list-style-type: none">• USD19.6 billion assets (EGP935.7 billion)• USD9.5 billion loans (EGP451.6 billion)	 	+21% (+14%) +37% (+29%)	<ul style="list-style-type: none">• NPL (% of gross loans): 4.5%• Coverage ratio⁴: 85%
Funding	<ul style="list-style-type: none">• USD16.2 billion deposits (EGP774.8 billion)		+22% (+14%)	<ul style="list-style-type: none">• Loans to deposits ratio: 58.3%
Equity	<ul style="list-style-type: none">• USD2.4 billion equity (EGP115.4 billion)		+37% (+29%)	<ul style="list-style-type: none">• Capital adequacy ratio: 27.2% (QCB Basel III Reforms)• RoAE⁵: 26.6% <i>In EGP Terms</i> 26.8%



Source: QNB Egypt under International Financial Reporting Standards

1: Formerly known as QNB ALAHLI

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

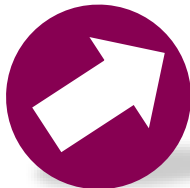
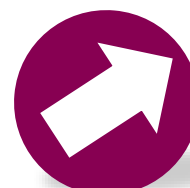

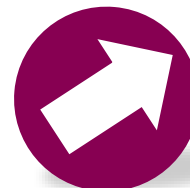
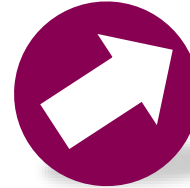
4: Based on Stage 3 provisions, excluding interest accrued

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

QNB Turkiye Operations¹

Financial Highlights (as at 31 December 2025)

 Growth vs. December 2024

Profit ²	<ul style="list-style-type: none">• USD413.4 million (TRY17.8 billion)	 >100% (>100%)	<ul style="list-style-type: none">• Net interest margin (NIM)³: 7.90%• Cost to income ratio: 31.5%• RoAA 0.9% <i>In TRY terms</i> 0.9%
Assets	<ul style="list-style-type: none">• USD51.3 billion assets (TRY2,204.4 billion)• USD30.7 billion loans (TRY1,320.7 billion)	 +15% (+39%)  +18% (+43%)	<ul style="list-style-type: none">• NPL (% of gross loans): 3.6%• Coverage ratio⁴: 89%
Funding	<ul style="list-style-type: none">• USD30.3 billion deposits (TRY1,302.7 billion)	 +18% (+44%)	<ul style="list-style-type: none">• Loans to deposits ratio: 101.4%
Equity	<ul style="list-style-type: none">• USD5.0 billion equity (TRY214.6 billion)	 +32% (+58%)	<ul style="list-style-type: none">• Capital adequacy ratio³: 15.5% (QCB Basel III Reforms) <i>After BRSA Relaxation Measures</i> 17.2%• RoAE⁵: 9.4% <i>In TRY Terms</i> 10.1%



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

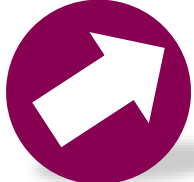
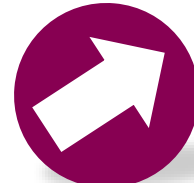
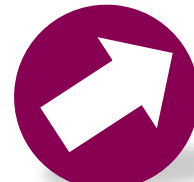

5: RoAE uses Average Equity excluding Fair Value Reserve, Proposed Dividend and Non Controlling Interests.

Enpara Bank A.S.

Financial Highlights (as at 31 December 2025)



Growth vs. December 2024

Profit ¹	<ul style="list-style-type: none">• USD72.2 million (TRY3.1 billion) 17% of QNB Turkiye Operations²	 >100% (>100%)	<ul style="list-style-type: none">• Net interest margin (NIM): 9.1%• Cost to income ratio: 34.1%
Assets ³	<ul style="list-style-type: none">• USD3.4 billion loans (TRY144.3 billion) 11% of QNB Turkiye Operations	 +13% (+38%)	<ul style="list-style-type: none">• NPL (% of gross loans): 5.6%• Retail Loans Market Share⁴: 4.0%• Credit Cards Market Share⁴: 2.9%
Funding ³	<ul style="list-style-type: none">• USD4.8 billion deposits (TRY205.7 billion) 16% of QNB Turkiye Operations	 +9% (+33%)	<ul style="list-style-type: none">• Loans to deposits ratio: 70%• Retail Deposits Market Share⁴: 2.4%
Clients ³	<ul style="list-style-type: none">• 8.6 million registered clients	 +16%	<ul style="list-style-type: none">• Average Daily Logins: 4.0 million• Digital Onboarding Market Share⁴ 14.0%



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.

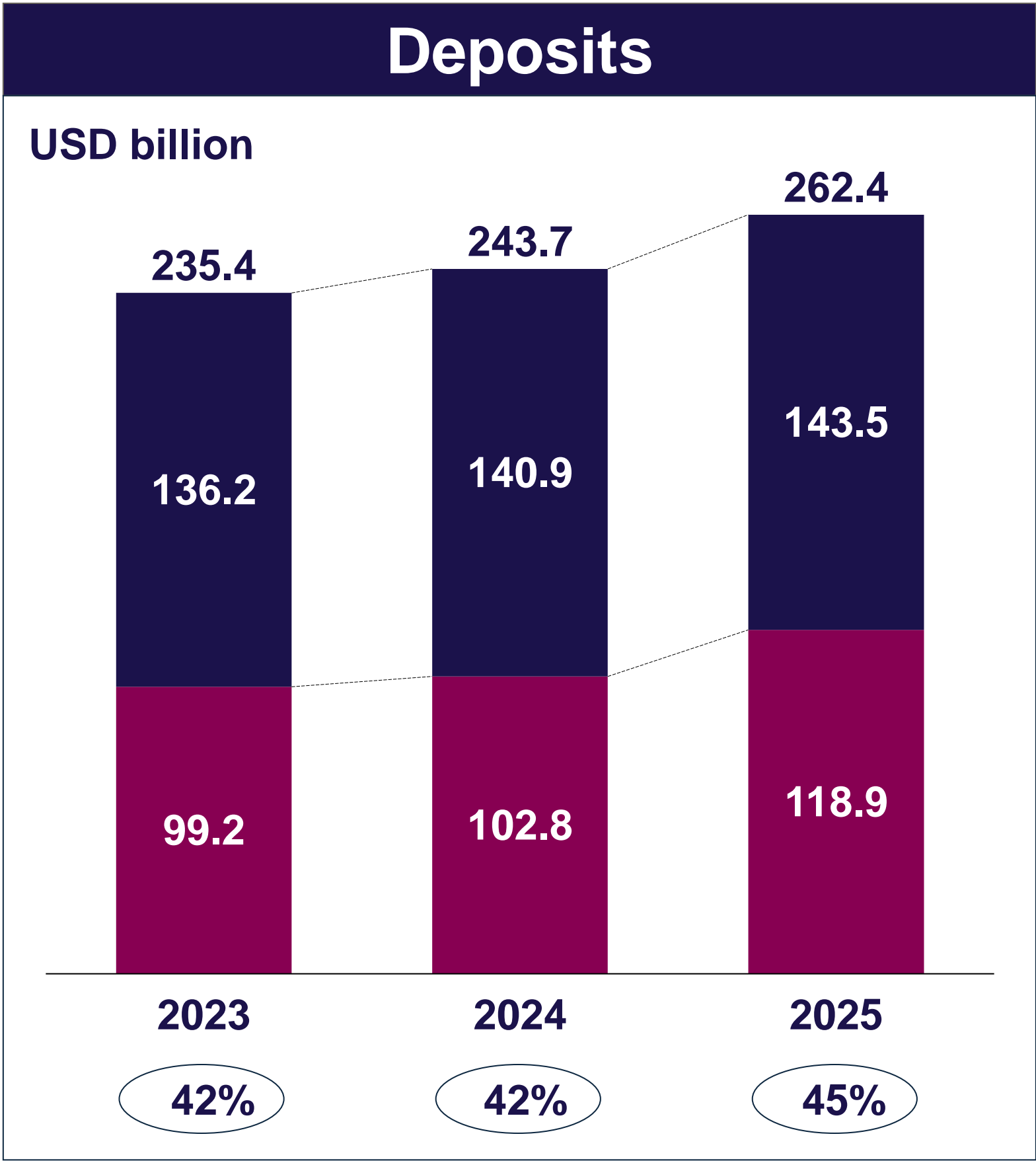
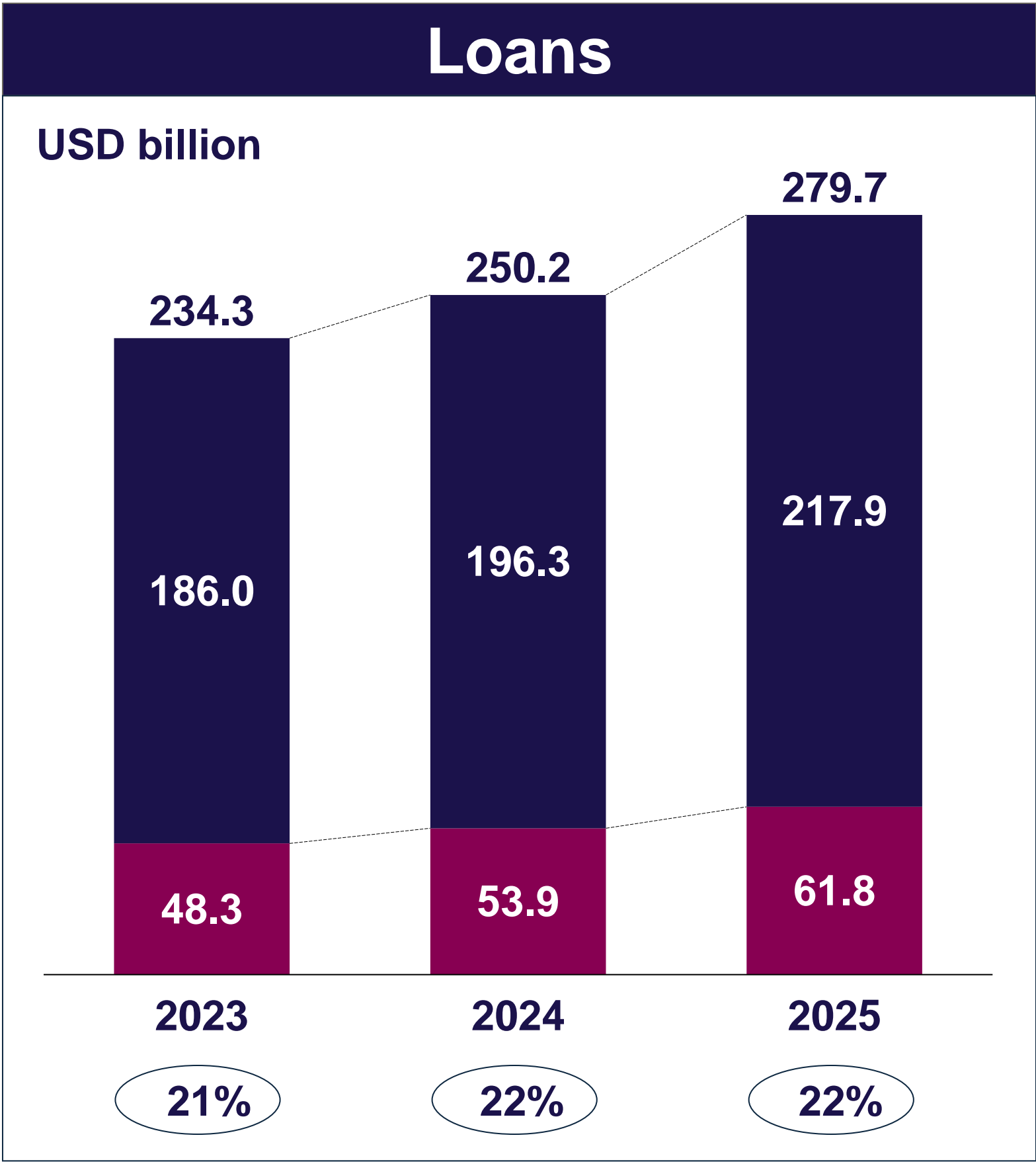
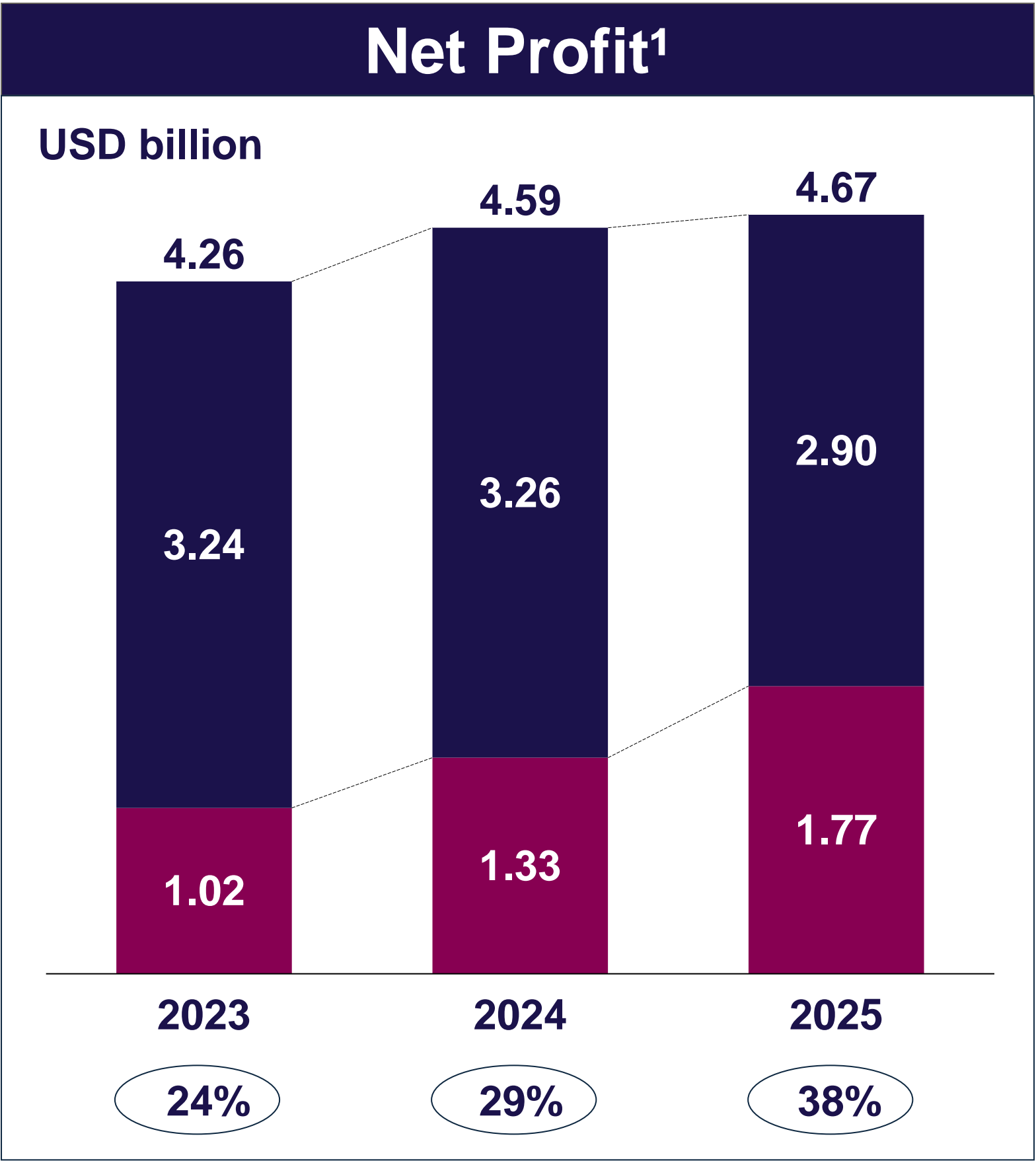
3. Balances, clients and other metrics represent amounts reported by Enpara Bank A.S. as at 31 December 2025 vs pro-forma Enpara.com amounts for 31 December 2024, where relevant for growth purposes

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

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

Geographical Contribution (as at 31 December 2025)

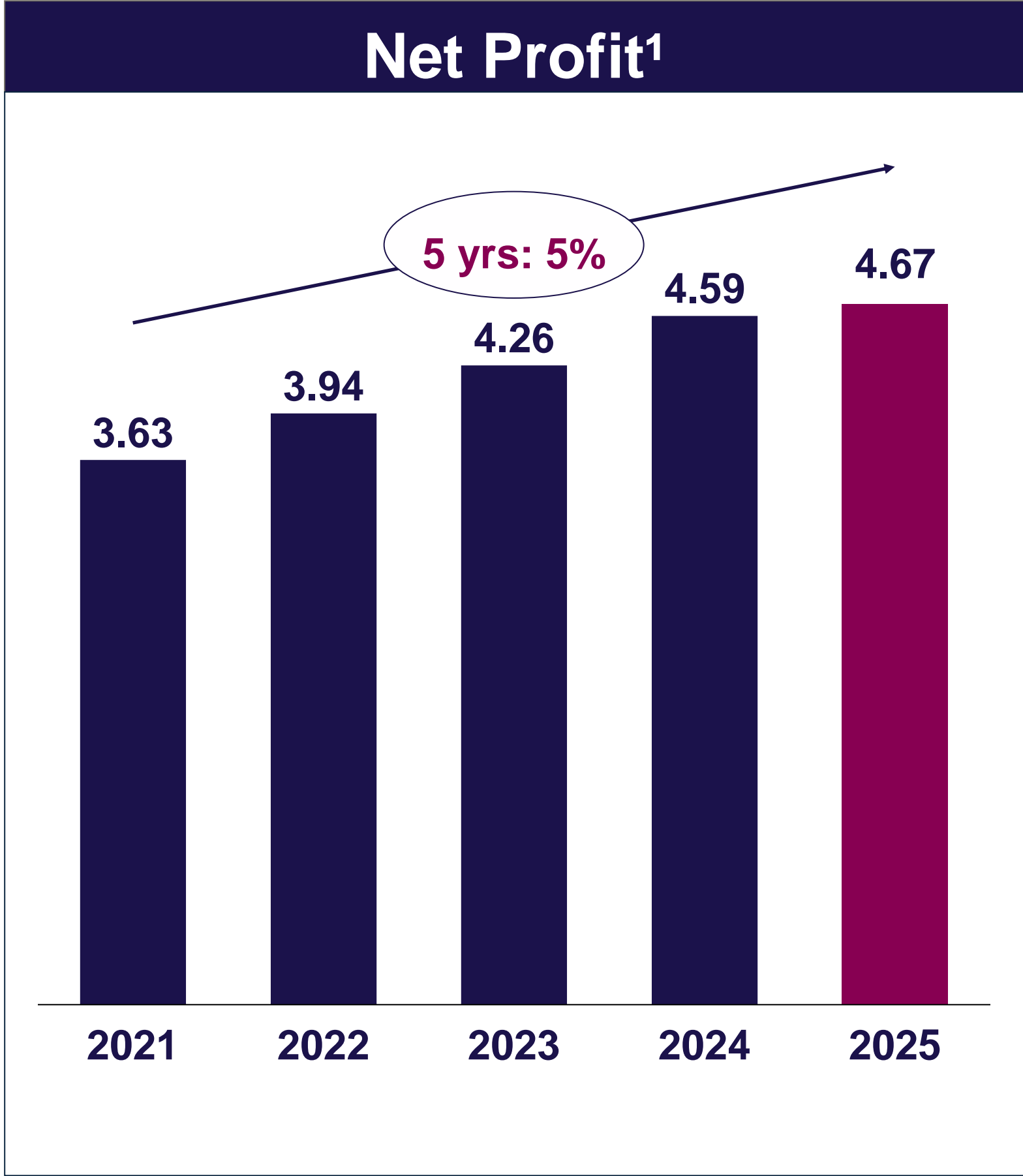
Domestic International % Share of International as percentage of the total



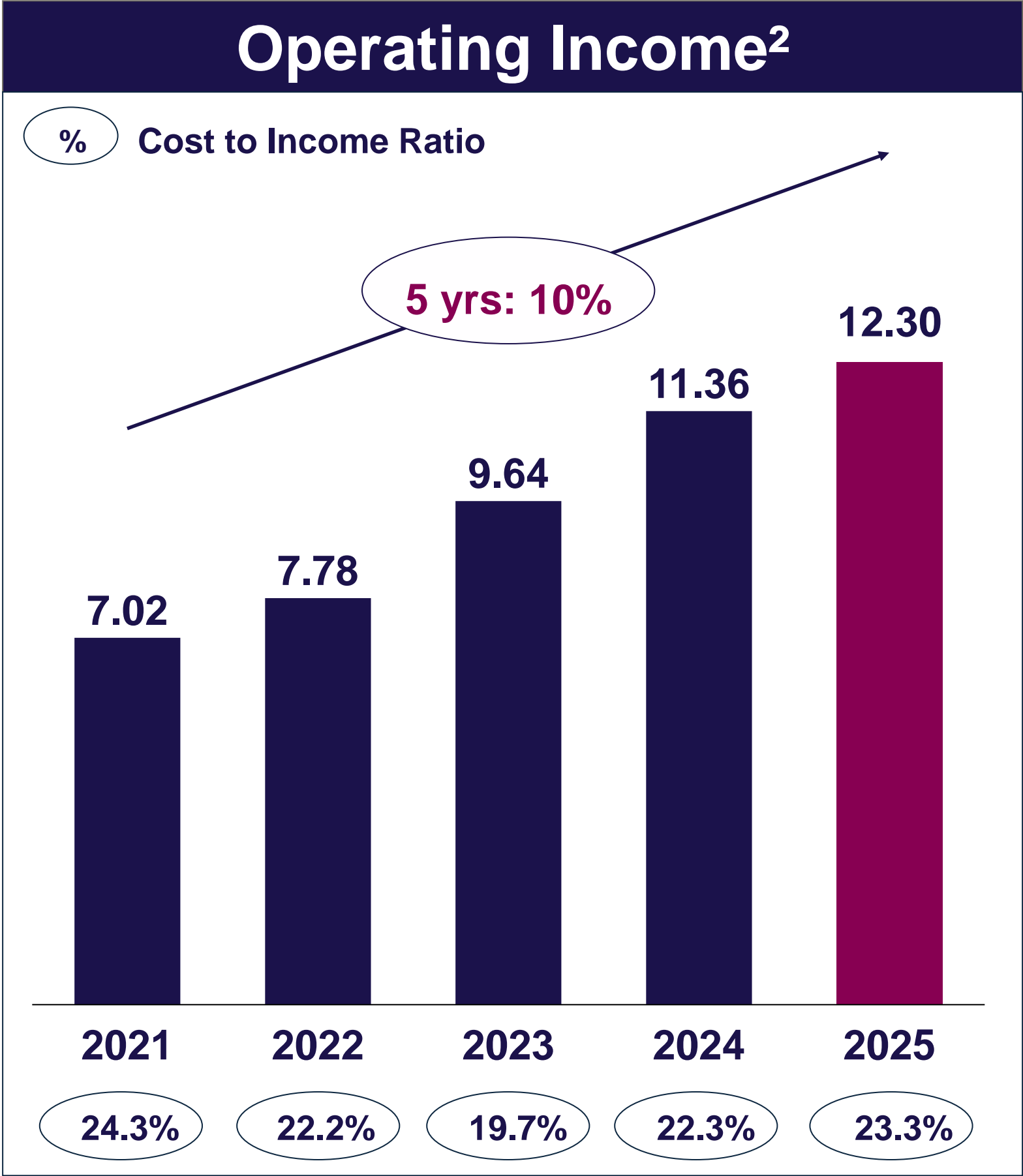
- Profit from international operations increased by USD0.75 Bn (73%) from 2023 to 2025
- Loans from Intl operations increased by USD13.5 Bn (28%) from 2023 to 2025
- Deposits from Intl operations increased by USD19.8 Bn (20%) from 2023 to 2025

Consistent Profitability and Cost Discipline

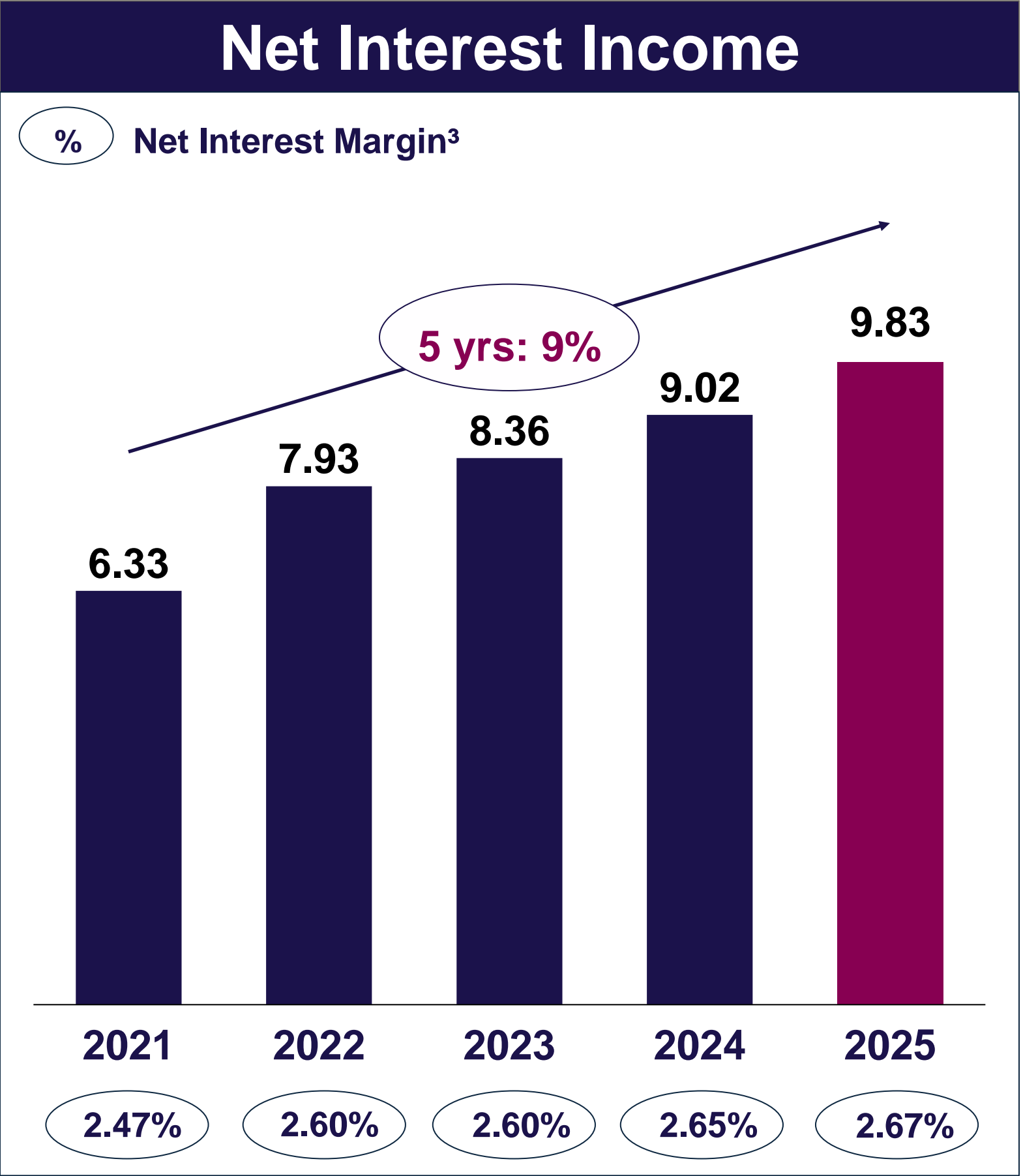
Income Statement Breakdown (USD billion as at 31 December 2025)



- Net Profit increased by 2% from December 2024



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



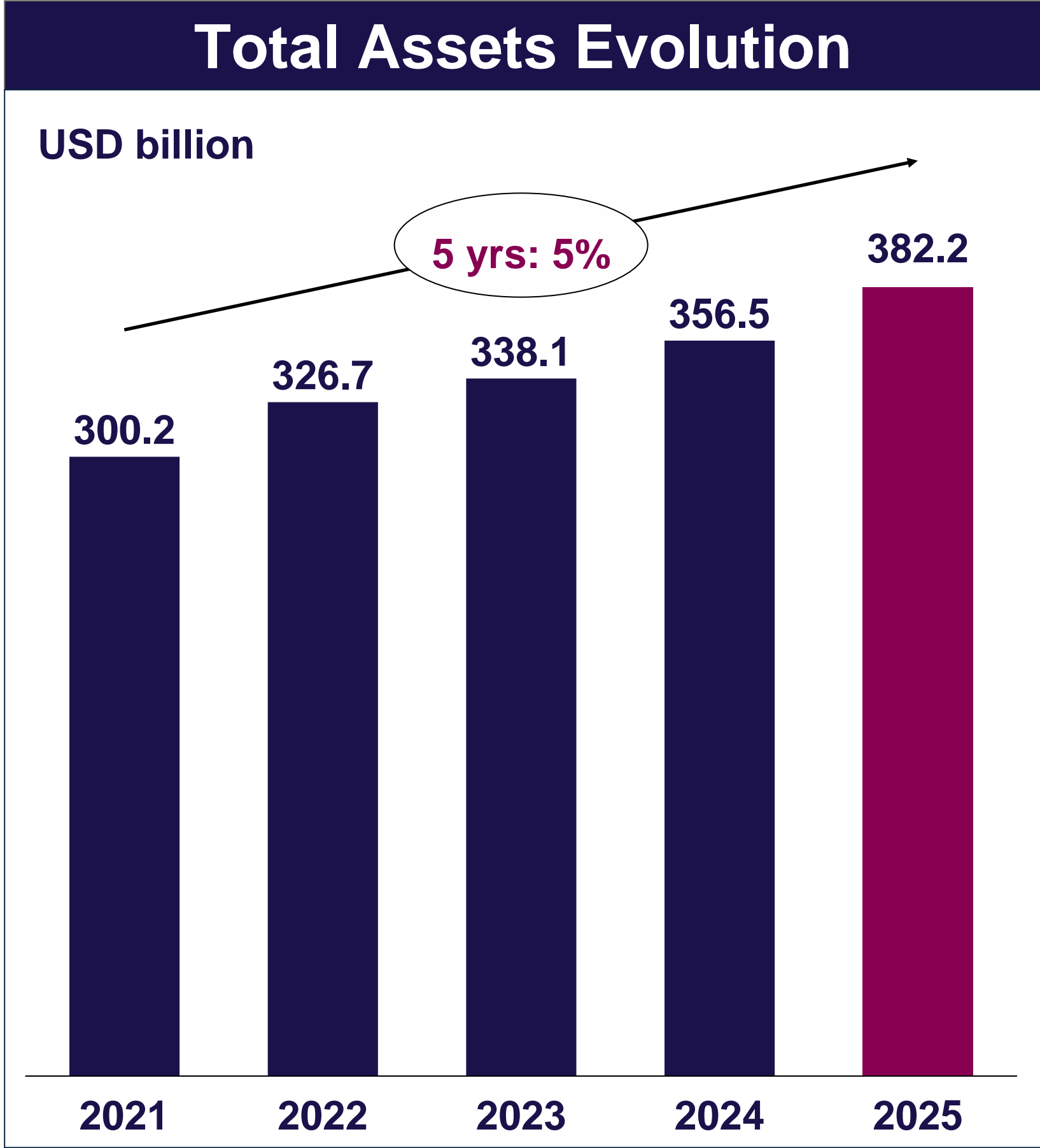
- NII increased by 9% from 2024
- Strong NIM with the current size of USD382 billion of total assets



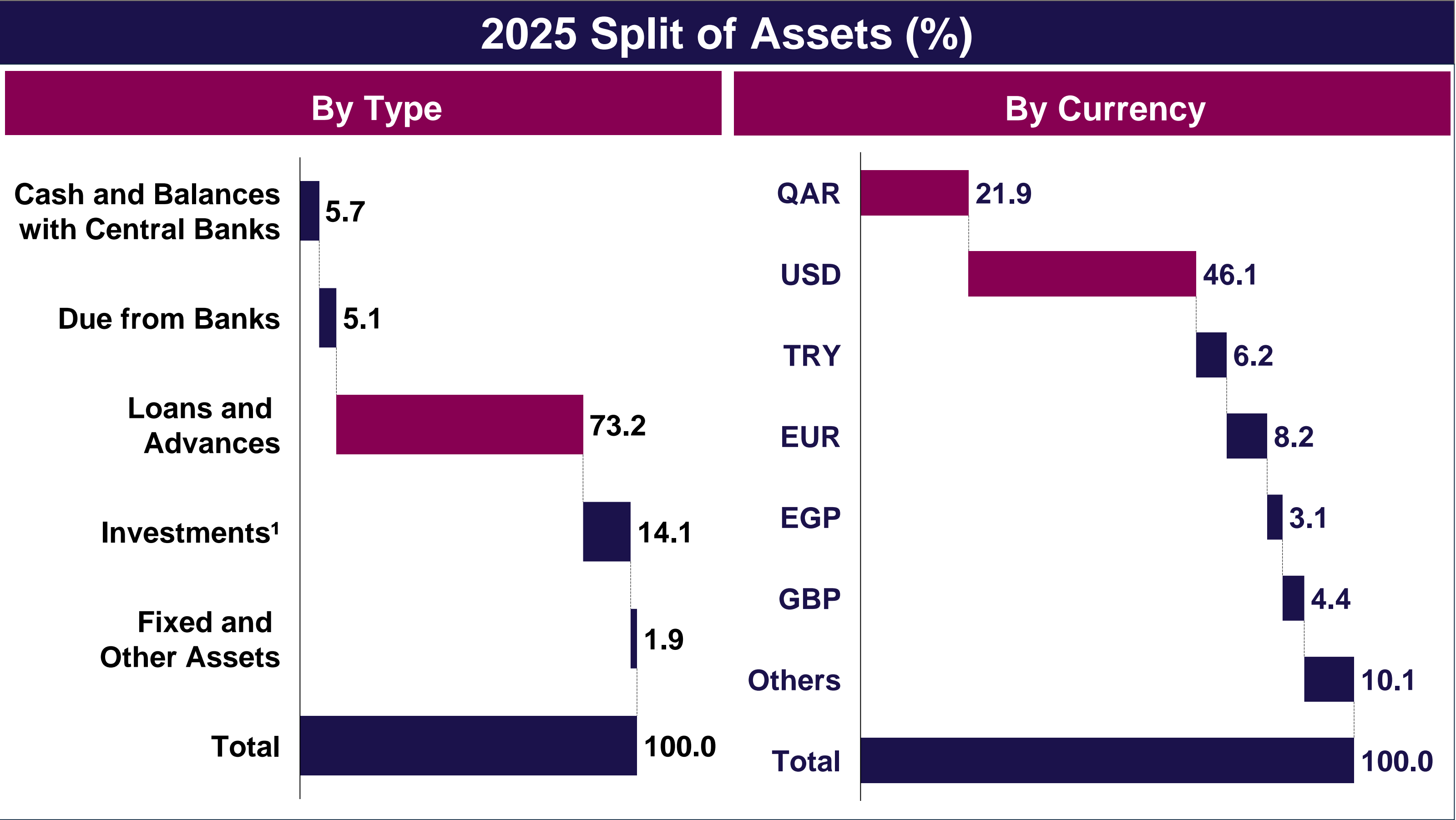
Source: Financial Statements
1: Profit Attributable in Equity Holders of the Bank
2: Operating Income includes Share of Results of Associates
3: Net interest margin calculated as net interest income over average interest earning assets

Asset growth driven by lending activities mainly in USD and QAR

Assets Analysis (as at 31 December)



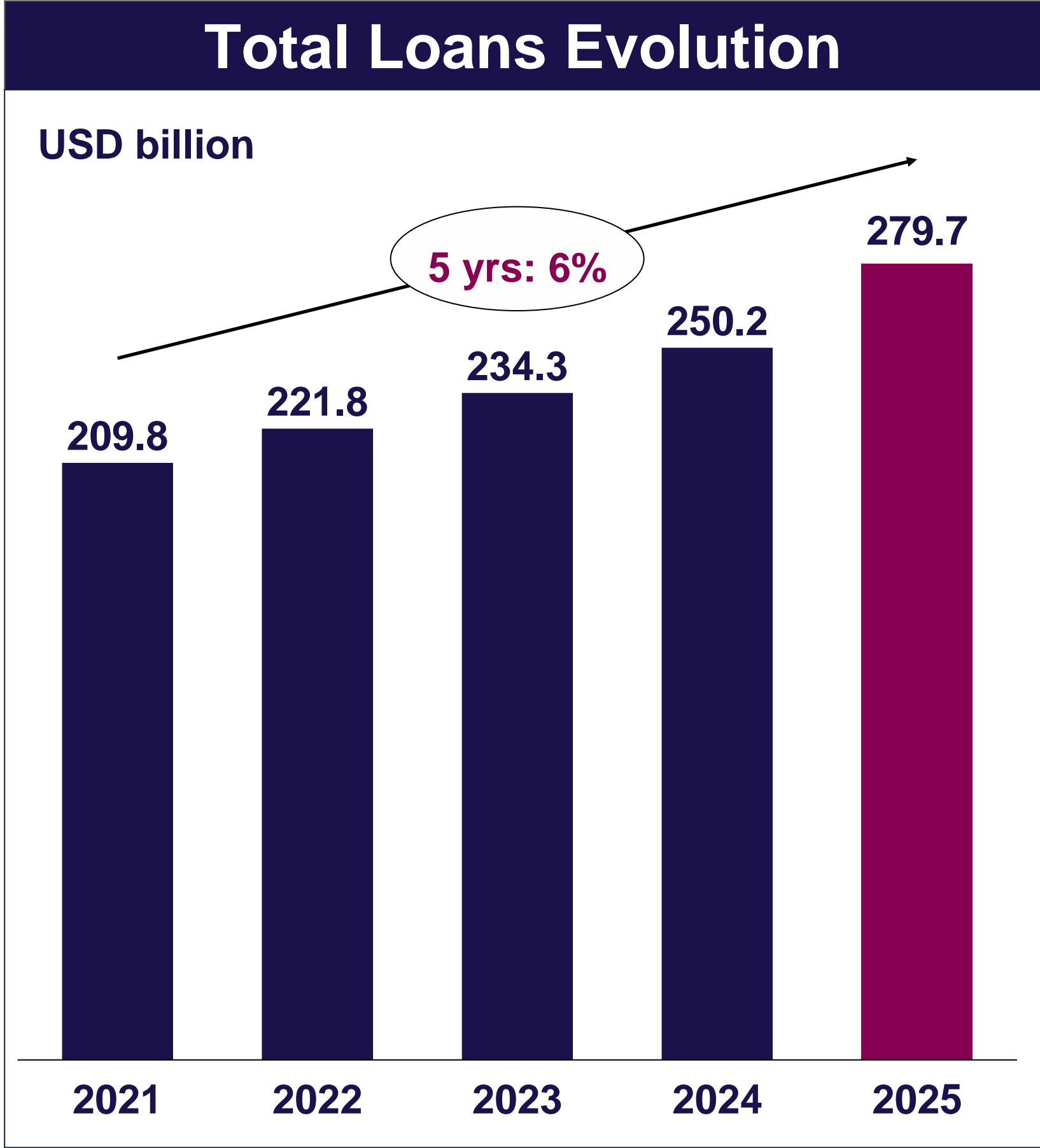
• Assets increased by 7% from December 2024



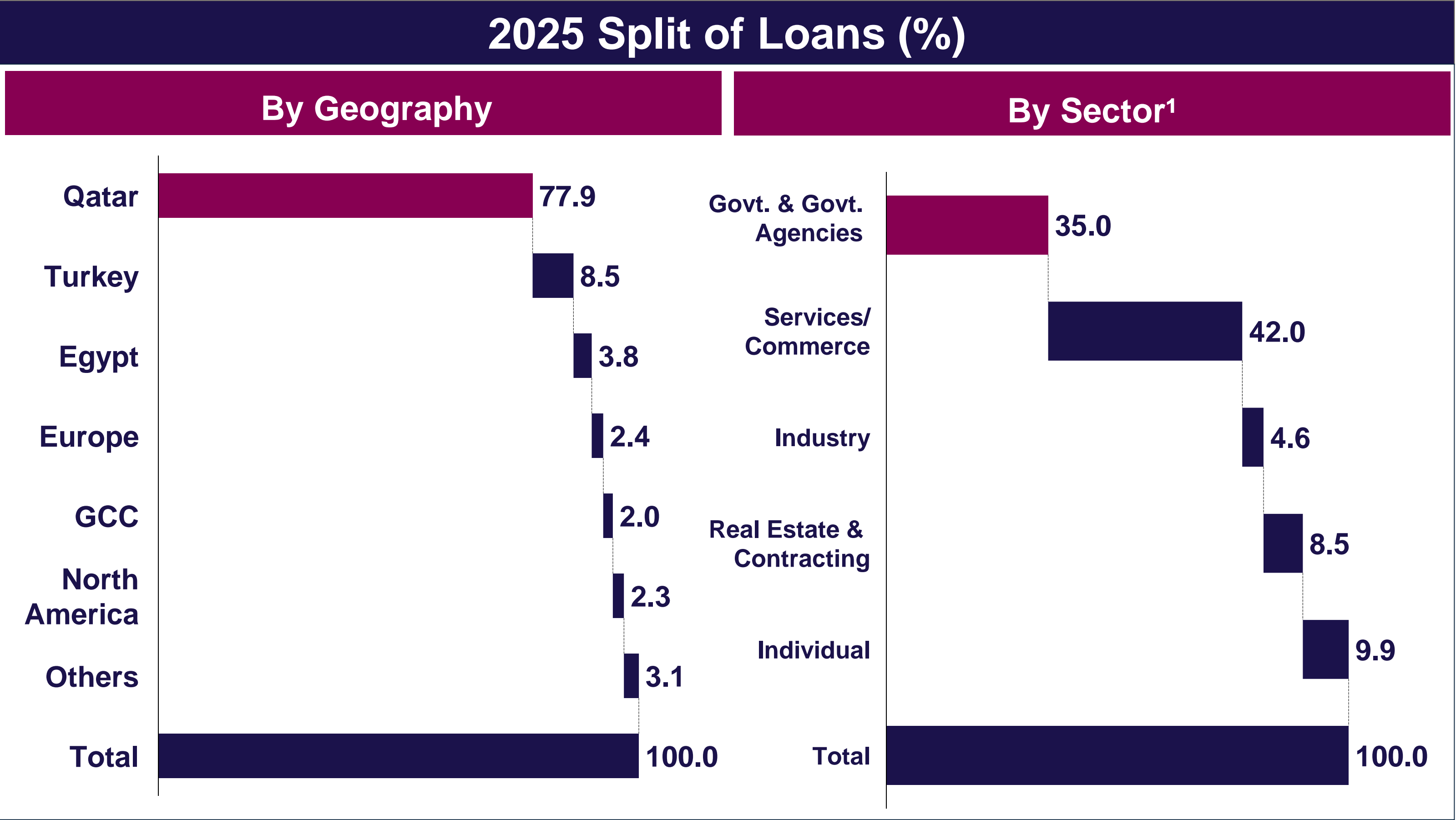
- Loans and advances represent 73% of total assets
- USD and QAR currencies account for about 68% of total assets

Stable loan momentum

Loan Analysis (as at 31 December)



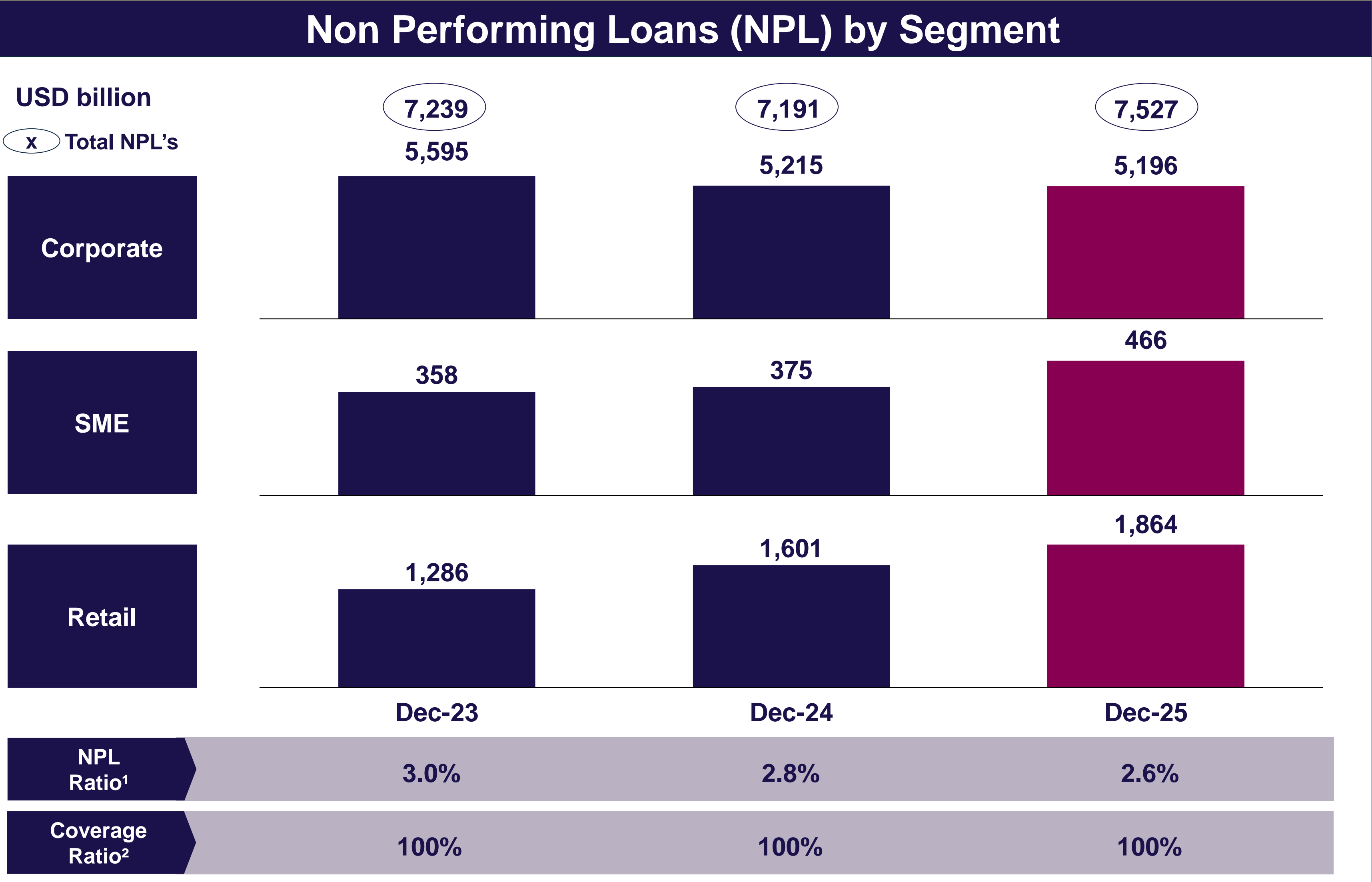
- Loans increased by 12% compared to December 2024
- 2021-2025 CAGR of 6%



- 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



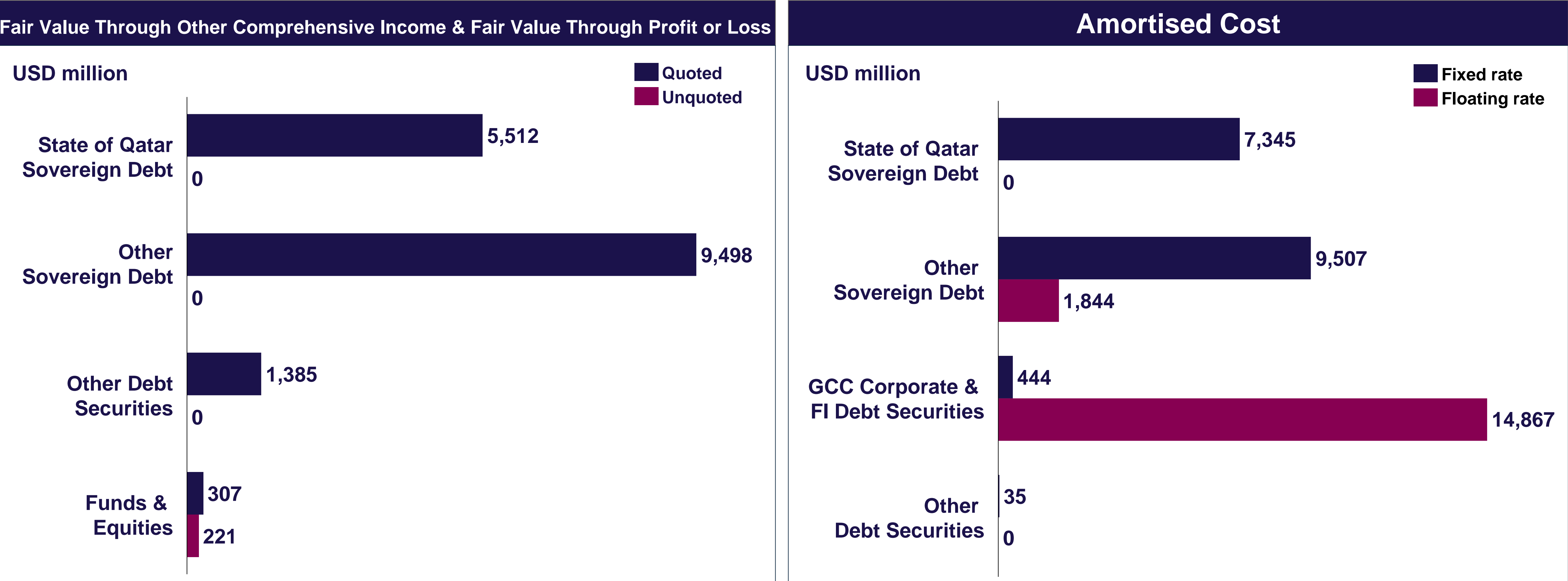
- QNB has continued to increase its provisions in response to the global economic situation on account of economic headwinds and uncertainties
- The bank’s coverage ratio has remained robust amidst the economic downturn, with a coverage of 100% as at December 2025
- Past dues are NPL after 90 days default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



Source: Financial Statements
1: % of NPLs over gross loans excluding interest receivables
2: % of provisions over NPLs (Stage 3 only)

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

Investments Analysis (USD million as at December 2025)

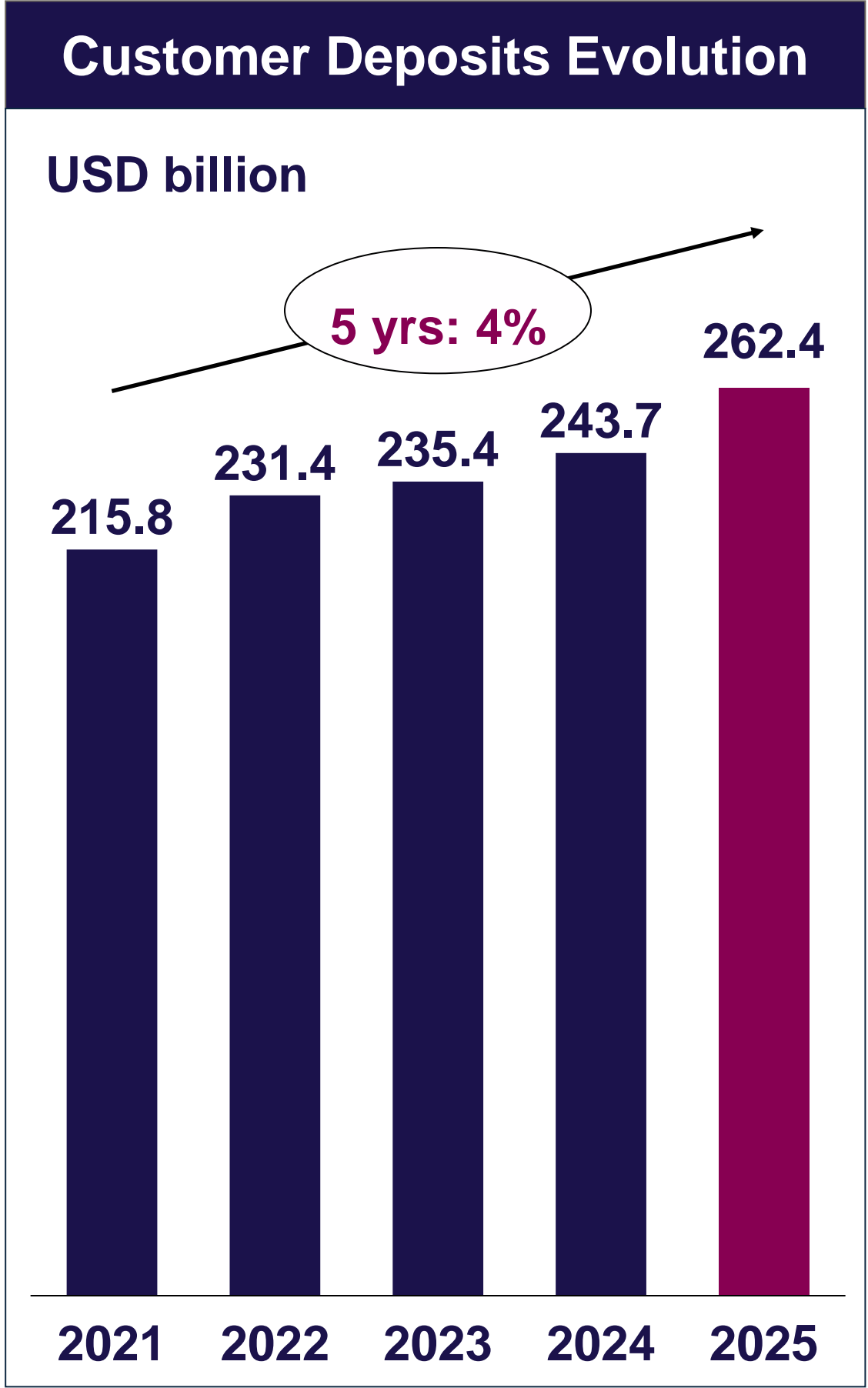


• Quoted securities account for 99% of FVOCI Investment securities

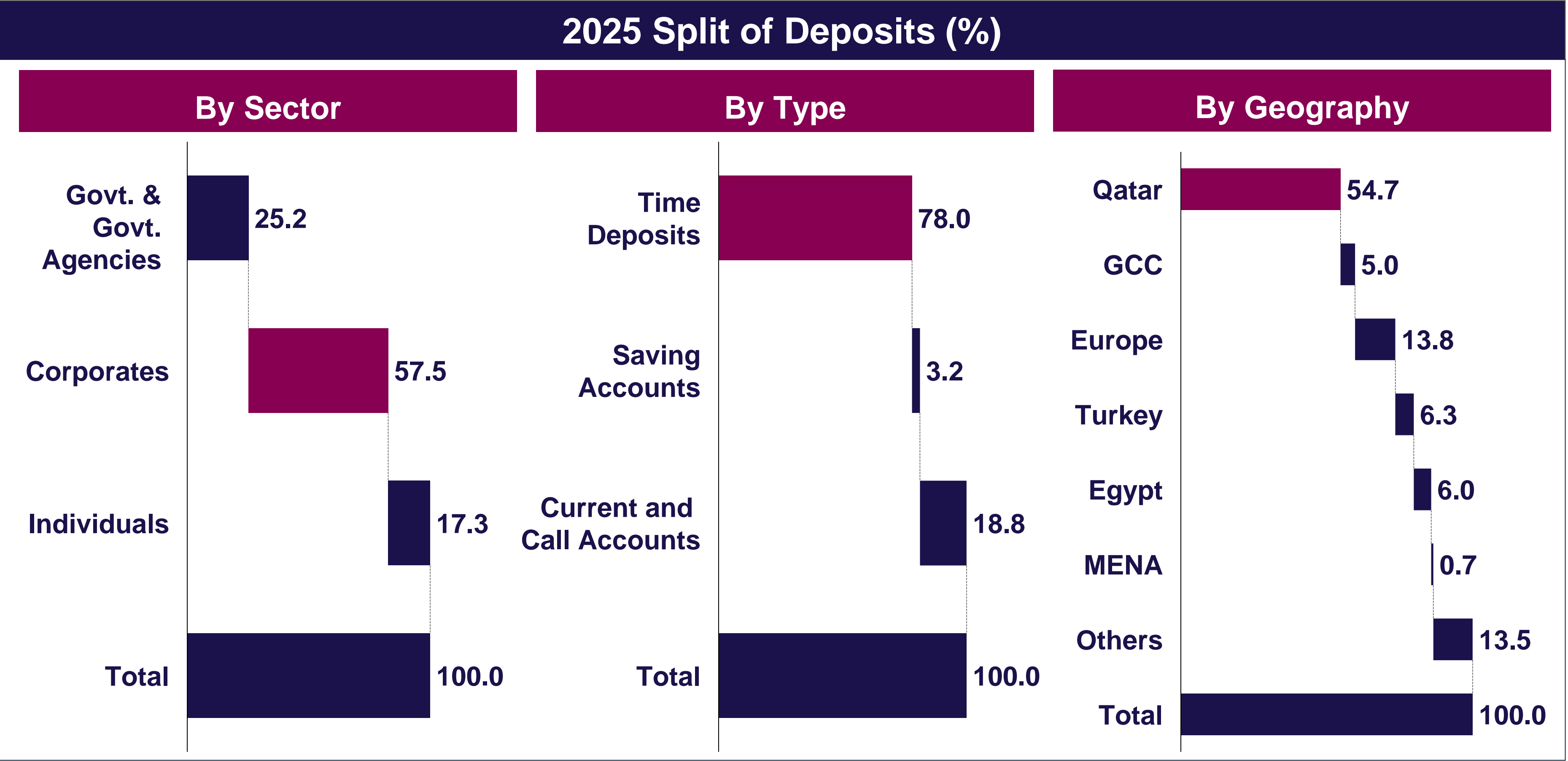
• Good mix of both fixed and floating rates securities

Robust growth in customer deposits and funding

Funding Analysis (as at 31 December)



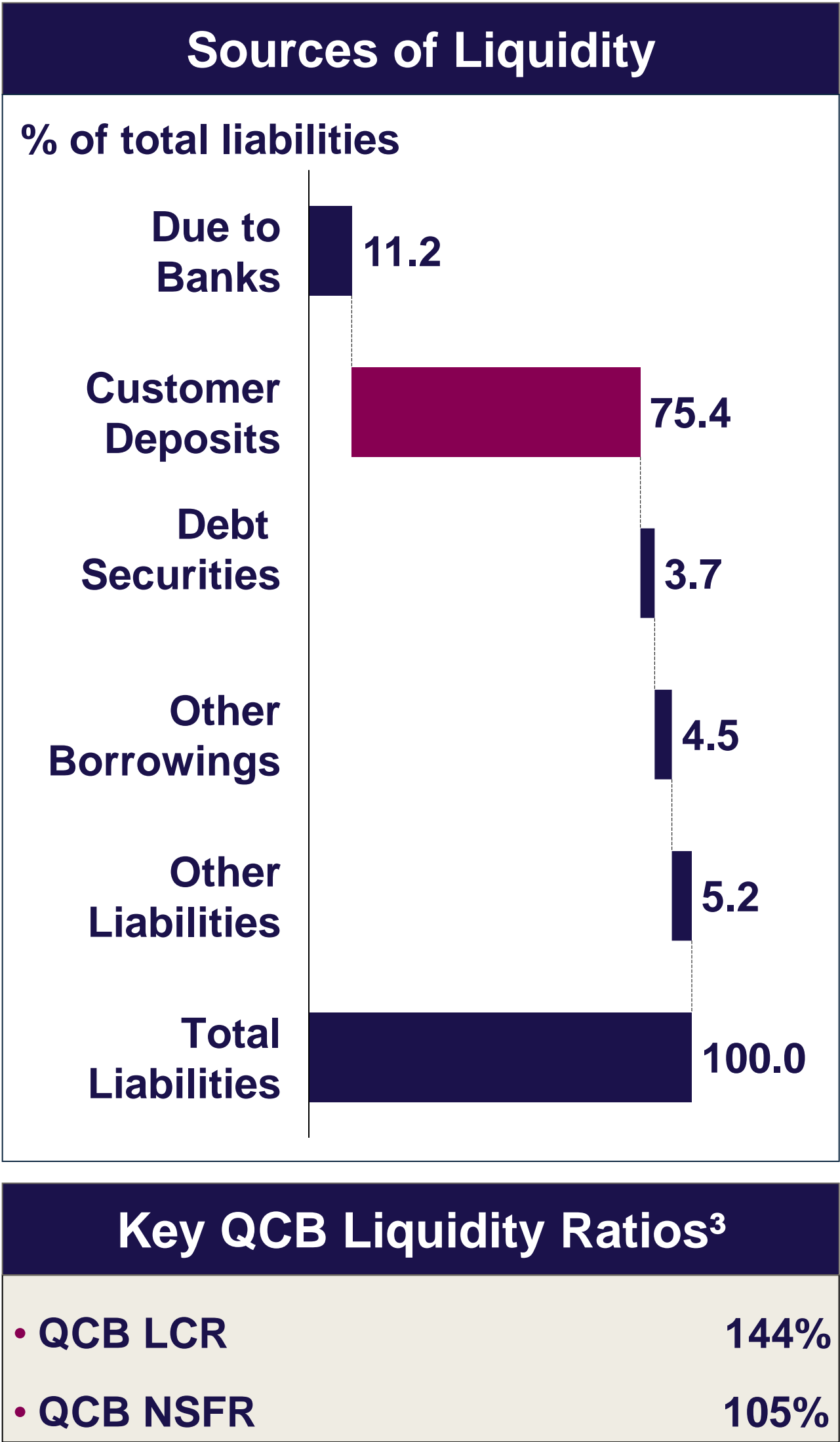
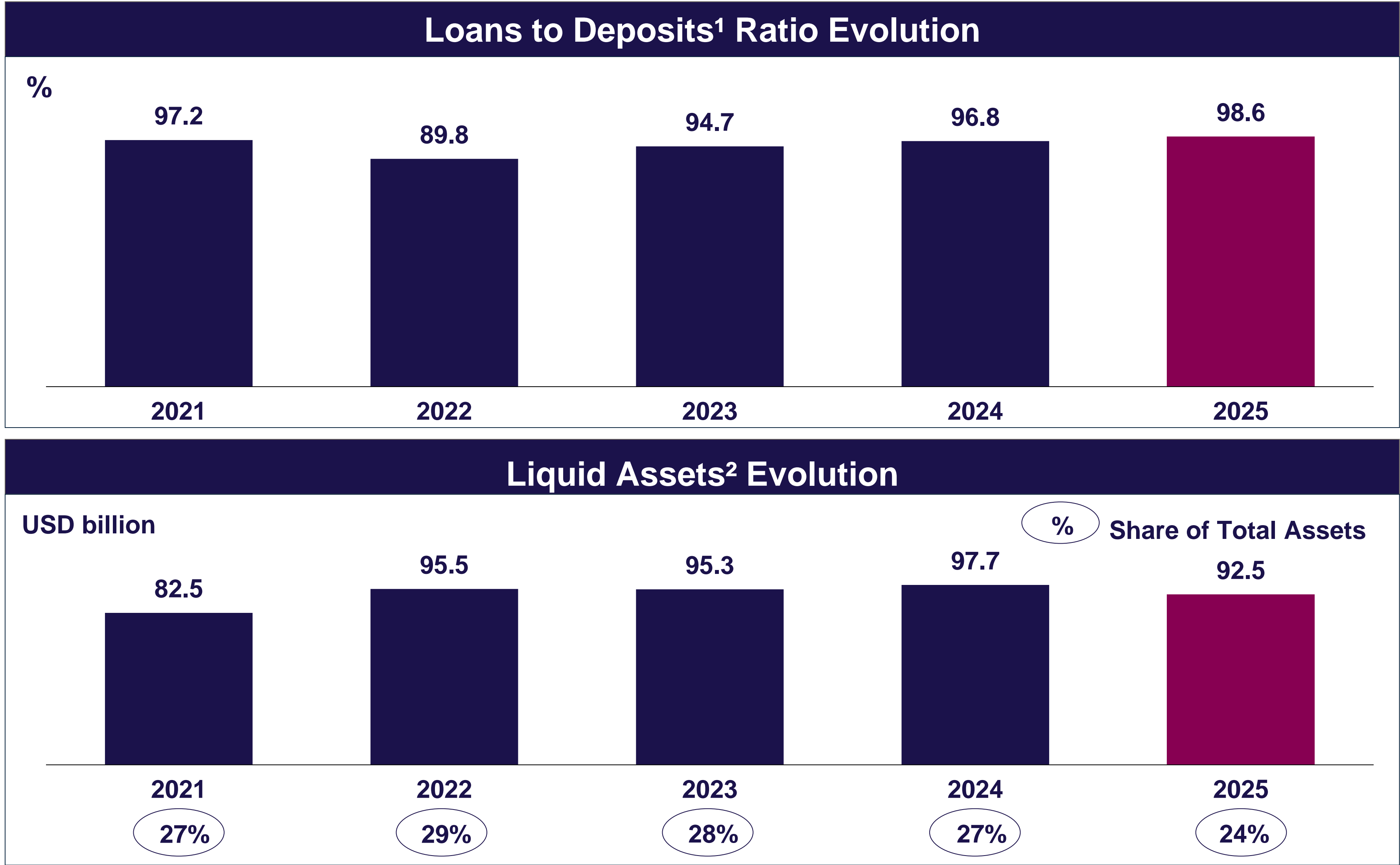
- Deposits increased by 8% from December 2024
- 2021-2025 CAGR of 4%



- 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

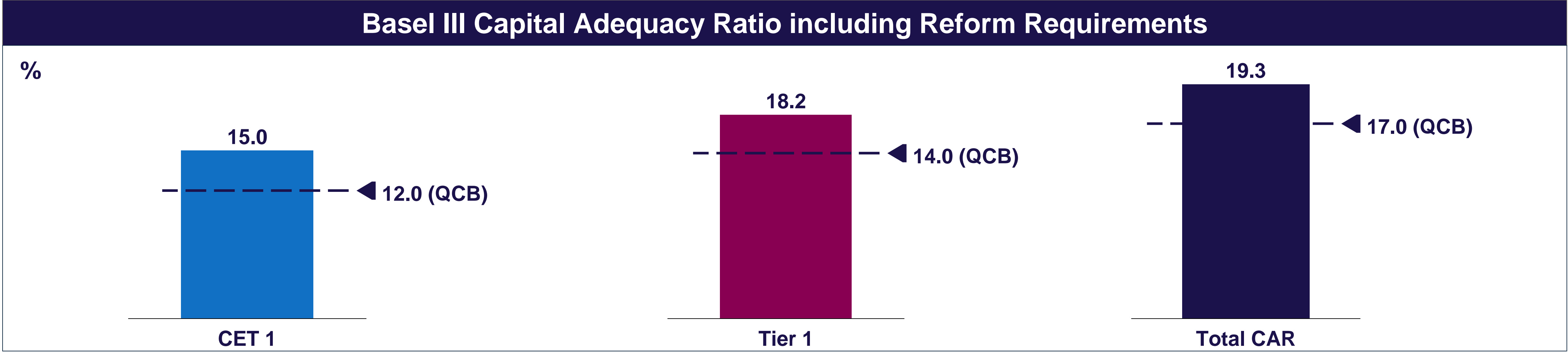
Liquidity Analysis (as at 31 December)



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 ¹	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)



IFRS 9 – Additional buffers for earnings stability

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

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



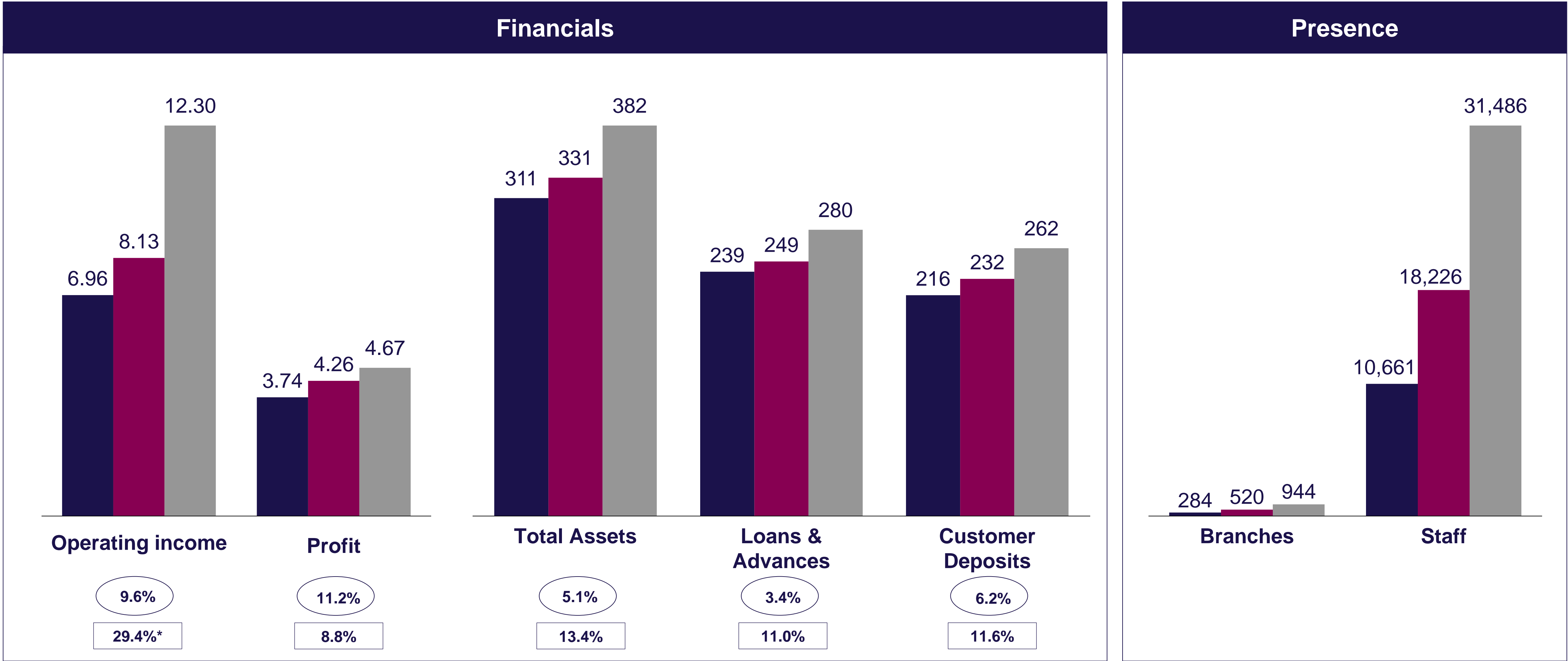
Source: QNB
1: Coverage ratio is calculated as impairment allowance over gross exposures subject to ECL
2: Cost of Risk is calculated as annualised ECL charge on Loans & Advances over Average Gross Loans

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



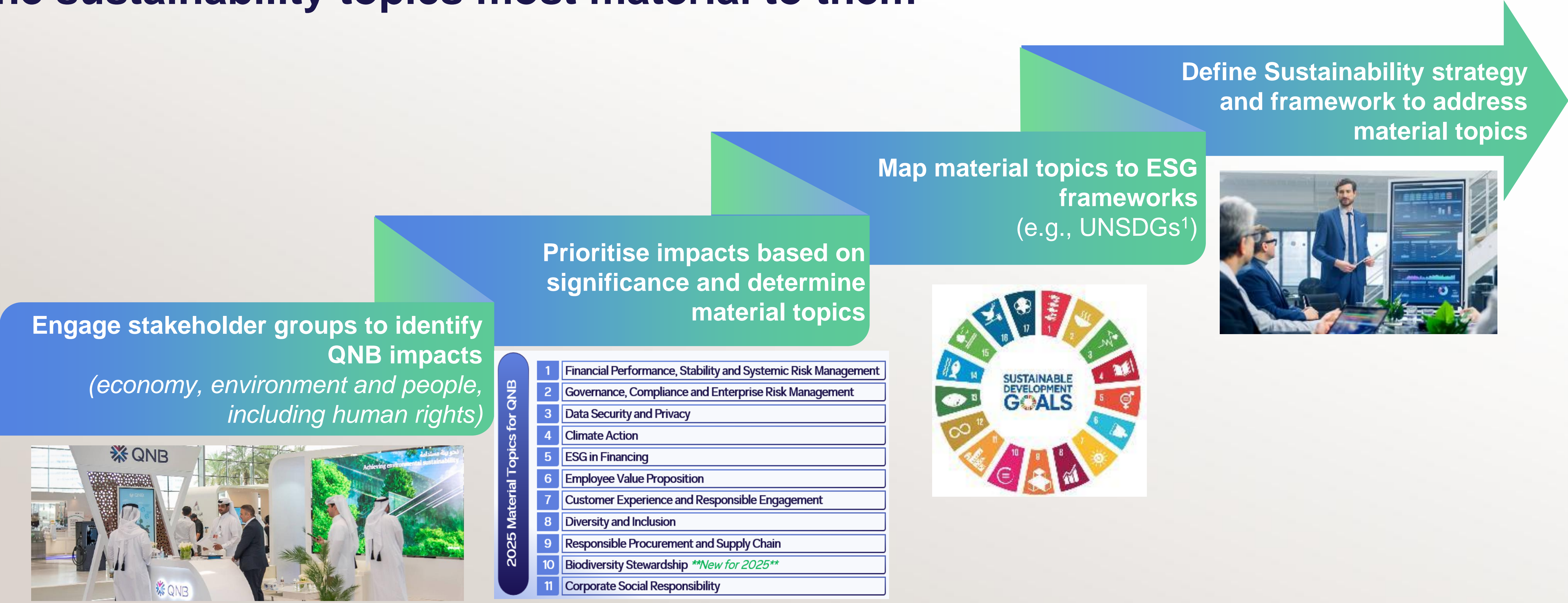
Source: Financial Statements / QNB
Operating Income includes the share of result of associates.
Profit represents Net Profit Attributable to Equity Holders of the Bank
* QNB Turkiye contribution of operating income is net of the hyperinflation loss.



Sustainability

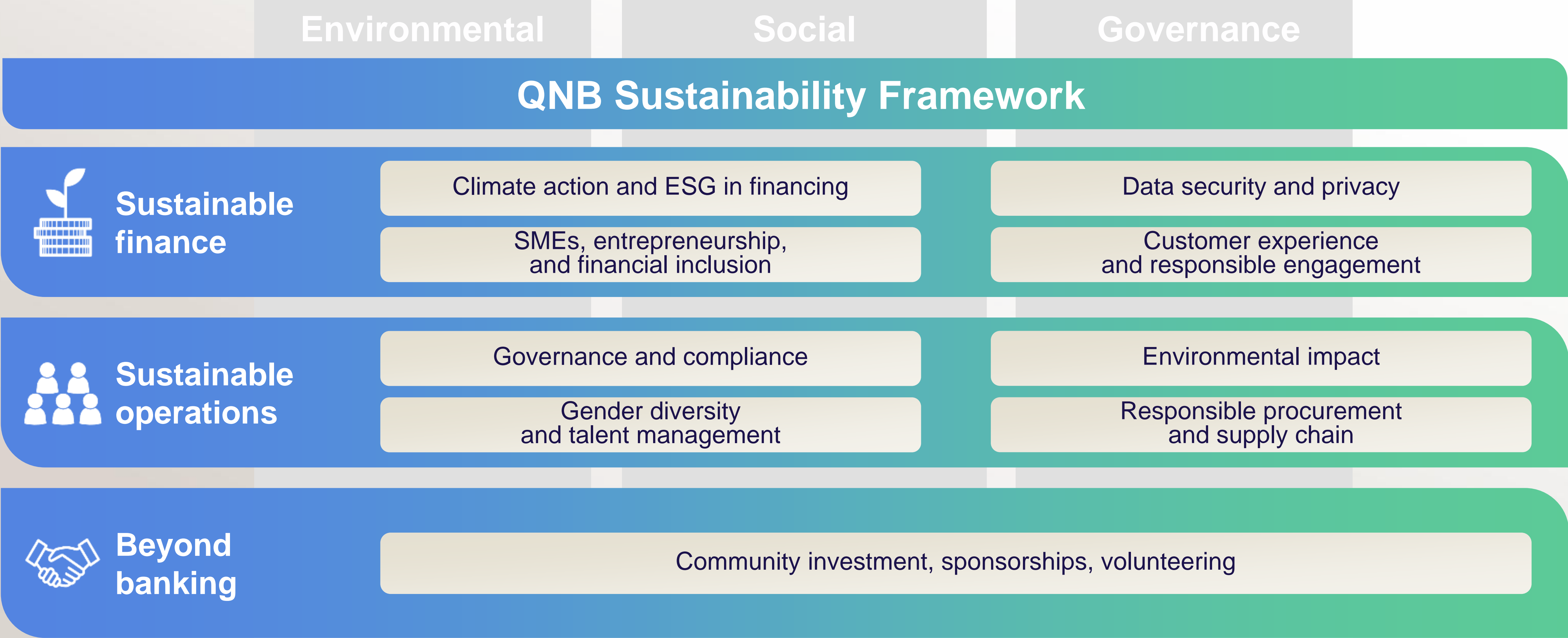


QNB engages key stakeholder groups to formulate, prioritise, and act upon the sustainability topics most material to them



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

Non-exhaustive




Sustainable finance


Transition to Greener Economy




USD >11 Bn of sustainable financing




Sustainable Finance and Product Framework



ESRM¹, Climate Change Strategy, Scope 3 financed emissions (PCAF)




39 sustainable products and services




Sustainable operations


Operate to Succeed




Independent assurance for GRI and KPIs




UNGC, UNEP FI, UN WEP Signatory²



100% renewable energy in Türkiye, India and UK




Employee and third-party focus




Beyond banking


Contribute to Society




Health and Environment



Youth and Education



Social and Humanitarian



Sport and Culture



¹ [Environmental and Social Risk Management policy framework](#)
² UNGC = UN Global Compact, 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

PCAF member, Scope 3 financed emissions

Covering >90% portfolio



USD >11 Bn

Sustainable financing portfolio



EUR 750 Mn Green bond issuance

The largest EUR green bond issuance from a ME bank



First Climate Transition Bond

First global alignment with new ICMA guidelines



USD >2.4 Bn ESG bond issuances since 2020

Including Blue, Green, and Social Bonds



USD 2.5 Bn Green bond facilitation

Only bank in Qatar as Joint Lead Manager



Climate scenarios

Direct exposure to high-risk sectors¹ limited to ~1% of loan book



Climate Strategy

Group-wide climate ambition, priority sectors, and baseline



Customer experience

Non-exhaustive

89%

Digital transactions (online & mobile as a % of total)



0

Data security breaches



39

Sustainable Products and Services



68²

Net Promoter Score (NPS) achieved in Qatar



¹ High-risk sectors including coal, oil and gas, metals and mining, and palm oil
² NPS score as at FY2024. FY2025 score will be presented one available

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 ₂ e)			
	Gross Financial Exposure	Emissions Disclosed	Emissions Not Disclosed	% of Gross Exposure	Scope 1	Scope 2	Scope 3	Total
Funded Amounts^{1,2}								
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
Including Project Finance					-	-	-	-
Investment Securities	175,322,674	171,725,500	3,597,174	12%	4,452,338	110,487	9,316,971	13,879,796
Including Debt Securities	172,937,170	170,066,208	2,870,962	12%	4,393,541	103,091	9,293,973	13,790,605
Including Equity Securities	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%	-	-	-	-
Sub-total Funded Amounts	1,297,916,630	1,173,570,560	124,346,070	89%	34,931,811	4,617,269	67,687,373	107,236,453
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
Total	1,454,495,117	1,223,241,263	231,253,854	100%	43,806,229	6,901,969	77,226,990	127,935,188

Group financed emissions intensity

105
tCO₂e/QAR Mn

Scope 3 financed emissions cover

>90%
of the Group portfolio

QNB PCAF data quality score of

2.7



1 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
2 For further details on financed emissions by industry, see [QNB Group Sustainability Report 2024](#)

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

QNB Group SFPF







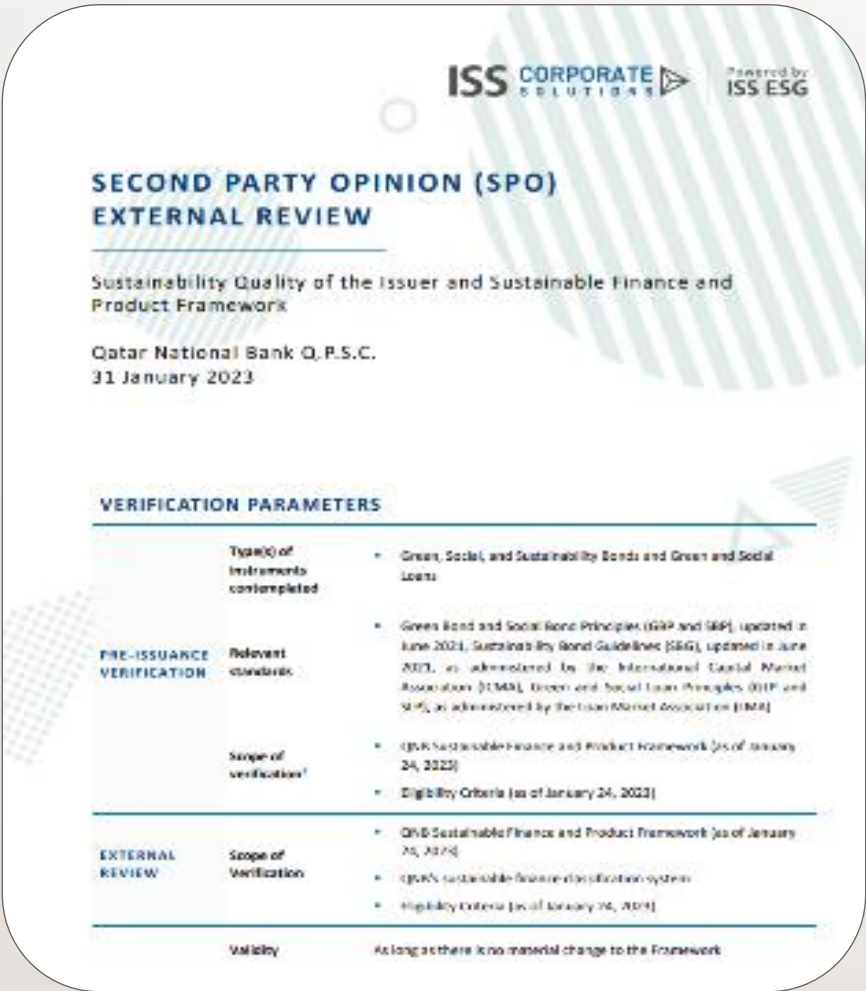

✓ Use of proceeds

✓ Projects evaluation and selection

✓ Management of proceeds

✓ Reporting

Second Party Opinion (SPO)



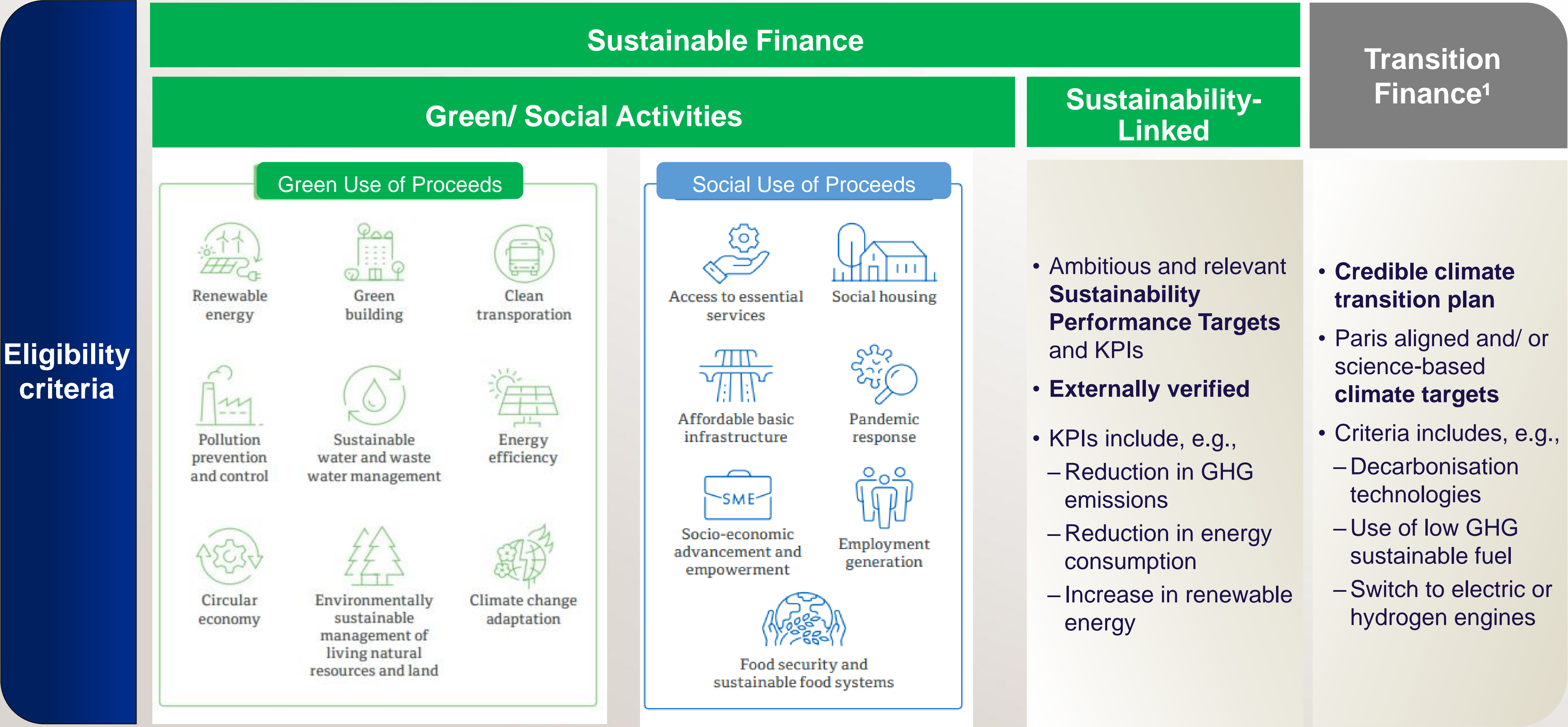
QNB Group's SFPF received an SPO from ISS Corporate Solutions, recognising its alignment with sustainability goals, clear ESG criteria, and credible approach to sustainable financing

This positive assessment supports QNB's efforts to integrate sustainability into its financial products and services

Environmental Impact Reports

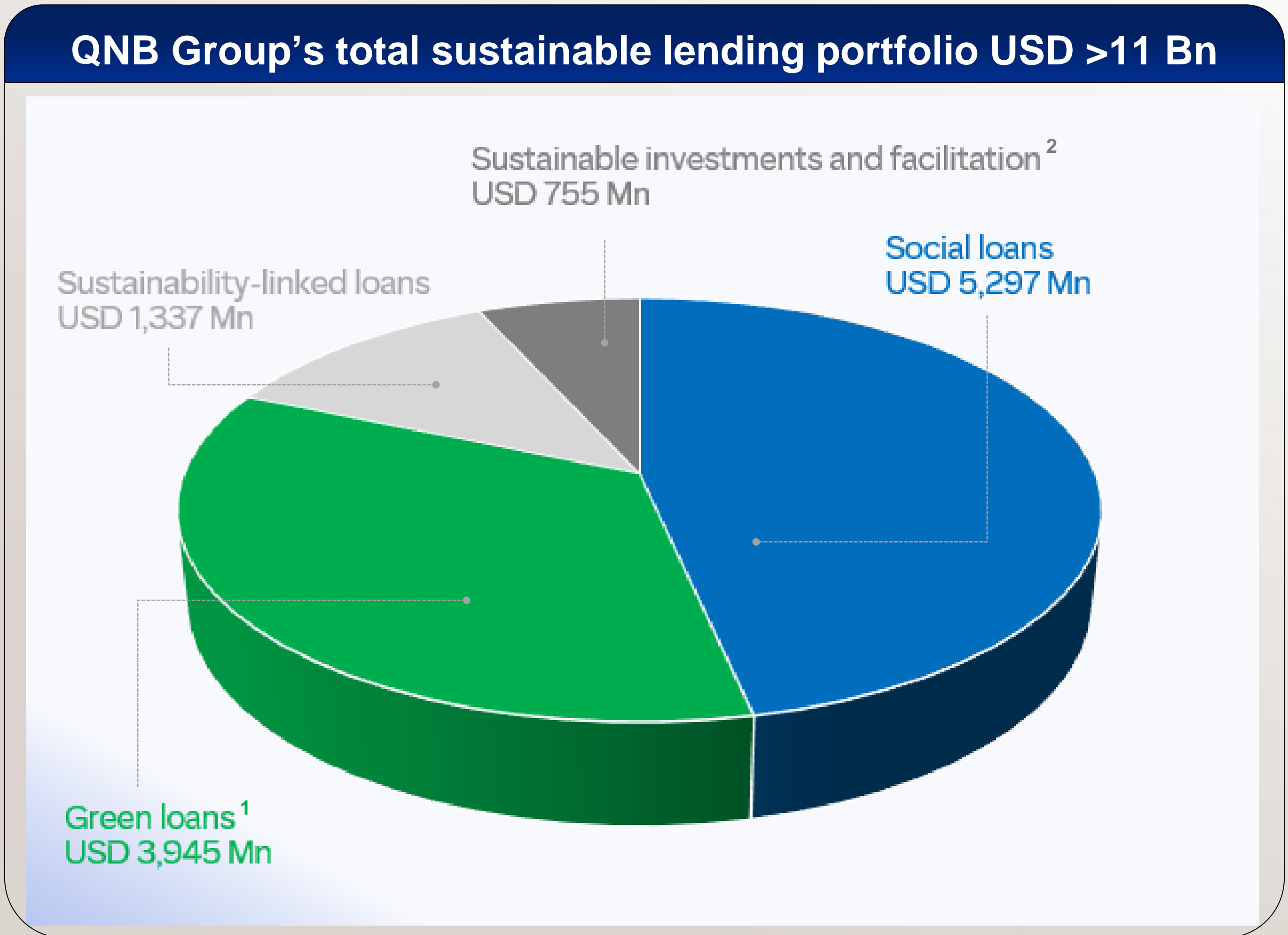



QNB's SFPPF is aligned with international taxonomies, eligibility criteria, and standards to enable and drive ESG and climate financing



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

As at 31 December 2025



 **>75%**
Increase in green financing since 2020

Participation in sustainability-linked syndicated lending worth
USD >15 Bn
with direct participation of over
USD >1.3 Bn

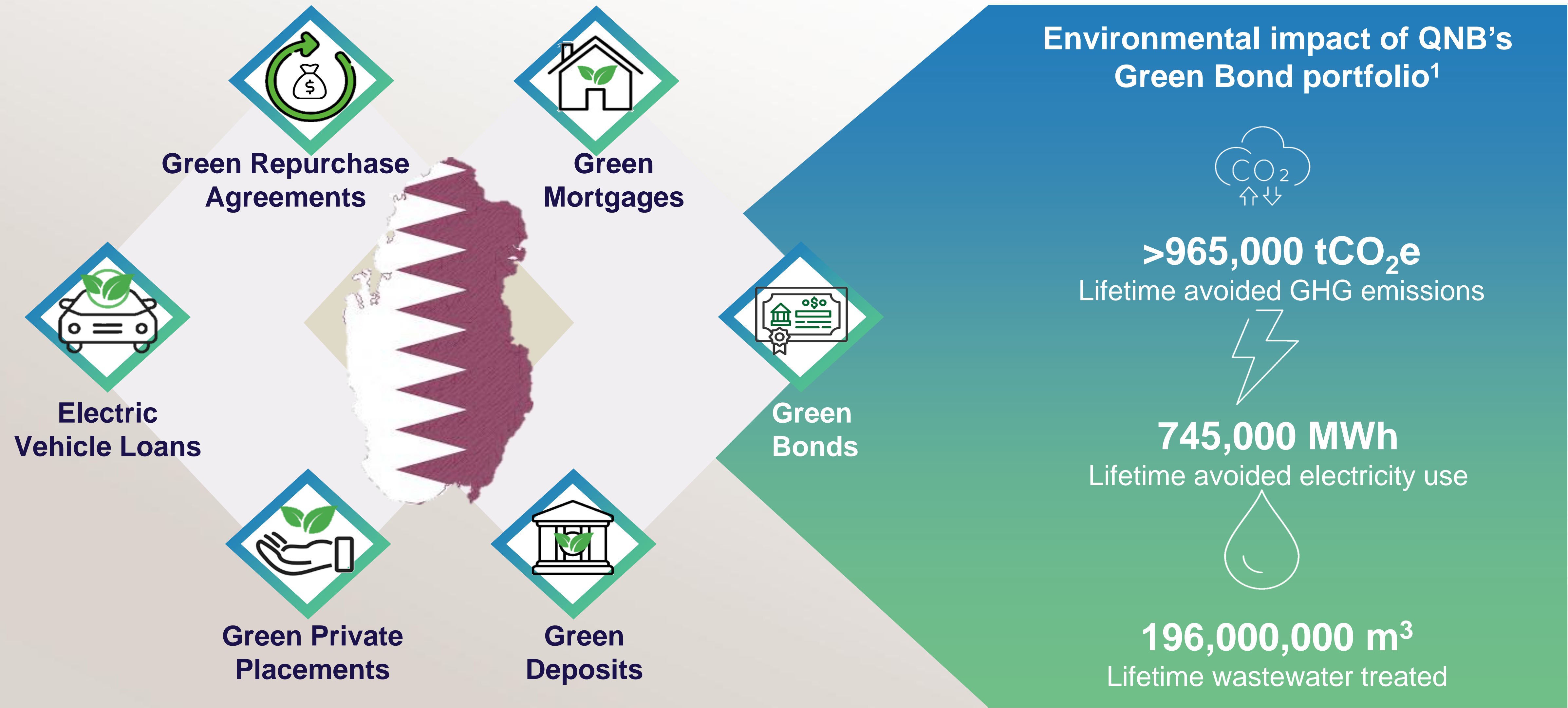
Green and Sustainable bond issuances
USD >2.4 Bn³



1 Including green retail loans
2 Including sustainable bonds
3 USD 600 Mn Green Bond (QNB Group, 2020); USD 500 Mn Sustainable Bond, 125 Mn Blue/Green Bond, 40 Mn Social Private Placement, USD 20 Mn Green Private Placement, USD 100 Mn Climate Transition Bond, USD 100 Mn Triple Impact Bond (QNB Türkiye, 2024-2025), EUR 750 Mn Green Bond (QNB Group, 2025)

35

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



1 [QNB Green Bond Impact Report 2025](#)

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 Energy¹ 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



The
Green Bond
Principles



International Labour
Organization



Qatar
National
Vision



ISSB



TCFD



SASB



CDP



SUSTAINABLE
DEVELOPMENT GOALS

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



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

Independent assurance on reporting¹







- 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 suppliers²** in Qatar

Protecting environment and society

Enhancing Third Party Risk Management (TPRM)



¹ [QNB Group Sustainability Report 2024](#)
² For service lines: Cleaning and Hygiene, Physical and Cash Security, Hospitality, and Facilities Management

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
MSCI 	A	A	AA
S&P Global	50 (85th percentile)	52 (83rd percentile)	59 (86th percentile)
 SUSTAINALYTICS	23.6 (Medium risk)	21.9 (Medium risk)	16.7 (Low risk)
 CDP	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

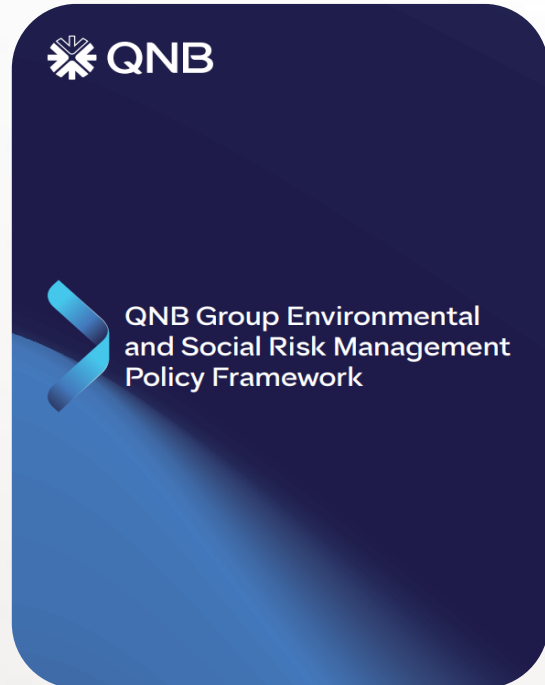
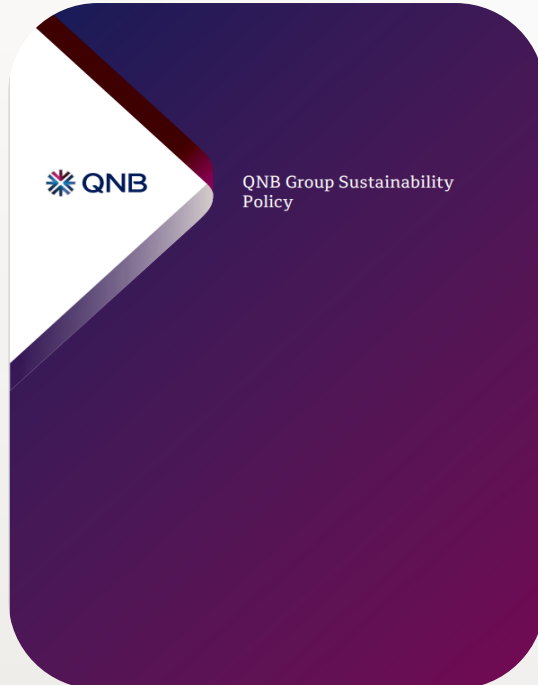
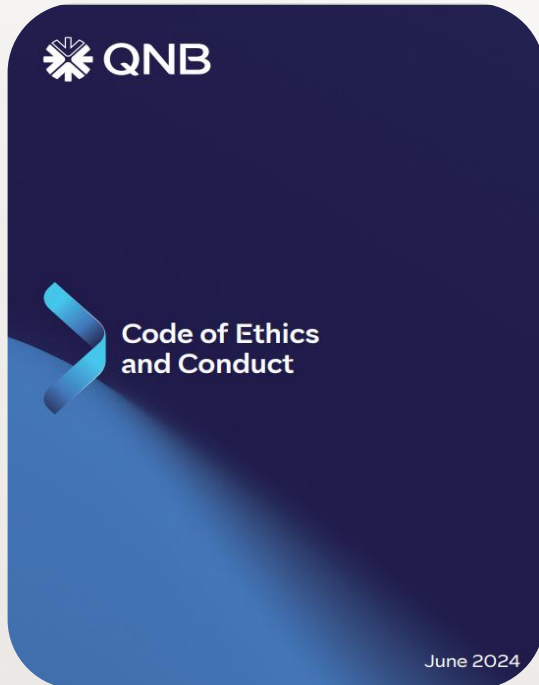
Public reports

- Click on the below reports for direct access

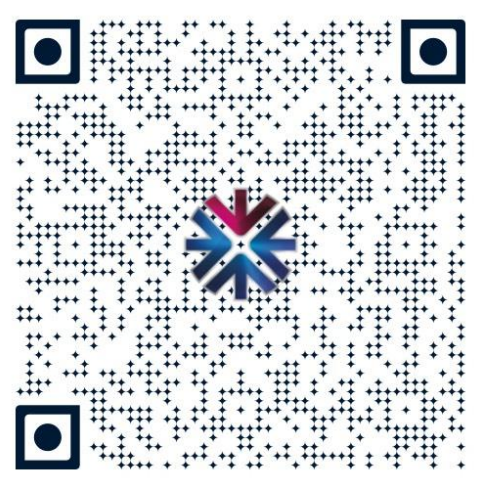


Public policies and frameworks

- 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



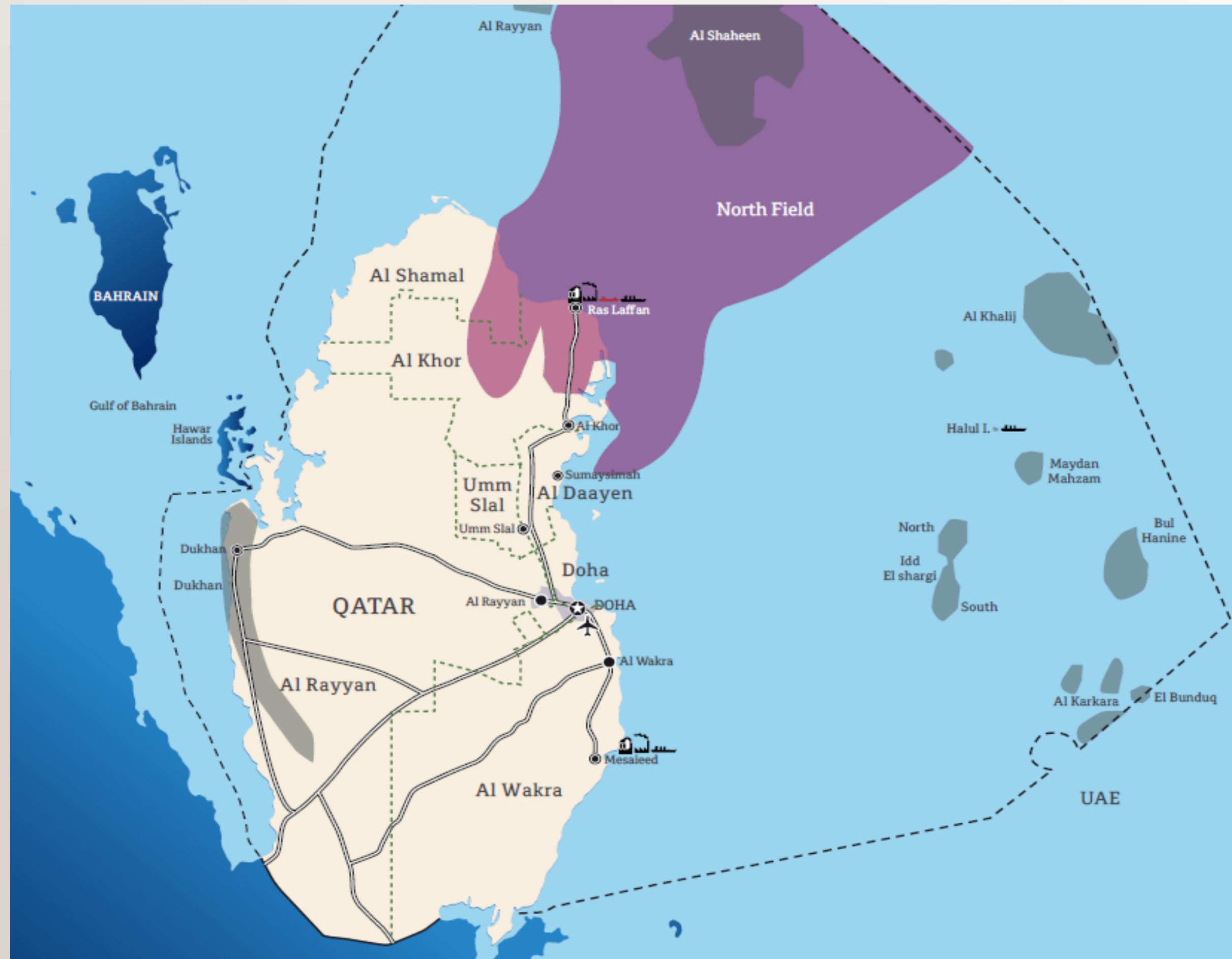
- For any further inquiries, contact sustainability@qnb.com



Economic Overview



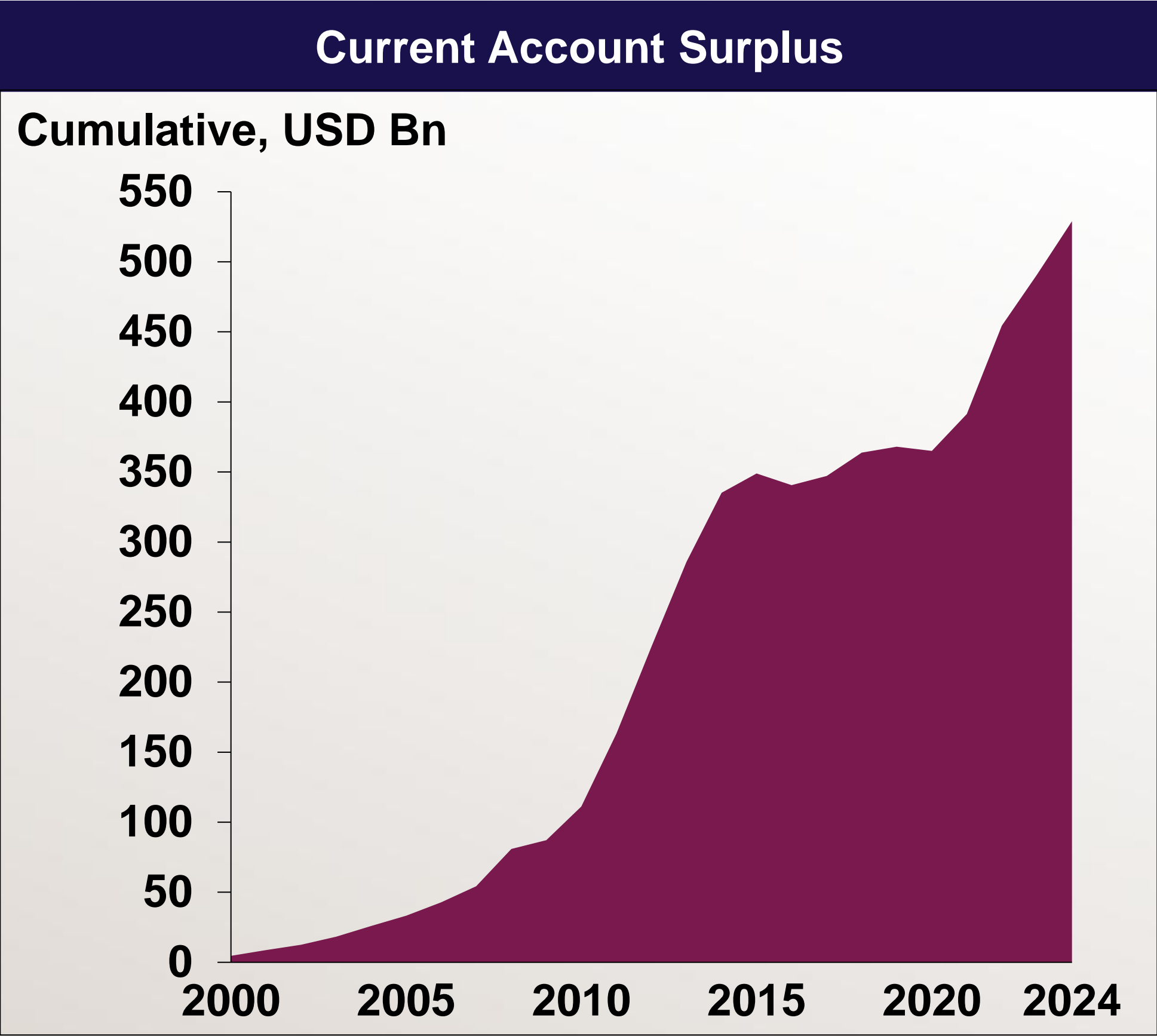
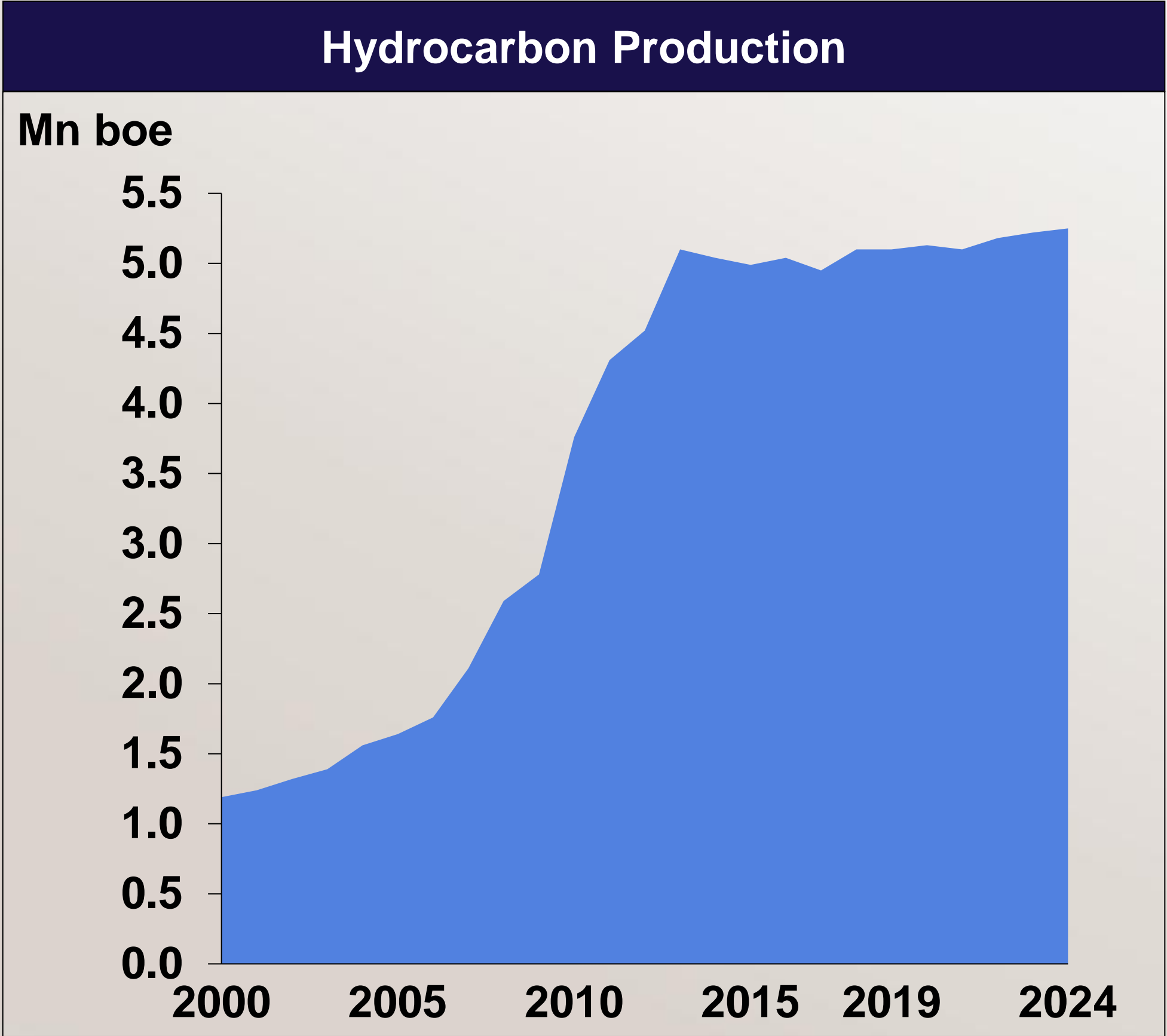
Qatar is strategically located between Europe and Asia and possesses one of the largest gas reserves in the world



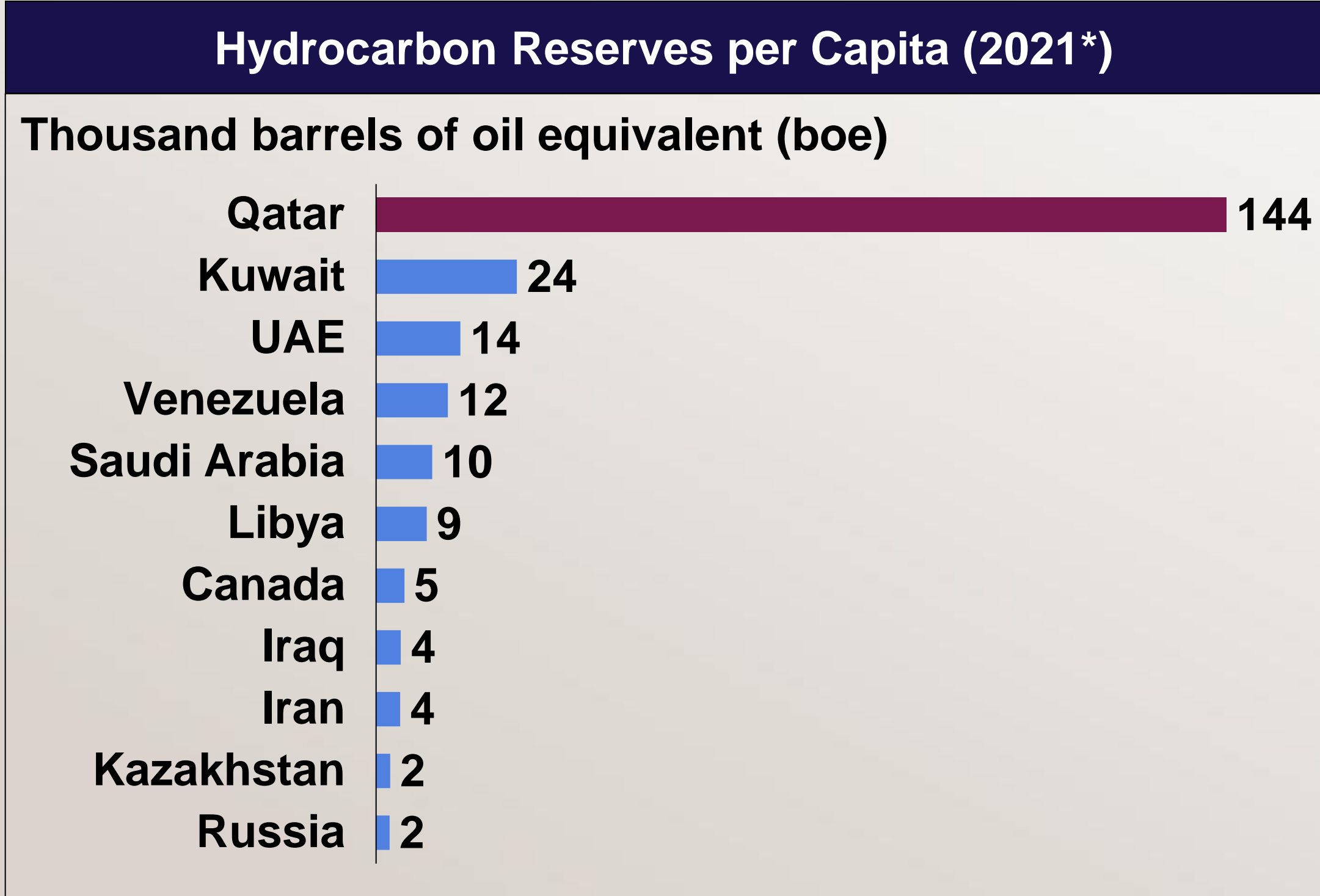
Comments

- 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)

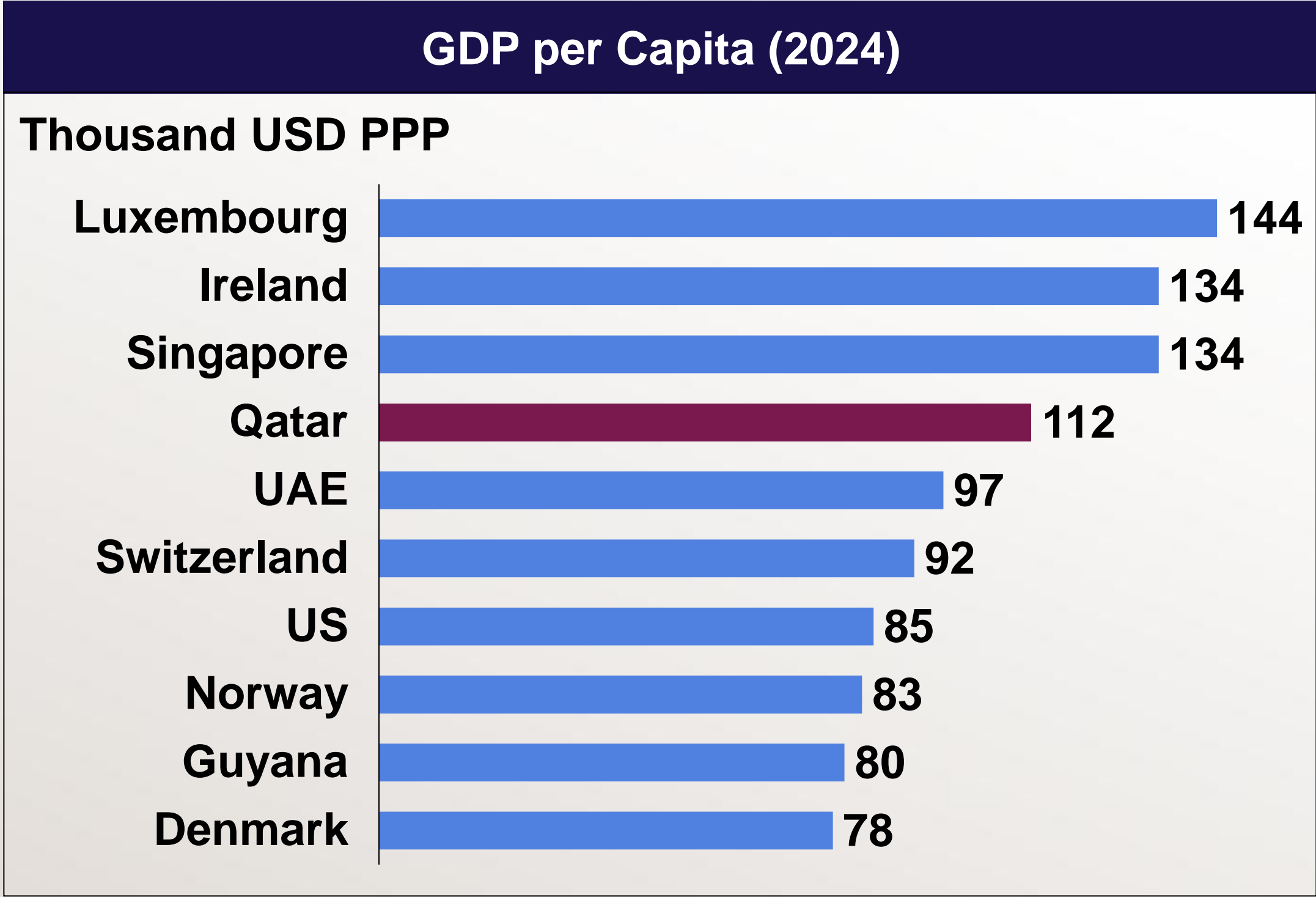
Qatar’s hydrocarbon production generates significant wealth via exports and has fueled substantial current account surpluses



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

	Definition	GCC projected breakeven prices 2026 (USD per barrel)
Fiscal breakeven price	<ul style="list-style-type: none"> Brent crude oil price at which the fiscal account would be at balance 	<p>Qatar 43, UAE 45, Oman 53, Kuwait 77, KSA 87</p> <p>2025 average Brent prices 69</p> <p>+ surpluses - surpluses</p>
External breakeven price	<ul style="list-style-type: none"> Brent crude oil price at which the external current account would be at balance 	<p>UAE 31, Qatar 37, Kuwait 48, Oman 75, KSA 81</p> <p>2025 average Brent prices 69</p> <p>+ surpluses - surpluses</p>

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	China	5.4
South Korea	12.8	US	4.6
India	11.2	Italy	2.0
Japan	6.7	India	1.9
Singapore	6.7	Japan	1.8
UAE	6.0	UAE	1.7
Taiwan	3.0	UK	1.6
Pakistan	2.9	Germany	1.5
Italy	2.7	France	1.0
Thailand	2.3	Oman	0.9

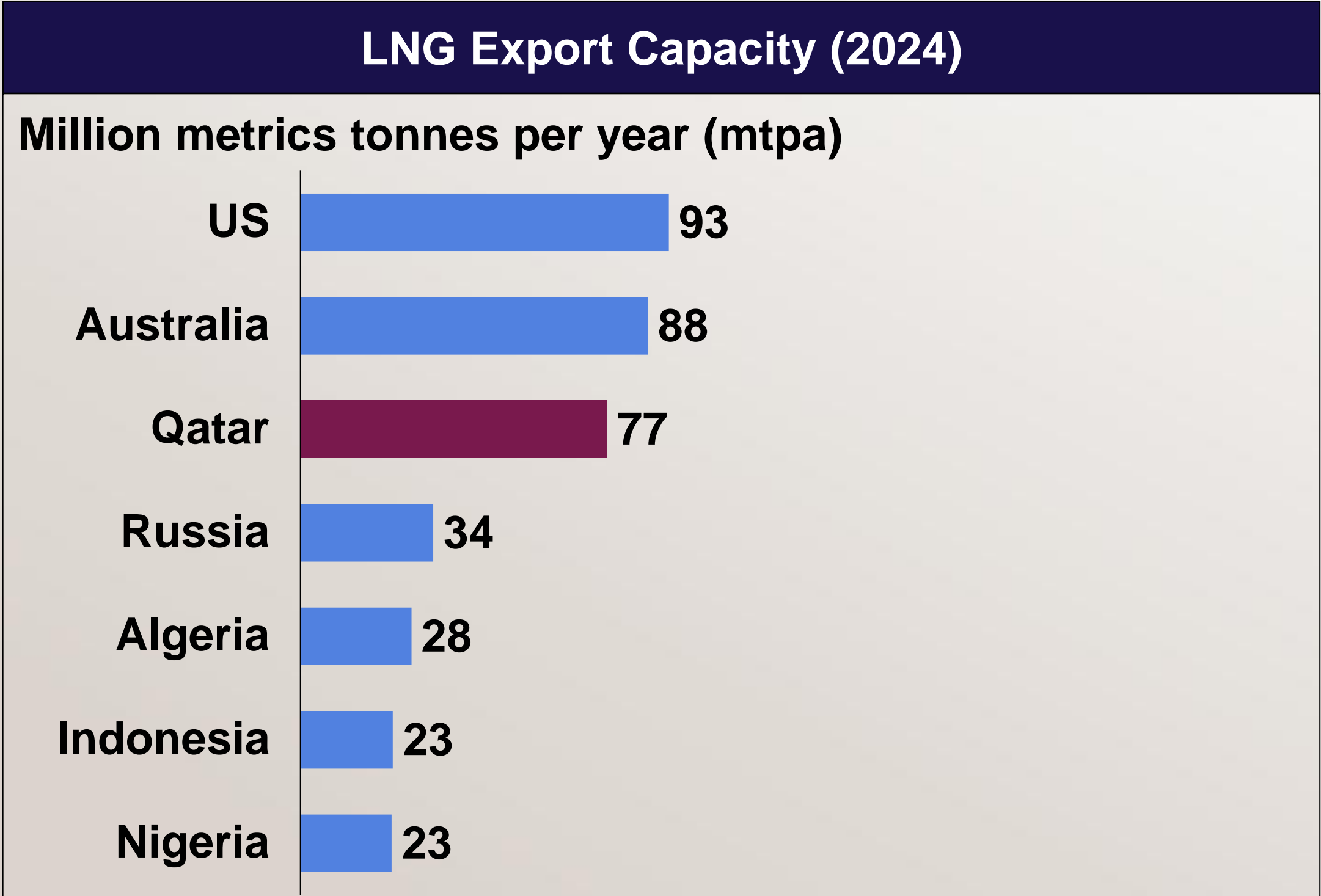
Exports

- **HC:** LNG, condensates, oil, gas
- **Non-HC:** petrochemicals, fertilizers, chemicals, plastics, steel, aluminium, machinery and transport equipment

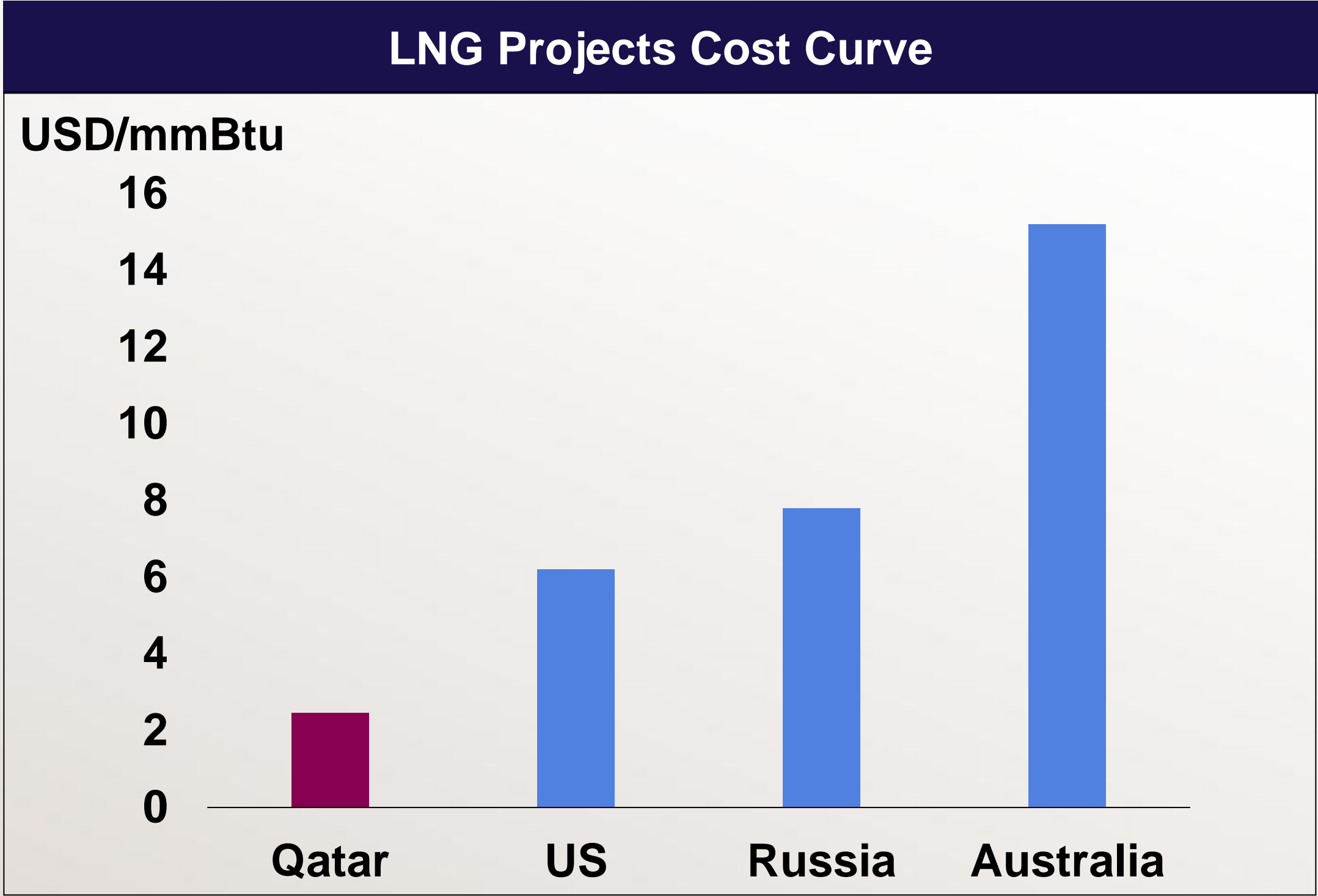
Imports

- **Investment related:** capital goods and intermediate goods used as inputs for production
- **Consumer goods:** finished products that are ready for consumption or distribution for end user

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

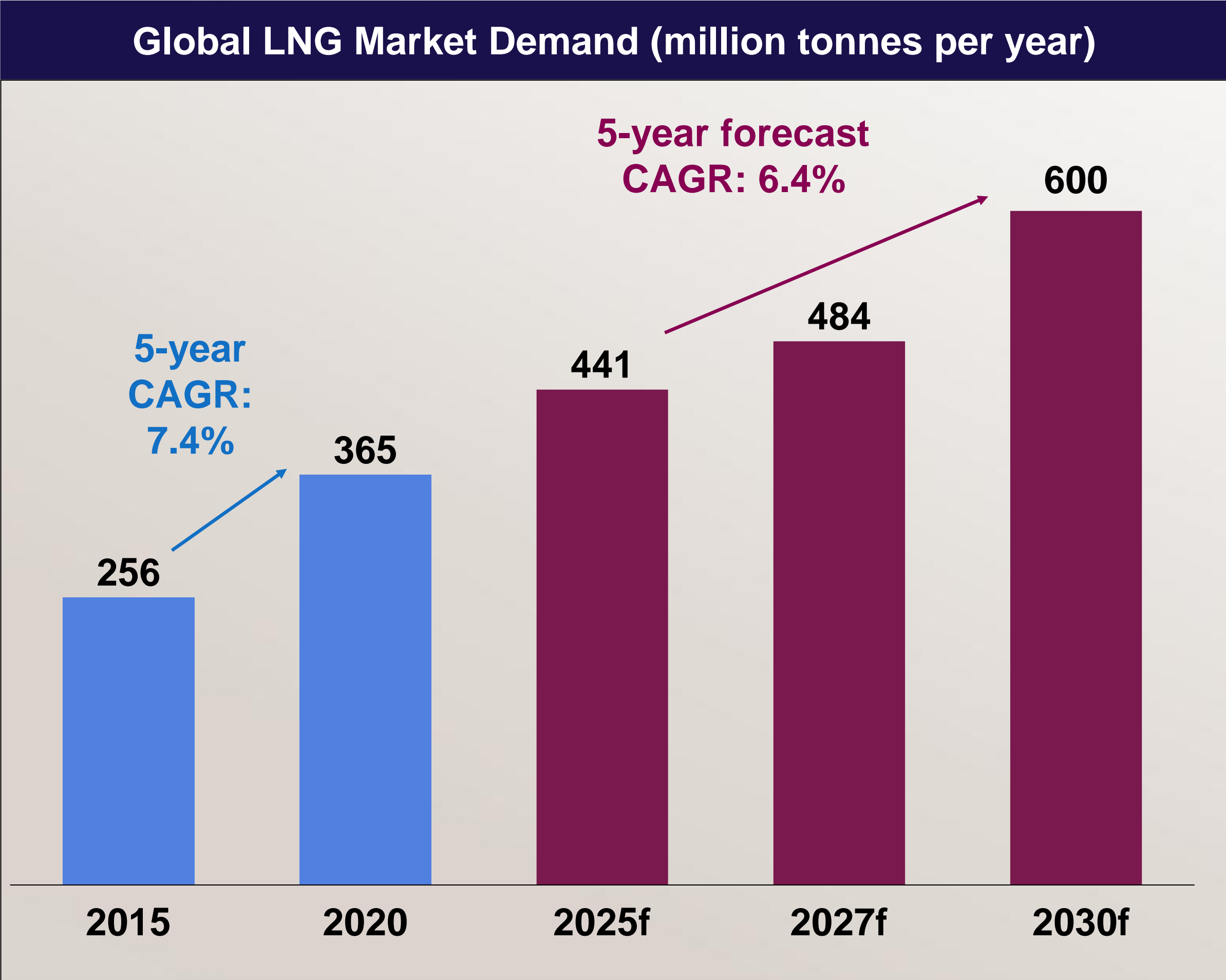


Qatar is consistently amongst the three largest exporters of LNG globally



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

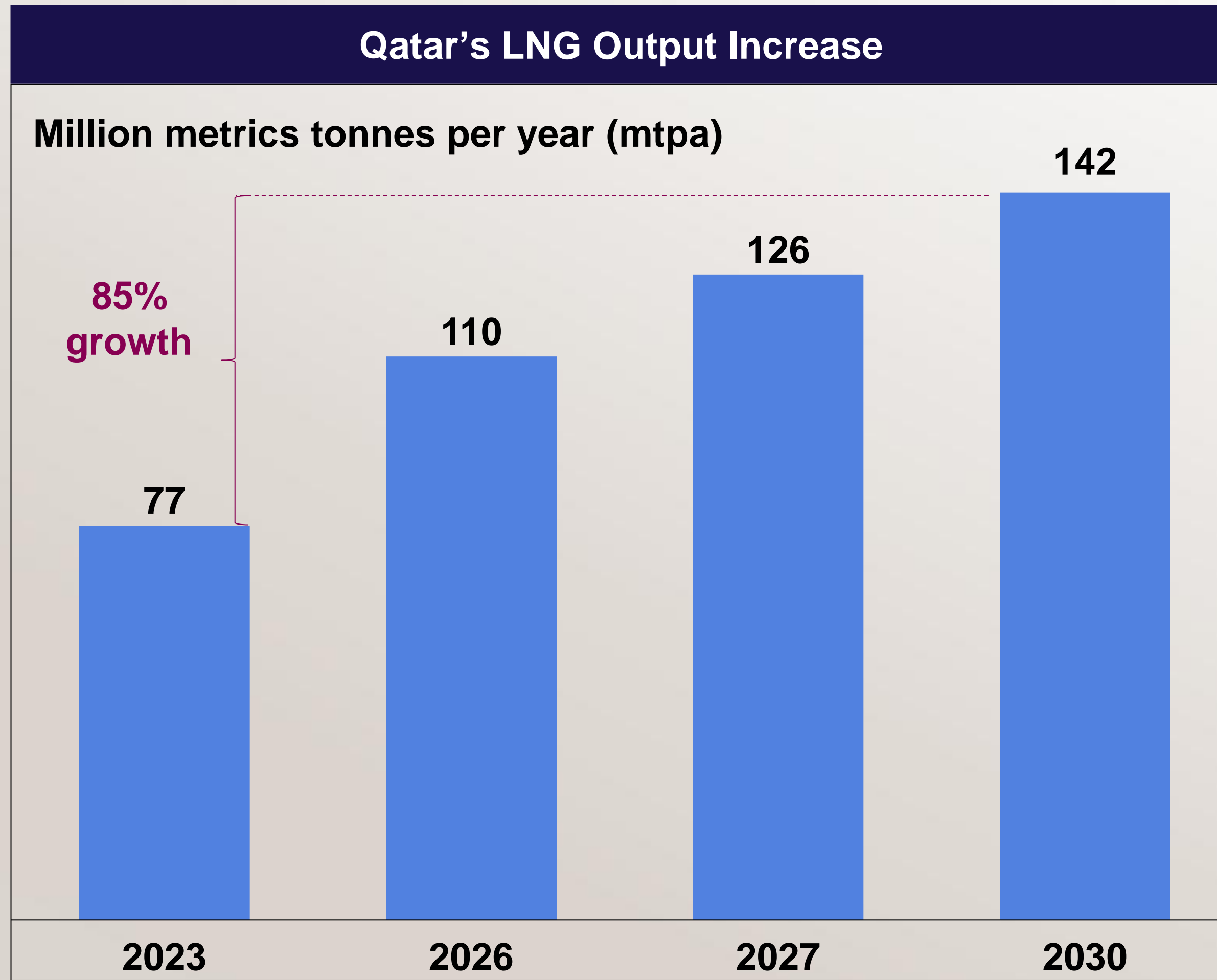
- Natural gas is the cleanest fossil fuel in terms of carbon dioxide emission
- Natural gas is generally considered a “transition” fossil fuel

Robust growth potential

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

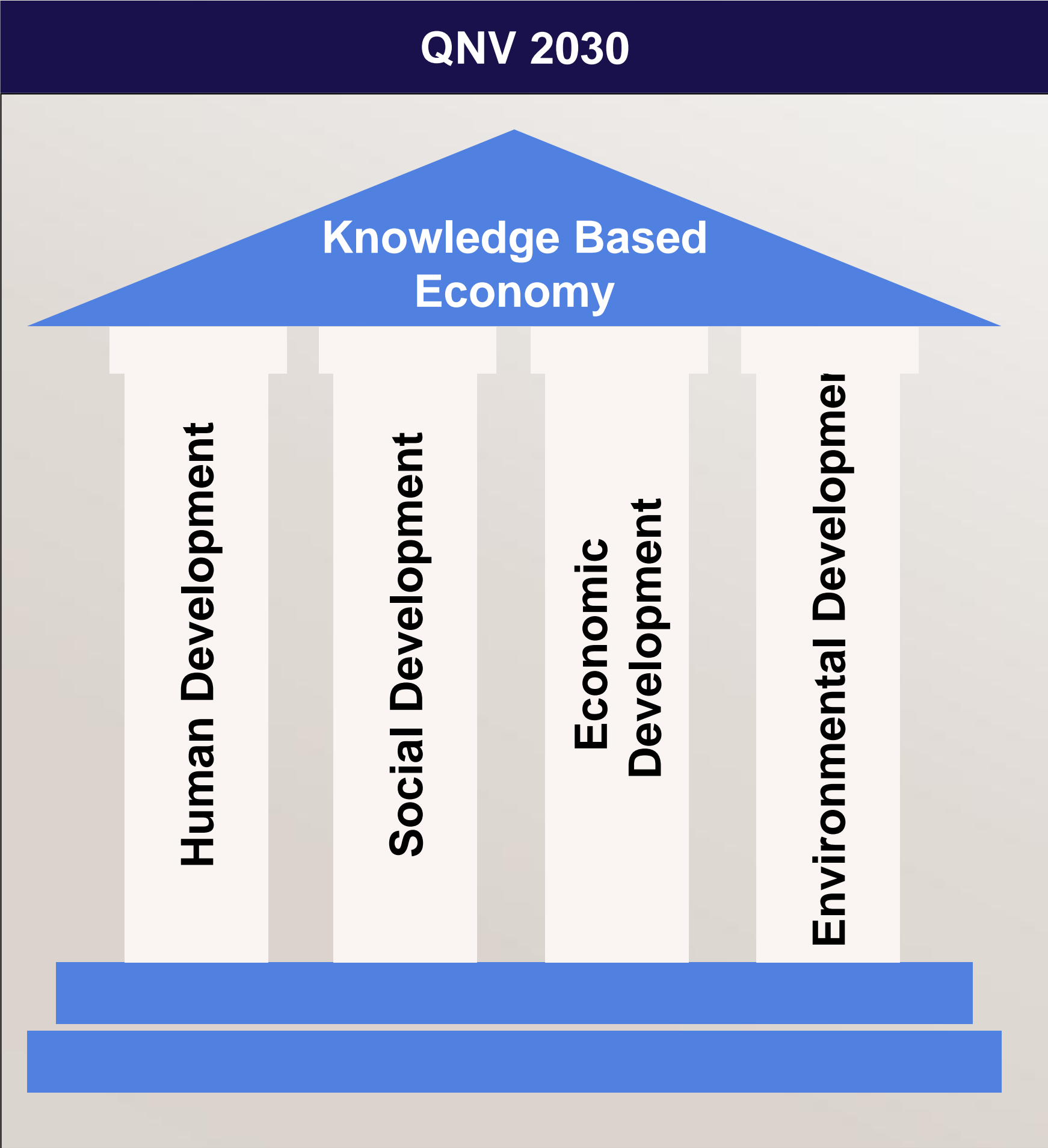
Given the size and quality of its reserves, Qatar has a global competitive cost advantage that makes it a low-cost producer

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



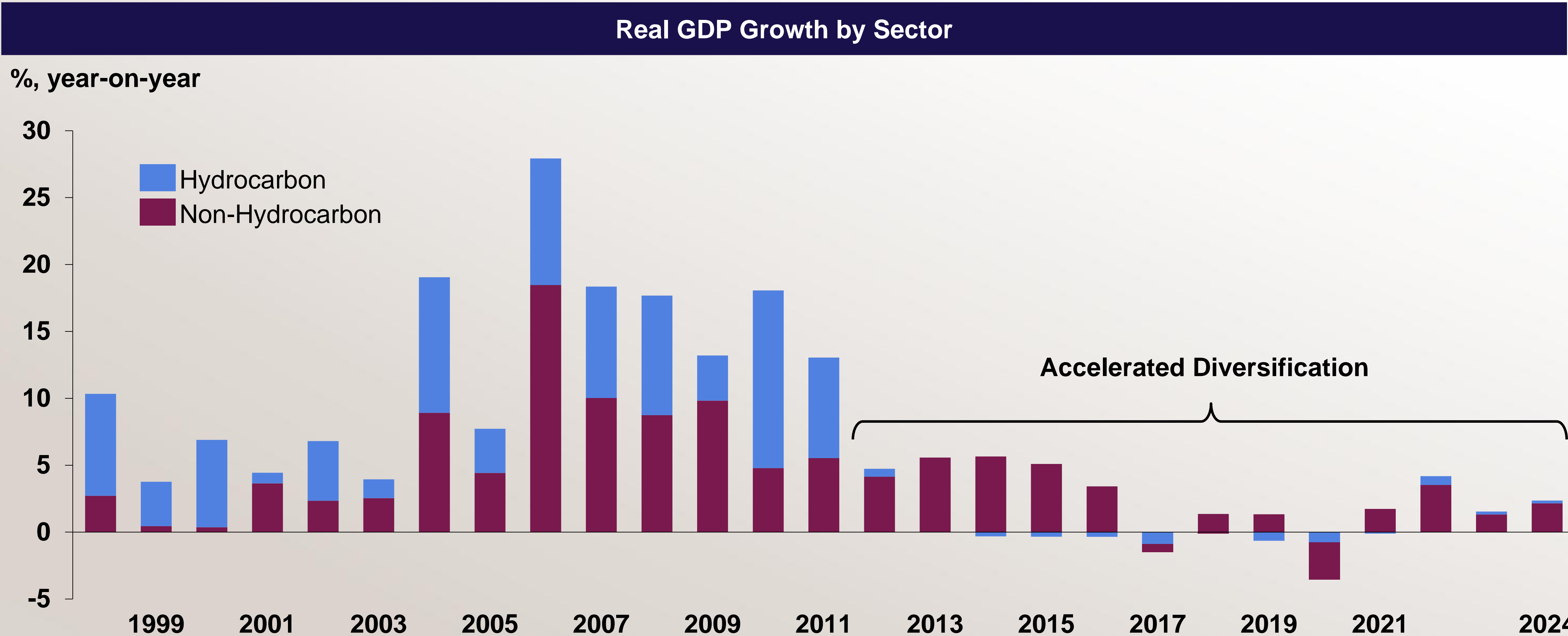
- Globally, Qatar is the largest LNG exporter with a market share of 20-30% of total LNG exports
- In 2017, Qatar decided to lift the moratorium on the North Field output
- Eight new LNG trains will increase Qatar's LNG production by 85% to 142 million tonnes per annum:
 - Phase I (North Field East):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



Comments
<p>QNV 2030 aims to promote diversification and foster human, social, economic and environmental development:</p> <p>Human development</p> <ul style="list-style-type: none">• To enable all of Qatar’s people to sustain a prosperous society <p>Social development</p> <ul style="list-style-type: none">• To maintain a just and caring society based on high moral standards and capable of playing a prominent role in the global partnership for development <p>Economic development</p> <ul style="list-style-type: none">• To achieve a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for, all its people for the present and for the future <p>Environmental development</p> <ul style="list-style-type: none">• To ensure harmony among economic growth, social development and environmental protection

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



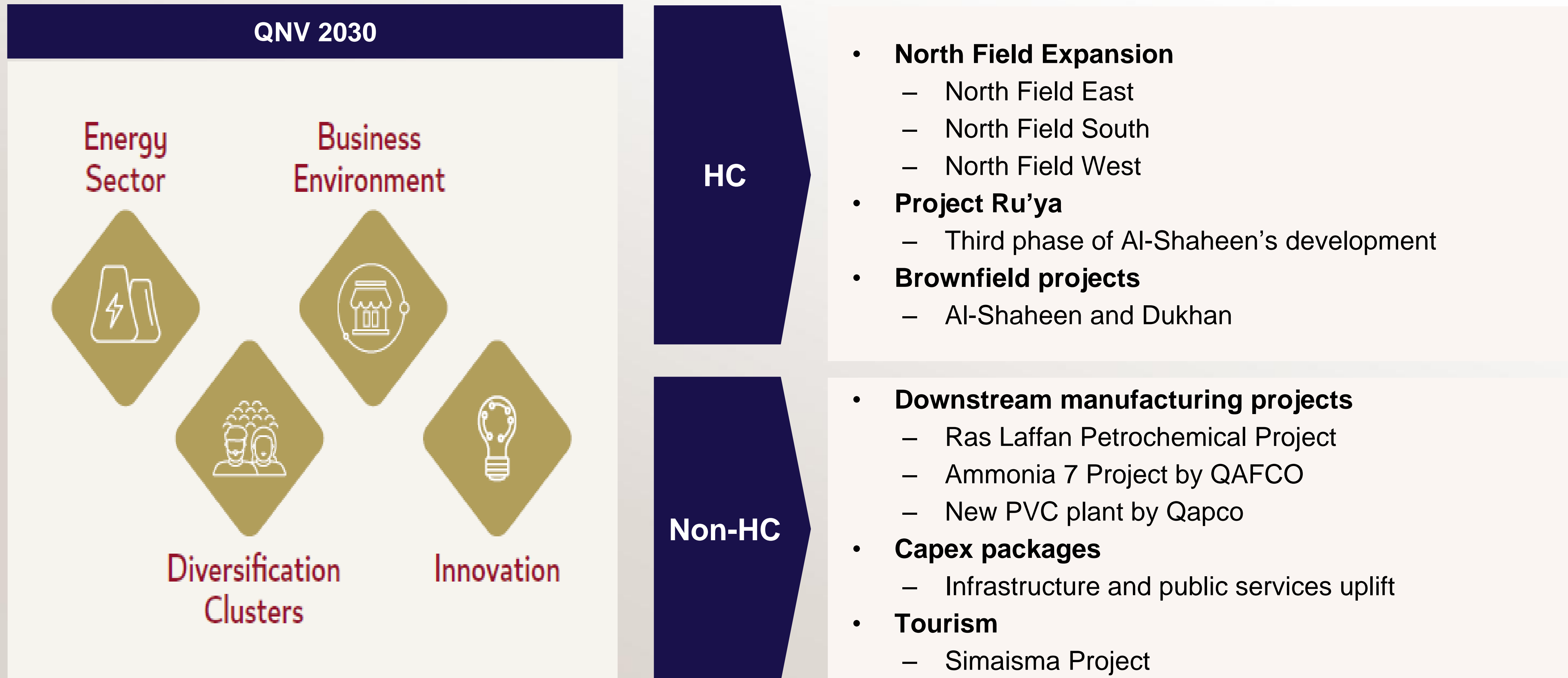
Qatar’s 3rd National Development Strategy aims to support the execution of QNV 2030 through seven key strategic outcomes

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.

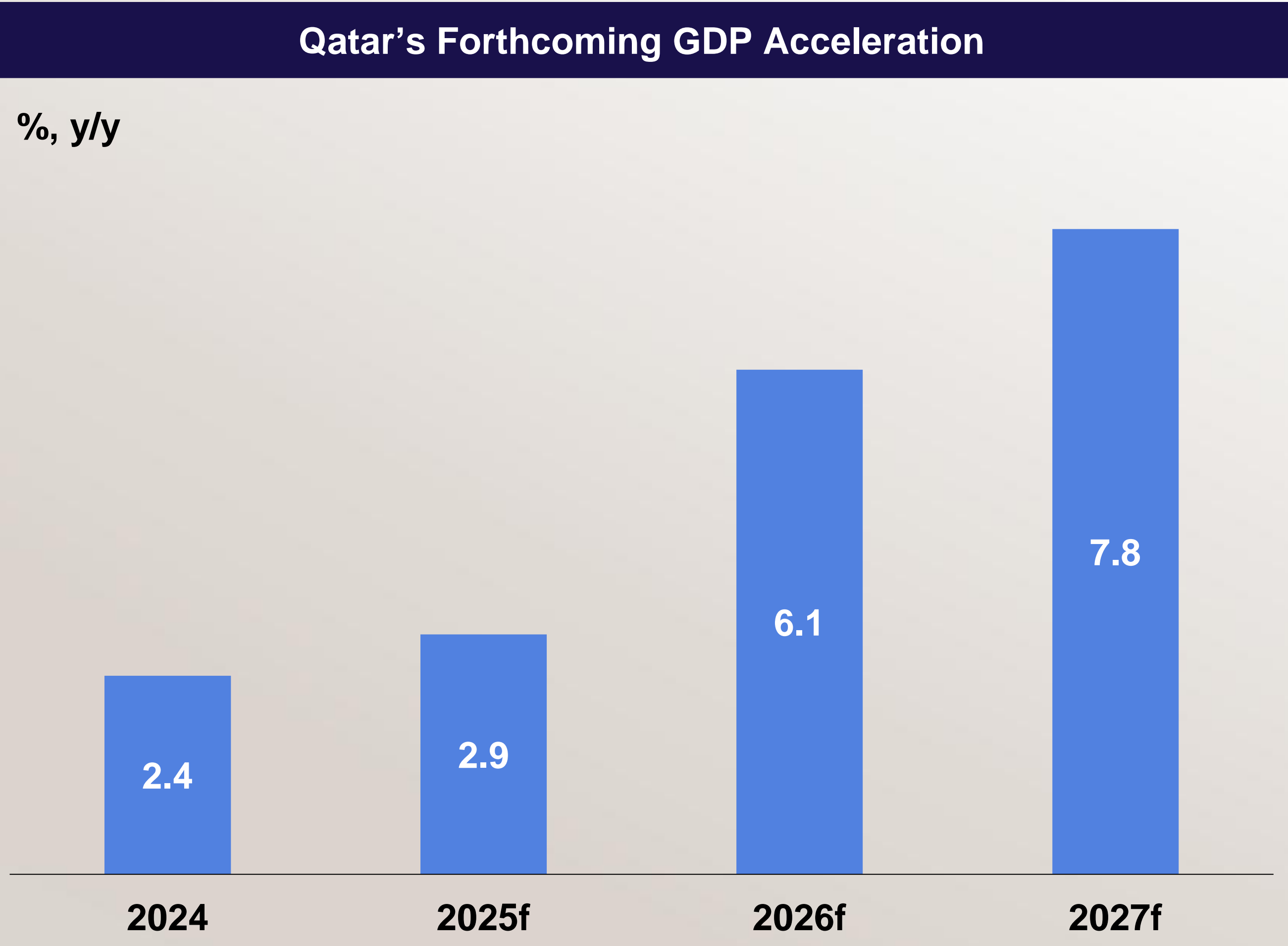
Qatar’s sustainable economic growth model incorporates four key elements

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

Qatar's development strategy spurs economic growth along two dimensions



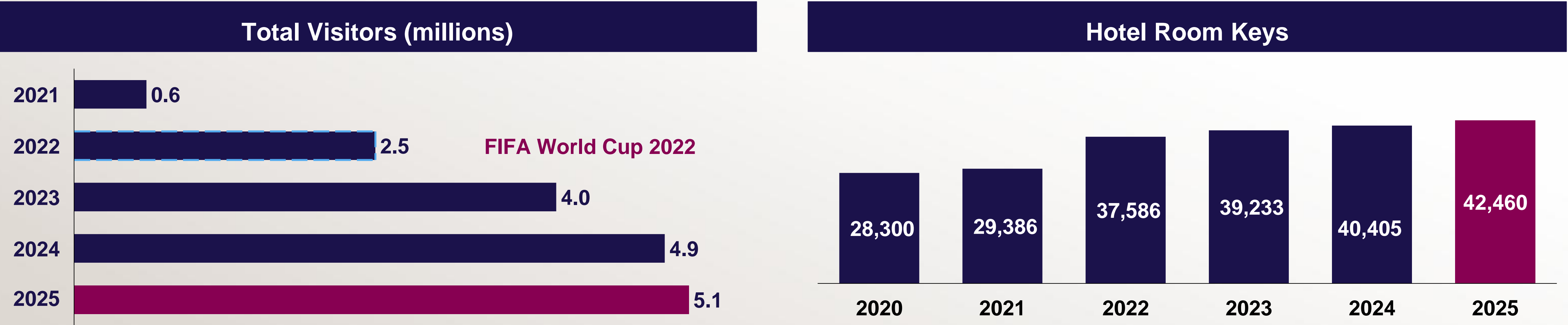
Qatar’s development strategy is set to achieve significant growth over the next few years



Assumptions

- **Hydrocarbon**
 - All phases of the North Field Expansion project are delivered
 - Ru’ya and brownfield projects advance
- **Non-Hydrocarbon**
 - Full development of major petrochemical and fertilizer projects
 - Continued development of other priority sectors (tourism, healthcare, education)

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



Visitor Arrivals by Region in 2025*



*GCC data breakdown for 2024 (data as of December 31th, 2025)
Source: Qatar Tourism, National Planning Council, QNB analysis

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	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	Qatar, UK, South Korea, Abu Dhabi, Ireland, Belgium					Aa2	Qatar, South Korea, Abu Dhabi				
	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	C
Moody's		Ba1	Ba2	Ba3	B1	B2	B3	Caa1	Caa2	Caa3	Ca	C

Qatar’s banking and financial system remains resilient and healthy

Financial Soundness Indicators (2021-2024, %)				
	2021	2022	2023	2024
Capital Adequacy				
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
Asset Quality				
Non-performing loans/total loans	2.4	3.7	3.9	3.7
Liquidity				
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
Profitability				
Return on assets	1.4	1.4	1.5	1.5
Return on equity	14.7	14.0	14.9	14.5



Thank you

