





ESTABLISHED 1964

Twenty Seventh Annual Report of the Board of Directors and Financial Statements for the year ended December 31, 1991



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HEAD OFFICE & BRANCHES

Head Office

P.O. BOX 1002, DOHA Telegraphic Address Qatarbank Fax 413753 Tel. No. 413511/16 Lines Telex 4064/4212/4357/ Qatbnk Dh

Dealing Room Telex 4635 Qbkfex Dh Fax 414943 Telephone Numbers 413790, 430324, 430325

Domestic Branches

Main Branch P.O. Box 1000, Doha Telegraphic Address: Qatarbank Telex: 4212 Qatbnk Dh Fax: 413753

Mushaireb P.O. Box 1818, Doha Telegraphic Address: Qatarbank Fax: 415021 Tel. No. 423643/5 Lines

423703 Manager

Airport Road P.O.Box 3252, Doha Telegraphic Address: Qatarbank Fax: 432339 Tel. No. 328125/4 Lines 435274 Manager

Al Sadd P.O.Box 9366, Doha Telegraphic Address: Qatarbank Fax: 446296 Tel. No. 420424/4 Lines 441822 Manager 420448

Gatar University /Male Fax: 835082 Tel. No. 892619, 892633

Gatar University /Female Tel. No. 892586

Hamad General Hospital Fax: 415022 Tel. No. 421517, 421917

Airforce Base Fax: 426724 Tel. No. 322016 Umm Said P.O. Box 10050, Umm Said Fax: 771062 Tel. No. 771529, 771791

Al Khor P.O. Box 60030, Al Khor Fax: 721625 Tel. No. 720127, 721585

Al Shamal P.O.Box 130222, Al Shamal Fax: 731503 Tel. No. 731246, 731630

Industrial Area P.O.Box 40611 Fax: 810427 Tel. No. 810343 810344 Manager

Rayyan P.O.Box 90923 Fax: 806909 Tel. No. 807090/803429 808774 807806 Manager Ladies Section: 807090

Gharaffa P.O.Box 24777 Tel. No. 862900 862343 Manager Fax: 862151 Ladies Section: 862900 Ext. 230, 231

Doha Offices

Immigration Building Tel. No. 874217, 874219

Doha Airport Tel. No. (Departure) 425500 (Arrival) 438011

Sheraton Gulf Hotel Tel. No. 328606

Sheraton Doha Hotel Tel. No. 831104

Foreign Branches

London-City 135-141 Cannon Street London EC4N 5AH Telegraphic Address: Qatarbank, London Telex: 889201 Qatbnk G Fax: (071) 283-1635 Tel. No. (071) 283-3911

Dealing Room: Tel. No. (071) 283-3732

London-West End 36 Curzon Street London WIY 7AF Telex: 298698 Onbcur G Tel. No. (071) 493-7411

Paris 17 Avenue Matignon 75008 Paris Telegraphic Address: Qatarbank, Paris Telex: 641344 Qatarbk Fax: 4289-1858 Tel. No. 4359-5812

Dealing Room: Tel. No. 2436-4225

Cayman Islands P. O. Box 1002, Doha Telegraphic Address: Qatarbank

Telex: 4064/4212/4357/ Qatbnk Dh Fax: 413753

Tel. No. 413511 (16 Lines)

Dealing Room: Telex 4635 Obkfex Dh Fax: 414943 Tel. No. 413790, 430324, 430325





H.H. Sheikh Khalifa Bin Hamad Al Thani The Emir of Qatar



H.H. Sheikh Hamad Bin Khalifa Al Thani The Heir Apparent Minister of Detense



Minister of Finance and Petroleum Chairman, Board of Directors

BOARD OF DIRECTORS



H.E. Saleh Abo Dawood Al Muhanadi Deputy Chairman



Mr. Haider Suleiman Haider



Mr. Mohamed Marzoug Al Shamlan



Shalkh Hamad Bin Faisal Al-Thani



Dr. Jaber Al Marri



Mr. Ahmed Al Mannal



Mr. Abdul Aziz Salat



Mr. Yousef Karnal



Mr. Yousef Qassem Darwish





GENERAL MANAGEMENT



Mr. Hani Osman El-Dana General Manager





Mr. Saeed Bin Abdullah Al-Misnad Deputy General Manager





Established 1964

Twenty Seventh Annual Report of the Board of Directors and Financial Statements for the year ended December 31, 1991

CHAIRMAN'S STATEMENT

I am pleased to present to you the Twenty Seventh Annual Report as well as organizational and financial highlights for 1991.

Despite a downturn in the global economy as well as in the Financial Services sector, Qatar National Bank continued to significantly improve its profitability and balance sheet.

Net profits declared in 1991 were QR. 270 million, an increase of 24.11 percent over 1990. Total assets increased to QR. 13,553 mm in 1991 from QR. 11,856 million in 1990 or 14.31% over 1990. Return on Assets (ROA) and Return on Shareholders Equity for 1991 were 2.13% and 17.56% respectively.

This outstanding performance has placed QNB within the top 25 banks in terms of ROA.

During 1991 the Bank continued to enhance its Senior Management by recruiting Senior International Bankers for Credit, Marketing, Treasury, and Operations and Systems, in preparation for an expanding role in the Domestic and International Markets.

Additionally, we have continued to build upon our state-of-the-art technology to support our leadership role in the region.

I would like to close by expressing our sincere gratitude and thanks to His Highness the Emir, Sheikh Khaliia Bin Hamad Al-Thani, and to His Highness the Heir Apparent and Minister of Defense, Sheikh Hamad Bin Khalifa Al Thani for their guidance and support.

I would like to also thank the members of the Board of Directors for their dedication and efforts that resulted in a very positive performance for the Bank in 1991.

Finally, I wish to extend my thanks to our management team and staff for their excellent performance and professionalism.

Abdul Aziz Bin Khalifa Al-Thani CHAIRMAN



1991 ECONOMIC HIGHLIGHTS

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The year of 1991 could be considered one of the most difficult years for the world economy since the stagflation period of the early 80's. In 1991, preliminary estimates of International Economic Organizations indicate that economic performance of the Industrialized as well as Developing nations had experienced a significant downturn.

The Growth rates of the industrialized countries, especially the United States of America, declined significantly. The Federal reserve responded to this decline in growth rate by lowering interest rates several times during 1991. The goals were-encourage investments, lower the unemployment rate, and revive a dormant economy.

Preliminary estimates indicate that the total increase in the GDP was approximately 0.8% in 1991 against 2.3% in 1990, while the inflation rate was down from 5% in 1990 to 4.2% in 1991. The decrease in GDP of industrialized nations has resulted in an increase in the unemployment rate and a decrease in world trade.

Major industrialized countries, except Germany, have lowered their interest rates to reactivate their economies and to overcome the recessionary symptoms of 1991.

The US Dollar was the major loser as its value against other major currencies deteriorated significantly in 1991. The German Mark's value, relative to other major currencies, has appreciated as a result of greater demand and a resultant high interest rate.

Most of the developing countries have faced a number of major problems in 1991. Figures show that real value of exports has fallen and real value of imports has increased which created an inflationary effect in the balance of payments situation.

In addition, most of the Governments of developing countries continued to have budget deficits, high inflation, and high unemployment rates.



Gas Liquefaction Complex



The Qatari Economy in 1991

The economy of the State of Qatar is closely tied to the world economy. Major developments in the world economy are reflected immediately in Qatar's economy as Petroleum products exports constitute a major portion of the national income. Hence the downturn in oil prices coupled with global inflation has exerted downward pressure on the state's total revenues.

In spite of these problems, the government has continued its sound long range financial and social programs. These programs aim to - increase the general standard of living for all Qatari Nationals, diversify sources of income, and encourage private sector participation.

Preliminary estimates indicate that revenue in the 1990/1991 government budget will amount to QR. 7.786 Billion while public expenditures are estimated at QR. 11.709 Billion. The Government budget for 1991/92 estimates revenues at QR. 8.438 Billion and total public expenditure at QR. 11.706 Billion. This highlights a long range downward trend in the budget deficit.

To foster development across the entire spectrum of the economy, the government of Qatar is emphasizing programs for social and financial development, education and health, and creation of new development programs.

To promote regional development there were several high level meetings of the members of the GCC during 1991. The objectives of these meetings were-acceleration of economic integration, creation of GCC common market, and unified trade policies.



From left: F. Guy Corbi, Manager, Investment & International Division; Mohamed Calamawy, Senior Manager Marketing; Ezzat A. Nusseibeh, Senior Manager, Marketing; Osama T. Al-Ghoussein, Senior Manager, Marketing: Ihsan Rachid, Senior Credit Manager



QNB ACHIEVEMENTS OF 1991

Datar National Bank achieved solid results in the areas of Human Resource acquisition and development. Credit and Marketing, Treasury, and Operations and Systems.

Human Resources

Gatar National Bank continued with the implementation of its long range personnel plan by promoting Qatari nationals into key positions within all functional areas of the Bank.

Additionally, the Bank has sent key Qatari staff for training with specialized training institutes and selected correspondent Banks.

We continued to invest in training for all staff in the areas of Credit, Financial Analysis, Accounting, Economics, Marketing, and Technology.

in 1991, Qatar National Bank formally opened the Banking Training Center located in our Gharafa Branch building. Training is based upon seminars and case studies conducted by professionals from overseas as well as from the Union of Arab Banks. The Training Center includes sophisticated computer based technology to maximize our return on our training investment.



From left: Mohamad Rustom Haidar, Senior Manager, Financial Controller; Saoud Al Khalifa, Senior Manager, Finance & Administration; Phillip Tumminia, Senior Manager, Operations & Systems Division; Nasser Mohd. Al-Naemi, Asst. General Manager, Training & Development; M. Sameh Sedki, Asst. General Manager (Treasurer)



Credit and Marketing

Qatar National Bank continues to be the market leader in Qatar. Our aggressive marketing program combined with a highly selective lending approach has given us a significant share of the local market.

The Bank has initiated a new restructuring of its credit and marketing area to create a specialized Marketing Division charged with enhancing the services offered to its valued Customers. This restructuring is tied to our specific lines of business — Government, Trading, Construction, Manufacturing, Agriculture, Real Estate, Trade Finance, and Private Banking.

A separate Credit Division is now responsible for analysis and control of the Bank's risk assets. This will further improve the Bank's competitive position well into the 90's.

The establishment of a Retail Banking Division has given the Bank a new focus on the development and marketing of Consumer Banking products and Bank Card services.

Treasury

In 1991 we continued to enhance our position as the Premier Qatari Bank by aggressively recruiting treasury professionals from world class International and Regional Banks.

We have created treasury and investment products that have been well received by our sophisticated regional and global clients. This acceptance has resulted in a significant increase in our Treasury related income.

We have taken a leadership position in offering non speculative investments in metals such as copper and aluminium as well as our more traditional portfolio management services.

Additionally, we have taken a sizable position in the acceptance and management of innovative investment products both from Qatar as well as from other Gulf states.



Dealing Room



Operations and Systems

The Retail Branch network was expanded to 13 full service Branches and 4 specialized banking offices. In line with our global Operations and Systems strategy we have adopted a common hardware, common software approach for all domestic and overseas branches. This strategy is based upon the latest state-of-the-art technology from major global vendors.

We have started construction of a fully redundant disaster recovery site to serve as back-up for our primary processing center. This back-up site will ensure that services are maintained at the highest level of availability during any contingency. We expect this site to be fully operational by July 1992.

Our plans include the commissioning of a new Visa Bank Card Center using on-line real-time systems to provide the highest service levels to card holders and merchants.

We have taken a leadership role in Qatar's SWIFT II program scheduled for cut-over in the latter half of 1993.

Additionally, we are actively supporting QMA's efforts to implement a country wide shared ATM network (QNET) with links to global as well as regional switches.

These plans will ensure that QNB remains the technology leader within Qatar and the region.



The Palace of Doha on the Corniche



Sheraton Doha Hotel



The Earth Station for Satellite Communications



Offshore Drilling Platform



Students in the Qatar University



AUDITORS' REPORT

The Shareholders Qatar National Bank - S.A.Q.

We have audited the financial statements of Qatar National Bank S.A.Q. set out on pages 17 to 24 in accordance with International Auditing Guidelines. We have obtained all the information and explanations we required for the purpose of our examination.

In our opinion the financial statements present a true and fair view of the state of affairs of the bank at 31 December 1991 and of the results of its operations and the source and application of its funds for the year then ended in accordance with accepted banking practice in Qatar as described in note 2(g). Furthermore, in our opinion these financial statements comply with Qatar Commercial Companies' Law No. 11 of the year 1981 and the bank's articles of association. Also, in our opinion proper financial records have been kept and the contents of the Directors' report which relate to the financial statements are in agreement with the bank's financial records.

We are not aware of any violations of the above mentioned law or the articles of association having occurred during the year which might have had a material adverse effect on the business of the bank or on its financial position.

A. Mekhael, F.C.C.A. of Ernst & Young Auditor's Registration No. 59 31st January, 1992 Doha State of Qatar.



BALANCE SHEET

31st December, 1991

	Note	1991 QR' 000	1990 QR' 000
Assets	-		
Cash and short term funds Deposits with banks and other financial institutions Loans and advances to customers Investments Property and equipment Other assets	3 4 5 6	317,144 3,943,298 8,743,580 169,538 52,137 327,447	406,087 4,532,135 6,345,508 232,387 50,058 289,924
Total Assets		13,553,144	11,856,099
Liabilities and Shareholders' Funds			
Due to banks and other financial institutions Customers' deposits and provision for general banking risks Other liabilities Proposed dividends	7	1,686,572 9,863,596 301,949 56,700	1,552,308 8,549,802 266,294 56,700
Total Liabilities	100	11,908,817	10,425,104
Shareholders' Funds	-		
Share capital Statutory reserve General reserve Retained earnings	9 10 10	189,000 189,000 1,259,906 6,421	189,000 189,000 1,046,574 6,421
Total Shareholders' funds	0	1,644,327	1,430,995
TOTAL LIABILITIES AND SHAREHOLDERS' FUNDS		13,553,144	11,856,099
Letters of credit, acceptances, guarantees and obligations on behalf of customers	11	2,272,315	2,035,135

H.E. Saleh Abu Dawood Al Muhanadi Deputy Chairman

Hani Osman El-Dana General Manager

The attached notes 1 to 15 form part of these financial statements.



STATEMENT OF INCOME AND RETAINED EARNINGS

year ended 31st December, 1991

	Note	1991 QR' 000	1990 QR' 000
Statement of Income	_		
Interest income Interest expense		1,119,781 783,803	959,177 640,833
Net interest income Other income	12	335.978 88,156	318,344 84,209
Operating Income		424,134	402,553
General and administration Depreciation	13	147,185 6,917	178,753 6,226
		154,102	184,979
Profit for the year	_	270,032	217,574
Statement of Retained Earnings			
Balance at beginning of the year Profit for the year		6,421 270,032	6,421 217,574
		276,453	223,995
Transfer to general reserve Dividends	10 B	213,332 56,700	160,874 56,700
		270.032	217,574
Balance at end of the year		6,421	6,421

The attached notes 1 to 15 form part of these financial statements.



STATEMENT OF SOURCE AND APPLICATION OF FUNDS

year ended 31st December, 1991

	QR' 000	QR' 000
Sources of funds		
From operations: Profit for the year Charge not involving the movement of funds: Depreciation	270,032 6,917	217,574 6,226
Total generated from operations	276,949	223,800
Other sources: Net book amounts of property and equipment disposals Decrease in investments	157 62,849	
Total sources of funds	339,955	223,800
Funds Applied		
Purchase of property and equipment Increase in investments	9,154	15.282 143.926
Dividends paid	56,700	25,200
Total applications of funds	65,854	184,408
Increase in Net Banking Assets	274,101	39,392
Arising from movements in: Loans and advances to customers Customers deposits and provision	2,398,072	234.260
for general banking risks Due to banks and other financial institutions	(1,313,794) (134,264)	(1,009,864) 459,440
	950,014	(316,164)
Other assets and liabilities Cash and short term funds Deposits with banks and other financial institutions	1,868 (88,943) (588,838)	51,132 160,388 144,036
	274,101	39,392

The attached notes 1 to 15 form part of these financial statements.



NOTES TO THE FINANCIAL STATEMENTS

year ended 31st December, 1991

1. Activities

Qatar National Bank S.A.Q. is incorporated in Qatar as a public shareholding company and is engaged in commercial banking, primarily in Qatar, with branches in the United Kingdom, France and the Cayman Islands.

2. Significant Accounting Policies

a) Accounting convention

The financial statements are prepared under the historical cost convention.

b) Foreign currencies

- Foreign currency transactions are recorded at rates of exchange ruling at the value dates of the transactions and any resulting gains or losses are taken to income.
- Assets and liabilities in foreign currencies at the balance sheet date are translated at the year end rates
 of exchange and any resulting gains or losses are taken to income.
- iii) Committments relating to forward exchange contracts are translated into Qatar Riyals at spot rates ruling at the year end and any resulting gains or losses are taken to income.

c) Investments

i) Trading investments

Trading investments are stated at the lower of cost and market value.

ii) Long term investments and investments in affiliated companies

Long term investments and investments in affiliated companies are stated at cost with provision only being made for any permanent decline in value.

d) Depreciation

Freehold land is not depreciated. The cost of other property and equipment is depreciated by equal annual instalments over the estimated useful lives of the assets.

e) Revenue recognition

Interest receivable and payable is recognised on a time proportion basis, taking account of the principal outstanding and the rate applicable. Overdue interest is deferred and is taken to income when the amount is considered recoverable. Commission and other fees receivable or payable are recognised when due.



f) Provision for loan losses

Specific provisions for loan losses are made on the basis of a continuous appraisal of the lending portfolio, having regard to the bank's previous experience, current economic conditions and Qatar Monetary Agency regulations.

g) Provision for general banking risks

In accordance with accepted banking practice in Qatar, a provision is held to cover general banking risks and other unforeseeable risks and contingencies. This provision is shown in the balance sheet under the heading ''customers' deposits and provision for general banking risks''.

h) Employee's terminal benefits

Provision is made for amounts payable to employees in accordance with the bank's regulations and calculated on the basis of employees' accumulated periods of service at the balance sheet date. The bank's regulations provide for an amount greater than the minimum required by the Qalar Labour Law.

i) Interest rate swaps and forward rate agreements

The bank enters into interest rate swaps and forward rate agreements to meet the needs of its customers and to reduce its exposure to interest rate risk. The swaps and forward rate agreements represent contracts to exchange interest computed on notional amounts. The interest received or paid is recognised over the life of the contracts and is included in interest income or expense.

3. Cash and short term funds

	1991 QR' 000	1990 QR' 000
Cash in hand and on current account with other banks Cash and deposits with the Qatar Monetary Agency	108,922 208,222	180,177 225,910
	317,144	406,087

4. Investments

	QR' 000	1990 QR' 000
Trading investments Investments in affiliated companies Long term investments	4,640 14,065 150,833	37,266 14,921 180,200
	169,538	232,387



5. Property and equipment

The estimated useful lives of the assets for the calculation of depreciation are as follows:

	Years
Freehold buildings	25
Furniture and equipment	4 to 7
Vehicles	: 4

	Freehold land and buildings QR' 000	Furniture equipment and vehicles QR' 000	Total QR' 000
Cost:			
At 31st December, 1990	59,449	46,443	105,892
Additions during the year	2,995	6,159	9,154
Cost of disposals	-	(1,120)	(1,120)
At 31st December, 1991	62,444	51,482	113,926
Depreciation:			
At 31st December, 1990	35,224	20,611	55,835
Charge for the year	794	6,123	6,917
Relating to disposals		(963)	(963)
At 31st December, 1991	36,018	25,771	61,789
Net book amounts:			
At 31st December 1991	26,426	25,711	52,137
At 31st December, 1990	24,225	25,832	50,057
	the second se		

6. Other assets

	1991 QR' 000	1990 QR' 000
Properties acquired against advances (pending sale) Prepayments Others	121,713 3,192 202,542	121,713 2,225 165,986
	327,447	289,924



7. Due to banks and other financial institutions

	1991 QR' 000	1990 QR' 000
Current account and demand deposits Deposits maturing within one year	253,773 1,432,799	120,801 1,431,507
	1,686,572	1,552,308

8. Proposed Dividends

The directors have proposed a cash dividend of 30% (QR 30 per share) (1990: 30% QR 30 per share).

9. Share capital

	1991 QR' 000	1990 QR' 000
Authorised, issued and fully paid ordinary shares of QR 100 each	189,000	189.000

The government of Qatar holds 50% of the ordinary shares of the bank.

10. Changes in shareholders' funds

	Share capital QR' 000	Statutory reserve QR' 000	General reserve QR' 000	Retained earnings QR' 000	Total QR' 000
At 31st December, 1989	189,000	189,000	885,700	6,421	1,270,121
Profit for the year net of proposed dividend	_			160,874	160,874
Transfer to general reserve	12	-	160,874	(160,874)	
At 31st December, 1990	189,000	189,000	1,046,574	6,421	1,430,995
Profit for the year net of proposed dividend	(<u>-</u>	<u></u>	7 <u>-1</u>	213,332	213,332
Transfer to general reserve	-	—	213,332	(213.332)	suise area
At 31st December, 1991	189,000	189,000	1,259,906	6,421	1,644,327
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In accordance with the requirements of the Qatar Monetary Agency, a non distributable statutory reserve has been created in an amount equal to the share capital.



11. Commitments and contingent liabilities

1991	1990
QR' 000	QR: 000
1,670,838	1,001,502
601,477	1,033,633
2,272,315	2,035,135
	QR' 000 1,670,838 601,477

The bank also had commitments in the normal course of business for the following forward contracts and other financial instruments.

	1991 QR' 000	1990 QR' 000
Forward foreign exchange and bullion commitments	2,764,412	1,497,259
Notional principal amount of interest rate swaps and forward rate agreements	2,068,555	1,797,025

12. Other income

	1991 QR' 000	1990 QR' 000
Fees and commissions Investment income Net gains from dealing in foreign currencies Other operating income	33,172 8,545 34,695 11,744	26,299 12,134 26,952 18,824
	88,156	84,209

13. General and administration expenses

General and administration expenses include QR. 525,000 (1990; QR. 400,000) as remuneration for the Board of Directors.

14. Provisions for loan losses and general banking risks

After adjusting the specific provision for loan losses and transferring an amount from the provision for general banking risks, the net charge for the year in the income statement was a credit amount of QR 7 million.

15. Comparative figures

Certain of the prior year amounts have been reclassified to conform with the presentation in the current year.



PROFITS & SHAREHOLDERS' EQUITY



Shareholders' Equity Profits







TOTAL ADVANCES



TOTAL DEPOSITS



