🗱 QNB

Institutional Presentation - 2019

of Street, or

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Looking ahead, we will continue to invest in our flourishing domestic business to maintain a marketleading position, while, at the same time, growing our international network to uncover more opportunities to further diversify sources of our business.

Abdulla Mubarak Al-Khalifa Acting Group Chief Executive Officer

Introduction to QNB

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





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



International network with presence in more than 31 countries

*****QNB

Most valuable banking brand in the Middle East and Africa, worth USD 5.0 Bn¹

Solid linancial strength		
USD 49.5 Bn	USD 3.8 Bn	
Market Cap.	Net Profit	
USD 236.8 Bn	21%	
Assets	RoE	

Calid Constal stress ath

Top-tier credit ratings

Α	Aa3	
Standard & Poor's	Moody's	
AA-	A +	
AA- Capital Intelligence	A+ Fitch	



~30,000 employees serving 24 million customers



1 Brand Finance ® 2019 Note: Figures as at 31-Dec-2018

QNB was established in 1964 as the first Qatari-owned bank...





...and has expanded internationally through organic and inorganic growth





- 2 Rebranded to ONB Indonesia
- 3 Rebranded to QNB ALAHLI
- 4 Upgraded to a full branch in 2017
- 5 Rebranded to QNB Finansbank

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

QNB Group ownership structure, principal subsidiaries and investments in associates (31-Dec-2018)¹







QNB has a leading position in its home markets, delivering consistent growth







1 By total assets, as at 31-Dec-2018 Source: Qatar Central Bank, The Banks Association of Turkey, Bankscope







Introduction Strategy Business Financials Governance

QNB is the #1 bank in the Middle East and Africa across key financial metrics

USD Bn (As at 31-Dec-2018)¹





Since 2013, QNB has been ranked as the most valuable banking brand in the Middle East and Africa





We are proud to have appointed the Brazilian football star, Neymar Jr., as our global brand ambassador

66

Neymar Jr.'s selection as QNB's latest Global Brand Ambassador is a reflection of the Bank's commitment to enriching the lives of its customers through its growing network of international branches around the world and motivating them to persevere and pursue their dreams through the inspiring image of an exceptional player.

>>





Vision and strategy

QNB aspires to become a leading Middle East, Africa and Southeast Asia (MEASEA) bank by 2020 and a global bank by 2030





Today, QNB is one of the leading financial institutions in the Middle East, Africa and Southeast Asia (MEASEA)

USD Bn (As at 31-Dec-2018)¹

Assets	Net loans	Deposits	Profit
•#1 XDBS 404.1	•#1 XDBS 253.1	•#1 XDBS 288.9	•#1 XDBS 4.2
•#2 OCBC Bank 343.1	● #2 ₩ UOB 189.8	•#2 (Досвс Валк 216.8	•#2 💥 QNB 3.8
●#3 ₩ UOB 284.8	•#3 OcBCBank 187.2	•#3 ₩ UOB 215.1	•#3 ØOCBC Bank 3.5
•#4 ** QNB 236.8	•#4 * QNB 168.2	•#4 💥 QNB 169.4	• #4 FABLE 3.3
• #5 FAB 202.6	• #5 🛞 Maybank 122.3	• #5 🚳 Maybank 128.9	● #5 ₩ UOB 3.0
•#6 🚳 Maybank 195.2	• #6 FAB 96.2	• #6 FRADE OF ALLEY 126.7	• #6 NCB الأهلي 2.8
• #7 🖓 Standard Bank 148.9	• #7 0 Let Male Male Market MBD 91.4	• #7 🖉 robat www.www.www.www.94.7	• #7 🚺 this (a) and the set of t
• #8 () Emirates NBD 136.2	•#8 SI.6	•#8 🛞 FirstRand 93.3	• #8 🖓 Standard Bank 2.2
•#9 CIMB 129.2	• #9 🛞 FirstRand 77.5	•#9 ECIMB 89.6	• #9 🛞 FirstRand 2.2
• #10 NCB الأهلي 120.9	• #10 NCB الأهلي 70.7	• #10 🛱 Standard Bank 85.5	• #10 🚳 Maybank 2.1



1 Top ten ranking by assets, loans, deposits and profit; non-exhaustive Source: Financial Statements, FX rate used at end of year for B/S and average rate for profit Our vision to become one of the leading MEASEA banks by 2020 and global bank by 2030 is founded on a strategy of sustainable, profitable growth

2020 Vision	To become one of the leading MEASEA banks by 2020		
This is supported by	Sustainable finance + sustainable operations		
This allows	Sustainable financial performance		
This is delivered	 Protect leading market position in Qatar Maintain our market share and profitability in the public sector Grow our market share and profitability from the private sector and individuals 		
through	 Build a specialised international wholesale business Expand asset and wealth management Significantly focus and scale-up current international footprint Selectively explore inorganic growth opportunities 		

XQNB

Introduction Strategy Business Financials Governance

QNB's strategy is underpinned by five key performance aspirations to ensure the customer is at the heart of all our activities



XQNB

Business overview

QNB offers a full spectrum of financial products and services and tailors its business model in the markets based on its competitive advantage



2 Representative offices3 Dormant

Introduction Strategy Business Financials Governance

QNB has ~30,000 employees and ~5,600 touch points focused on providing first-class customer service to all our clients



A well-diversified group of young, highly engaged employees is one of the key pillars supporting QNB's growth



1 In Qatar Note: The data gathered represents QNB international branches and majority owned subsidiaries

QNB has been acknowledged for its innovative products, services and performance from internationally recognised institutions

Selected Awards and Performance Recognitions (2016-2018)

EUROMONEY

- Best Bank in Oatar: 2017, 2018
- Best Commercial Banking Capabilities: 2017
- Best Net-Worth-Specific Services: 2018
- Best Commercial Banking Capabilities in Qatar: 2017, 2018

Banker

- Best Bank in Oatar: 2017
- Best Bank in the Middle East: 2018
- Best SME Customer Service in Oatar: 2016
- Best Managed Advisory Service in Oatar: 2016
- Fastest Growing Bank in Qatar: 2017

ASIAMONEY

- Best Bank in Qatar: 2017 - Oatar's Best Bank for
- Asia: 2018

THE ASIAN BANKER®

- Best Smart Branch Project: 2017 - Mobile Banking App of the Year:
- 2017 - Retail Banker of the Year: 2017

- Best Bank for Treasury and Cash

- Best FX Provider (Qatar): 2016, 2018

- One of The World's Top 50 Safest

- Best Investment Bank (Qatar): 2016

The Banker

- Fastest Growing Bank in Qatar: 2017

- Best SME Customer Service in Oatar:

- Best Managed Advisory Service in

- Best Bank in Qatar: 2017

Management in Qatar: 2018

- Best Bank in Oatar: 2017

Banks: 2017

Oatar: 2016

2016

- Best Mobile Banking Project: 2017
- Middle East Mortgage Product of the Year: 2018

emeafinance

- Best Broker in Qatar: 2017, 2018
- Best Project Finance Deal in Africa: 2018
- Best Syndicated Loan in Africa: 2018

Brand Finance®

- Best Bank Brand in MEA: 2017
- Best Bank Brand in the MENA: 2017



- Best Bank: 2018
- Best Bank in Sustainability: 2018

Other Awards

- **Global Banking & Finance:**
- Best Corporate Bank in Egypt: 2018
- Best SME Bank in Egypt: 2017, 2018
- Best Retail Bank in Egypt: 2018
- **Global ISF:** •
 - Asset Manager of the Year in Qatar: 2016, 2017
 - Best Broker in Qatar: 2016, 2017
- International Finance Magazine:
 - Best SME Bank in Egypt: 2018
- Investor Relations Award:
 - Winner of the 2nd Annual IR Excellence Program Awards: 2017
- JP Morgan awards: •
 - JPMorgan Quality Recognition Award: 2016
- Mastercard:
 - Best Premium Solution in MENA Region (QNB First Plus Credit Card): 2018
 - Most Innovative Marketing Program: 2017
 - Most Promising Innovative Influence on Cashless: 2018
- **OITCOM:**
- Best Mobile App in Qatar: 2017
- Visa:
 - Global Service Quality Performance Award: 2018
 - Growing Acceptance Award: 2018
- World Union of Arab Bankers (WUAB): •
 - Strongest Bank in Qatar: 2018

Financial highlights

QNB continues to demonstrate sustainable and profitable growth

Profit ¹ • USD 3.8 Bn • Net interest margin (NIM) ² : 2.61% • Net interest margin (NIM) ² : 2.61% • Cost to income ratio: 25.8% • Cost to income ratio: 25.8% • Earnings per share: USD 3.9 • NSD 236.8 Bn assets • Assets • USD 236.8 Bn assets • +6% • USD 168.2 Bn loans • +6% • USD 168.2 Bn loans • +5% • Coverage ratio ³ : 104% Funding • USD 169.4 Bn deposits • +5% • Loans to deposits ratio: 99.3%	Financial highlights (USD Bn as at 31-Dec-18)	Growth	vs. December 2017
Assets • USD 168.2 Bn loans • Loans to deposits ratio: 99.3% • ROAE4:	Profit ¹ • USD 3.8 Bn	Cost to income ratio:Earnings per share:	25.8% USD 3.9
• ROAE4: 21.0%	Assets		
Fourity • USD 24.2 Br equity • ROAE4: 21.0%	Funding • USD 169.4 Bn deposits +5%	• Loans to deposits ratio:	99.3%
• Capital adequacy ratio (QCB Basel III): 19.0%	Equity • USD 24.2 Bn equity +12%		21.0% el III): 19.0%

WATE QNB Profit Attributable 2 Net interest marg 3 Based on Stage 3

Profit Attributable to Equity Holders of the Bank
 Net interest margin calculated as net interest income over average earning assets
 Based on Stage 3 ECL provisions
 Source: December 2018 Financial Report

4 RoAE uses Average Equity which excludes fair value reserve, proposed dividends and noncontrolling interest

Effective strategy execution has enabled QNB to deliver sustainable growth across key financial metrics

Key financial metrics (USD Bn as at 31-Dec-18)







Operating income includes share of results of associates
 Profit attributable to equity holders of the bank
 Source: December 2018 Financial Report

QNB continues to diversify its business sources in terms of net profit, assets and liabilities



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Introduction Strategy Business Financials Governance

QNB's robust balance sheet is highlighted by the strong capital adequacy ratio and a high quality lending portfolio with low NPL ratios Key metrics (USD Bn as at 31-Dec-18)



- QNB has continued to increase its provisions in response to the global economic situation
- The bank's coverage ratio has remained strong at 104%
- Capital adequacy ratio is comfortably above both QCB and Basel III requirements including the applicable DSIB buffer of 1.875%



QNB's stock has comfortably outperformed the Qatar Stock Exchange and the MSCI Emerging Markets indices over the past five years

Indexed performance of QNB vs. Qatar Stock Exchange and MSCI EM (Indexed to 100 on 01-Jan-2014)



Governance and sustainability

QNB's corporate governance framework is based on four guiding principles and aims to prevent any principal-agent conflict of interest



QNB's governance framework ensures management decisions are taken in the best interests of shareholders

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QNB's corporate governance cascades from the Board of Directors to Senior Management Committees

Board of Directors is composed of ten non- Executive Directors of which four are independent	Executive Management is composed of seven executives:	Several cross functional Senior Management Committees have been formed to ensure sound governance and effective execution:
 Four Board Committees: Group Board Executive Committee Group Board Nomination, Remuneration, Governance and Policies Committee Group Board Audit and Compliance Committee Group Board Risk Committee 	 Group Chief Executive Officer Group Chief Business Officer Group Chief Operating Officer Group Chief Financial Officer Group Chief Credit Officer Group Chief Risk Officer Group Chief Strategy Officer 	Tier 1 committees:Tier 2 committees:- Group Senior- Group BusinessManagementDevelopmentCommitteeCommittee- Group Risk- Group InformationCommitteeTechnology- Group CreditCommitteeCommittee- Group Human- Group Assets andCapital CommitteeLiabilities- Group OperationsCommittee- Group Operations
Board of Directors		 Group Strategy Committee Committee Central Purchasing Committee
	Executive Management	
		Senior Management Committees



QNB's Board of Directors is composed of ten non-Executive members of which four are independent

Board of Directors (as at 31-Dec-18)



H.E. Mr. Ali Shareef Al-Emadi Chairman of the Board of Directors (BOD) since 2013



H.E. Sheikh Abdullah Bin Mohammed Bin Saud Al-Thani Vice Chairman of the Board of Directors since 2016 BOD member since 2015

H.E. Sheikh Hamad Bin Jabor Bin Jassim Al-Thani Chairman of the Group Board Risk Committee and

Group Board Executive Committee; Member of the

Mr. Bader Abdullah Darwish Fakhroo

Group Board Executive Committee

and Policies Committee

BOD member since 2004

BOD member since 2001

Group Board Nomination, Remuneration, Governance

Member of the Group Board Risk Committee and



H.E. Sheikh Abdulrahman Bin Saud Bin Fahad Al-Thani Member of the Group Board Nomination, Remuneration, Governance and Policies Committee BOD member since 2016



Mr. Ali Hussain Ali Al-Sada Member of the Group Board Risk Committee and Group Board Executive Committee BOD member since 1998



Mr. Fahad Mohammed Fahad Buzwair Chairman of the Group Board Nomination, Remuneration, Governance and Policies Committee BOD member since 2001



Mr. Ahmad Yousuf Hussain Kamal Member of the Group Board Audit and Compliance Committee BOD member since 2016



Mr. Mansoor Ebrahim Al-Mahmoud Chairman of the Group Board Audit and Compliance Committee BOD member since 2004



Mr. Khaled Hamad Al-Hajeri Member of the Group Board Audit and Compliance Committee BOD member since 2016



QNB is led by an experienced executive management team

Mr. Abdulla Mubarak Al-Khalifa

- Acting Group Chief Executive Officer
- Over 21 years at QNB





Mr. Yousef Mahmoud Al-Neama

- Executive General Manager
- Acting Group Chief Business Officer
- Over 14 years at QNB



Mr. Ali Rashid Al-Mohannadi

- Executive General Manager
 Group Chief Operating
- Over 21 years at QNB



Mr. Ramzi Mari

- General Manager
 Group Ch
- Group Chief Financial Officer

• Over 21 years at QNB and 28 years banking experience



Ms. Fareeda Abulfath

- General Manager
- Group Chief
 Credit Officer
- Over 21 years at QNB and 28 years banking experience



Ms. Fatma A Al-Suwaidi

- General Manager
- Group Chief Risk Officer
- Over 19 years at QNB



Mr. Christian Eichner

- General Manager
- Group Chief
 Strategy Officer
- Over 10 years at QNB and over 18 years financial sector experience



QNB's sustainability strategy is built on three pillars aligned with the Group's strategy and identifies key areas to drive value creation



Performance Summary

Value of our green lending portfolio

~USD 1 Bn

Percentage of women in Group Executive Management

29%

Number of products and services with an environmental or social benefit

18

Loan portfolio allocated to microenterprises and SMEs

4.6%

Community investment as a percentage of pre-tax profit **2.7%**

QNB is committed to creating a positive social footprint in the communities we serve



"Banking is, of course, more than just numbers. It is important for us to think about what we can deliver beyond profit, to ensure we are protecting our environment and our people, as well as our investments. Reflecting the increasing demand from investors, regulators, customers and our own staff, we have increased our emphasis on sustainable banking throughout the Group and bolstered our commitment to corporate responsibility."

> H.E. Mr. Ali Shareef Al-Emadi Chairman of the Board of Directors

• Domestically, as Qatar's leading financial institution, QNB's Vision includes a commitment to promote economic development for the country and personal development for all stakeholders and is aligned with the Qatar Vision 2030 and the National Development Strategy 2018-2022

• Internationally, QNB's Group-wide sustainability strategy has been developed in line with the United Nations Sustainable Development Goals and focuses on the topics identified as most material to our business







QNB CSR initiatives encompass six broad themes (1/2)

Arts and Culture



- Sponsored the Darb Al Sai and the iconic Camel Race Festival for the Sword of H.H. the Amir
- Celebrated Garangaoh (Ramadan tradition) by organising a series of family events to distribute traditional gifts to children in Qatar
- Supported highly-talented young musicians in Turkey through our Contemporary Education Association sponsorship

Economic and International Affairs

- Sponsored the Moushtarayat Government Procurement and Contracting Conference 2018
- Sponsored the Made in Qatar exhibition
- Organised an economic seminar in cooperation with the Institute of International Finance (IIF)
- Supported the Qatar Business & Investment forum in Berlin



Health and Environment



- Actively supported World Autism Awareness Day focused on empowering women and girls with autism
- Donated medical equipment to hospitals in Egypt to help provide free medical services for those who need it most while cutting waiting lists
- Held a recycling initiative, recycling more than 19 tons of paper with our Qatari partner Elite Paper Recycling

QNB CSR initiatives encompass six broad themes (2/2)

Social and Humanitarian Affairs



- QNB Tunisia staff helped distribute winter clothing and heating equipment to low-income families and students in Tunisia
- Donated and contributed in a number of projects in Egypt to help develop a number of poorer villages and improve living standards
- Supported the International White Cane Day, raising awareness on blindness and combating negative stereotypes

Sports

- Official sponsor of Asia Champions League
- Partnered with and signed an exclusive four-year deal to support the International Association of Athletics Federation
- Sponsored the FINA Marathon Swim World Series and FINA Swimming World Cup Doha, for the third consecutive year
- Sponsored Qatar Stars League Management (QSLM)



Youth and Education



- Awareness of financial planning and money management to 1,250 children in 15 different schools across Qatar during Global Money Week
- Joint partnership with Carnegie Melon University to cooperate in the field of training, education and community work
- Partnering with Prestasi Junior Indonesia, to achieve financial literacy in Jakarta

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