



# Institutional Presentation 2023





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***“ We are committed to our long-term vision and strategy, which is to maintain our position as the largest bank in MEA<sup>1</sup> and to be one of the of the leading banks in MEASEA<sup>2</sup>. ”***

H.E. Ali Ahmed Al-Kuwari  
Chairman of the Board of Directors






# 1. Introduction to QNB

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



 Largest bank in the MEA region

 Strong and stable ratings from leading international rating agencies

 Most valuable banking brand in MEA, worth USD 7.7 Bn<sup>2</sup>

 ~28,000 employees

 International network with presence in more than 28 countries

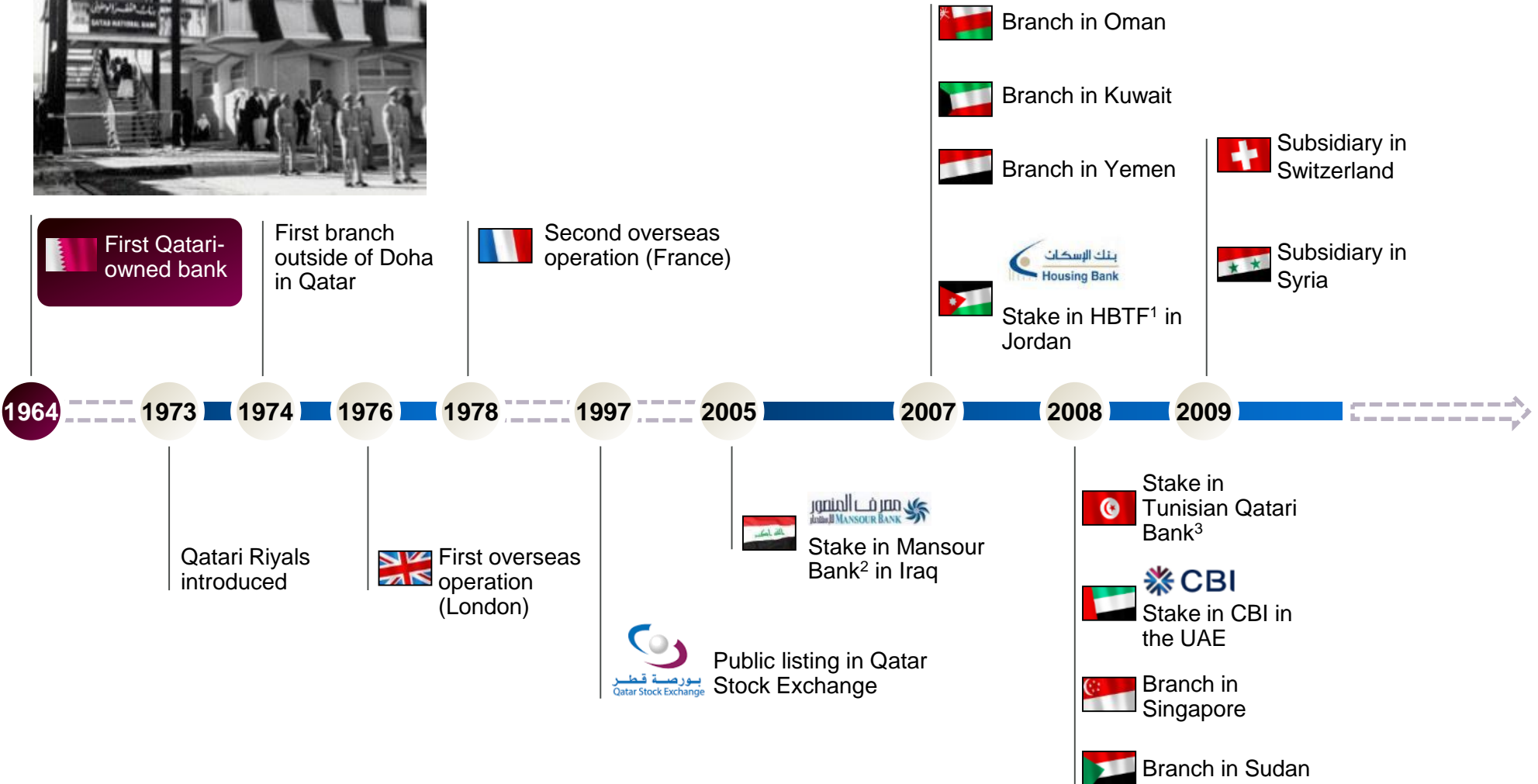
## Solid financial strength

<b>45.7</b>	<b>3.94</b>	<b>326.7</b>	<b>17.3%</b>
<b>USD Bn</b>	<b>USD Bn</b>	<b>USD Bn</b>	
Market Capitalisation	Net Profit	Assets	RoAE <sup>1</sup>

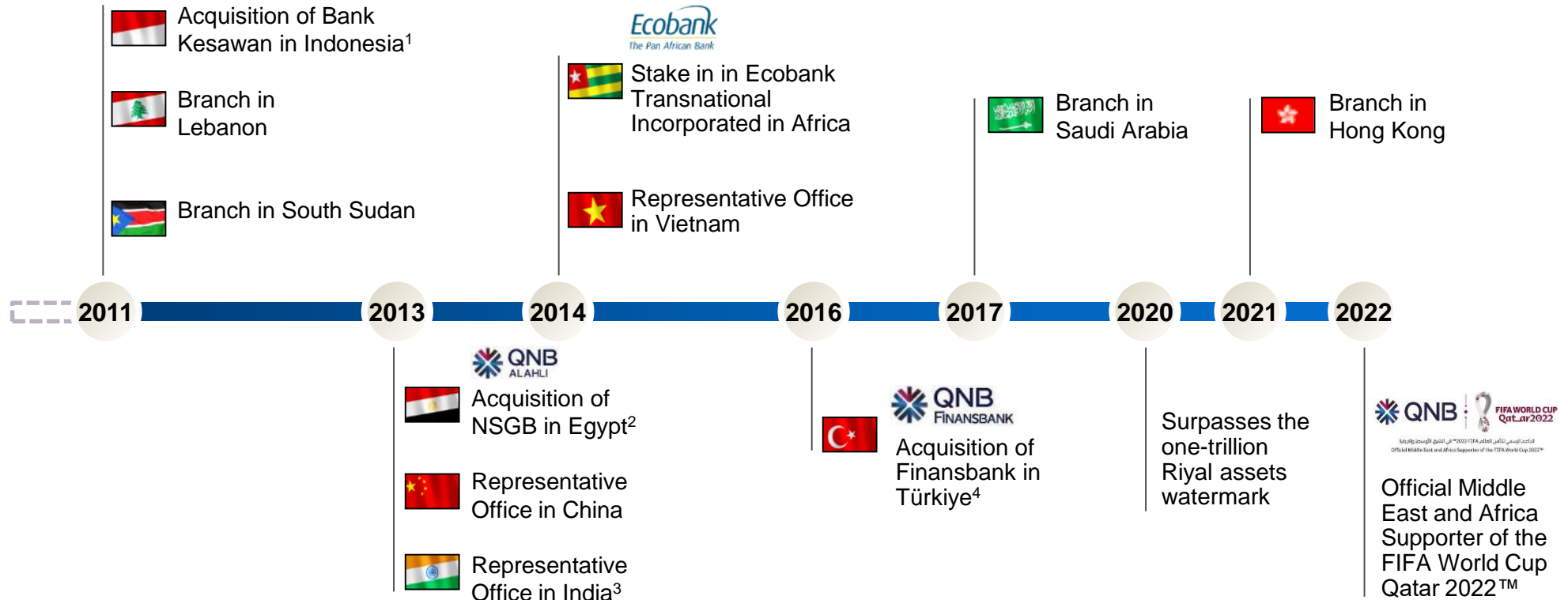


<sup>1</sup> RoAE uses Average Equity which excludes fair value reserve, proposed dividends and non-controlling interest and instruments eligible for additional Tier 1 Capital  
<sup>2</sup> Brand Finance, Brand value as at January 2023  
 Note: Figures as at 31-Dec-2022

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



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



1 Rebranded to QNB Indonesia  
 2 Rebranded to QNB ALAHLI  
 3 Upgraded to a full branch in 2017  
 4 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-2022)<sup>1</sup>



50%

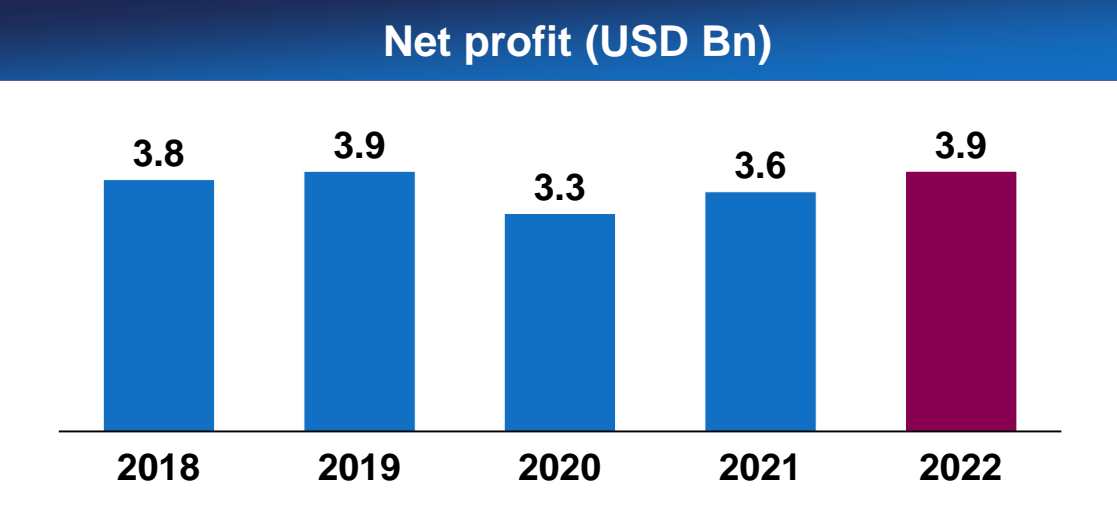
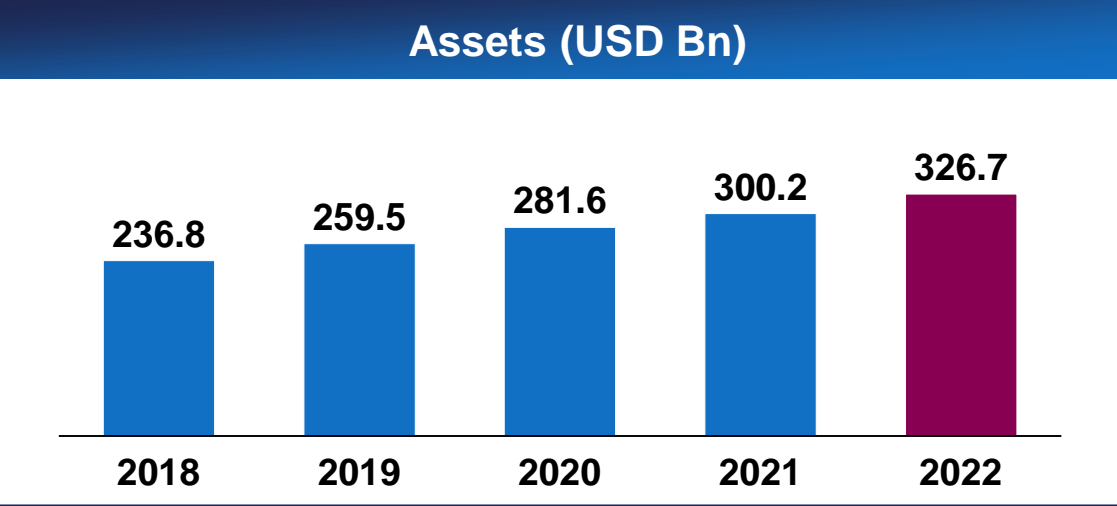


50%

100%	QNB Capital LLC - Qatar	
100%	QNB Financial Services - Qatar	
100%	QNB (Suisse) - Switzerland	
100%	Digital-Q-FS Limited - United Kingdom	
99.99%	QNB - Tunisia	
99.88%	QNB Finansbank - Türkiye	
95.0%	QNB ALAHLI - Egypt	
92.5%	QNB - Indonesia	
54.2%	Mansour Bank - Iraq	
50.8%	QNB - Syria	
40.0%	Commercial Bank International (CBI) - UAE	
38.6%	Housing Bank for Trade and Finance (HBTF) - Jordan	
20.1%	Ecobank Transnational Incorporated (Ecobank) - Togo	
20%	Al Jazeera Finance Company - Qatar	



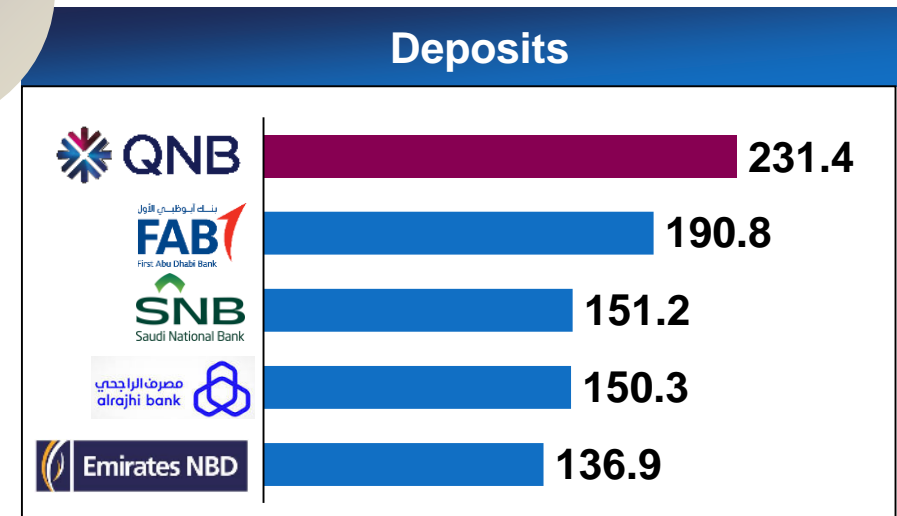
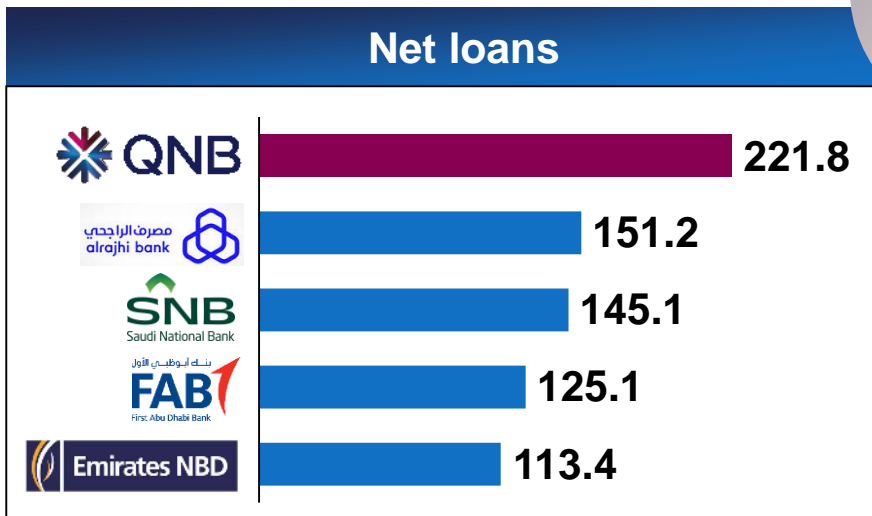
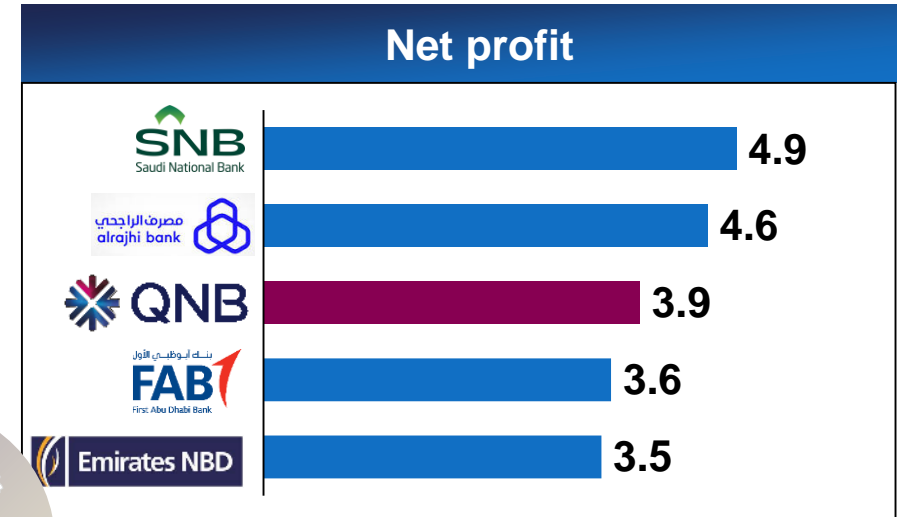
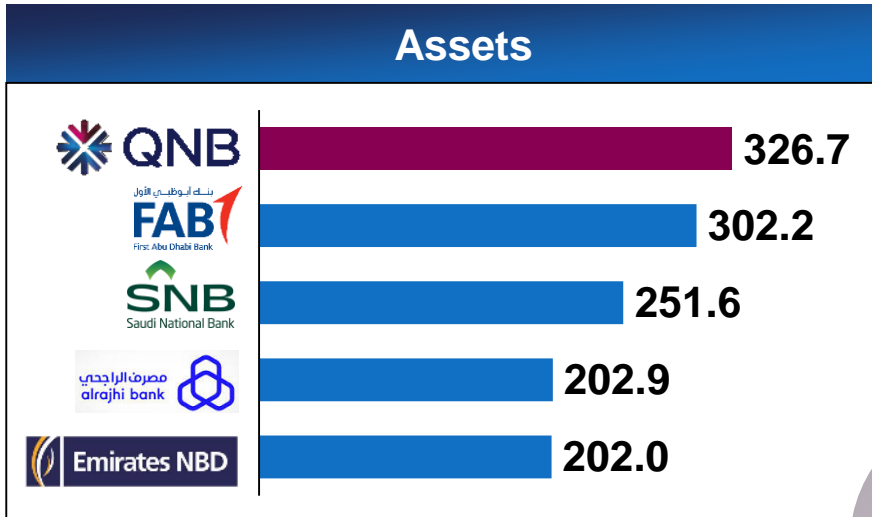
# QNB has a leading position in its home and core markets, delivering consistent growth



1 By total assets, as at 31-Dec-2022  
 2 By total assets, as at 30-Sep-2022  
 3 Ranking for Private Banks  
 Source: Qatar Central Bank, The Banks Association of Türkiye, Bloomberg

# QNB maintains its position as the largest bank in the MEA region

USD Bn (As at 31-Dec-2022)



# QNB's position is reinforced by strong and stable ratings from leading international rating agencies and solid capital adequacy

**A+**

S&P Global  
Ratings

“QNB has an unrivaled leading position in a narrow-but-wealthy domestic market, and its international expansion has gradually eroded its domestic concentration.”

**Aa3**

MOODY'S  
INVESTORS SERVICE

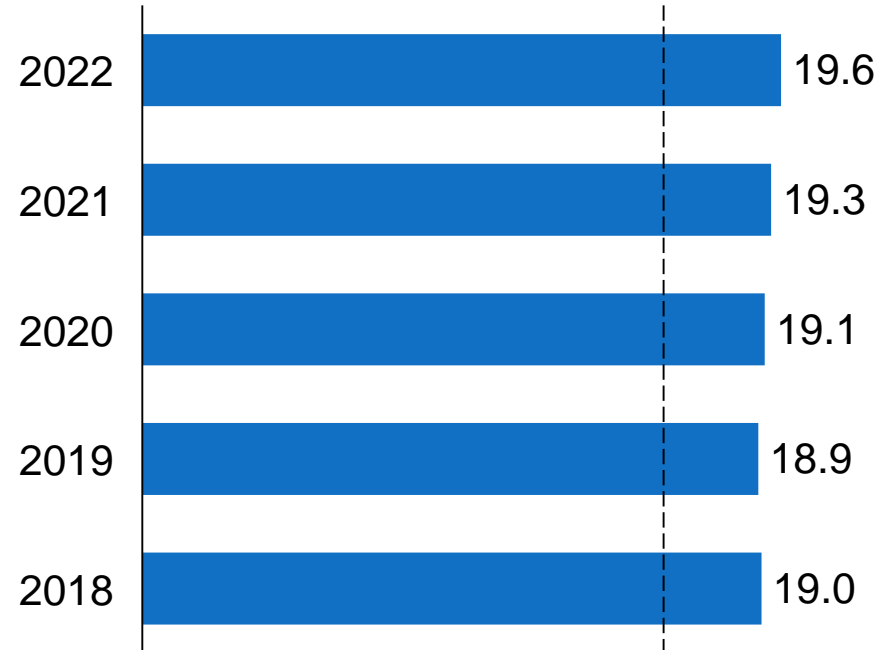
“[Our rating] reflects QNB's strong profitability, supported by dominant market position, solid capitalization and asset quality, diversified funding and increasing geographical diversification.”

**A**

FitchRatings

“QNB's rating reflects the bank's dominant franchise in Qatar, sound asset quality, solid profitability and adequate capitalization.”

## Capital Adequacy Ratio (%)



QCB requirement: 16.0%<sup>1</sup>

**QNB's capital adequacy is comfortably above Basel III standard and DSIBs additional requirement**

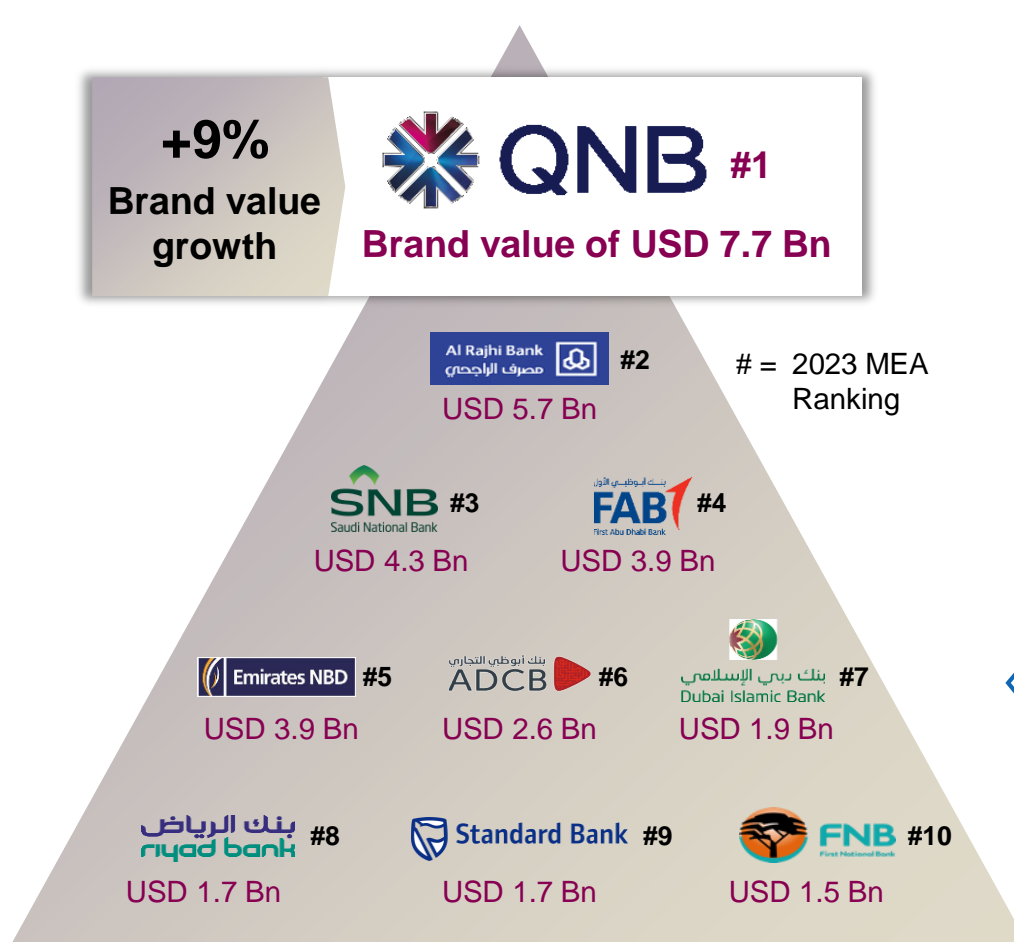
<sup>1</sup> As of 31 December 2022. Capital Adequacy Ratio is set by QCB under Basel III regulation and for QNB it includes Minimum Limit (13.5%, including Capital Conservation Buffer and ICAAP Capital Charge) and an additional DSIB (Domestic Systemically Important Bank) Charge (2.5%), for a total

Minimum Capital Requirement of 16%

Source: Financial Statements

# For ten consecutive years, QNB has been ranked as the most valuable banking brand in MEA

## MEA banking brand ranking and brand value (2023, USD Bn)



**#1** Most valuable banking brand in MEA since 2013



**45<sup>th</sup>** 45<sup>th</sup> most valuable banking brand in the world

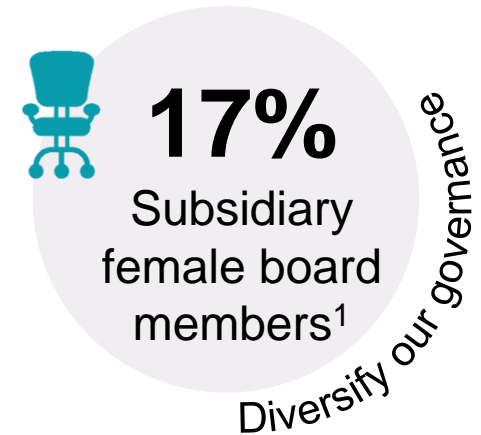
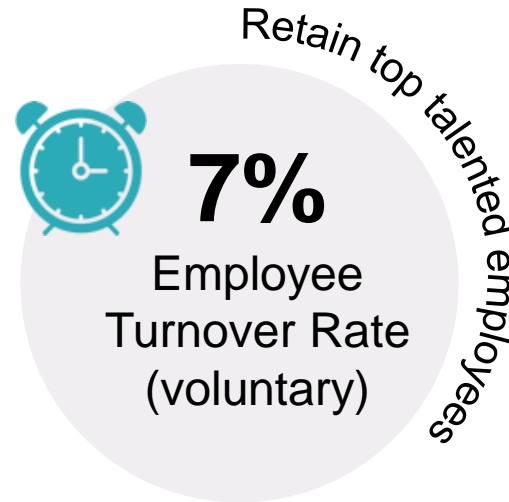
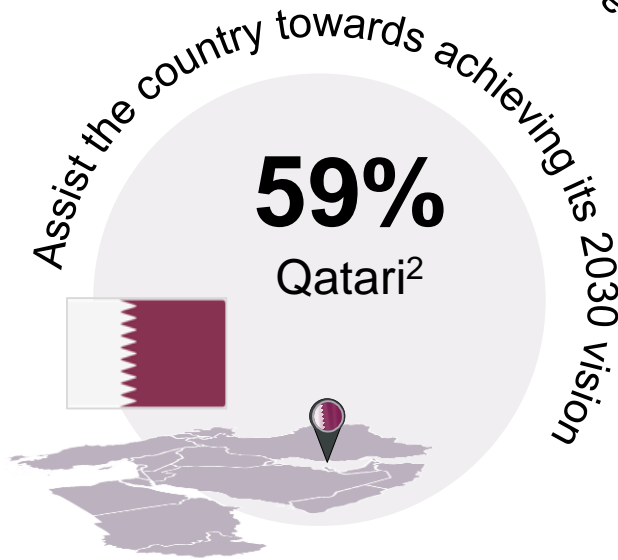
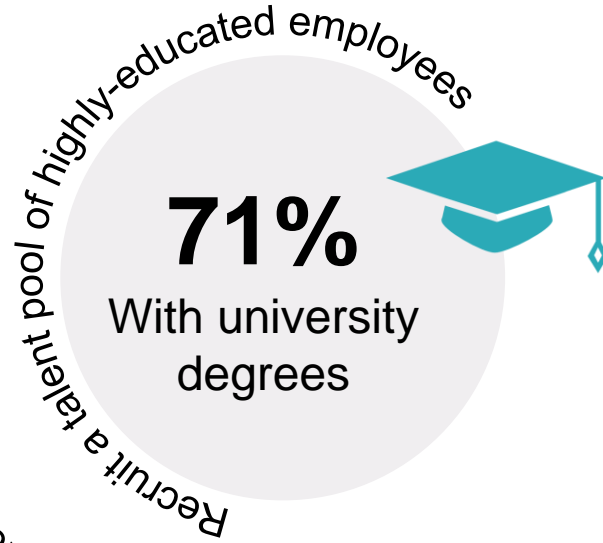
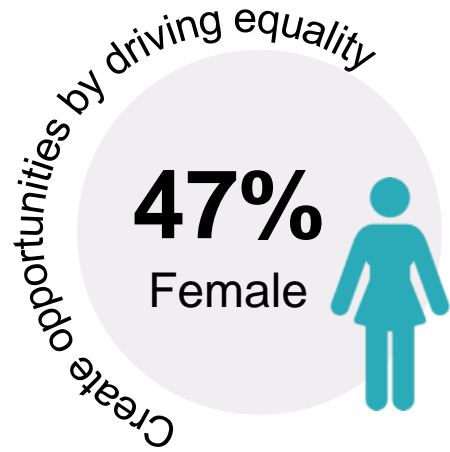


**Top 300** One of the top 300 global brands

“This reflects the success of QNB’s continued efforts to expand its international presence and offering, also helped by sponsorship of 2022 FIFA World Cup that raised its familiarity amongst millions of consumers.”

Brand Finance®

# QNB's growth is enabled by a diversified group of employees





## **2. Vision and strategy**

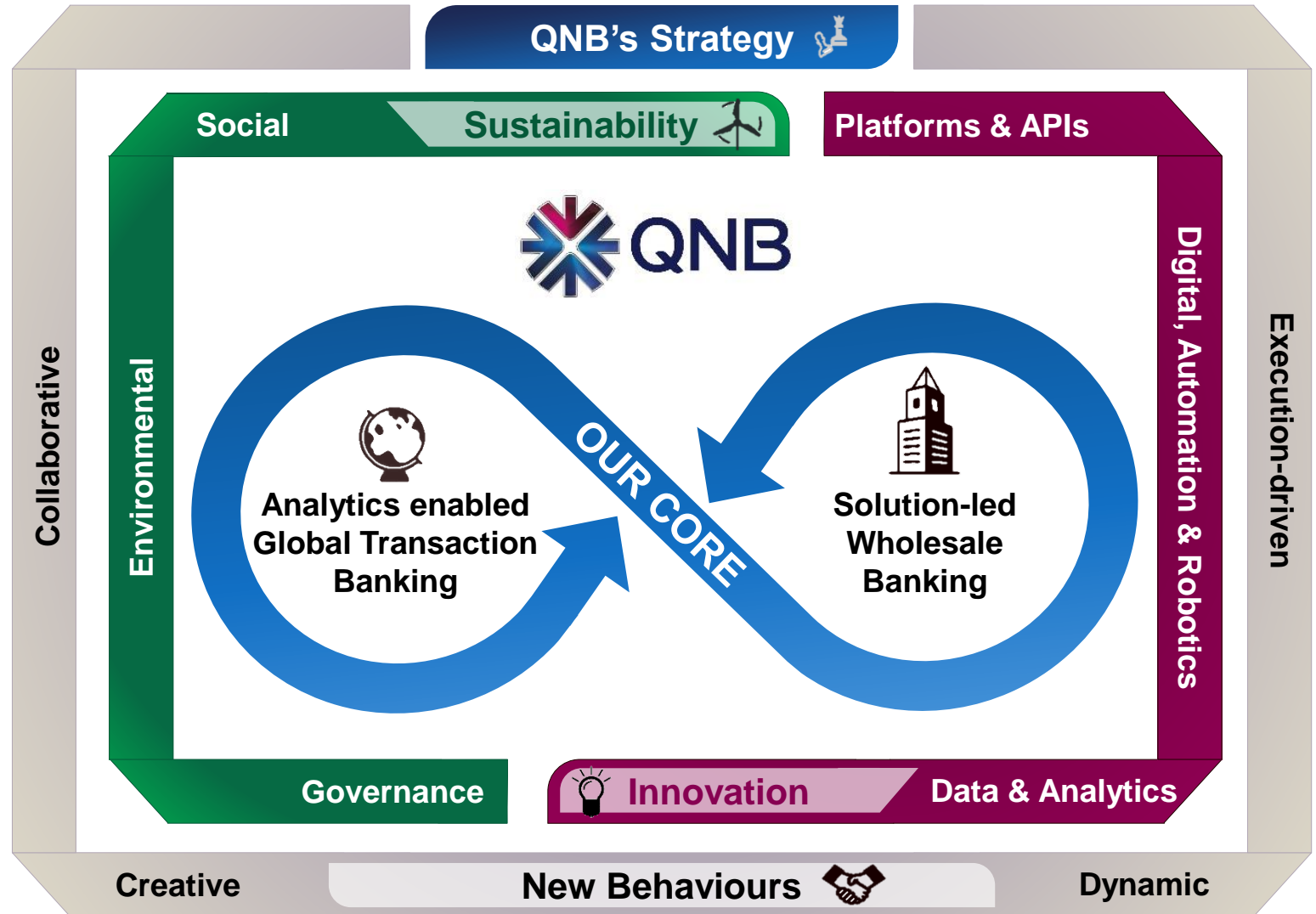
# Our vision and strategy for 2025 is maintain our position as the largest bank in MEA and one of the of the leading banks in MEASEA

## QNB's Purpose

Promoting prosperity and sustainable growth across the markets we serve

## QNB's Vision

To maintain our position as the largest bank in MEA and to be one of the of the leading banks in MEASEA



# Our value creation is substantiated through four fundamental elements that support our strategy

QNB is one of the **largest bank in the MEA region**, with a presence in more than 28 countries across three continents including core markets in Qatar, Türkiye and Egypt

**International presence**

4

**Capital strength, risk management and rating**

1

**QNB Group remains a highly-rated bank**, providing us with a competitive advantage to access funding and enabling us to continue our growth and expansion plans

**QNB's value creation**

**QNB is one of the top 300 global brands**, driven by robust financial performance and successful international expansion

**Brand value**

3

2

**Our people**

**Our employees and talent base** are paramount to our business success, and we place a high importance in fostering a high-performance culture, investing in training, encouraging loyalty and attracting superior talent

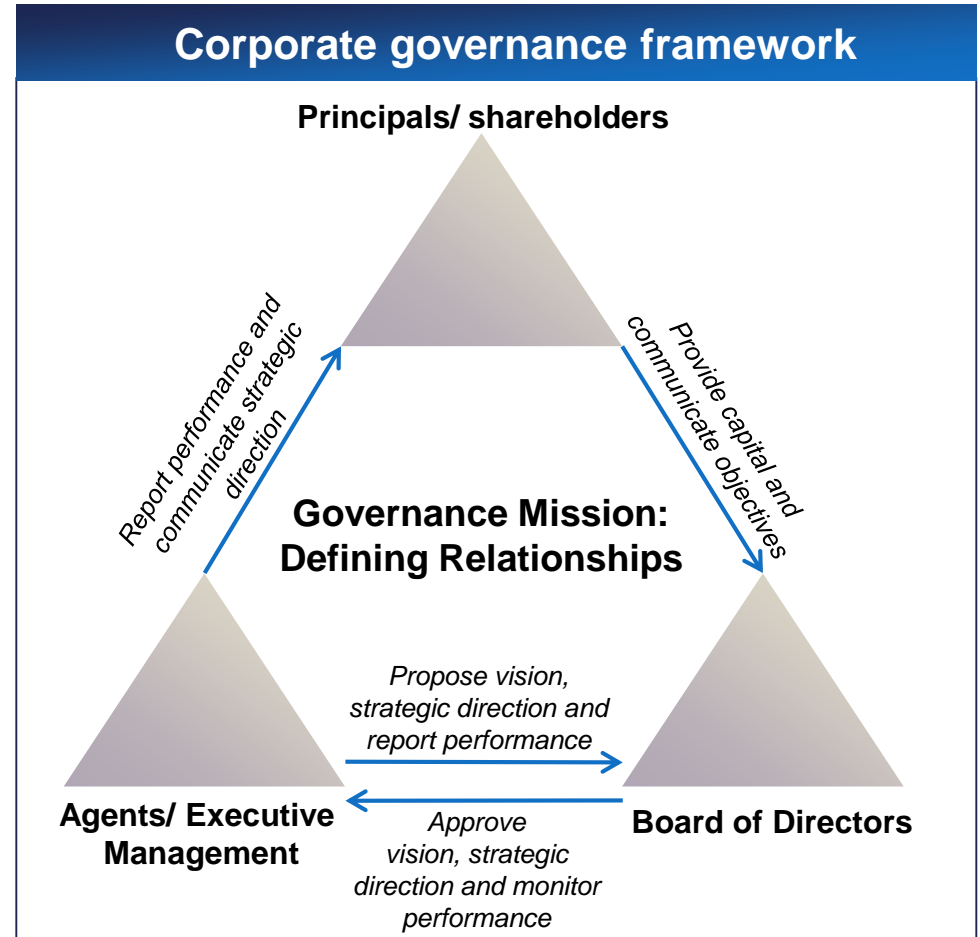






### **3. Governance**

# 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**



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

Board of Directors is composed of **ten non-Executive Directors** and no member holds a full or part-time job within the Group

## 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

Executive Management is composed of **five executives and two executives** that report directly to the Board of Directors:

- Group Chief Executive Officer
- Group Chief Business Officer
- Group Chief Operating Officer
- Group Chief Financial Officer
- Group Chief Risk Officer
- Group Chief Compliance Officer<sup>2</sup>
- Group Chief Audit Executive<sup>2</sup>

**Several cross functional Senior Management Committees** are in place to ensure **sound governance and effective execution**:

## Tier 1 Committees:

- Group Senior Mgmt. Committee
- Group Mgmt. Risk Committee
- Group Credit Committee
- Group Assets & Liabilities Committee
- Group Cybersecurity Committee
- Group Strategy Committee<sup>1</sup>
- Central Purchasing Committee
- Group Financial Recovery Mgmt. Committee

## Tier 2 Committees:

- Group Business Development Committee
- Group Information Technology Committee
- Group Human Capital Committee
- Group Operations and Services Committee

Board of Directors Committees

Executive Management

Senior Management Committees

# QNB's Board of Directors is composed of ten non-Executive members

## Board of Directors (as at 31-Dec-22)



**H.E. Mr. Ali Ahmed Al-Kuwari**  
Chairman of the Board of Directors  
BOD member since 2021



**H.E. Sheikh Fahad Bin Faisal Bin Thani Al-Thani**  
Vice Chairman of the Board of Directors since 2019  
Chairman of the Group Board Audit and Compliance Committee  
BOD member since 2019



**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



**H.E. Sheikh Hamad Bin Jabor Bin Jassim Al-Thani**  
Chairman of the Group Board Executive Committee;  
Member of the Group Board Nomination, Remuneration, Governance and Policies Committee  
BOD member since 2004



**Mr. Ali Yousef H A Kamal**  
Member of the Group Board Audit and Compliance Committee  
BOD member since 2022



**Mr. Bader Abdullah Darwish Fakhroo**  
Member of the Group Board Executive Committee and Group Board Risk Committee  
BOD member since 2001



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



**Mr. Mansoor Ebrahim Al-Mahmoud**  
Chairman of the Group Board Risk Committee  
BOD member since 2004




**Mr. Abdulrahman Mohammed Y Jolo**  
Member of the Group Board Audit and Compliance Committee  
BOD member since 2019



**Mr. Adil Hassan H A Al-Jufairi**  
Member of the Group Board Executive Committee and Group Board Risk Committee  
BOD member since 2019




# QNB is led by an experienced executive management team




**Mr. Abdulla Mubarak Al-Khalifa**  
Group Chief Executive Officer  
**+25** years at QNB




**Mr. Yousef Mahmoud Al-Neama**  
Group Chief Business Officer  
**+18** years at QNB



**Mr. Ali Rashid Al-Mohannadi**  
Group Chief Operating Officer  
**+25** years at QNB




**Mr. Ramzi Mari**  
Group Chief Financial Officer  
**+25** years at QNB




**Ms. Fatma A Al-Suwaidi**  
Group Chief Risk Officer  
**+23** years at QNB

Group Board Audit and Compliance Committee



**Mr. Saleh Nofal**  
Group Chief Compliance Officer  
**+20** years at QNB




**Mr. Khaled Gamaleldin**  
Group Chief Audit Executive  
**+20** years at QNB




## **4. Financial highlights**

# QNB continues to deliver profitable growth

Financial highlights (USD Bn as at 31-Dec-22)



 Growth vs. December 2021

**Net Profit<sup>1</sup>**

- USD 3.94 Bn  +9%

- Net interest margin (NIM)<sup>2</sup>: **2.60%**
- Cost to income ratio: **19.7%**
- Earnings per share: **USD 0.40**
- ROAA: **1.3%**

**Assets**

- USD 326.7 Bn assets  +9%
- USD 221.8 Bn loans  +6%


- NPL (% of gross loans): **2.9%**
- Coverage ratio<sup>3</sup>: **99%**

**Funding**

- USD 231.4 Bn deposits  +7%

- Loans to deposits ratio: **95.9%**

**Equity**

- USD 29.1 Bn equity  +6%

- ROAE<sup>4</sup>: **17.3%**
- Capital adequacy ratio (QCB Basel III): **19.6%**

<sup>1</sup> Profit Attributable to Equity Holders of the Bank

<sup>2</sup> Net interest margin calculated as net interest income over average earning assets

<sup>3</sup> Based on Stage 3 provisions

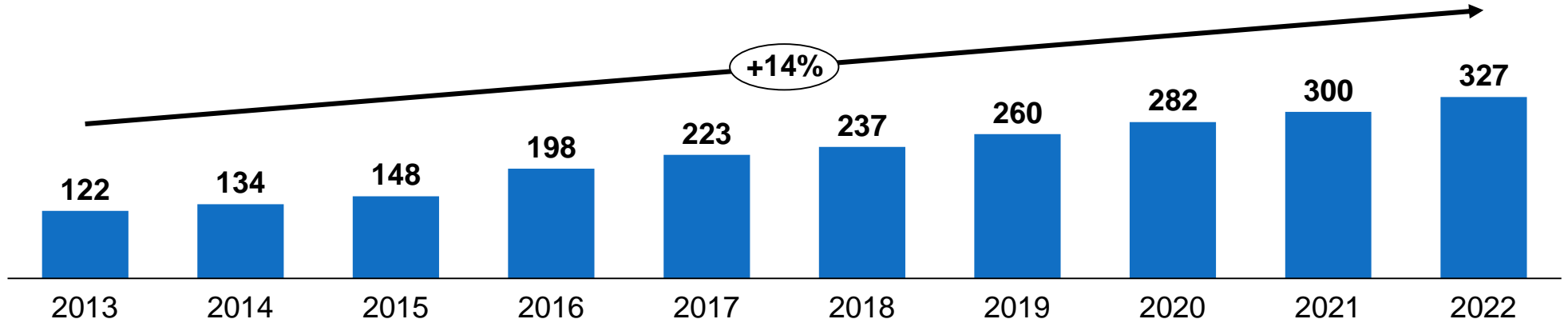
<sup>4</sup> RoAE uses Average Equity which excludes fair value reserve, proposed dividends and non-controlling interest eligible for additional Tier 1 Capital

Source: December 2022 Financial Report

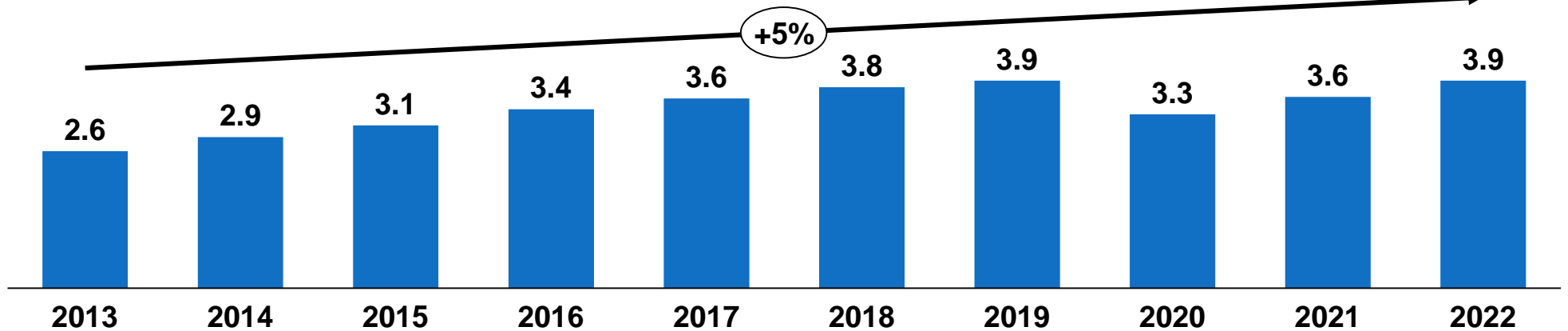
# Effective strategy execution has enabled QNB to deliver growth consistently over the past 10 years, nearly tripling in size

QNB historical growth (2013-2022)

Total assets (USD Bn)



Net profit (USD Bn)





# QNB's stock has outperformed both the Qatar Stock Exchange and the global banking sector over the last five years

Performance of QNB vs. Qatar Stock Exchange & MSCI World Banks (Index 100 = 02-Jan-2018)



“ QNB is one of the world’s top 50 banks in terms of market capitalisation, reaching USD45.7 billion. ”



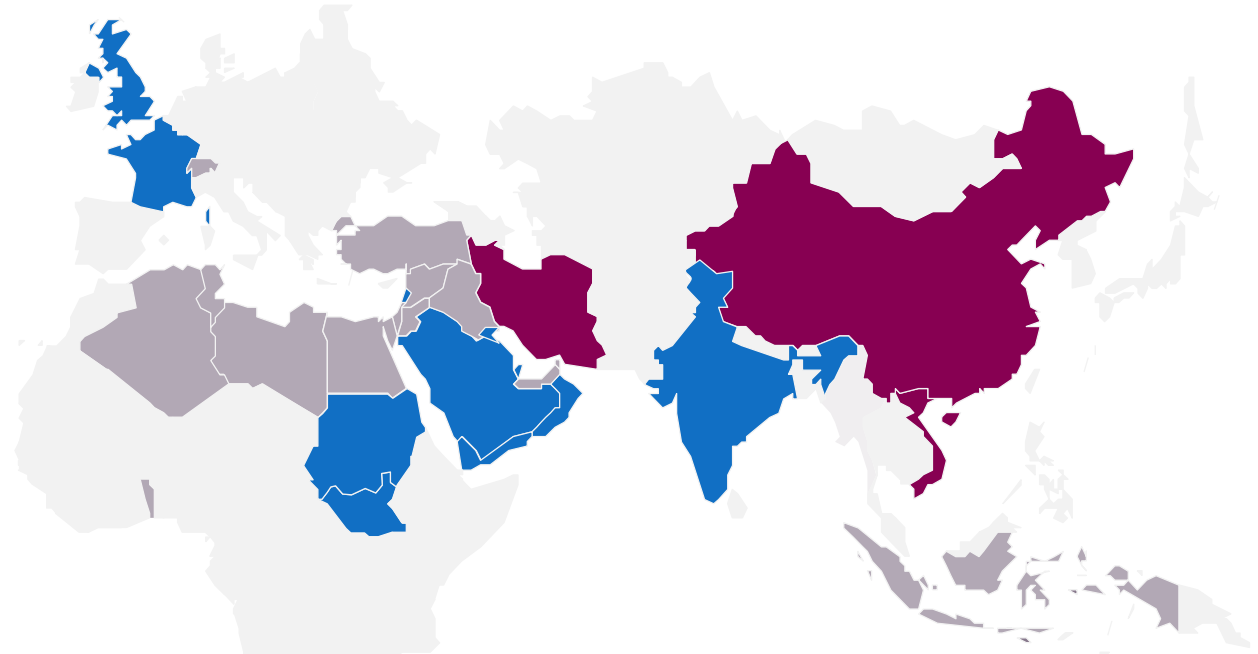
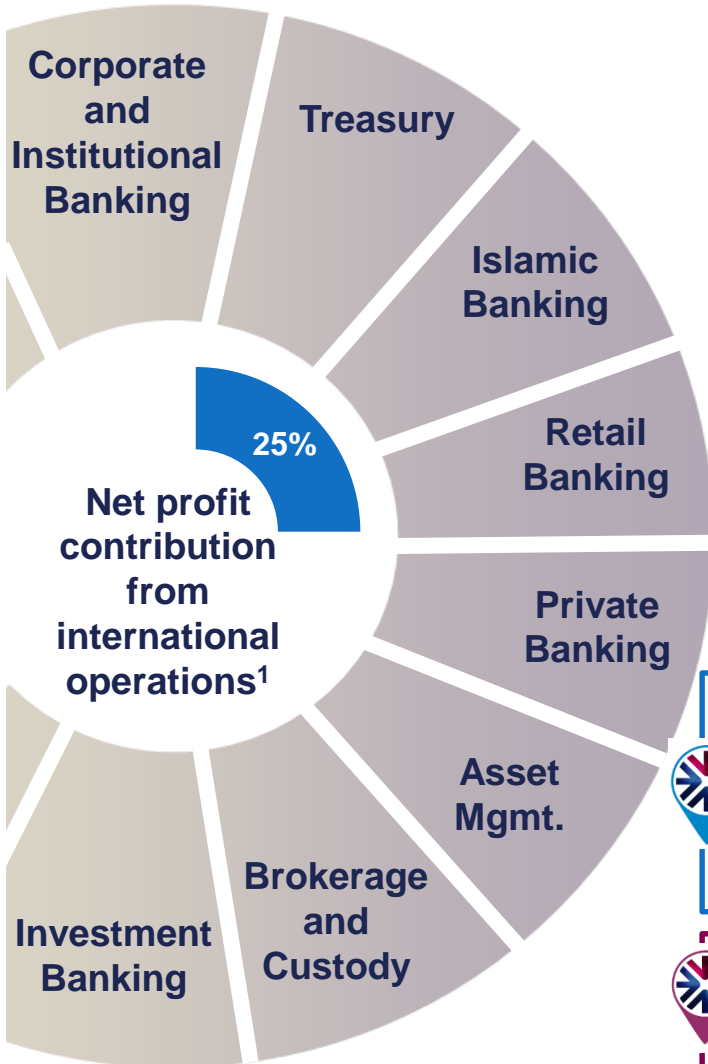
<sup>1</sup> Earnings per share for the Full Year, figures in QAR from 02-Jan-2018 to 02-Jan-2023  
Source: Financial Statements, Bloomberg

EPS<sup>1</sup>



## **5. Business overview**

# QNB's business model offers a diverse and comprehensive suite of products and services across its international footprint



**Branches**

France	Hong Kong	India	KSA	Kuwait	Lebanon	
Oman	Qatar	Singapore	South Sudan	Sudan	UK	Yemen

**Representative offices**

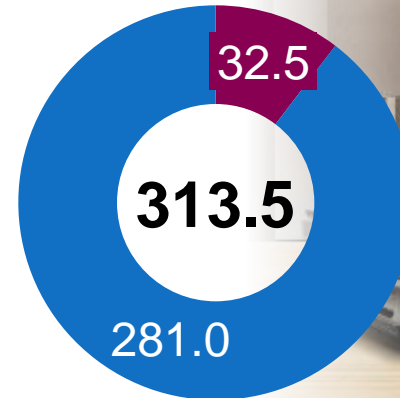
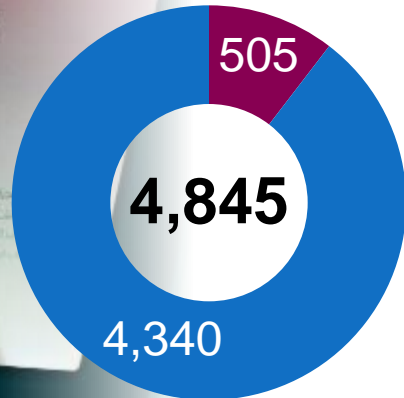
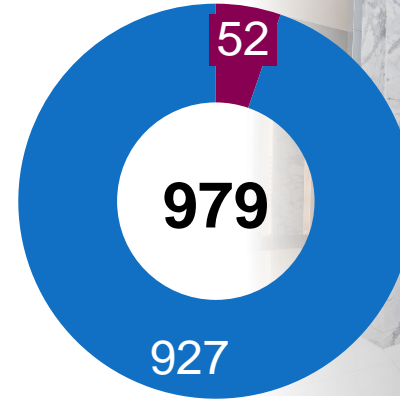
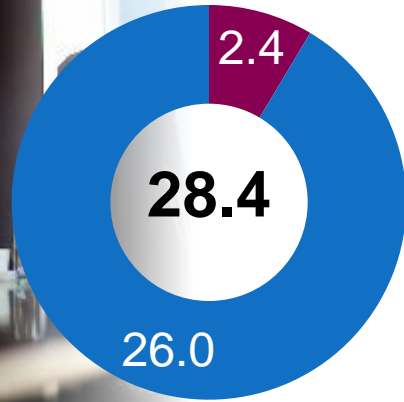
China	Iran <sup>2</sup>	Vietnam
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**Subsidiaries and associates**

Algeria	Bahrain	Egypt	Indonesia
Iraq	Jordan	Libya	Palestine
Switzerland	Syria	Tunisia	Türkiye
Togo	UAE		

# QNB has ~28,000 employees and ~6,000 touch points focused on providing first-class customer service to all our clients

Domestic International<sup>1</sup>



# QNB has been acknowledged for its innovative products, services and performance from international institutions

## Our trophy cabinet: Selected Awards and Performance Recognitions (2020-2022)

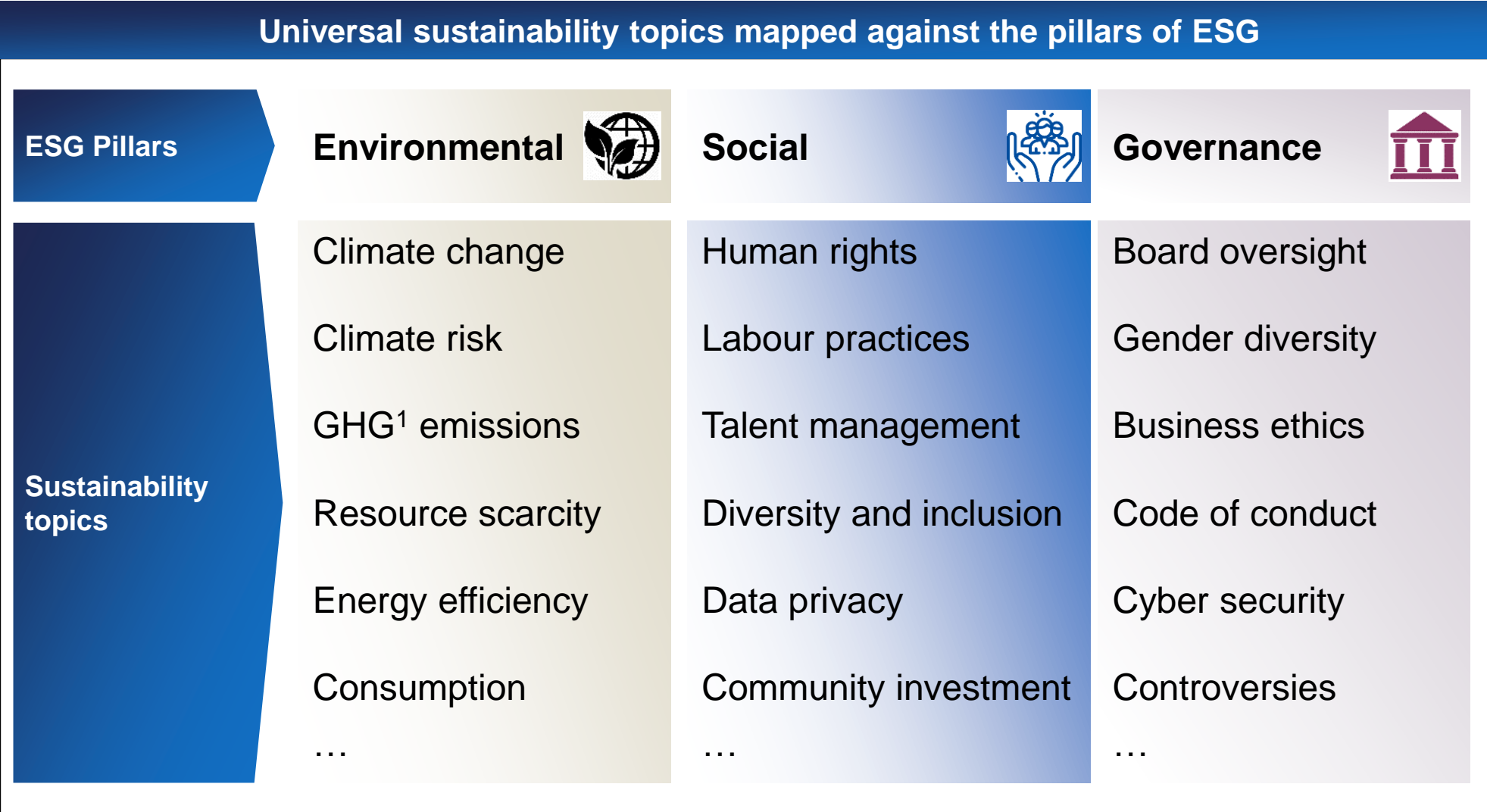
Business attributions		Sustainability contributions		Innovation & digital solutions			
<b>Global Finance</b> <ul style="list-style-type: none"> <li>• Best Private Bank in ME<sup>1</sup>: 2021, 2020</li> <li>• Best Private Bank in Qatar: 2021, 2020</li> <li>• Best FX Provider in ME<sup>1</sup>: 2021</li> <li>• Best SME Bank in Qatar: 2021</li> <li>• Best SME Bank in the ME: 2022</li> <li>• Best SME Bank in Qatar: 2022</li> <li>• Best Private Bank in Qatar: 2022</li> <li>• Best Investment Bank in Qatar: 2022</li> <li>• Best Bank in Iraq: 2022</li> </ul>		<b>Euromoney</b> <ul style="list-style-type: none"> <li>• Best Bank in Qatar: 2020</li> <li>• Best SME Bank in Central and Eastern Europe: 2020</li> <li>• Market Leader in CSR: 2022</li> <li>• Market Leader in Corporate Banking: 2022</li> <li>• Highly Regarded in Digital Solutions: 2022</li> <li>• Best Private Bank in the ME: 2022</li> <li>• Best Private Bank in Qatar: 2022</li> <li>• Best Wealth Manager in Qatar: 2022</li> </ul>		<b>Global Finance</b> <ul style="list-style-type: none"> <li>• Outstanding Sustainable Financing in Emerging Markets: 2021</li> <li>• Outstanding Leadership in Green Bonds: 2021</li> <li>• Outstanding Leadership in Sustainable Finance in the Middle East: 2022</li> <li>• Outstanding Leadership in Sustainable Bonds in the Middle East: 2022</li> <li>• Outstanding Leadership in Social Bonds in the Middle East: 2022</li> <li>• Best Bank for Sustainable Finance in Qatar: 2022</li> </ul>		<b>Stevie Awards</b> <ul style="list-style-type: none"> <li>• Digital Bridge: Business Intelligence Solution (Gold): 2021</li> <li>• Customer Satisfaction Achievement (Bronze): 2021</li> <li>• Best use of technology in customer service – financial services industries: 2020</li> </ul>	
<b>Forbes Middle East</b> <ul style="list-style-type: none"> <li>• Third on Forbes' list of 100 companies in the Middle East: 2022</li> <li>• First on Forbes' list of The Middle East's Top 30 Banks: 2022</li> </ul>		<b>Global Trade Review</b> <ul style="list-style-type: none"> <li>• Leader in Trade for Qatar: 2020</li> <li>• Best Trade Finance Bank in Qatar: 2022</li> </ul>		<b>Climate Bonds Initiative</b> <ul style="list-style-type: none"> <li>• Green Market Pioneer in Qatar: 2021</li> </ul>		<b>International Finance</b> <ul style="list-style-type: none"> <li>• Best E-Banking Product - Mobile Banking in Egypt: 2021, 2022</li> <li>• Most Innovative Mobile Trading Application in Qatar: 2020</li> </ul>	
<b>Global Banking and Finance</b> <ul style="list-style-type: none"> <li>• Best Corporate Bank in Egypt: 2021</li> <li>• Best Retail Bank in Egypt: 2021, 2022</li> <li>• Best Bank for SMEs: 2020</li> </ul>		<b>Global Investor Group (ISF)</b> <ul style="list-style-type: none"> <li>• Best Brokerage House in Qatar: 2022</li> </ul>		<b>Global Business Outlook</b> <ul style="list-style-type: none"> <li>• Best Digital Bank in Qatar: 2020</li> <li>• Most Innovative Loan Offering in Qatar: 2020</li> <li>• Most Innovative Mobile Trading Application in Qatar: 2022</li> </ul>		<b>European Customer Centricity Awards</b> <ul style="list-style-type: none"> <li>• Best Digital Strategy: 2021, 2020</li> </ul>	
<b>Capital Finance International Magazine</b> <ul style="list-style-type: none"> <li>• Best SME Bank: 2021, 2020</li> <li>• Best Retail Bank in Egypt: 2021, 2022</li> </ul>		<b>Asian Banker</b> <ul style="list-style-type: none"> <li>• Best transaction bank in MEA<sup>2</sup>: 2021</li> </ul>		<b>Infobank Digital Brand Awards</b> <ul style="list-style-type: none"> <li>• Ranked Top 3 as the Best Bank with Digital Service in Indonesia (2022)</li> </ul>		<b>The Digital Banker</b> <ul style="list-style-type: none"> <li>• Best Digital Wallet of the Year in the ME: 2020</li> <li>• Best Self Service Banking in the ME: 2020</li> </ul>	
<b>Bonds and Loans Awards</b> <ul style="list-style-type: none"> <li>• Infrastructure Finance Deal of the Year: 2020</li> <li>• Project Finance Deal of the Year: 2020</li> <li>• Syndicated Loan Deal of the Year: 2020</li> </ul>		<b>World Union of Arab Bankers</b> <ul style="list-style-type: none"> <li>• Strongest Bank in the Arab World: 2021</li> </ul>		<b>Global Banking and Finance</b> <ul style="list-style-type: none"> <li>• Best digital banking products and services: 2021</li> <li>• Best Bank for Digital Transformation in Türkiye: 2022</li> <li>• Best Online Services for Micro and SMEs in Türkiye: 2022</li> <li>• Best Bank for Digital Banking Services in Egypt (2022)</li> </ul>		<b>Global Finance (The Innovators)</b> <ul style="list-style-type: none"> <li>• Excelling Innovation in Corporate Banking in: 2021</li> </ul>	
<b>Asia Money</b> <ul style="list-style-type: none"> <li>• Best Domestic Bank in Qatar: 2021</li> <li>• Best Private Bank in the ME<sup>1</sup>: 2020</li> </ul>		<b>International Finance</b> <ul style="list-style-type: none"> <li>• Best SME Bank: 2021, 2020</li> <li>• Best Retail Bank in Egypt: 2021</li> <li>• Best Brokerage House in Qatar: 2020</li> </ul>		<b>World Finance Banking Awards (Europe)</b> <ul style="list-style-type: none"> <li>• Most Innovative Banks: 2021</li> </ul>		<b>Brand Finance</b> <ul style="list-style-type: none"> <li>• Best Brokerage House in Qatar: 2022</li> <li>• Best Research House in Qatar: 2022</li> </ul>	
		<b>Brand Finance</b> <ul style="list-style-type: none"> <li>• Most valuable banking brand in the MEA region: 2022</li> </ul>		<b>Golden Spider Web Awards</b> <ul style="list-style-type: none"> <li>• Best Website in Banking Finance: 2020</li> </ul>			





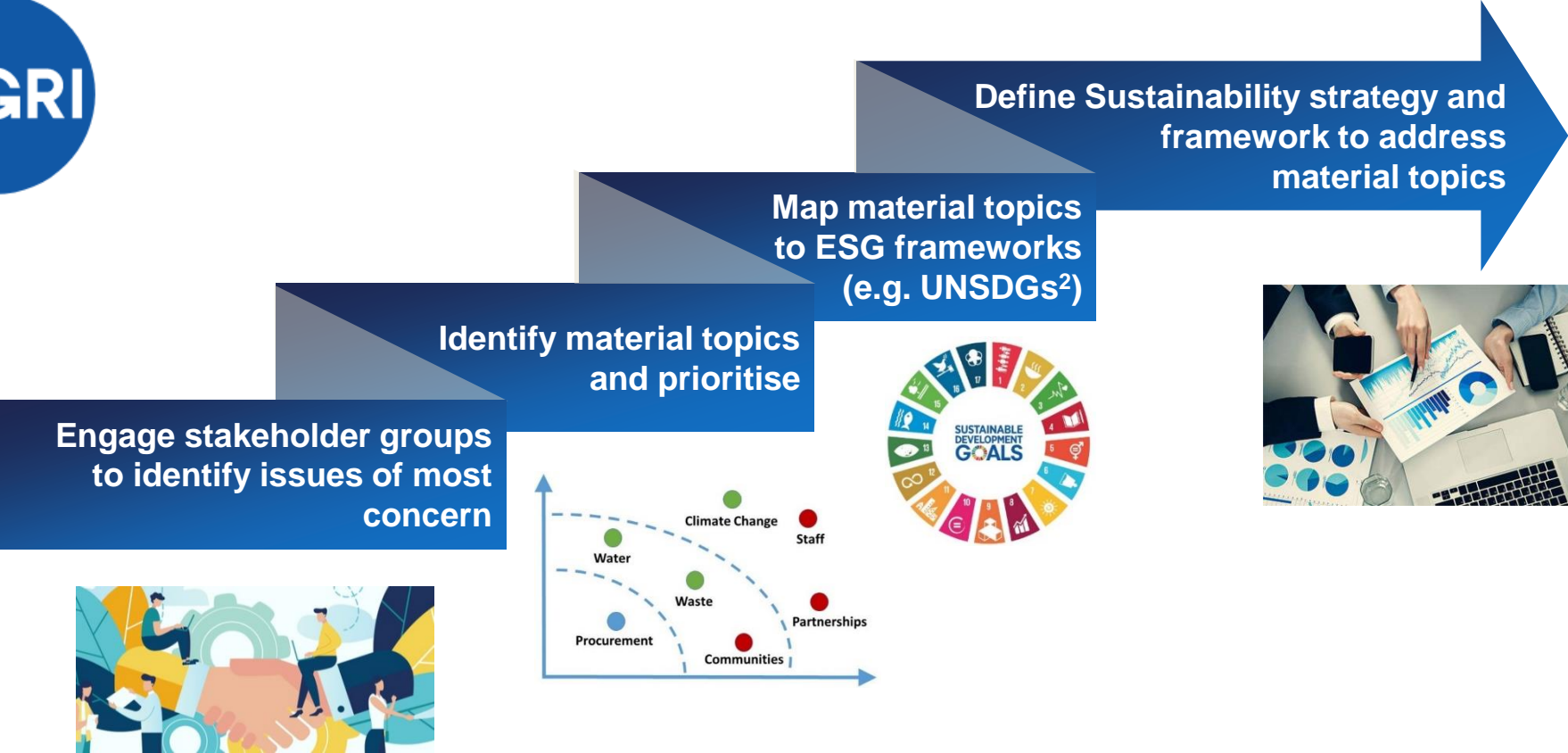
## **6. Sustainability**

# Sustainability aims to deliver positive impact across all pillars and topics of Environmental, Social and Governance (ESG)



# QNB engages key stakeholder groups to identify and map the topics that are most material to them with regards to sustainability

QNB stakeholder<sup>1</sup> assessment approach

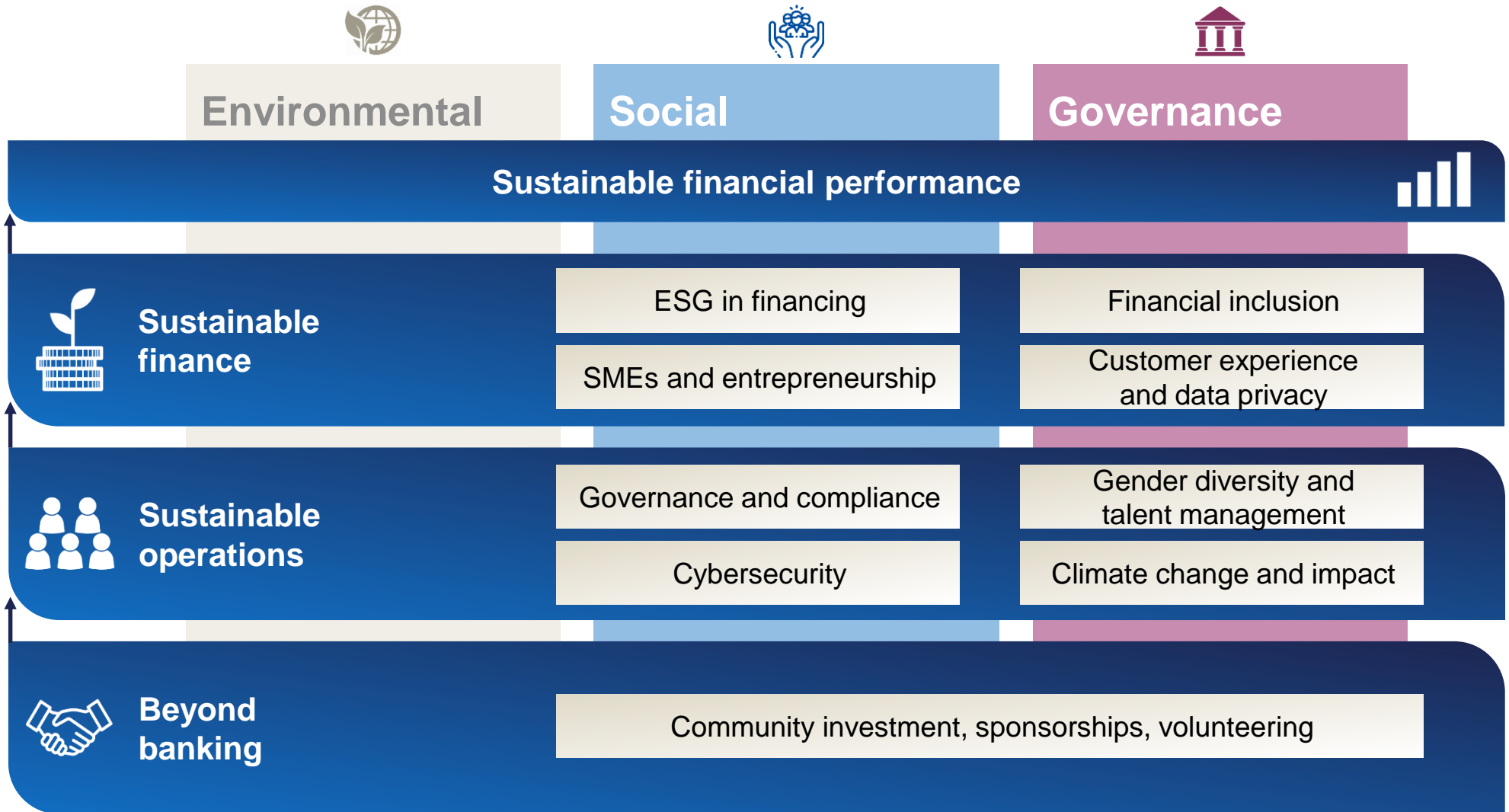


Based upon this approach QNB has compiled a comprehensive list of relevant economic, ethical, social and environmental impact areas in accordance with GRI standards

1 Stakeholder groups include customers, investors, employees, regulators and government, society and suppliers  
2 United Nations Sustainable Development Goals



# QNB's sustainability framework and strategy are founded on the three ESG pillars



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

Key achievements at 31-Dec-22

*Non-exhaustive*



## Sustainable finance

*Transition to Greener Economy*



QR 10.25Bn of sustainable financing



Group ESRM<sup>1</sup> enhancement



Sustainable Finance Framework and impact reports



Sustainable products services



## Sustainable operations

*Operate to Succeed*



GRI & KPI assured sustainability report



UNGC Signatory



Reduced Carbon footprint



Employee & third-party focus



## Beyond banking

*Contribute to Society*



Health & environment



Youth & education



Social & Humanitarian



Sport & culture



# QNB's ratings reflect its regional ESG leadership which has also been recognized through renowned international awards

As at 31-Dec-22

QNB Disclosures	2020	2021	2022
<b>MSCI</b> 	A	AA	A
<b>S&amp;P Global</b>	41 (59 <sup>th</sup> percentile)	42 (62 <sup>nd</sup> percentile)	46 (82 <sup>nd</sup> percentile)
 <b>SUSTAINALYTICS</b>	Medium risk (27.9)	Medium risk (22.4)	Medium risk (22.6)

### International Awards



**THE STEVIE® AWARDS**  
The World's Premier Business Award Competitions

















For more information on our international locations, Investor Relations and sustainability, visit QNB's dedicated web pages

## International offices



## Investor Relations



## Sustainability



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