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Looking ahead, we will continue to invest in our flourishing domestic business to maintain a market-leading 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



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

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

Top-tier credit ratings

A	Aa3	
Standard & Poor's	Moody's	
AA-	\mathbf{A} +	
Capital Intelligence	Fitch	

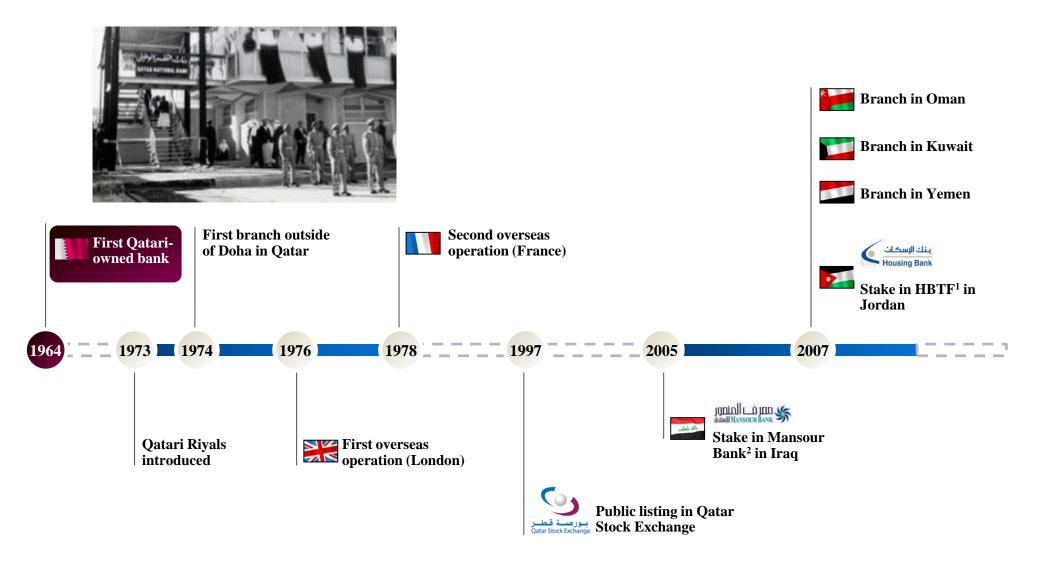


~30,000 employees serving 24 million customers



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

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

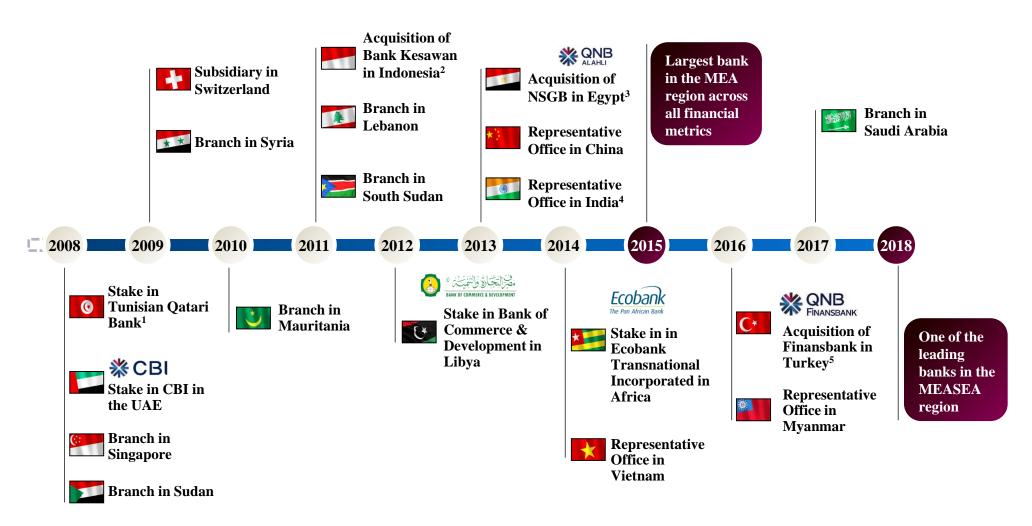




¹ Housing Bank for Trade and Finance

² Controlling stake subsequently purchased in 2012

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





² Rebranded to QNB Indonesia

³ Rebranded to ONB 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

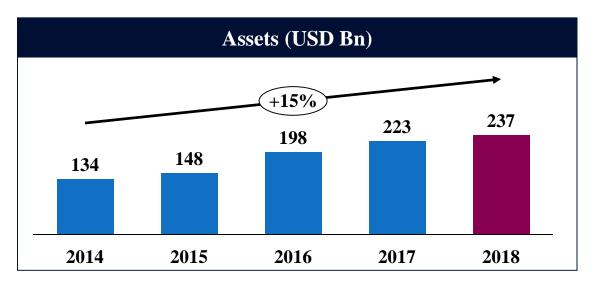


In 2018, non-Qatari ownership limit was raised to 49% from 25%

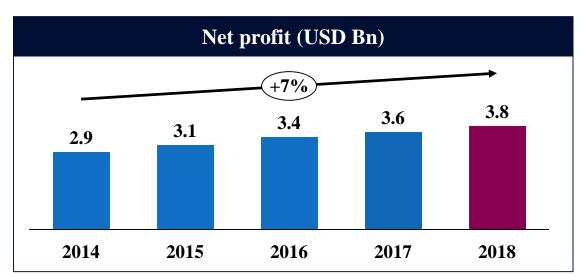
100%	QNB Capital LLC	REPORT OF THE CAPITAL
100%	QNB Financial Services	QNB FINANCIAL SERVICES
100%	QNB (Suisse) SA	₩ QNB
99.99%	QNB Tunisia	₩ QNB
99.88%	QNB Finansbank	QNB FINANSBANK
95%	QNB ALAHLI	RAND
91%	QNB Indonesia	₩ QNB
51%	QNB Syria	₩ QNB
54%	Mansour bank	JODÍNÍ LÁ JON S JODÍNÍ MANSOUR BANK
49%	Bank of Commerce & Development	BANK OF COMMERCE A DEVELOPMENT
40%	Commercial Bank International	 ☼ CBI
35%	Housing Bank for Trade and Finance	بنك الإسكان Housing Bank
20%	Ecobank Transnational Incorporated	Ecobank The Pan African Bank



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







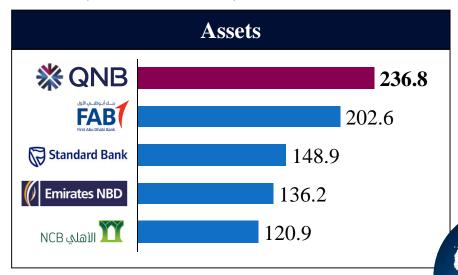


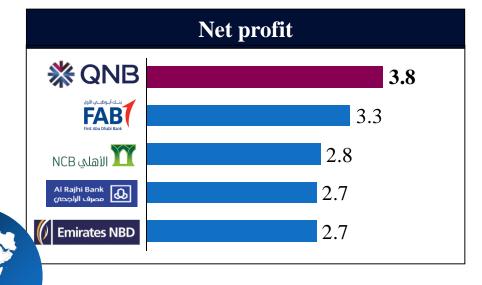


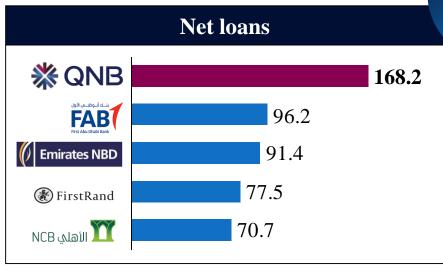


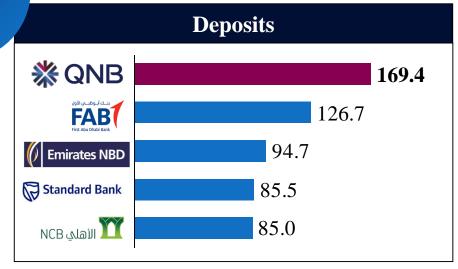
QNB is the #1 bank in the Middle East and Africa across key financial metrics

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

MEA banking brand ranking and brand value (2019, USD Bn) Most valuable bank brand in MEA since 2013 Brand value of USD 5.0 Bn Most valuable bank brand in the Middle East, Africa and () Emirates NBD # = 2019 MEA**Southeast Asia (MEASEA)** Ranking USD 4.0 Bn USD 2.9 Bn USD 3.9 Bn 61st most valuable bank **61st** brand in the world الأهلى NCB USD 2.5 Bn USD 1.8 Bn **USD 1.9 Bn** Top One of the top 500 global ABSA #10 brands **500** USD 1.7 Bn USD 1.6 Bn USD 1.6 Bn

***** QNB

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



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.

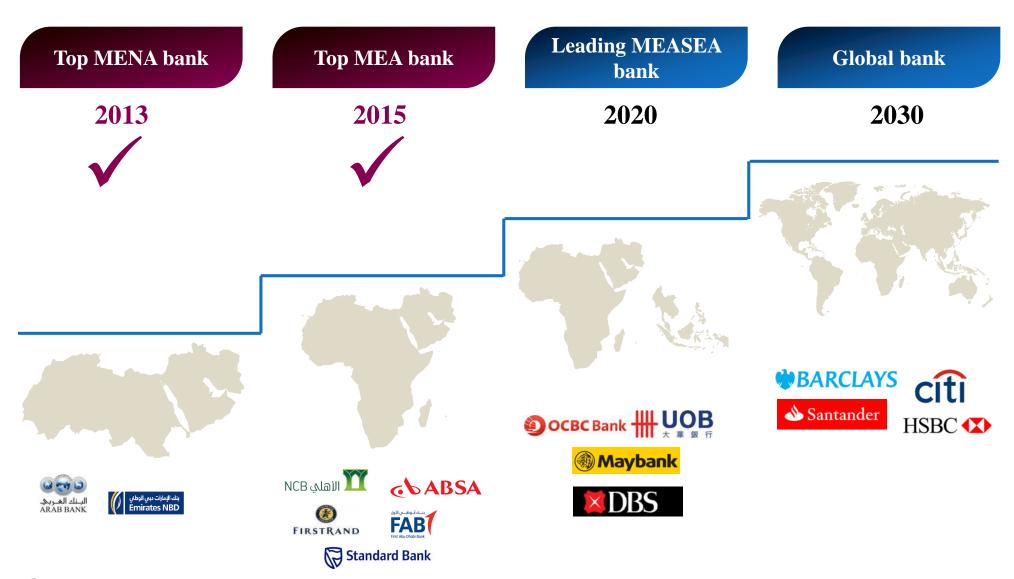








QNB aspires to become a leading Middle East, Africa and Southeast Asia (MEASEA) bank by 2020 and a global bank by 2030





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		
• #1	⋈ DBS	404.1
• #2	OCBC Bank	343.1
• #3	 UOB 大華銀行	284.8
• #4	₩ QNB	236.8
• #5	الول بنياء أبيوطيس الأول FAB First Abu Ohabi Bank	202.6
• #6	Maybank	195.2
• #7	Standard Bank	148.9
• #8	بك الإمارات دين الوطان Emirates NBD	136.2
• #9	СІМВ	129.2
• #1(الأهلي NCB (120.9

Net loans		
• #1	⋈ DBS	253.1
• #2	 UOB 大華銀行	189.8
• #3	OCBC Bank	187.2
• #4	₩ QNB	168.2
• #5	Maybank	122.3
• #6	Ugāli ca-ubg-il cliy FAB First Abu Dhabi Bank	96.2
• #7	يك الإمارات دين الوطان Emirates NBD	91.4
• #8	□ СІМВ	81.6
• #9	FirstRand	77.5
• #10	NCB الأهلي	70.7

Deposits		
• #1	⊠ DBS	288.9
• #2	OCBC Bank	216.8
• #3	WHUOB 大華銀行	215.1
• #4	₩ QNB	169.4
• #5	Maybank	128.9
• #6	Jolin Challed Liver FAB First Abu Dhabi Bank	126.7
• #7	يك الإمارات ديني الوطاي Emirates NBD	94.7
• #8	FirstRand	93.3
• #9	□ CIMB	89.6
• #10	Standard Bank	85.5

	Profit	
• #1	⊠ DBS	4.2
•#2	₩ QNB	3.8
• #3	OCBC Bank	3.5
• #4	Joli Ju-Libo-Ji duLia FAB First Abu Dhabi Bank	3.3
• #5	₩ UOB 大華銀行	3.0
• #6	NCB الأهلي	2.8
• #7	يك الإمارات بين الوطان Emirates NBD	2.7
• #8	Standard Bank	2.2
• #9	FirstRand	2.2
• #10	Maybank	2.1



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

To become one of the leading MEASEA banks by 2020 2020 Vision This is **Sustainable finance + sustainable operations** supported by This allows **Sustainable financial performance** Maintain our market share and profitability in the **Protect** public sector leading Grow our market share and profitability from the market private sector and individuals position in This is Qatar delivered 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



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

QNB is one of the top 500 global brands, driven by robust financial performance and successful international expansion

Be a leading brand

Maintain a strong rating

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

The strength of our capital allowed us to grow our balance sheet in a controlled way and take opportunities within, across and beyond our growing network

Enhance shareholder value through sustainable profitable growth Performance Aspirations

Be an employer

of choice

Be a financial institution of choice

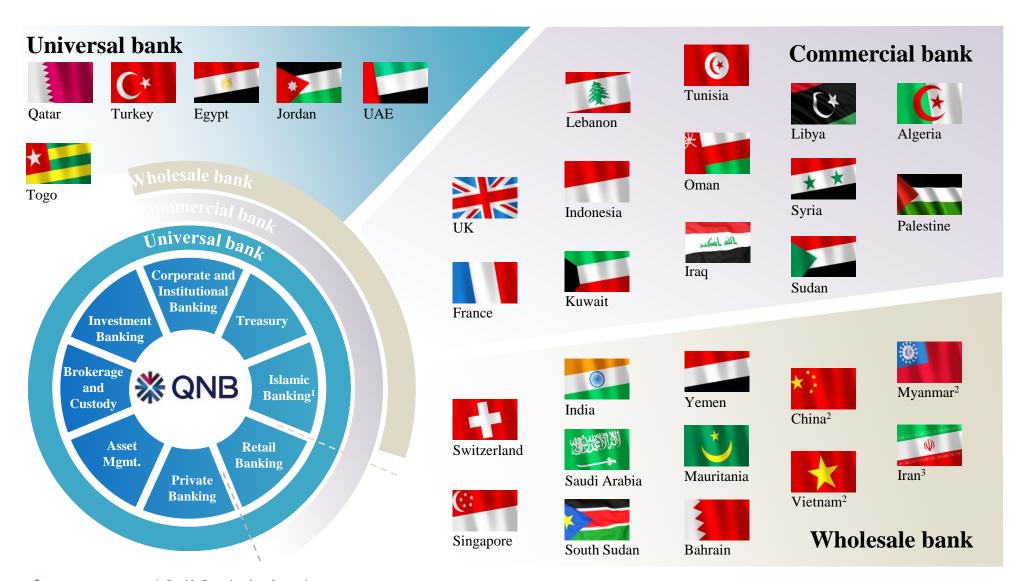
QNB's market-leading capital ratios and strong and growing relationships with both the public and private sectors, help make QNB Group the first choice for customers

By **fostering a high-performance culture**, investing in ongoing training and development, and by encouraging loyalty and respect, we empower and reward our employees





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



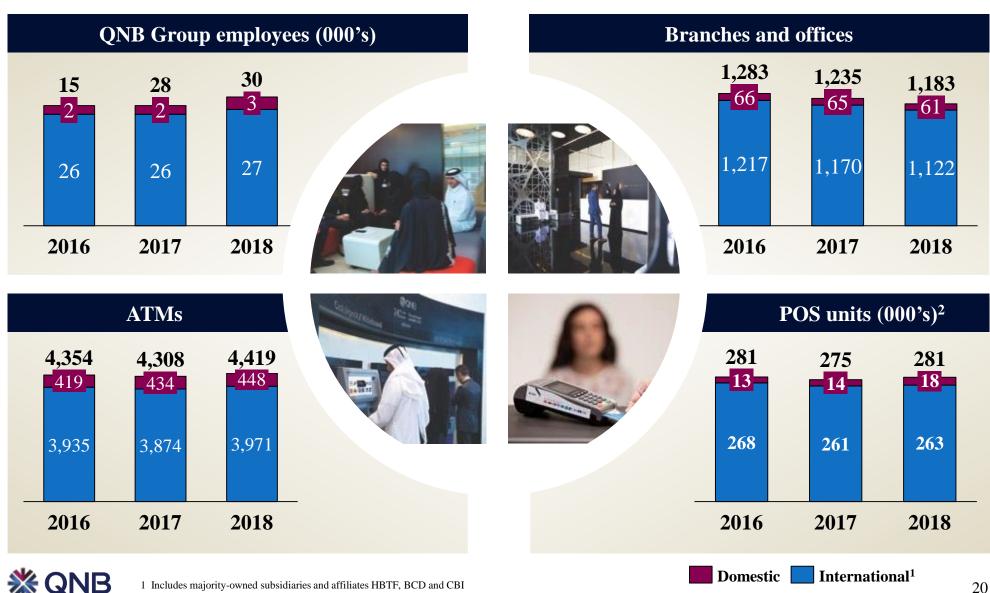


¹ Outside Qatar, in selected countries

² Representative offices

³ Dormant

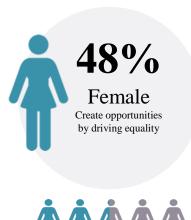
QNB has ~30,000 employees and ~5,600 touch points focused on providing first-class customer service to all our clients

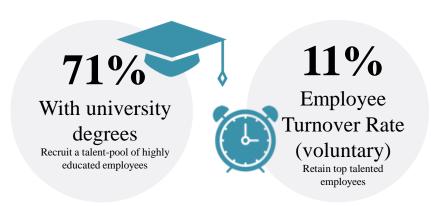


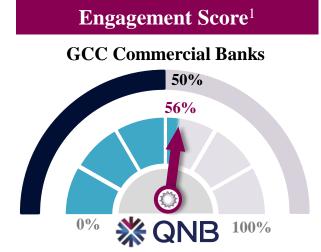


2 Does not include affiliates

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























Assist the country towards achieving its 2030 vision

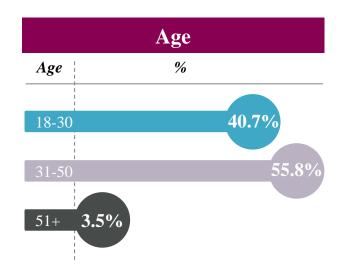


48 hours

Average training hours provided per employee

Continue to invest in building employee's knowledge and skills, through training and development







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

THE ASIAN BANKER®

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

Brand Finance®

- Best Bank Brand in MEA: 2017

- Best Bank Brand in the MENA:

- Best Syndicated Loan in Africa: 2018

Best Retail Bank in Egypt: 2018Global ISF:

- Asset Manager of the Year in Qatar: 2016, 2017

Other Awards

- Best Broker in Qatar: 2016, 2017

Global Banking & Finance:

- Best Corporate Bank in Egypt: 2018

- Best SME Bank in Egypt: 2017, 2018

• 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

• QITCOM:

- 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

Banker

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

GIOBAL FINANCE

- Best Bank for Treasury and Cash Management in Qatar: 2018
- Best Bank in Qatar: 2017
- Best FX Provider (Qatar): 2016, 2018
- One of The World's Top 50 Safest Banks: 2017
- Best Investment Bank (Qatar): 2016

ASIAMONEY

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

The **Banker**

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



- Best Bank: 2018

2017

- Best Bank in Sustainability: 2018





QNB continues to demonstrate sustainable and profitable growth

Financial highlights (USD Bn as at 31-Dec-18)

Growth vs. December 2017

Profit¹ • USD 3.8 Bn +

• Net interest margin (NIM)²: 2.61%

• Cost to income ratio: 25.8%

• Earnings per share: USD 3.9

• ROAA: 1.65%

Assets

• USD 236.8 Bn assets



• NPL (% of gross loans): 1.9%

• USD 168.2 Bn loans



• Coverage ratio³: 104%

Funding

USD 169.4 Bn deposits



• Loans to deposits ratio: 99.3%

Equity

• USD 24.2 Bn equity



• ROAE⁴: 21.0%

• Capital adequacy ratio (QCB Basel III): 19.0%



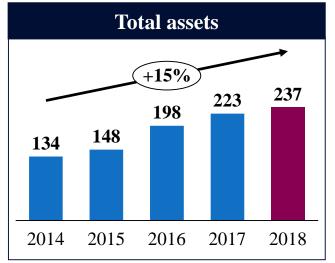
¹ Profit Attributable to Equity Holders of the Bank

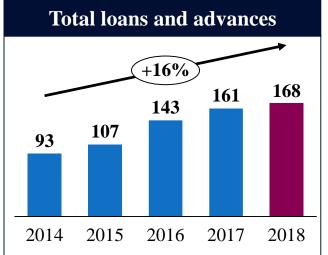
² Net interest margin calculated as net interest income over average earning assets

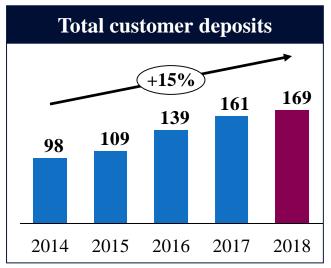
³ Based on Stage 3 ECL provisions Source: December 2018 Financial Report

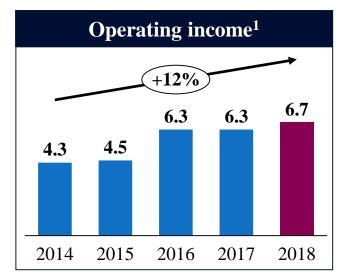
Effective strategy execution has enabled QNB to deliver sustainable growth across key financial metrics

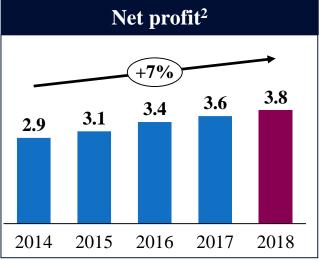
Key financial metrics (USD Bn as at 31-Dec-18)









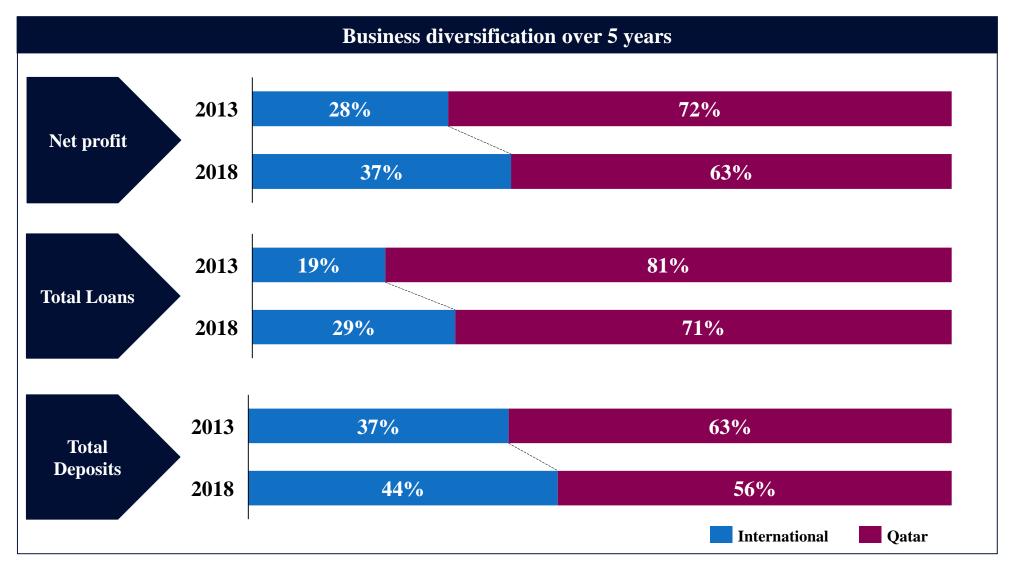




¹ Operating income includes share of results of associates

² Profit attributable to equity holders of the bank Source: December 2018 Financial Report

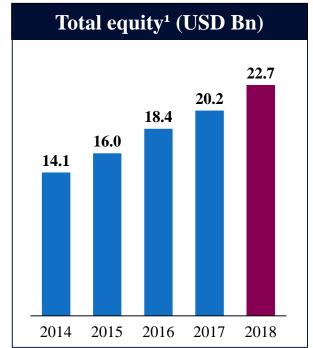
QNB continues to diversify its business sources in terms of net profit, assets and liabilities

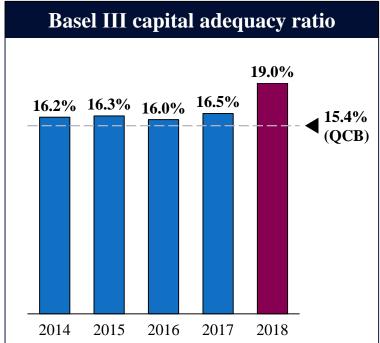


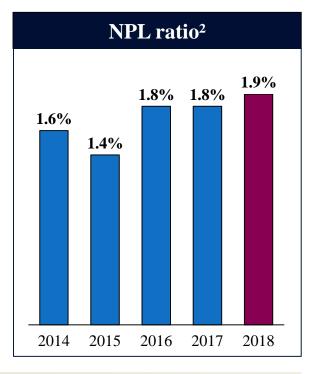


QNB's robust balance sheet is highlighted by the strong capital adequacy ratio and a high quality lending portfolio with low NPL ratios

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%



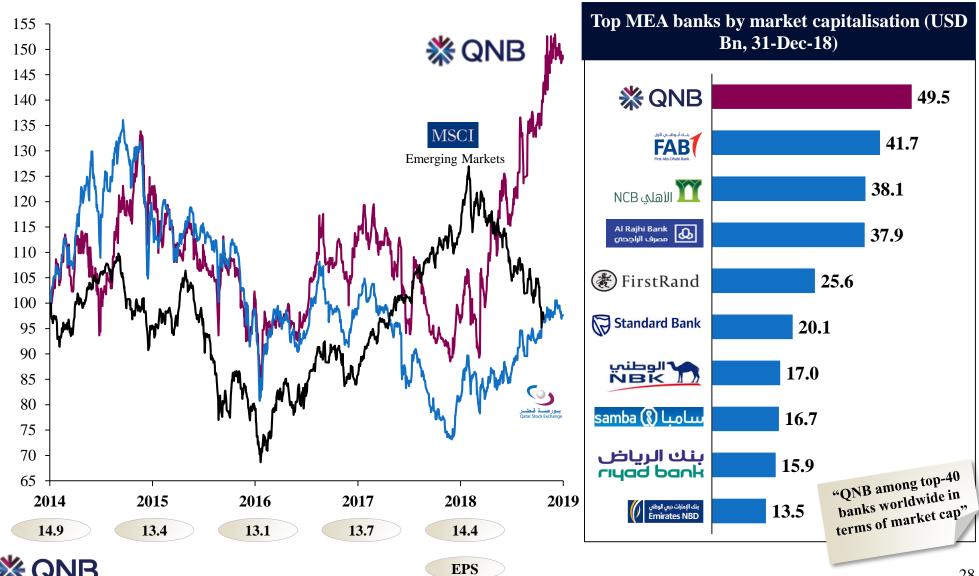
¹ Total Equity excludes fair value reserve, proposed dividend and non-controlling interest 2 % of NPLs over gross loans

Source: December 2018 Financial Report

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

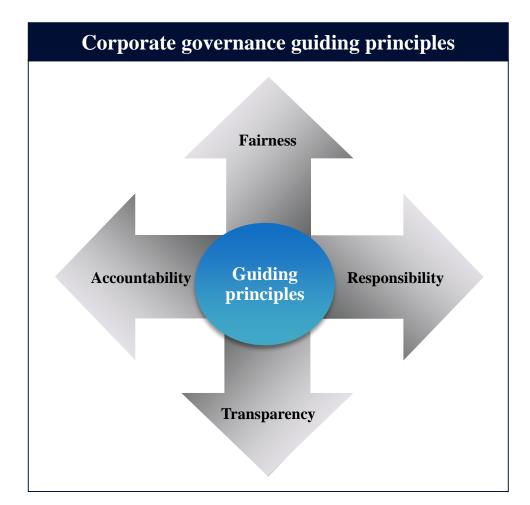
Indexed performance of QNB vs. Qatar Stock Exchange and MSCI EM (Indexed to 100 on 01-Jan-2014)

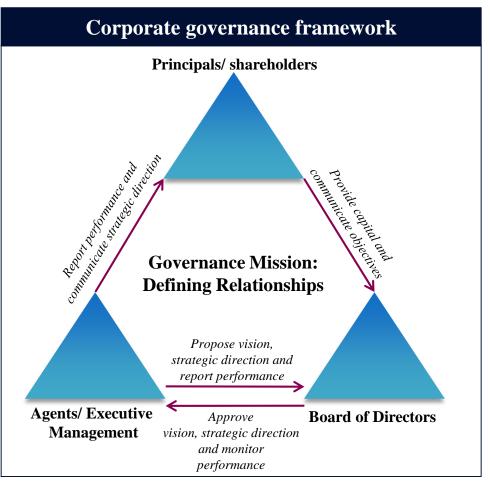
Source: Bloomberg





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 of which four are independent

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

Board of Directors

Executive Management is composed of seven executives:

- 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

Several cross functional Senior Management Committees have been formed to ensure sound governance and effective execution:

Tier 1 committees:

- Group SeniorManagementCommittee
- Group Risk Committee
- Group Credit Committee
- Group Assets and LiabilitiesCommittee
- Group StrategyCommittee
- Central PurchasingCommittee

Tier 2 committees:

- Group BusinessDevelopmentCommittee
- Group Information Technology Committee
- Group HumanCapital Committee
- Group Operations and ServicesCommittee

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

Vice Chairman of the Board of Directors since 2016 BOD member since 2015



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 Risk Committee and Group Board Executive Committee; Member of the Group Board Nomination, Remuneration, Governance and Policies Committee BOD member since 2004



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



Mr. Bader Abdullah Darwish Fakhroo Member of the Group Board Risk Committee and Group Board Executive 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 Audit and Compliance

Committee BOD member since 2004



Mr. Ahmad Yousuf Hussain Kamal

Member of the Group Board Audit and Compliance Committee

BOD member since 2016



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 Officer
- Over 21 years at QNB



Mr. Ramzi Mari

- General Manager
- 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

QNB's Sustainability Framework

Sustainable financial performance

Sustainable Finance



- SME's and financial inclusion
- Sustainable lending, investments, products and services
- Integrity, privacy and customer experience

Sustainable Operations



- Governance, ethics and risk management
- People and human rights
- Environmental impact of operations

Beyond Banking



- CSR activities on education
- Socio-economic and cultural initiatives
- Volunteering and donations

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



QNB Head Office and International Branches

Head Office

Qatar

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Yemen

QNB Building Al-Zubairi Street 4310 Sana'a Sana'a, Yemen Tel: +967 1 517517 Fax: +967 1 517666 QNB Yemen@qnb.com

Kingdom of Saudi Arabia

Hamad Commercial Building King Fahad Highway P.O. Box: 230108 Riyadh, KSA Tel: +966 11 297 80 99 Fax: +966 11 297 80 98 info@ksa.qnb.com

Singapore

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Kuwait

Al-Arabia Tower, Bld 4 Ahmad Al-Jaber Street Sharq Area, P.O. Box: 583 Dasman 15456 - Kuwait Tel: +965 2226 7023 Fax: +965 2226 7021 QNBKuwait@qnb.com

South Sudan

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