



Investor Presentation with 3M'18 Financials

April 2018

Executive summary

Structurally Attractive Turkish Economy Underpinning a Dynamic Banking Sector

- Turkish market presents a strong opportunity among emerging markets thanks to large and growing economy energized by a highly attractive demographic profile and strong resilience to significant negative developments
- In this macro backdrop, banking sector has a promising future, with growth opportunities implied by current product and volume penetration figures, and a profitability higher than that of emerging market peers
- Tight monetary stance of the Central Bank helped ease the currency volatility paving the way for realization of growth objectives
- Continued strength of economic activity will help the sector maintain growth and robust profitability

One of the Top Performing Banks in the Market

- QNB Finansbank is one of the strongest players in this market with 5th ranking across most categories among privately owned banks
- It has a very strong distribution network balanced between a branch footprint covering 99% of banking business in the market and best in market digital offerings
- It has shown strong financial performance beyond its scale even in most volatile market conditions driven by differentiation, adaptability and right people brought together

New Shareholder Opens a New Frontier to QNB Finansbank

- Acquisition by QNB positions QNB Finansbank as the Turkish bank with the strongest shareholder
- QNB is the largest player in Middle East and Africa by all critical measures and has the highest ratings among all banks with a presence in Turkey
- Its presence across a wide geography overlaps well with Turkey's key foreign trade partners bringing opportunities in this area
- QNB Finansbank's launch of its new brand has been very successful, and is translating to successful expansion of its customer franchise in potential growth areas
- QNB Finansbank already started seeing positive impact of new shareholder structure in funding costs and trade volumes
- With the new shareholder, QNB Finansbank has added a new growth chapter in its successful history capturing its fair share in Corporate and Commercial Banking while sustaining its success in Retail and SME Banking

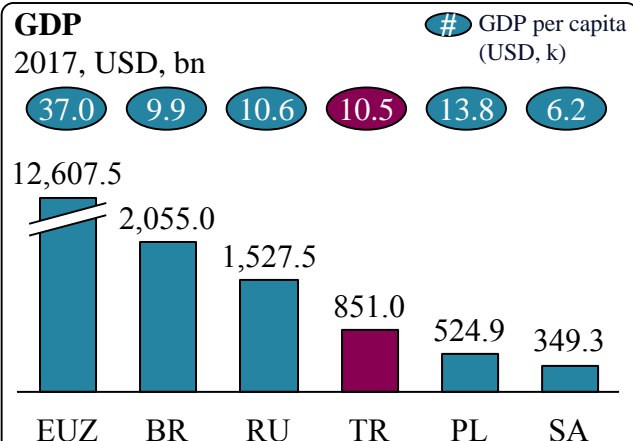
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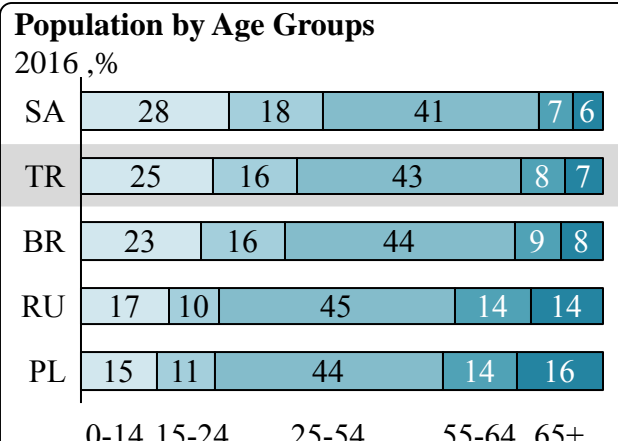
Macro-economic Overview

Structurally attractive Turkish economy and focus on fiscal discipline

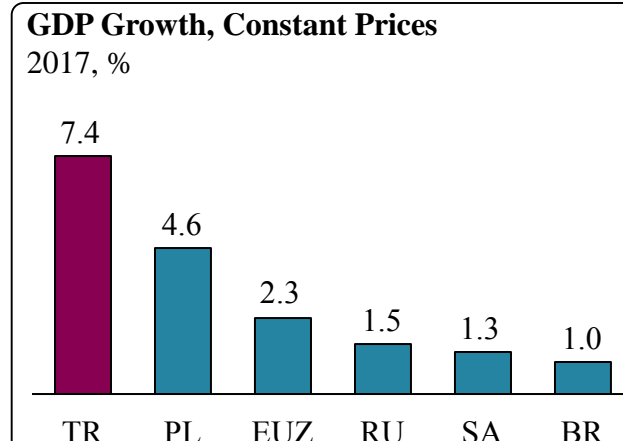
Large economy with low GDP / capita...



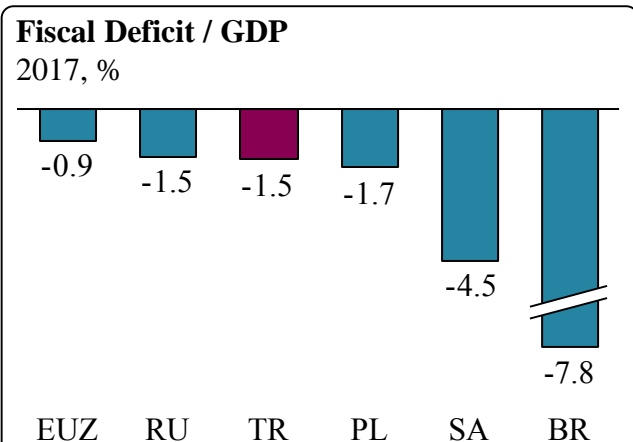
...and highly attractive demographic profile



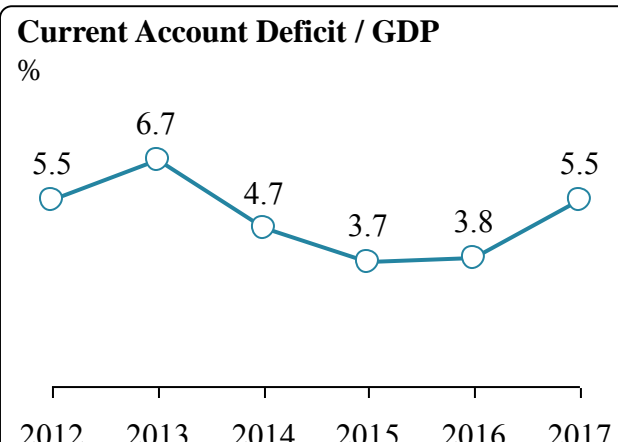
... generating high real GDP growth



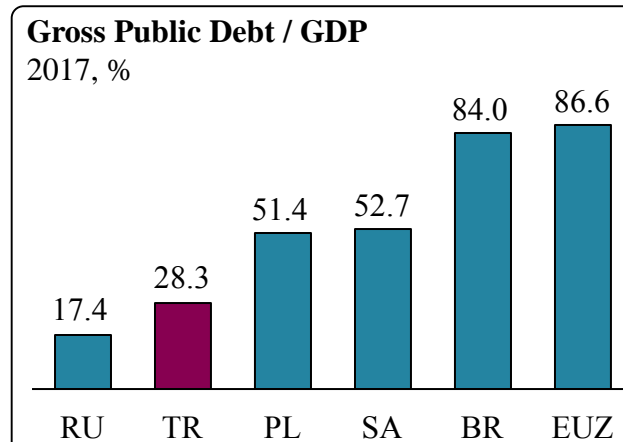
Low fiscal deficit...



... and controlled external deficit...



... with low public debt

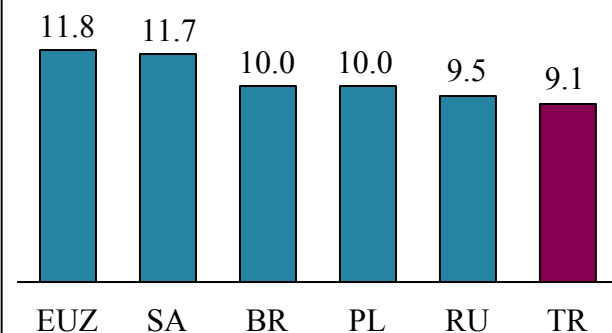


Sound banking system with inherent growth potential⁽¹⁾

Low leverage ratio...

Leverage ratio⁽¹⁾

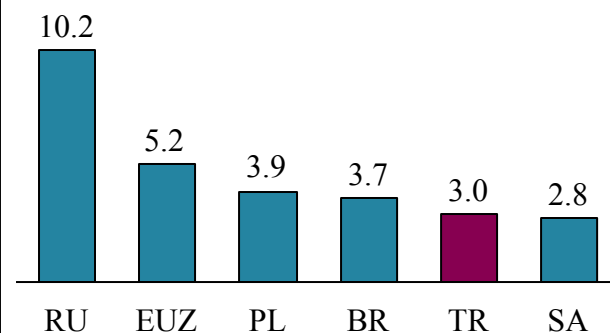
2017



... and limited NPL levels...

NPL ratio⁽²⁾

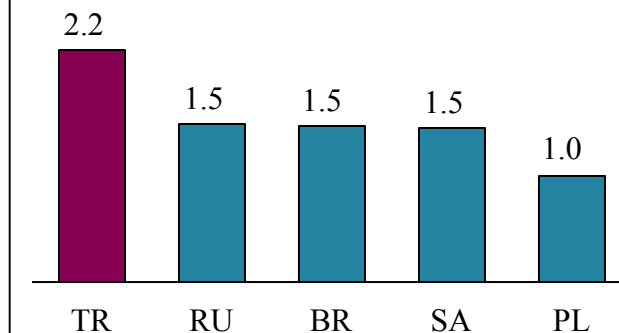
2017, %



... with strong profitability characteristics

Banking Sector Pre-tax RoA

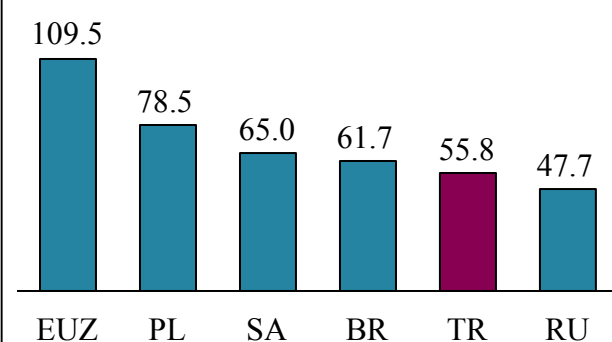
2010-2017 average, %



Further growth potential in deposits...

Deposits / GDP

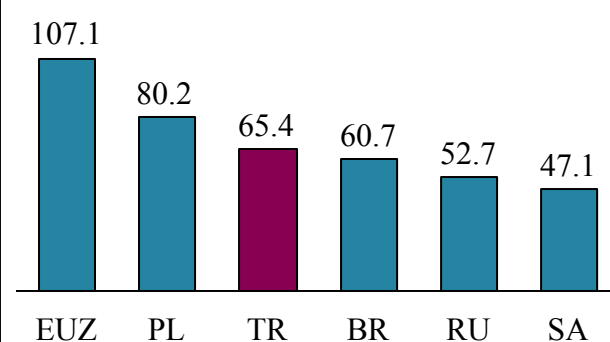
2017, %



... feeding overall lending growth potential...

Loans / GDP

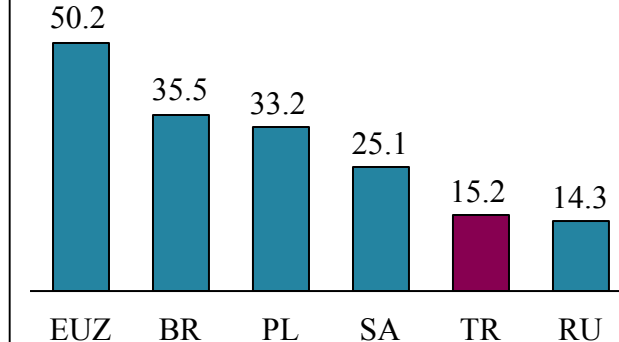
2017, %



... as well as ongoing retail lending growth

Household debt / GDP

2017, %



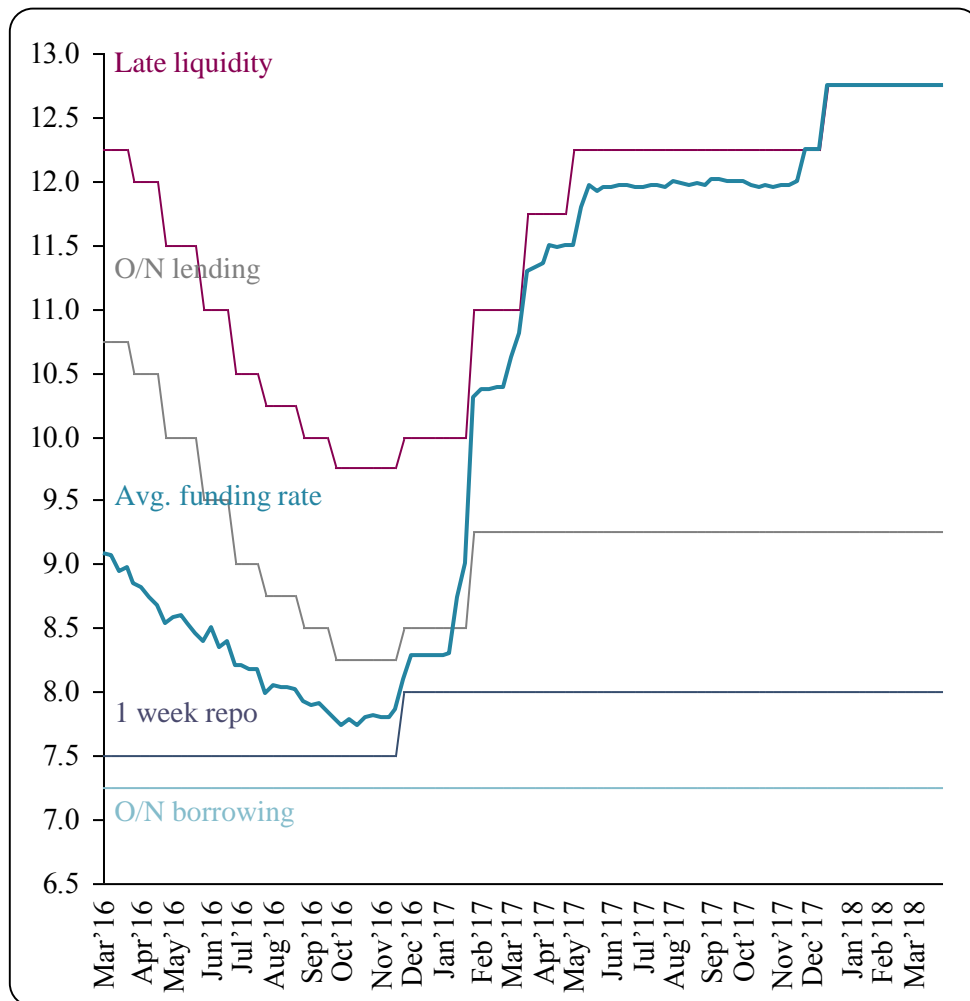
(1) SA: Q3'17, BR: Q3'17, RU: Q3'17

(2) EUZ: Q3'17, SA: Q3'17, BR: Q3'17, RU: Q3'17

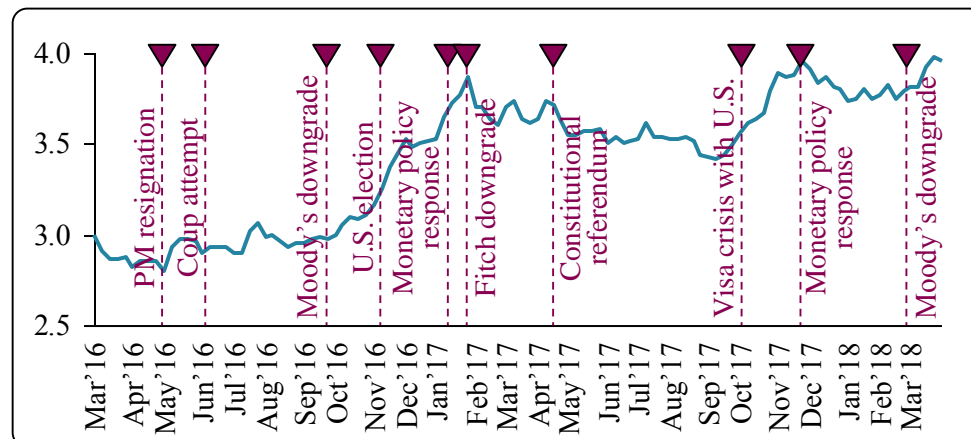
Source: Reuters - Data Stream, ECB, BRSA, Turkstat

Effective tightening of monetary policy alleviated FX volatility

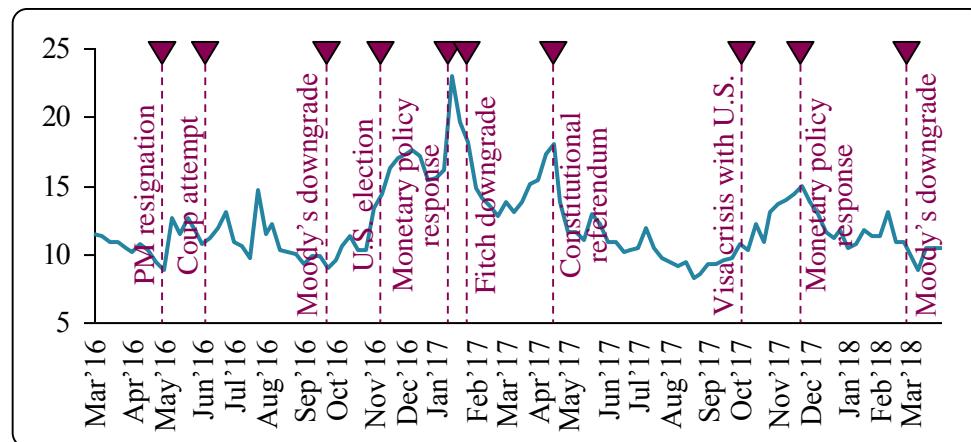
Central Bank rates



TRY against USD



Options implied TRY volatility



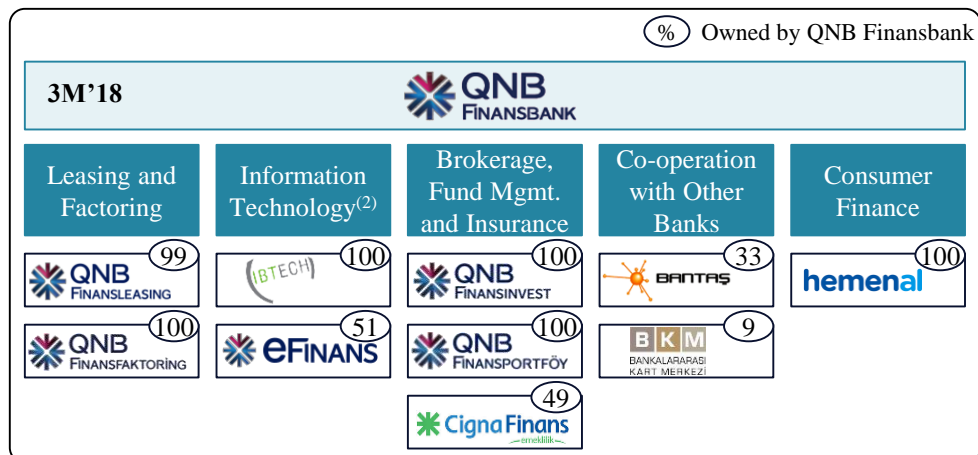
Note: CBRT raised late liquidity rate by 75bps on April 26, to 13.50%

A decorative graphic on the right side of the slide, consisting of a dark blue background with a light blue diagonal band and a dark blue curved shape that resembles a folded corner or a stylized 'Q' shape.

QNB Finansbank and QNB Group at a Glance

QNB Finansbank: 5th Largest Privately Owned Universal Bank⁽¹⁾

QNB Finansbank group structure



Financial highlights

QNB Finansbank BRSA bank only financials

TRY, bn	3M'18
Total assets	135.6
Performing loans	86.5
Customer deposits	68.3
Shareholder's equity	12.7
Branches (#)	542
Active customers (mn)	5.3
Bank only employees (#)	11,854

QNB Finansbank market positioning

Bank only, 12M'17

	Branch	Total assets	Total loans	Total deposits	Retail loans ⁽³⁾	Commercial Installment Loan
1 st	İşbank	İşbank	İşbank	İşbank	Garanti	İşbank
2 nd	Garanti	Garanti	Garanti	Garanti	İşbank	Yapı Kredi
3 rd	Yapı Kredi	Akbank	Yapı Kredi	Akbank	Yapı Kredi	Garanti
4 th	Akbank	Yapı Kredi	Akbank	Yapı Kredi	Akbank	
5 th	Denizbank			Denizbank		Akbank
6 th		Denizbank	Denizbank		Denizbank	TEB
7 th	TEB	TEB	TEB	TEB	TEB	Denizbank
8 th	ING	ING	ING	ING	ING	ING
9 th	HSBC	HSBC	HSBC	HSBC	HSBC	HSBC

Note: All information in the presentation is based on BRSA bank only data unless stated otherwise

(1) In terms of total loans, total assets

(2) Ownership in eFinans increased to 100% as of 25.04.2018

(3) Including overdraft

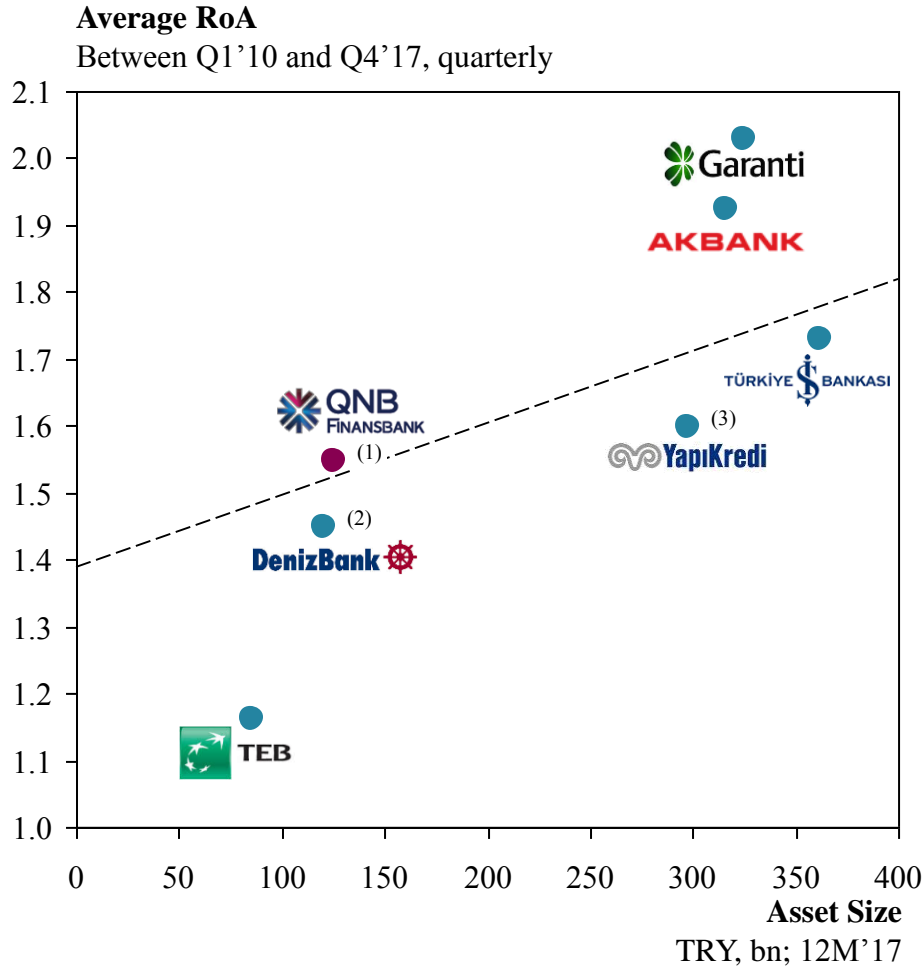
Source: BRSA bank only data; BAT

QNB Finansbank covers Turkish geography through a diverse distribution network and market's only “pure digital bank”



QNB Finansbank has shown success beyond its scale in volatile market settings

Financial performance since 2010



Drivers of QNB Finansbank's performance resilience

Differentiation

Unique practices delivering market leading financial results

Adaptability

Entrepreneurial **culture and capabilities to adapt** to changing market conditions

Right people

Right people brought together via a clear guidance of meritocracy and an aspiration for diversity that forms the basis of everything

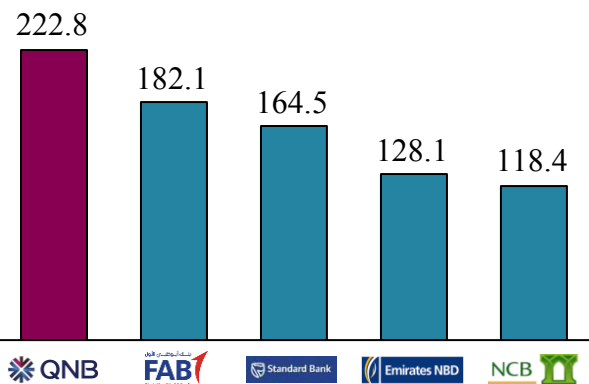
QNB’s ownership of Finansbank brings a strong support to one of market’s leading performers

	QNB Finansbank	QNB Group																					
Shareholder Structure	<div><div>%</div><div><div><div>Qatar National Bank</div><div>99.88</div><div>Other</div><div>0.12</div></div></div></div>	<div><div>%</div><div><div><div>Qatar Investment Authority</div><div>50.0</div><div>Private Sector</div><div>50.0</div></div></div></div>																					
Ratings	<table><tr><th></th><th>Moody's</th><th>Fitch</th></tr><tr><td>Foreign Currency Long-term Debt</td><td>Ba2</td><td>BBB-</td></tr><tr><td>Foreign Currency Short-term Debt</td><td>NP</td><td>F3</td></tr></table>		Moody's	Fitch	Foreign Currency Long-term Debt	Ba2	BBB-	Foreign Currency Short-term Debt	NP	F3	<table><tr><th></th><th>Moody's</th><th>Fitch</th><th>S&P</th></tr><tr><td>Foreign Currency Long-term</td><td>Aa3</td><td>A+</td><td>A</td></tr><tr><td>Foreign Currency Short-term</td><td>P-1</td><td>F1</td><td>A-1</td></tr></table>		Moody's	Fitch	S&P	Foreign Currency Long-term	Aa3	A+	A	Foreign Currency Short-term	P-1	F1	A-1
	Moody's	Fitch																					
Foreign Currency Long-term Debt	Ba2	BBB-																					
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	Moody's	Fitch	S&P																				
Foreign Currency Long-term	Aa3	A+	A																				
Foreign Currency Short-term	P-1	F1	A-1																				
Corporate Information	<ul style="list-style-type: none">• Focused on traditional banking activities, complemented by ancillary services (investment banking, brokerage, leasing, factoring, asset management)• Important partnerships in insurance with leading international institutions (Sompo Japan in basic insurance and Cigna in life insurance and private pensions)	<ul style="list-style-type: none">• Largest bank in Qatar by market cap, assets, loans, deposits and profit• Largest bank in MEA by total assets, loans, deposits and profit• Operating in more than 30 countries around the world across 3 continents• More than 1,200 locations, supported by more than 4,300 ATMs and employing more than 28,000 staff																					

QNB is the leading financial institution by all measures in the MEA region

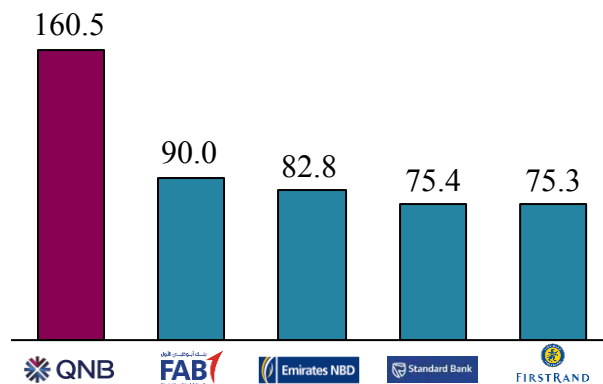
Total Assets

USD bn, Dec'17



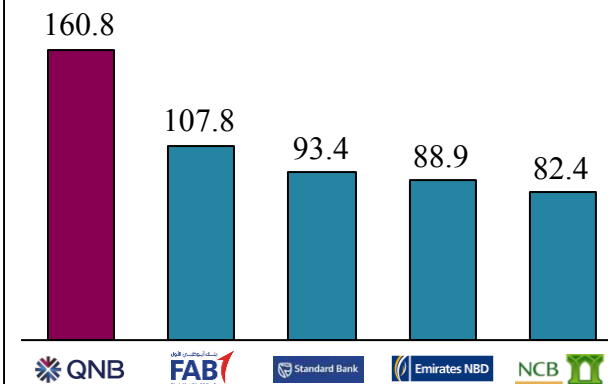
Loans

USD bn, Dec'17



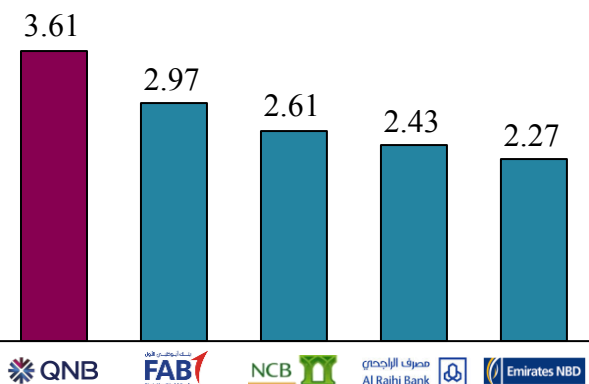
Deposits

USD bn, Dec'17



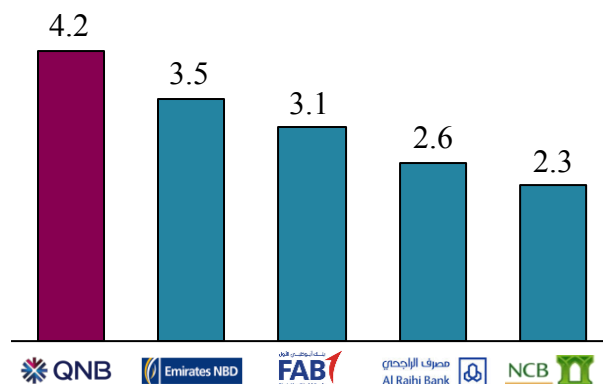
Net Profit

USD bn, Dec'17



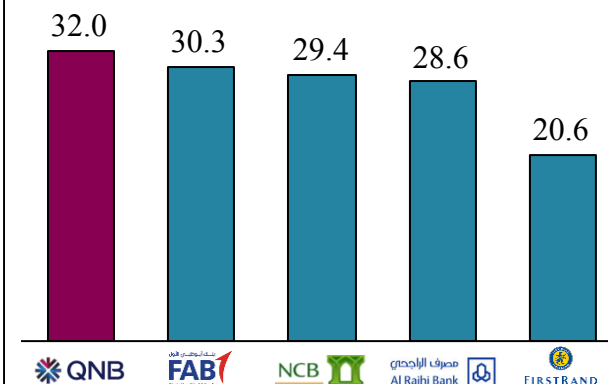
Top MEA Banking Brands

USD bn, Dec'17



Top MEA Banks by Market Cap

USD bn, Dec'17





QNB ownership brings a strong geographic reach to QNB Finansbank especially with important trade partners of Turkey

■ QNB presence
🇹🇷 Top 40 trade partners of Turkey

Middle East

	Qatar	
	KSA	
	Jordan	
	UAE	
	Syria	
	Palestine	
	Iraq	
	Oman	
	Bahrain	
	Kuwait	
	Lebanon	
	Yemen	
	Iran ⁽¹⁾	








Sub-Saharan Africa

	South Sudan	
	Togo	

North Africa

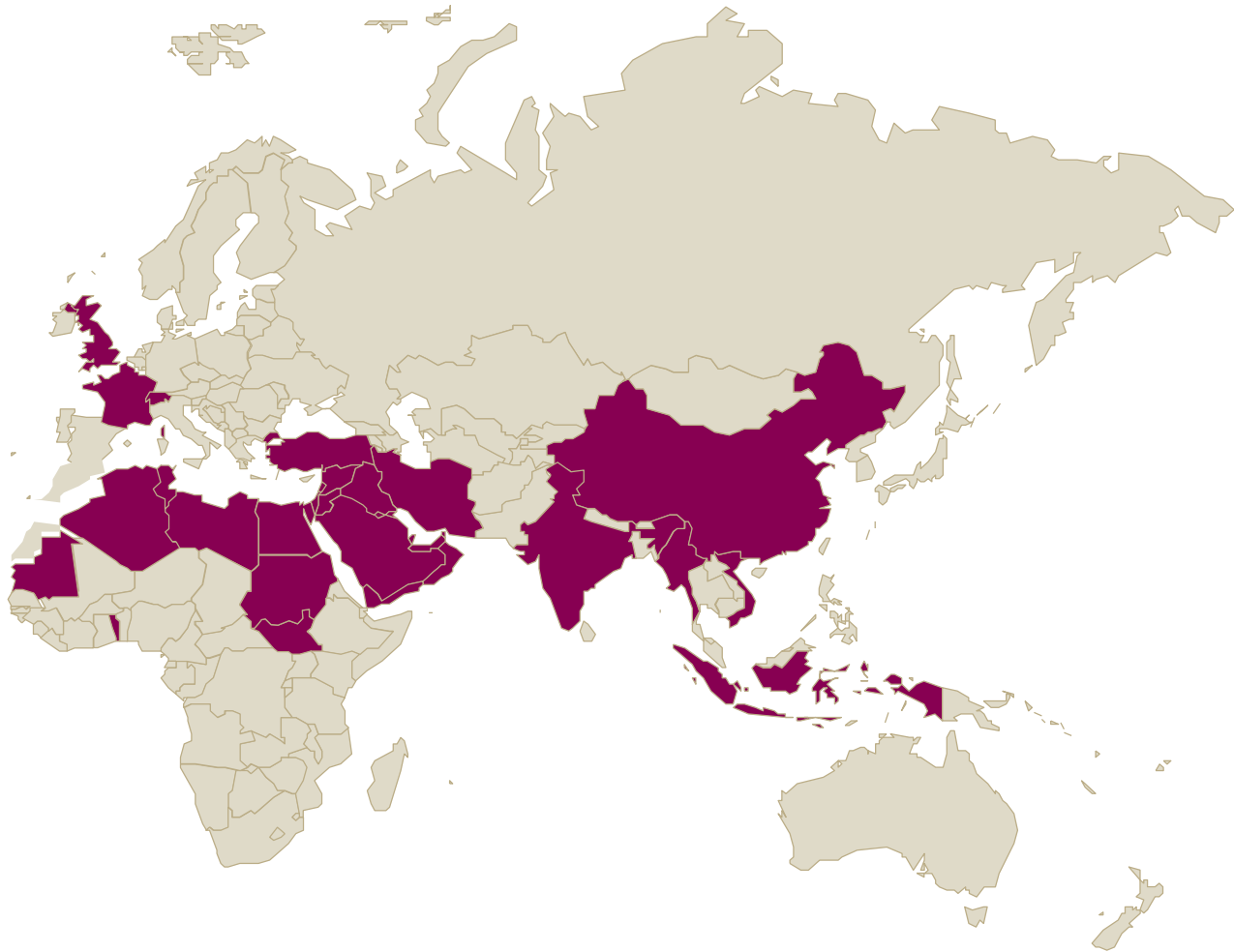
	Egypt	
	Libya	
	Tunisia	
	Sudan	
	Algeria	
	Mauritania	

Europe

	United Kingdom	
	France	
	Switzerland	
	Turkey	

Asia

	Indonesia	
	Singapore	
	India	
	China	
	Vietnam	
	Myanmar	



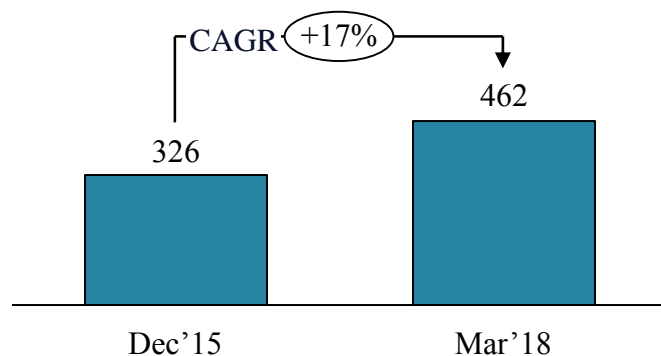
(1) Dormant

Supporting growth in a new segment of clients or strengthening areas of weakness

Strong client base growth in retail deposits ensuring stable and cheaper funding

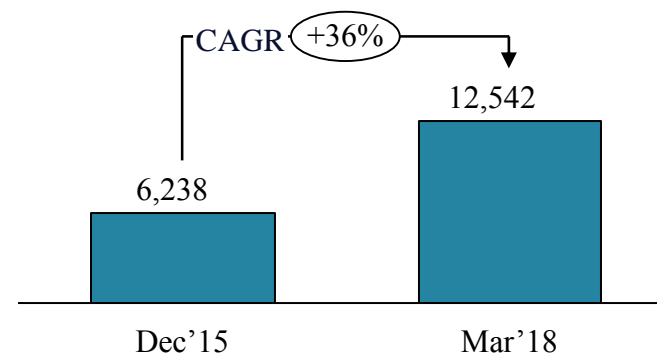
Number of retail deposit clients⁽¹⁾

Thousands



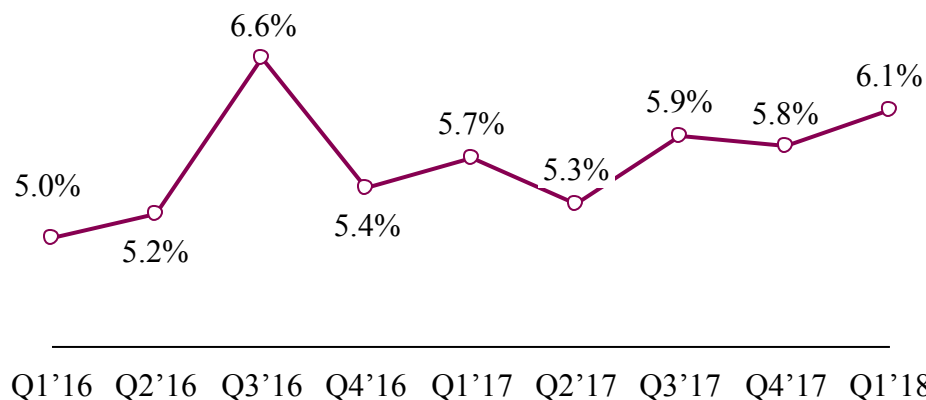
Ability to attract stable and cheap deposits from SME clients

Number of active SME time deposit clients⁽²⁾



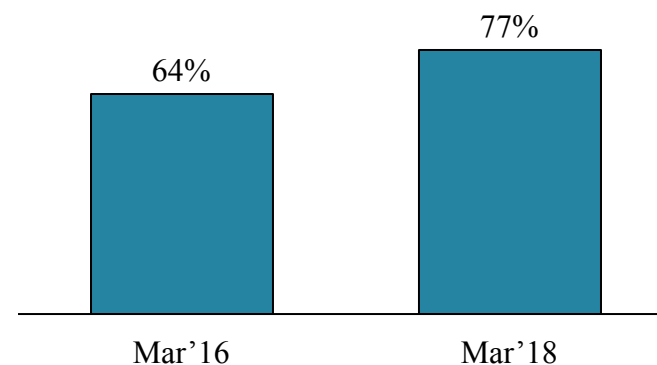
Leveraging groups geographic footprint and stronger correspondent access for improving trade business

Trade finance market share



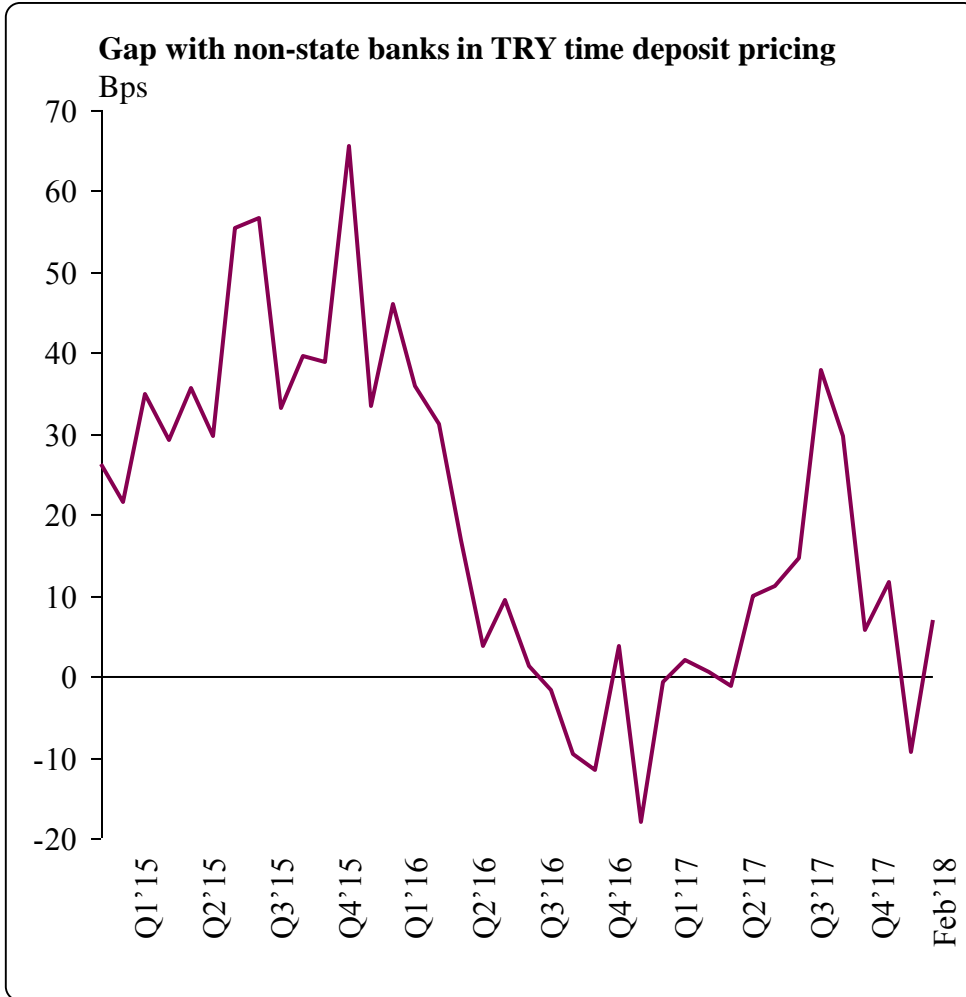
Significant improvement in SME lending thanks to more competitive pricing

Share of low risk clients in SME portfolio

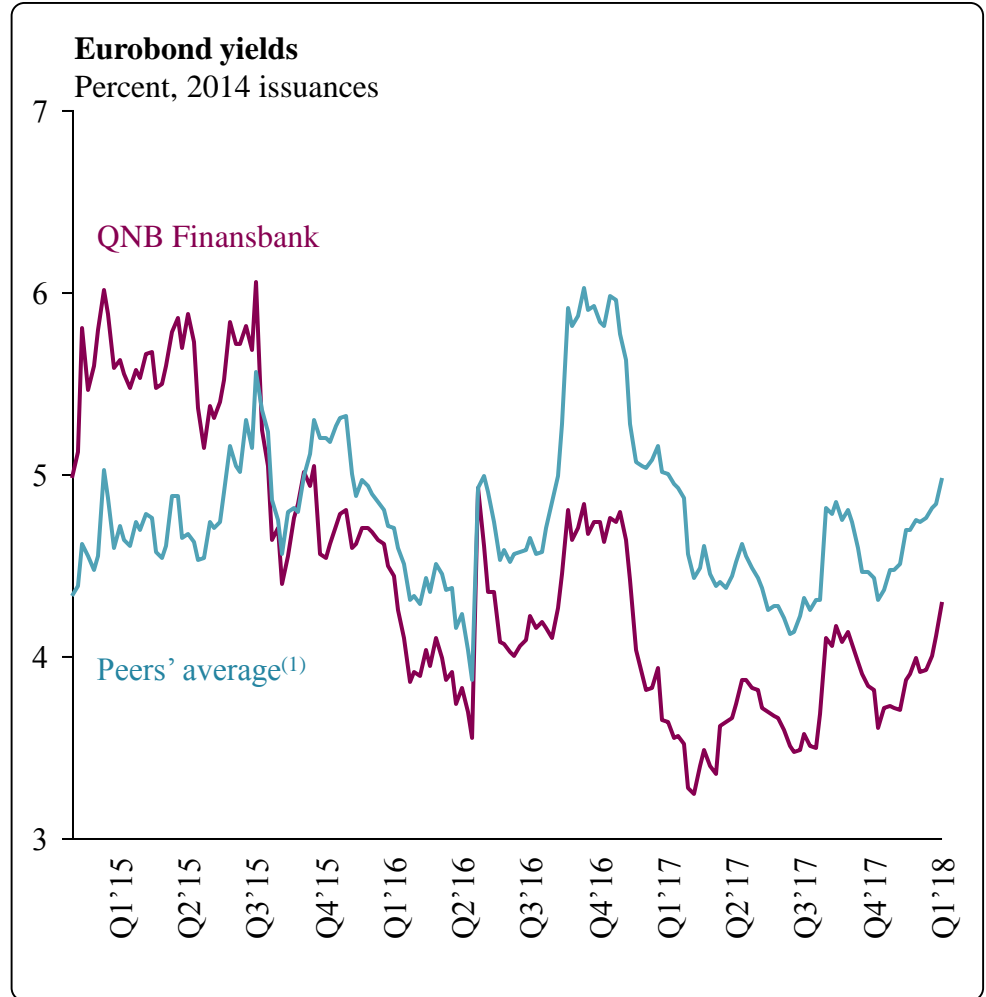


... and delivering improvement in cost of funding

QNB Finansbank's deposit funding costs converged to the sector...



... while wholesale funding costs declined immediately following announcement of acquisition

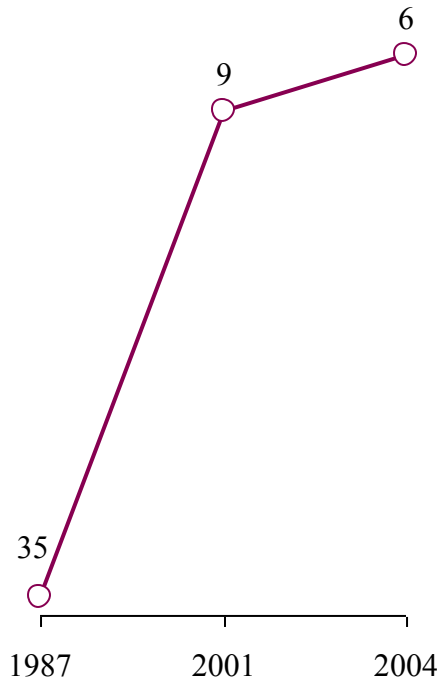


The new shareholder opens a new frontier of growth for one of Turkey's top performers

1987-2004: Fast growth behind leadership in Corporate & Commercial Banking

Total Assets

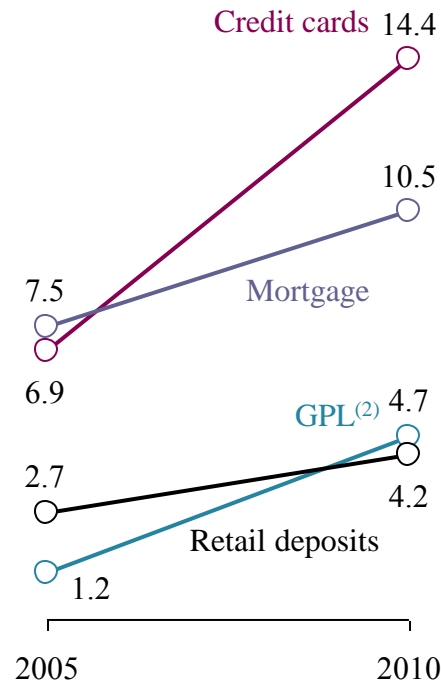
Ranking in Private Banks⁽¹⁾



2005-2011: Retail banking boom with market leading growth and success

Market share

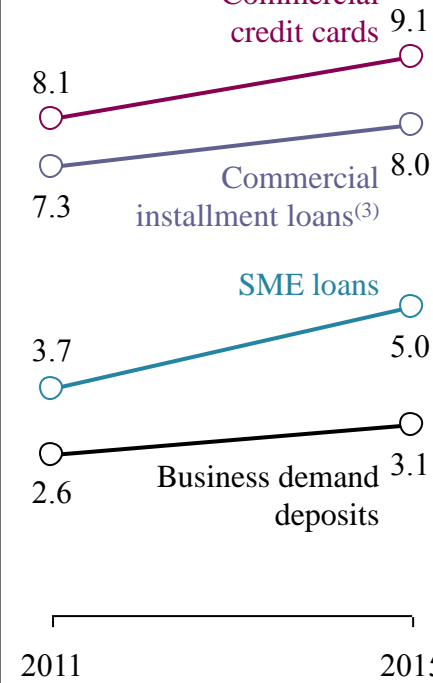
%



2012-2016: Business banking growth with productivity and risk focus

Market share

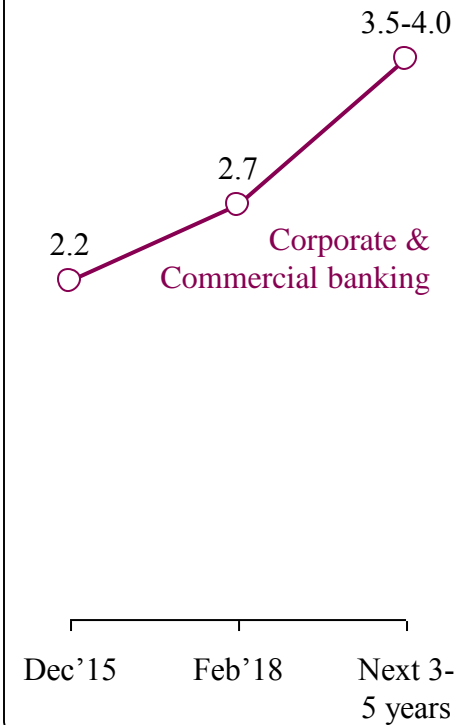
%



2016 beyond: Sustained success in Retail and SME while leapfrogging market in Corporate & Commercial Banking

Market share

%



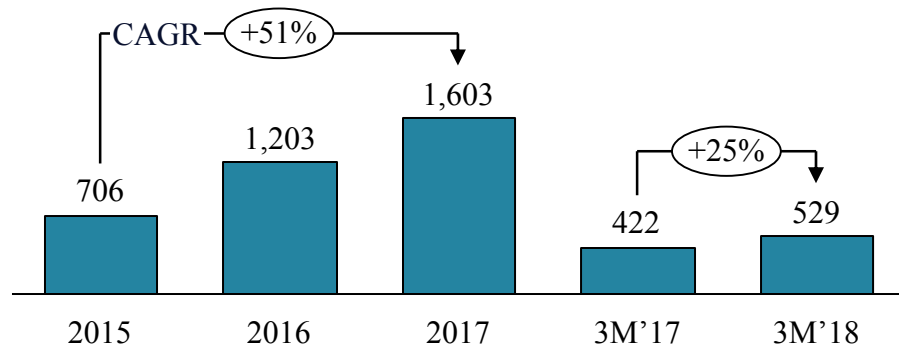


Loan-based Balance Sheet Delivering High Quality Earnings

Strong profitability continued with controlled asset quality and comfortable capital position

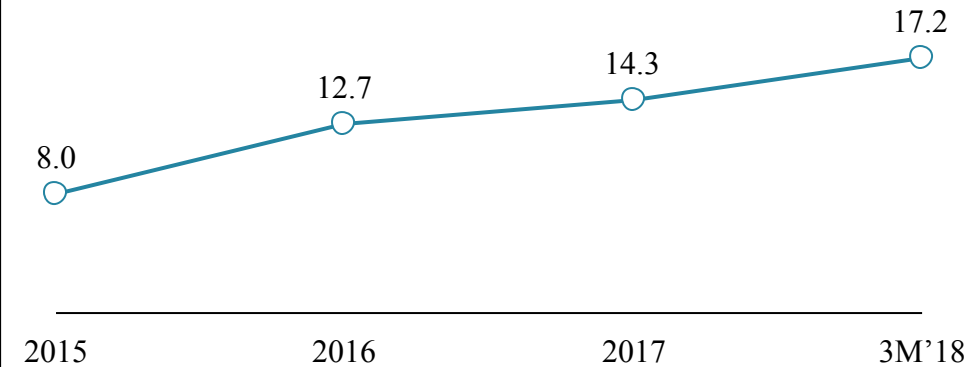
Strong net income performance

Net Income
TRY, mn



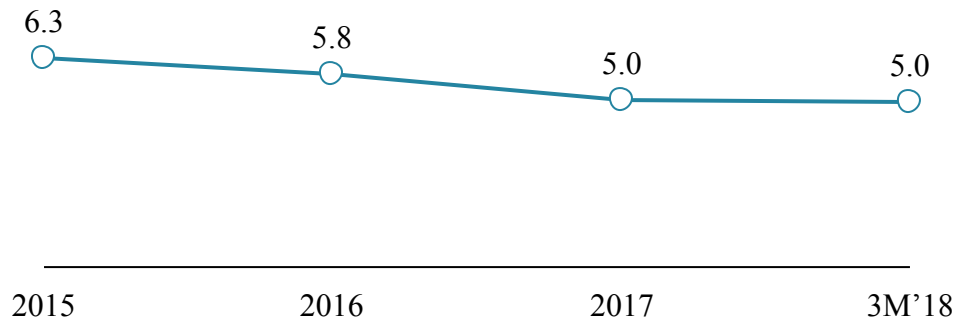
RoE consistently on upwards trend with strong boost over 2017

RoE
%



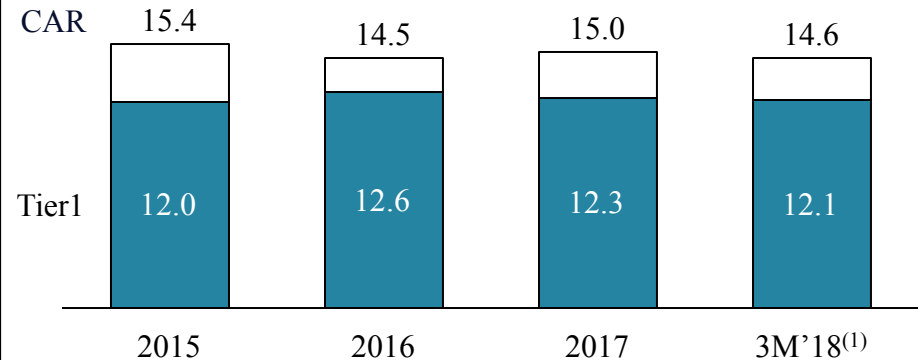
Ongoing asset quality improvement

NPL Ratio
%



Strong capital adequacy; additional buffers remain

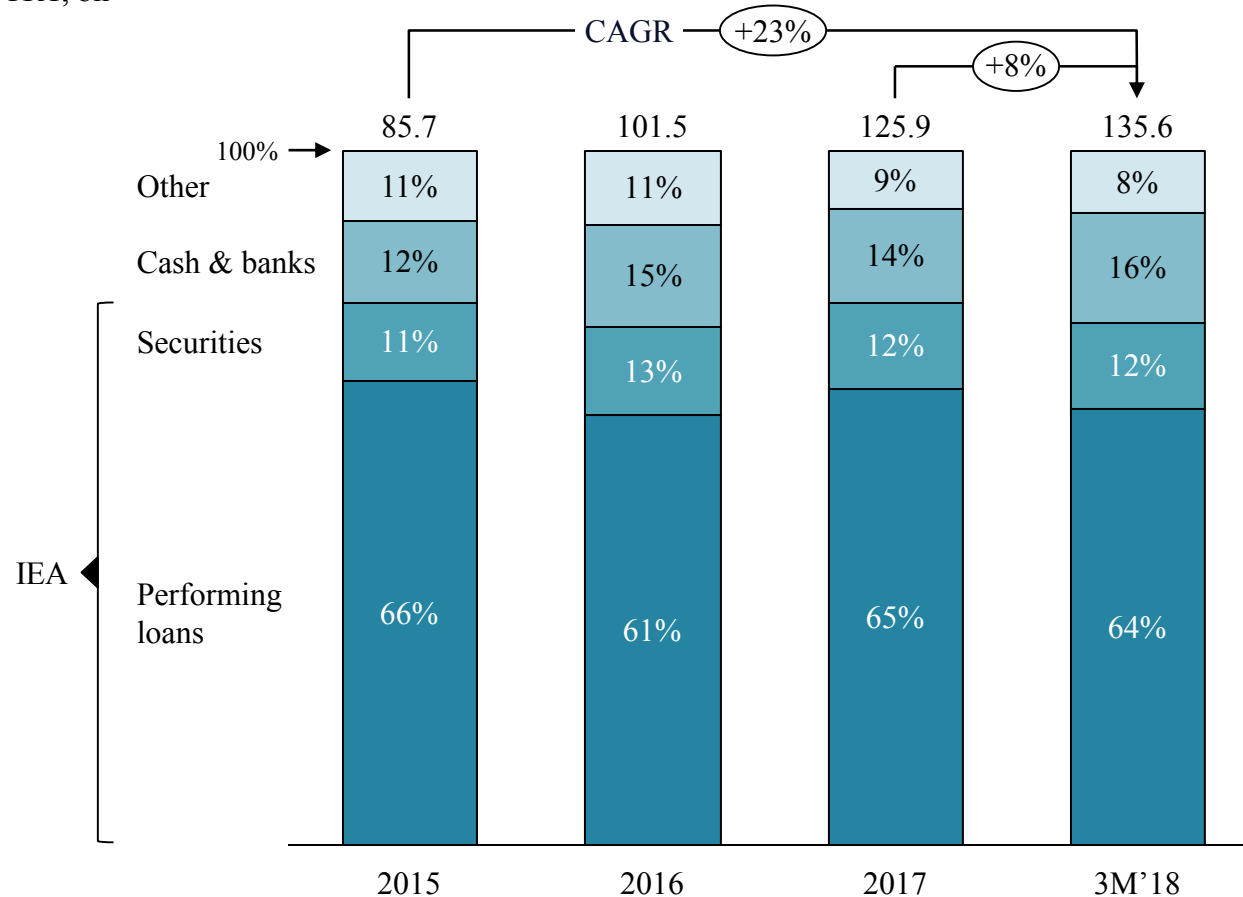
CAR
%



Asset size reached TRY 136bn with 23% average annual growth over last three years, 2018 as well started with a decent growth in the first quarter

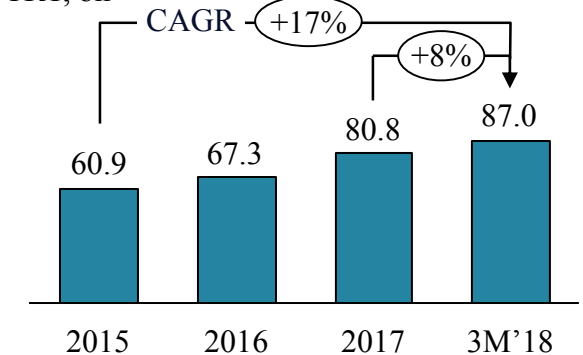
Loan heavy balance sheet with above the market growth in 2018

Total Assets
TRY, bn



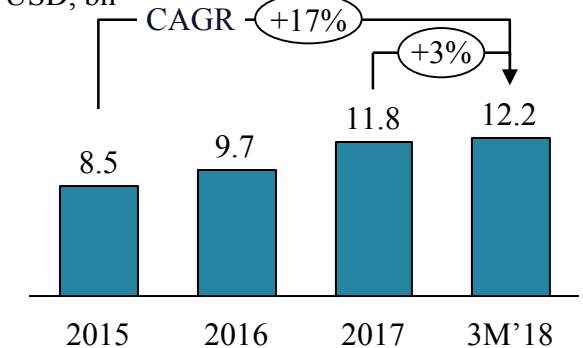
TRY assets growth picked up in 3M'18

TRY Assets
TRY, bn



Continued growth of FX assets due to shift to business banking

FX Assets⁽¹⁾
USD, bn

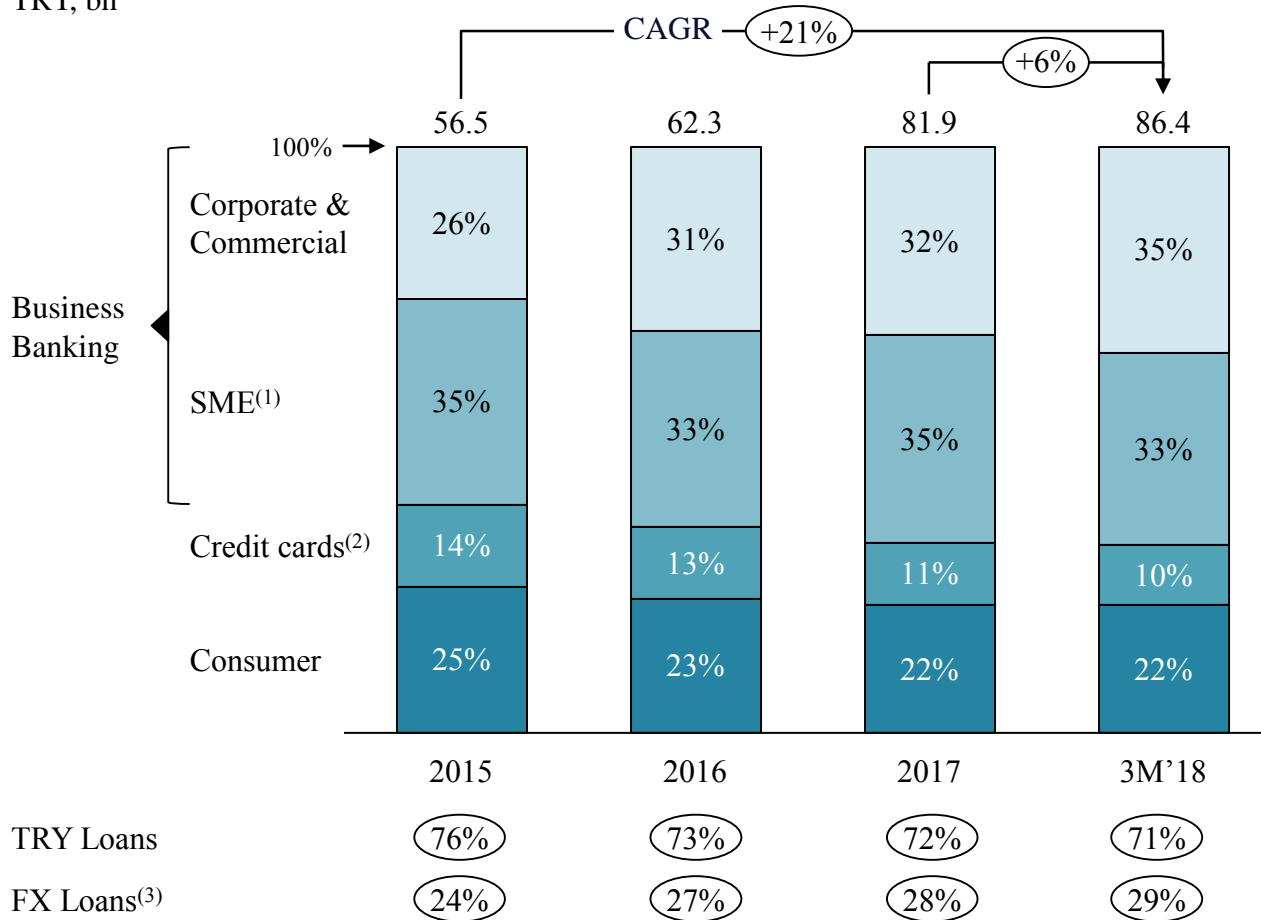


Sustained and successful execution of the growth strategy...

Loan book continued to shift towards business banking, balanced growth in 3M'18 among retail and business banking

Performing Loans by Segment and Currency

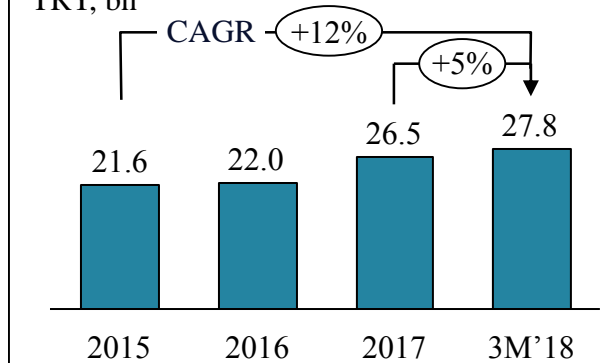
TRY, bn



Mild growth in Retail Loans over the period however accelerated in 3M'18

Retail Loans

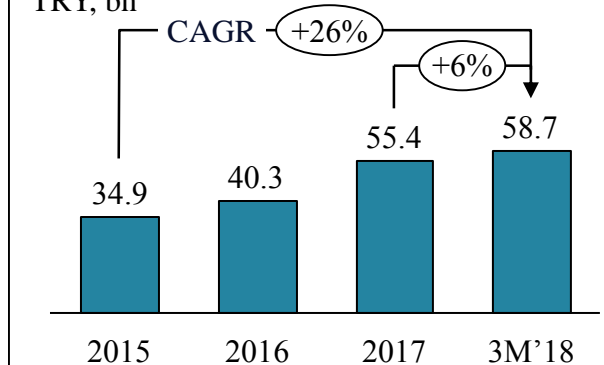
TRY, bn



Strong growth in business loans

Business Loans

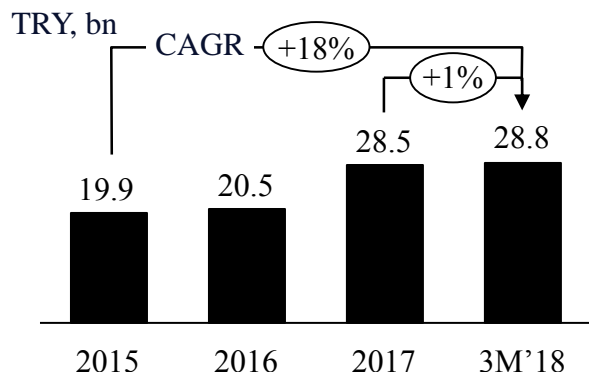
TRY, bn



... focused on business banking loans and selective retail banking segments

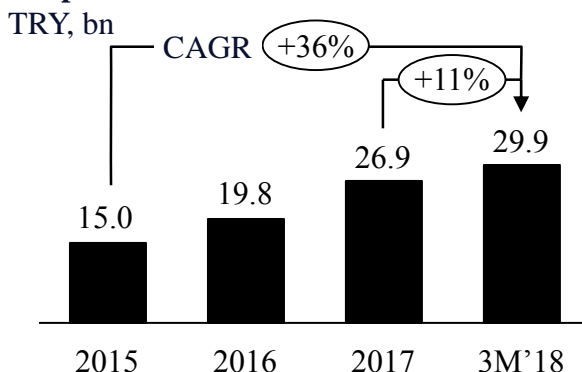
Strong SME loan growth with focused use of CGF program, while losing pace in 3M'18

SME Loans⁽¹⁾



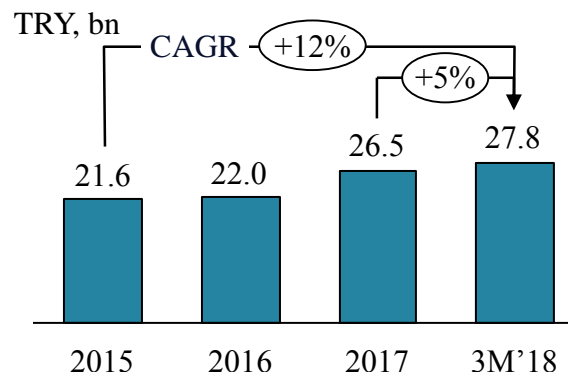
Strong growth in corporate & commercial loans

Corporate & Commercial Loans



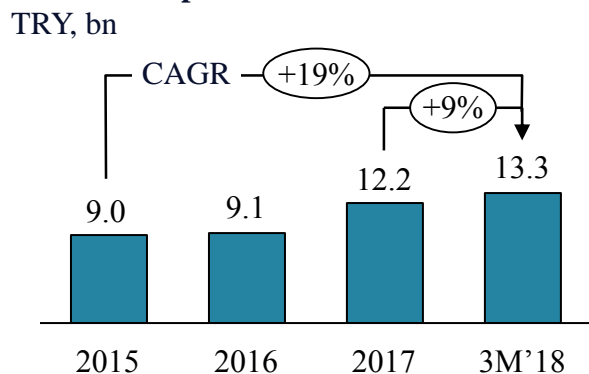
Selective historical growth in retail loans...

Retail Loans



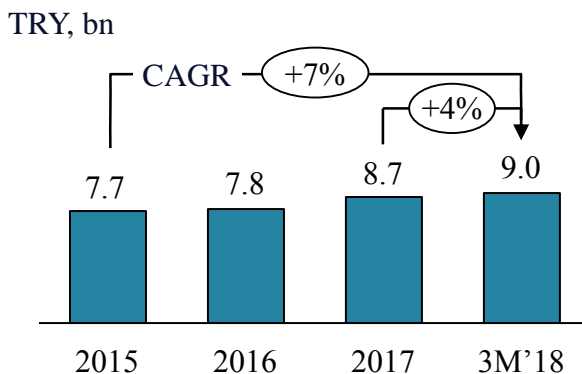
... mainly driven by GPLs where growth accelerated in 2017 and 3M'18...

General Purpose Loans⁽²⁾



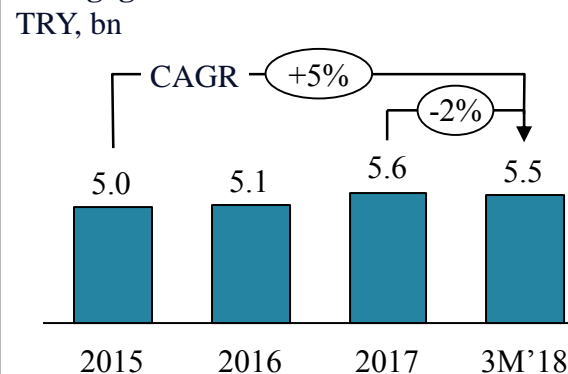
... above market growth continued in credit cards...

Credit Card Loans⁽³⁾



... while slowed down in mortgages

Mortgage Loans



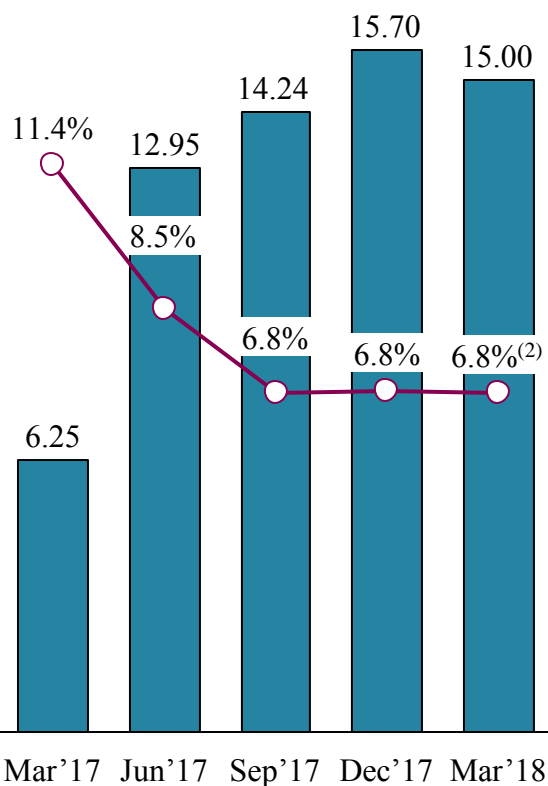
CGF⁽¹⁾ proactively used as a key strategic tool for high quality SME lending growth

Strong and proactive pick-up of CGF program ...

Volume of CGF guaranteed loans

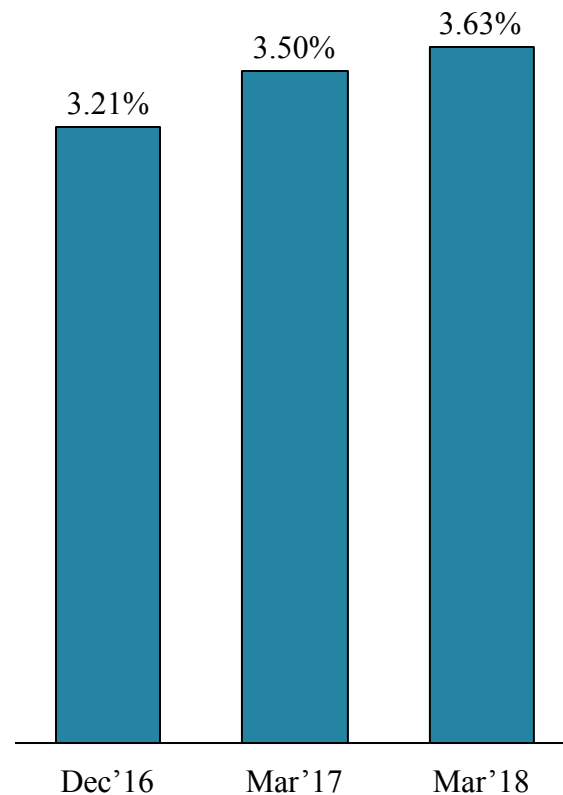
TRY, bn

—○— M/S in CGF program



... supporting high loan growth, outpacing the market ...

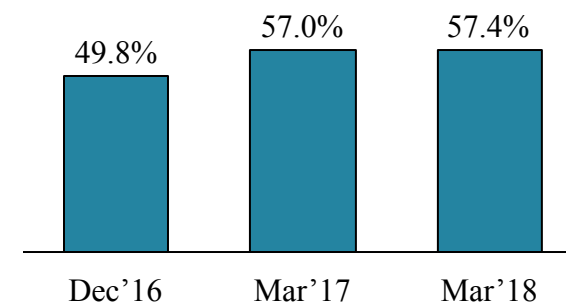
Business loan market share



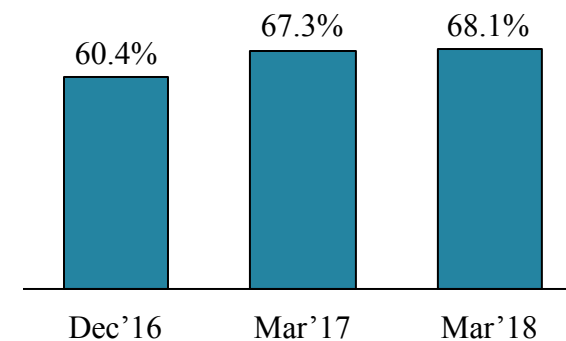
... and portfolio collateralization

Collateralization ratio⁽³⁾

Small enterprises



Medium enterprises

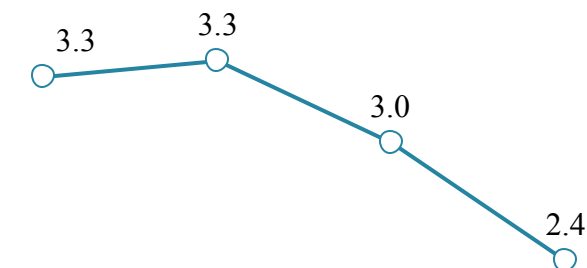


Controlled asset quality with high coverage ratios

Improving NPL inflows thanks to stringent risk measures and improving macro...

NPL Additions / Average Loans

%

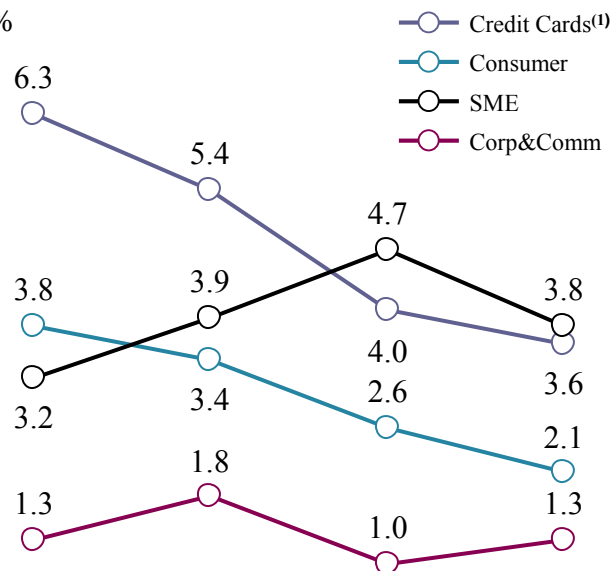


2015 2016 2017 3M'18

... resulting in improvement in all segments

NPL Additions / Average Loans by Segment

%

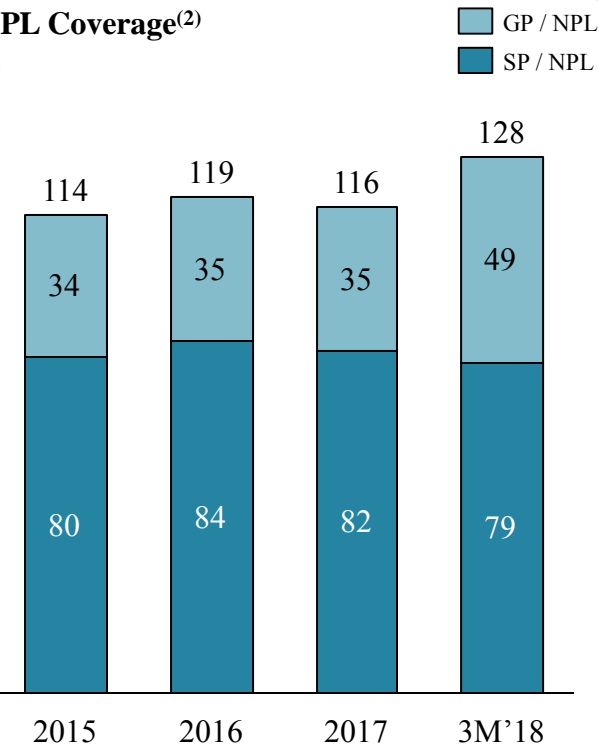


2015 2016 2017 3M'18

NPLs are well covered through general and specific provisions, additional contribution from IFRS 9 transition in 3M'18

NPL Coverage⁽²⁾

%



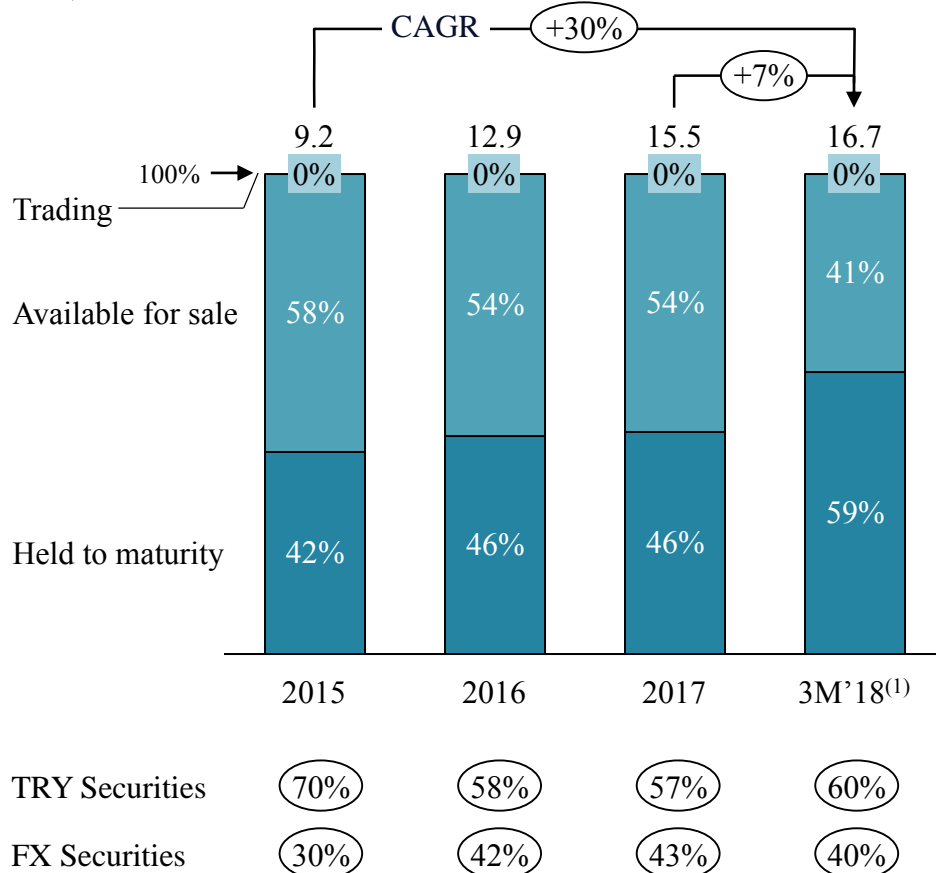
Provisioning from BRSA to IFRS 9

Dec'17 BRSA (TRY, mn)		Jan'1 2018 (TRY, mn)		Q1 2018 (TRY, mn)	
			Equity impact (-) Jan'1 2018 IFRS 9	P&L impact (-)	Q1'18 IFRS 9
• General provisions	1,505	• Total	604	104	2,212
		- Stage 1	1,008		1,026
		- Stage 2	1,100		1,186
• Specific provisions	3,530		-149	157	3,538
• Total Loan provisions	5,035		455	261	5,750
• Other provisions (includes other BS and OBS items)	78	- Stage 3	197	20	295
• Grand Total	5,112		652	281	6,045

Securities portfolio increased to TRY 16.7bn, making up 12% of assets

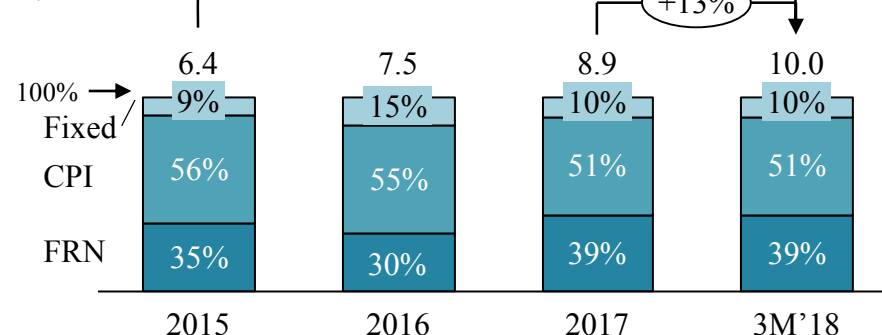
Growth in securities portfolio largely driven by TRY indexed/variable securities

Total Securities
TRY, bn



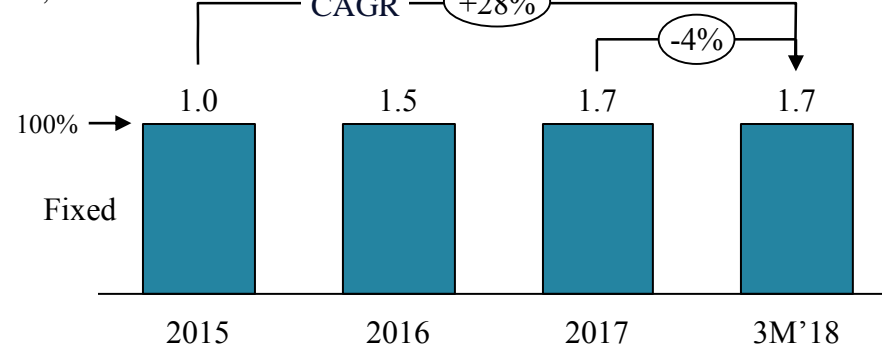
90% of TRY securities are indexed/variable rate

TRY Securities
TRY, bn



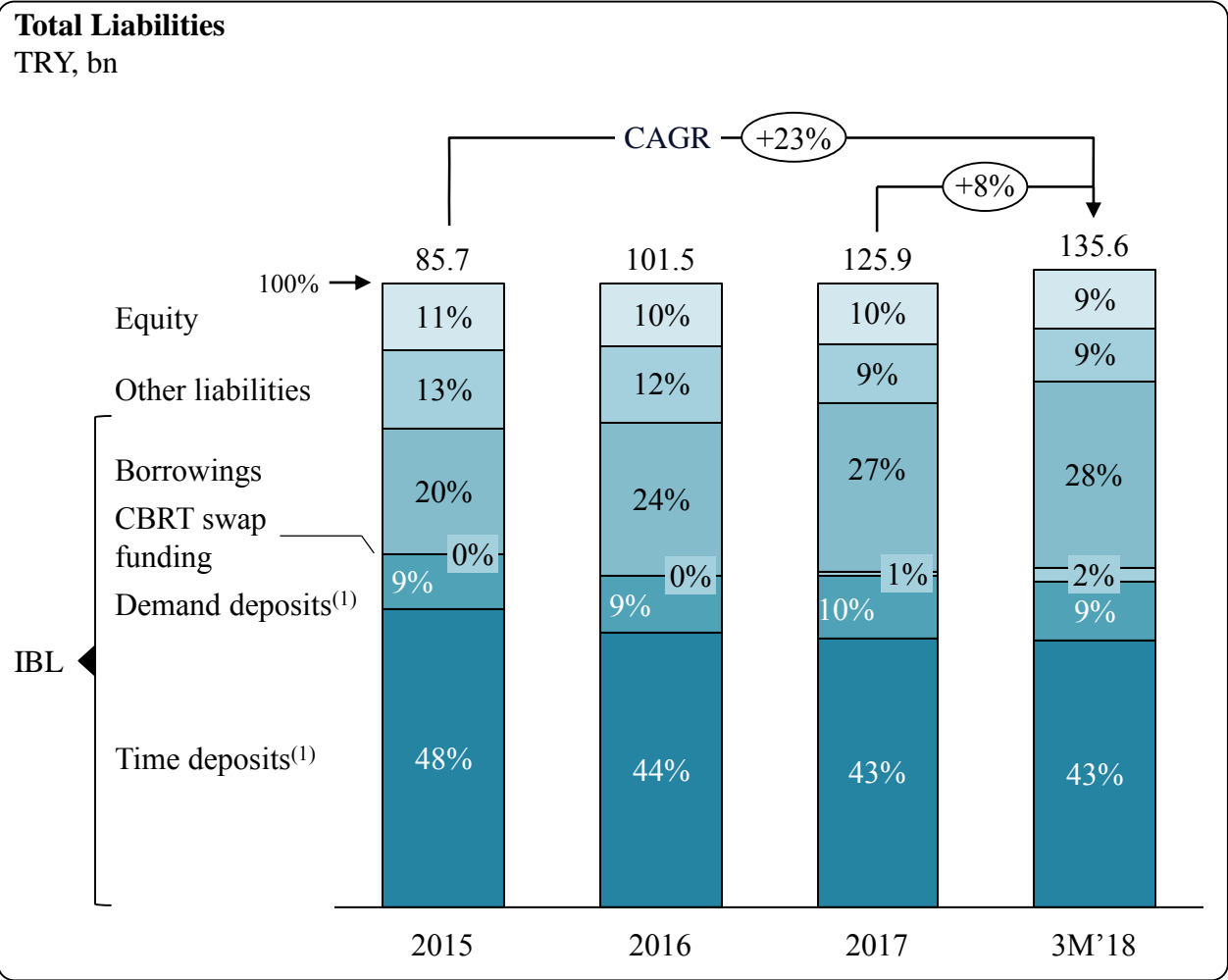
Strong growth in FX securities over the period, slowed down in 3M'18

FX Securities
USD, bn

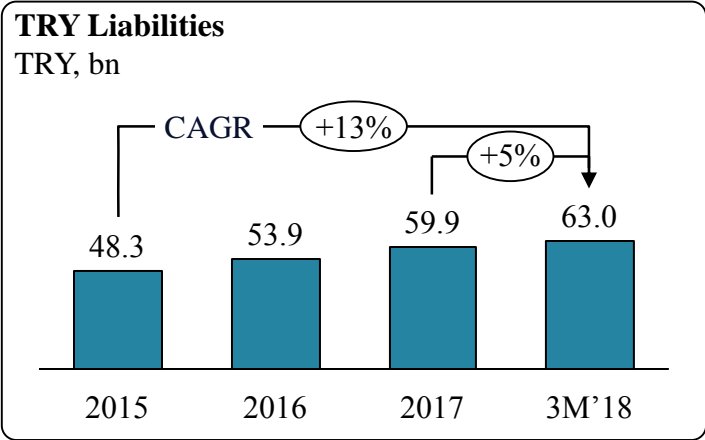


Well-diversified funding structure underpinned by solid deposit base

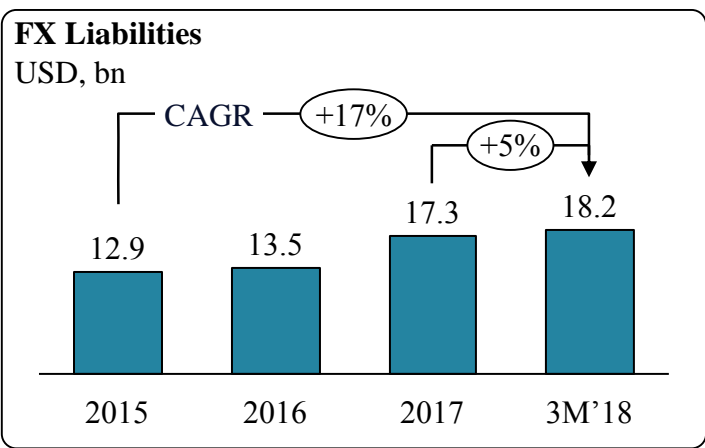
Use of diversified funding sources while leveraging new shareholder structure to refrain from deposit competition



TRY liabilities growth picked up in 3M'18 due to focus on TRY customer funds



Strong growth of FX liabilities leveraging diverse wholesale funding sources and CBRT swap facility

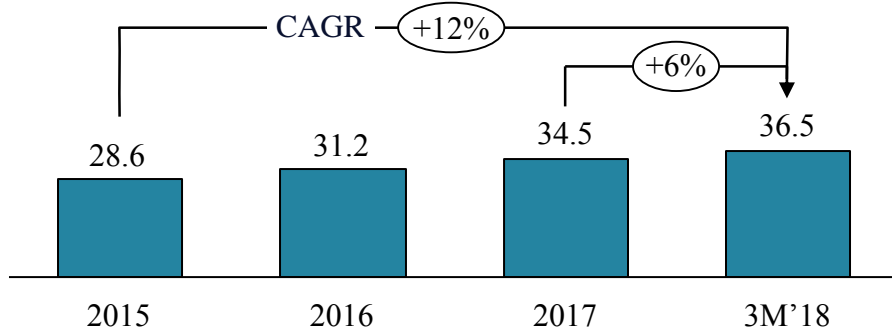


(1) Includes bank deposits

L/D ratio essentially in-line with sector, slight improvement in 3M'18 thanks to higher customer funds

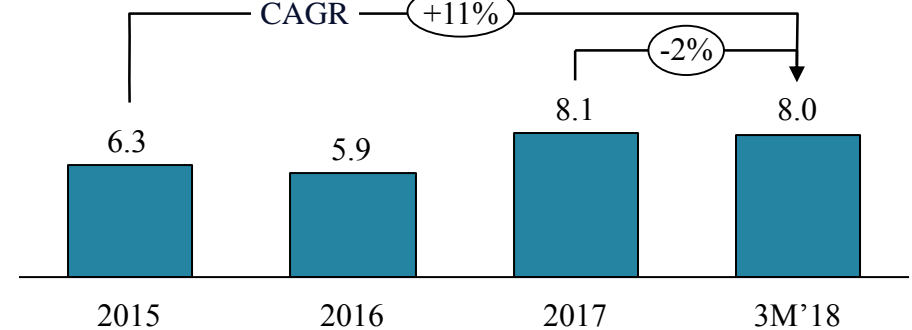
Stable TRY customer deposits growth above the sector

TRY customer deposits
TRY, bn



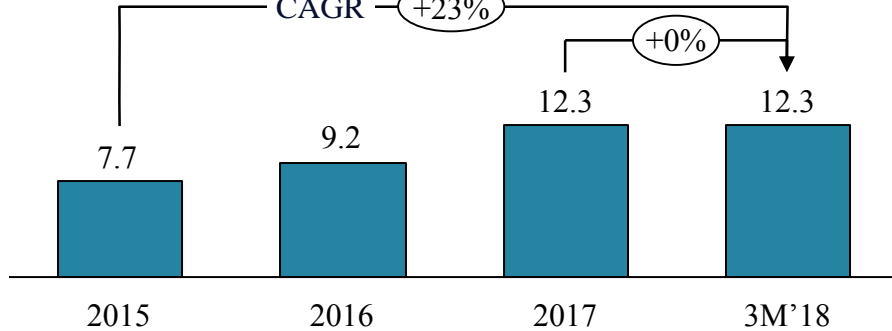
Sustained growth in FX customer deposits with slight switch to TRY deposits in 3M'18

FX customer deposits
USD, bn



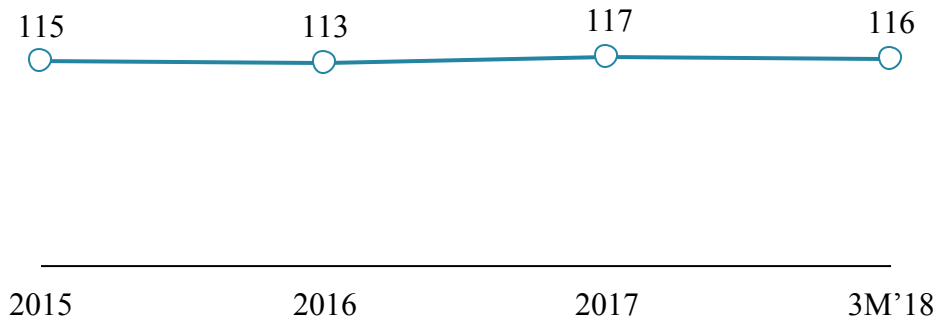
Sustained impressive growth in demand deposits

Customer demand deposits
TRY, bn



Loan-to-deposits ratio essentially in line with the sector

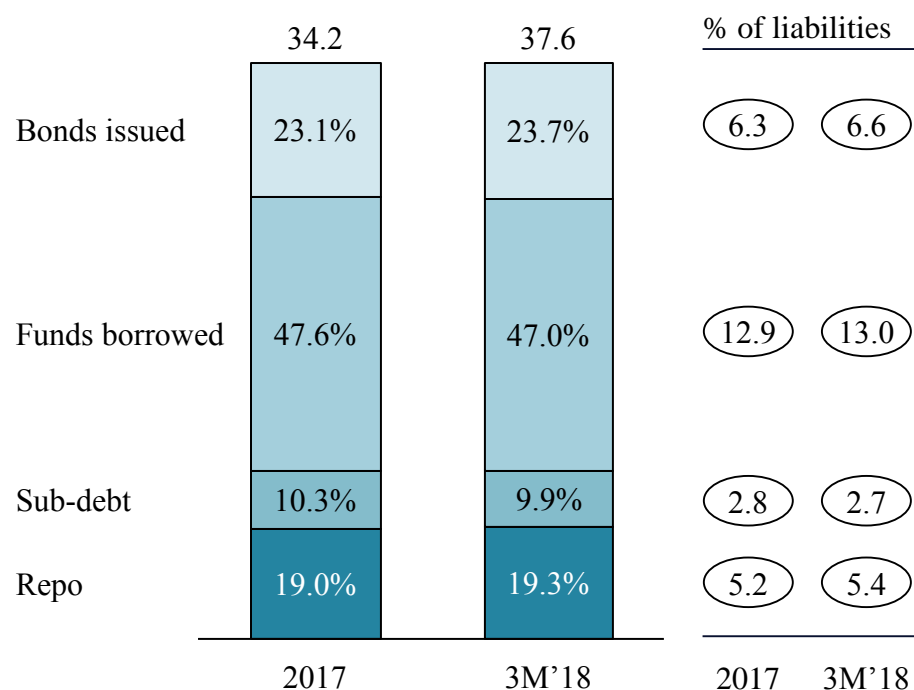
Loan-to-deposit ratio⁽¹⁾
%



Disciplined use of non-deposit funding and strong capital base

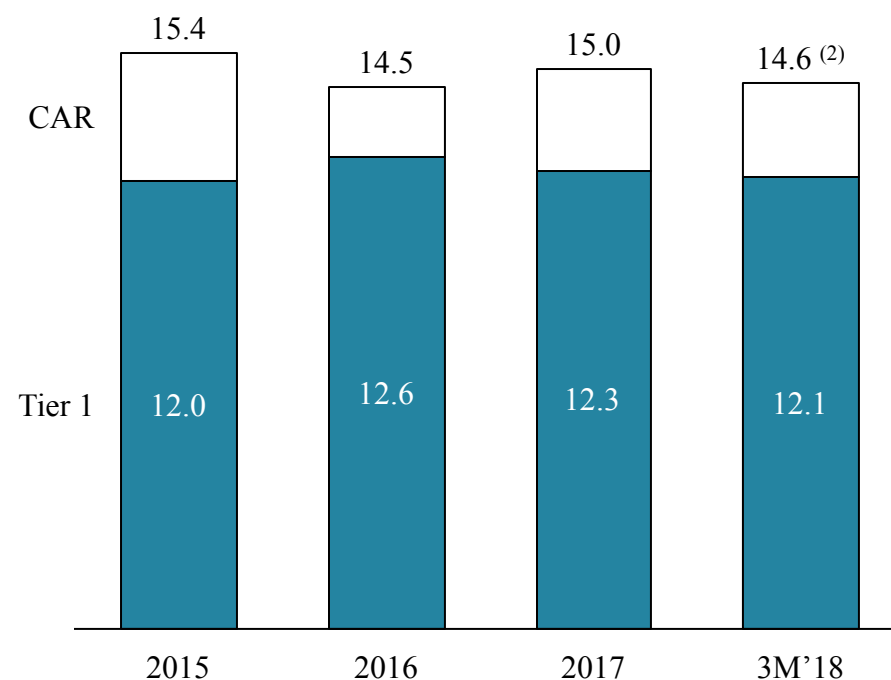
Low reliance on institutional borrowings, while growth supported by balanced funding mix

Borrowings⁽¹⁾ by Type
TRY, bn, % of borrowings



Capital adequacy at comfortable level with remaining additional buffer despite exchange rate impact and sub-loan amortization

Capital Adequacy
%



A structured approach to market and liquidity risk management

Focused ALM leads to low interest rate sensitivity

- TRL interest rate sensitivity is actively managed in the international swap market
- Hedge swap book stands at TRL 16.6bn as of Q1'18
- Net change in Economic Value / Equity is constantly monitored under several scenarios
- Regulatory IRRBB ratio is at 7.66% as opposed to 20% limit; indicating a conservative interest rate position on the banking book (as of Feb'18)

Prudent management of liquidity risk

- Strong framework is in place to ensure sufficient short-term and long-term liquidity
- Total Regulatory Liquidity Coverage ratio is 114% as opposed to 90% limit, whereas FX Regulatory Liquidity coverage ratio is 179% as opposed to 70% limit. Liquidity coverage ratio limits will be increased gradually by 10% each year up to 100% and 80% in 2019 for total liquidity and FX liquidity, respectively
- Continuous monitoring and reporting are in place to support effective management in addition to contingency plans for extreme situations

Low risk appetite for trading risks

- Low trading risk appetite is reflected by the limit structure both on portfolio and product level
- Best-in-class measurement methodologies are in place with daily monitoring of all market risk metrics (VaR, sensitivities, etc.) in addition to stress tests and scenario analysis

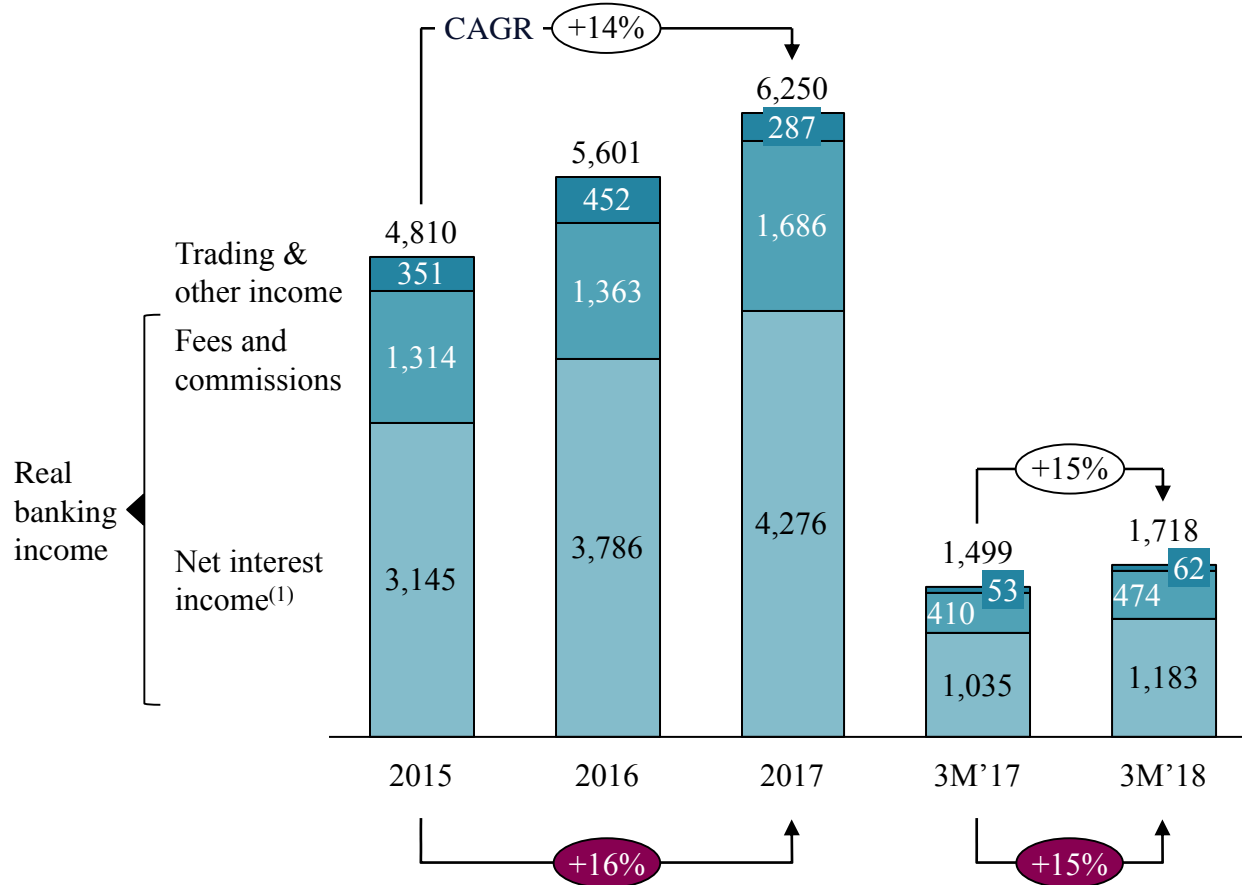


Solid Financial Performance

Focus on real banking income generation

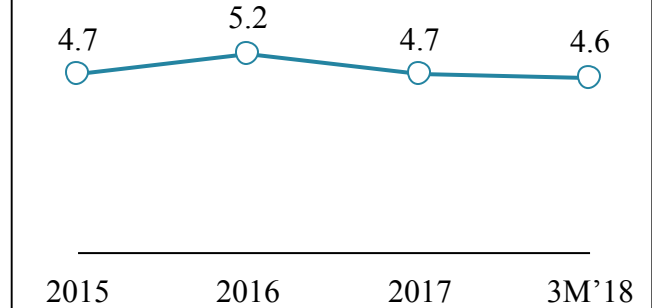
Operating income driven from core banking activities with strong YoY growth

Total Operating Income
TRY, mn



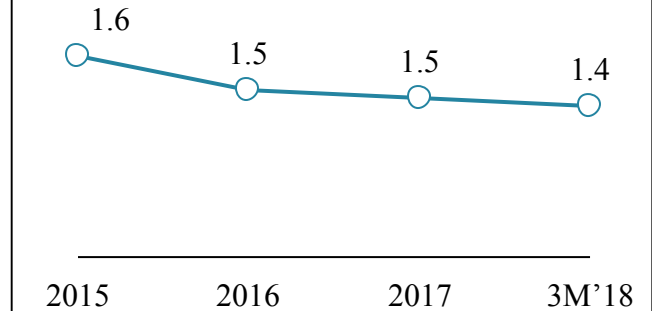
Resilient NIM⁽¹⁾ despite the headwinds of rising cost of funding

NIM after Swap
%



Stable fee generation despite strong asset growth

Fees / Assets
%

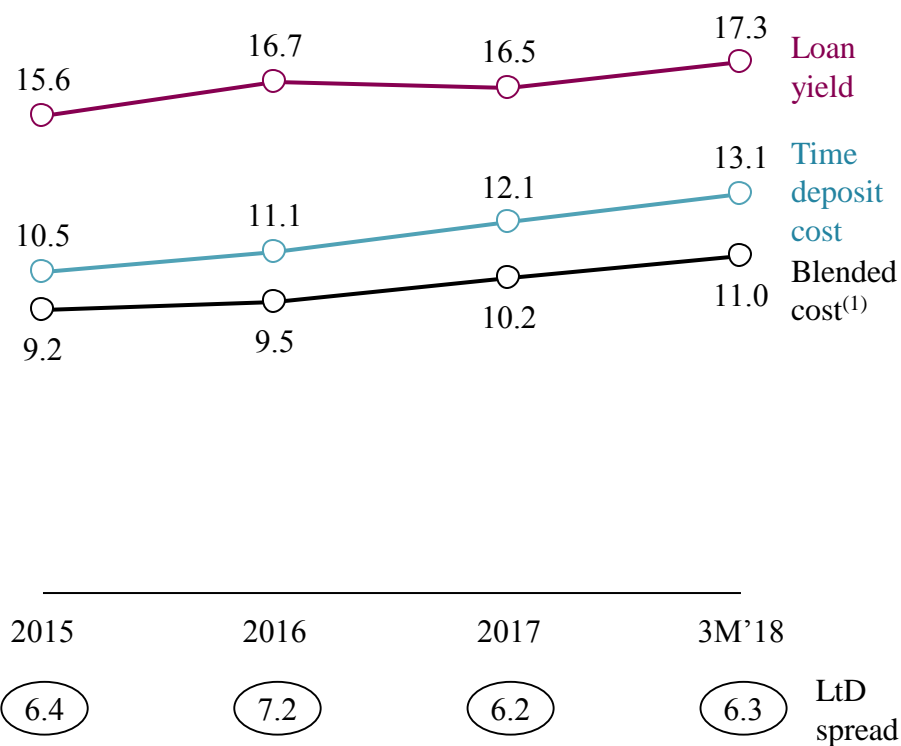


Exceptional spread management in both TRY and FX fronts

Resilient TL loan to deposit spreads thanks to effective ALM

TRY Spread

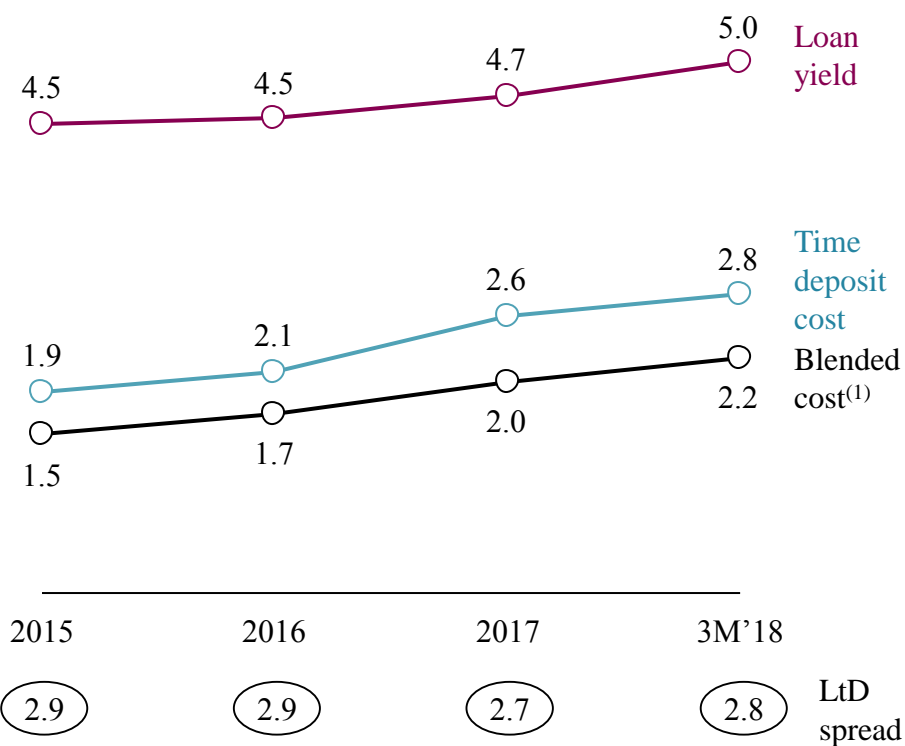
%, period average



Consistent loan-to-deposit spreads for FX side

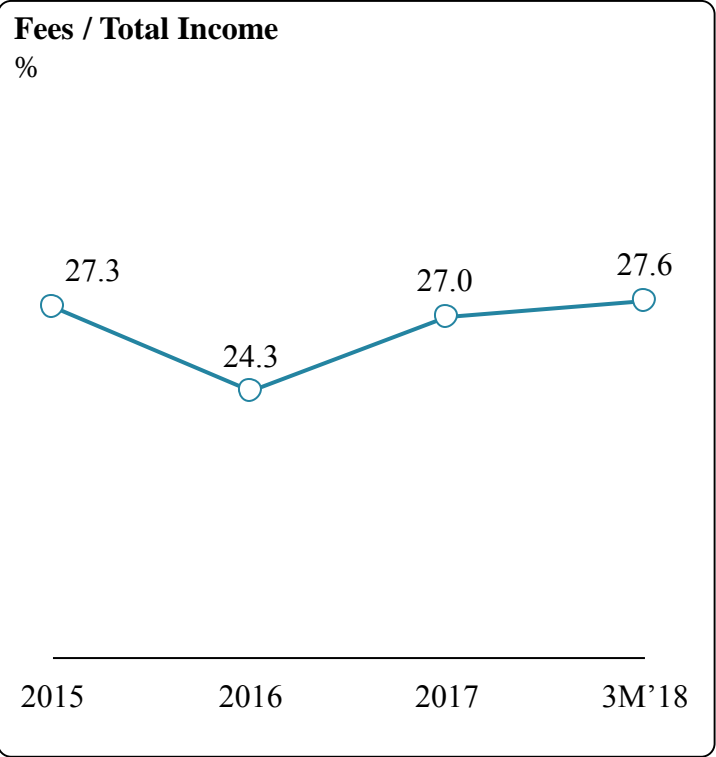
FX Spread⁽²⁾

%, period average

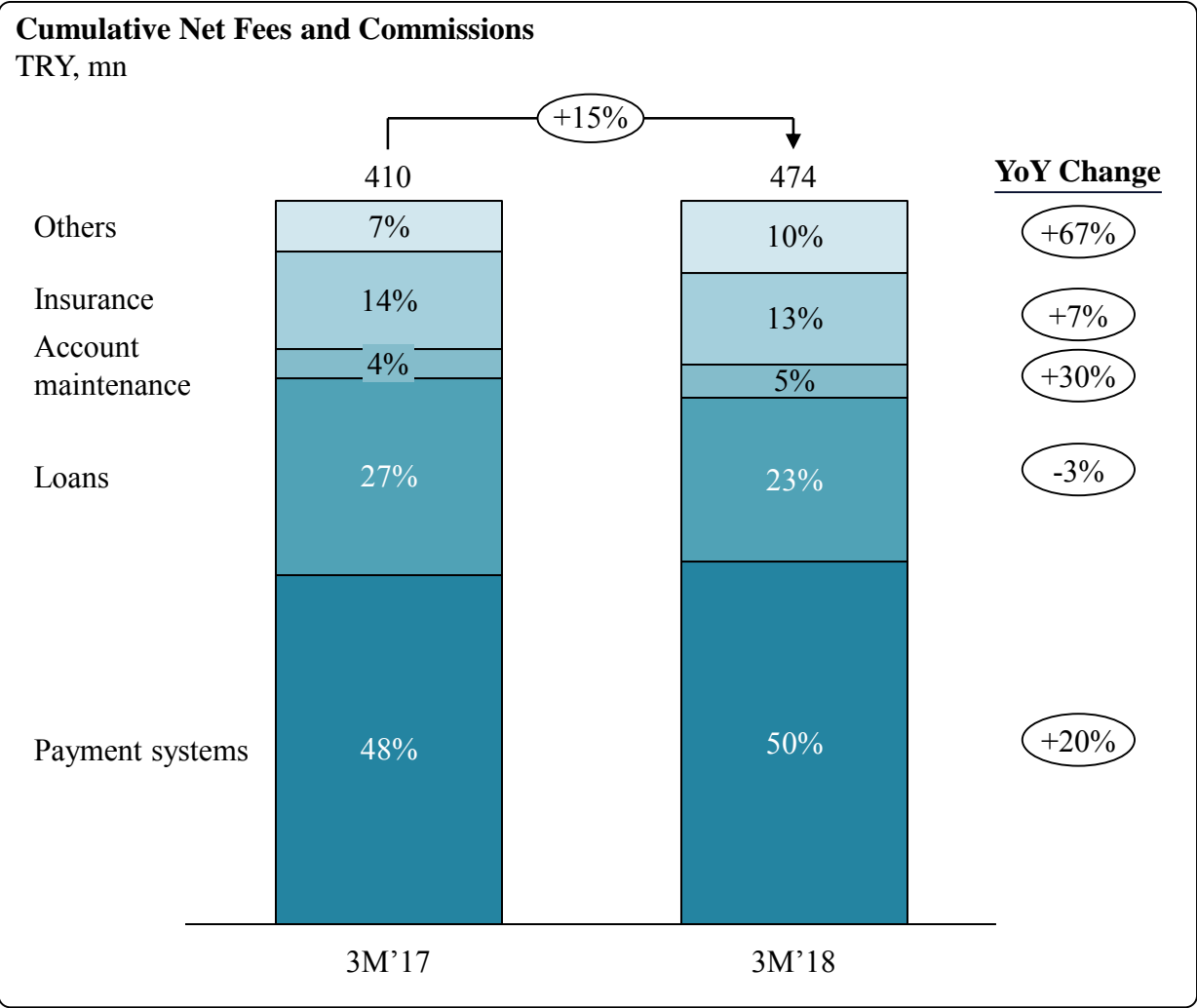


Sustained fee generation with strong performance across diversified business segments

Recovery of fees in total income thanks to improved payment system commissions



15% YoY growth in fee generation driven by strong strong payment systems and value added service revenues

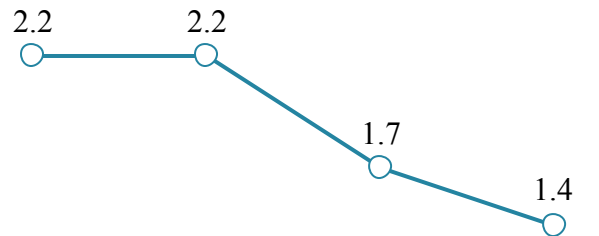


Change in business mix combined with measures taken in credit risk management across segments translates to better asset quality

CoR on a declining trend

Cost of Risk⁽¹⁾

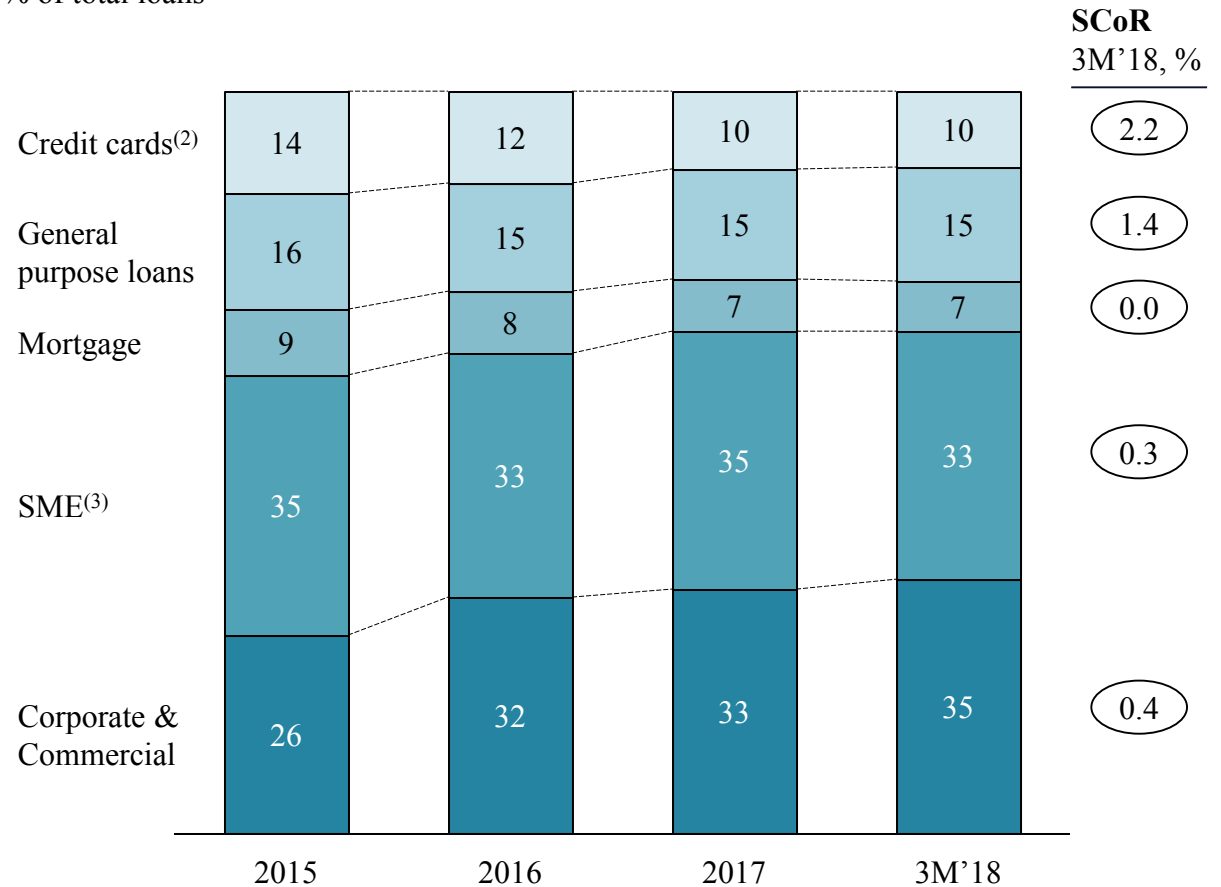
%



Shift towards business banking helps improve cost of risk

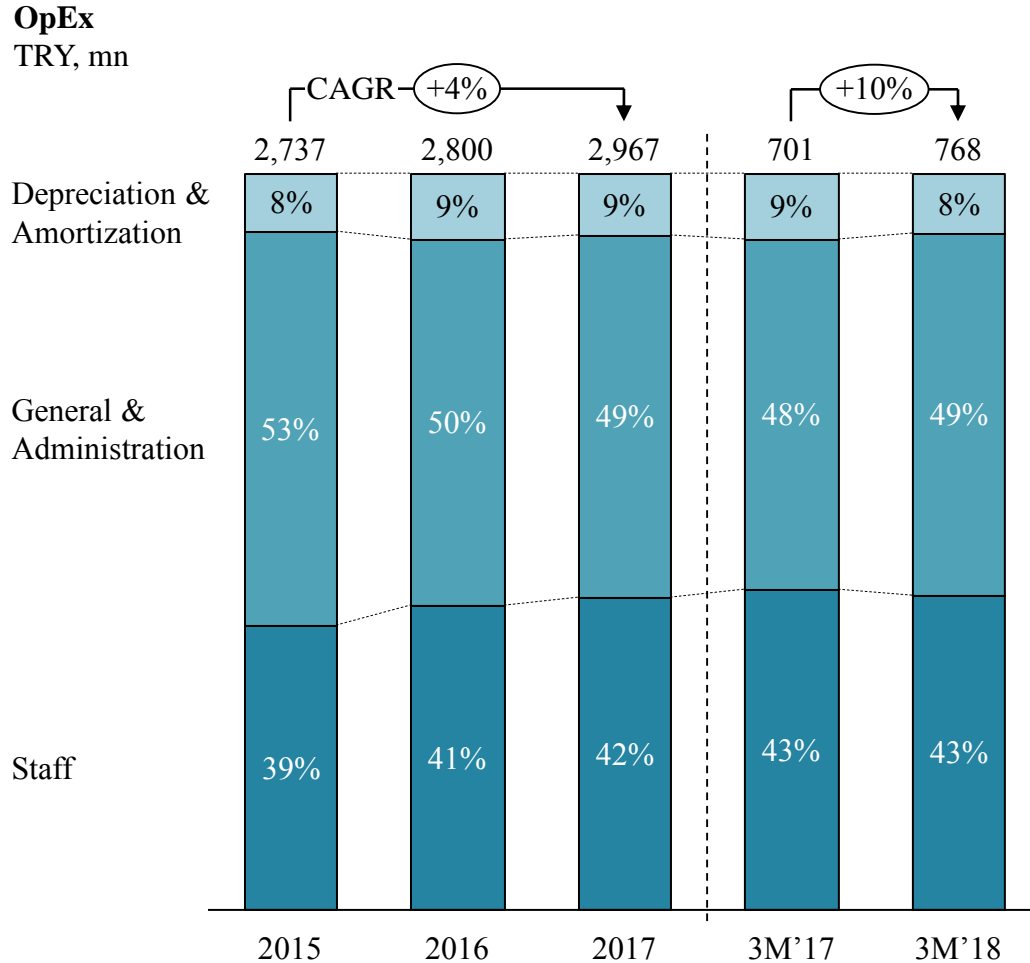
Loan Composition

% of total loans

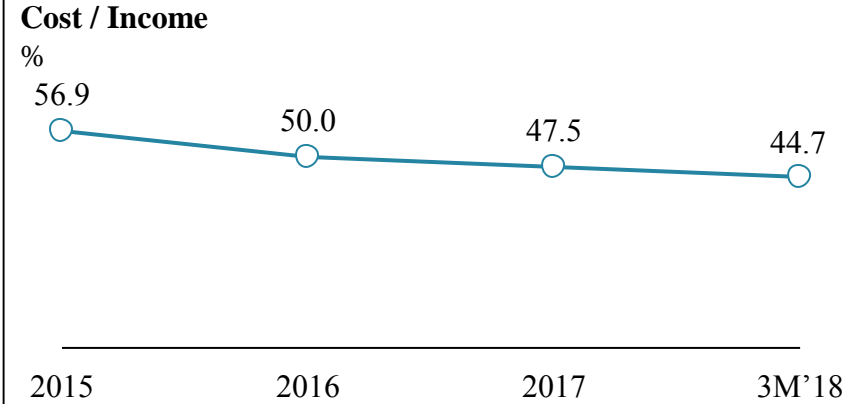


Diligent focus on efficiency even facing high business growth leading to improving efficiency metrics

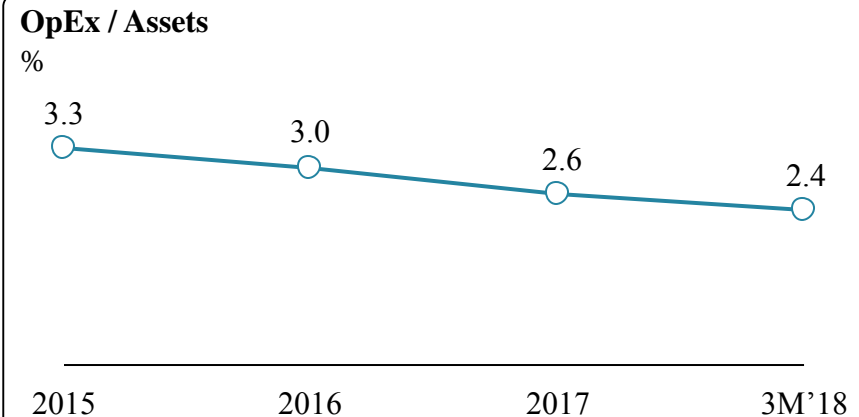
Stable operating expenses growth below the inflation



... leading to improvement in cost/income ratio...



... and efficiency improvement with high business growth



Key financial ratios

	Bank only figures	2015	2016	2017	3M'17	3M'18 ⁽¹⁾	ΔYoY
Profitability	RoAE	8.0%	12.7%	14.3%	16.2%	17.2%	+1.0pps
	RoAA	0.9%	1.3%	1.4%	1.6%	1.6%	+0.0pps
	Cost / Income	56.9%	50.0%	47.5%	46.8%	44.7%	-2.1pps
	NIM after swap expenses	4.7%	5.2%	4.7%	5.0%	4.6%	-0.4pps
Liquidity	Loans / Deposits ⁽²⁾	115.1%	113.2%	116.8%	115.5%	116.1%	+0.6pps
	LCR	88,5%	86,2%	102,7%	105,3%	115,3%	+10.0pps
Asset quality	NPL Ratio	6.3%	5.8%	5.0%	5.6%	5.0%	-0.6pps
	Coverage ⁽³⁾	114.6%	118.6%	116.3%	119.8%	127.5%	+7.8pps
	Cost of Risk	2.2%	2.2%	1.7%	1.6%	1.4%	-0.2pps
Solvency	CAR	15.4%	14.5%	15.0%	14.3%	14.6%	+0.3pps
	Tier I Ratio	12.0%	12.6%	12.3%	12.6%	12.1%	-0.5pps
	Liability/Equity	9.5	10.0	10.1	10.1	10.6	+0.5

Key strategies in 2018 and going forward

Long Term Sustainable Strategy

- **Real banking**, i.e., minimum market risk
- **Prudent credit risk management**
- **High CAR, high liquidity** at all times
- Leverage **wholesale funding opportunities** presented by new shareholder structure

Mid Term Strategic Actions

- Maintain solid, above the market **growth in Corporate & Commercial** and **SME** segments
- **Measured growth in consumer** lending with general purpose loans and renewed emphasis on credit cards with “high card spend” – a driver of acquiring volume (an SME business)
- Profitability and **downstream business focus** in Corporate & Commercial segments
- Continued emphasis on building a **stable deposit base** through new channels, offerings to untapped segments and customer groups (enpara.com)
- Focus on **fee generation** and **operating expenses control** as well as continuing **improvement on cost of risk** front thanks to the shift in loan book mix towards less risky segments

Appendix

A decorative graphic on the right side of the page, resembling a folded book corner. It consists of a dark red outer layer and a lighter red inner layer, with a white diagonal line separating them. The layers are folded over each other, creating a three-dimensional effect.

Finansbank BRSA Bank-Only Summary Financials⁽¹⁾

Income Statement

TRY, mn	2015	2016	2017	3M'17	3M'18
Net Interest Income (After Swap Expenses)	3,145	3,786	4,276	1,035	1,183
Net Fees & Commissions Income	1,314	1,363	1,686	410	474
Trading & Other Income	351	452	287	53	62
Total Operating Income	4,810	5,600	6,250	1,499	1,718
Operating Expenses	(2,737)	(2,800)	(2,967)	(701)	(768)
Net Operating Income	2,073	2,800	3,282	797	950
Provisions	(1,170)	(1,316)	(1,233)	(263)	(281)
Profit before tax	903	1,484	2,049	534	669
Tax expenses	(197)	(280)	(446)	(112)	(140)
Profit after tax	706	1,203	1,603	422	529

Balance Sheet

TRY, mn	2015	2016	2017	3M'17	3M'18 ⁽²⁾
Cash & Banks ⁽³⁾	10,313	14,925	17,291	15,143	21,624
Securities	9,197	12,950	15,543	13,931	16,705
Performing Loans	56,529	62,310	81,883	68,619	86,469
Fixed Asset and Investments ⁽⁴⁾	2,283	2,912	3,168	2,945	3,326
Other Assets	7,405	8,406	7,972	8,372	7,450
Total Assets	85,727	101,503	125,857	109,010	135,574
Deposits	48,566	53,939	67,032	58,282	70,639
Customer Deposits	47,009	51,966	65,297	54,889	68,343
Bank Deposits	1,557	1,973	1,735	3,393	2,296
Borrowings	17,278	24,821	34,188	25,197	37,595
Bonds Issued	4,336	4,312	7,914	4,527	8,925
Funds Borrowed	5,640	10,758	16,274	12,706	17,680
Sub-debt	2,662	3,236	3,511	3,380	3,718
Repo	4,639	6,515	6,490	4,584	7,271
CBRT SWAP Funding	0	0	610	2,146	3,050
Other	10,860	12,617	11,872	12,644	11,555
Equity	9,024	10,126	12,155	10,742	12,735
Total Liabilities & Equity	85,727	101,503	125,857	109,010	135,574

Finansbank BRSA Consolidated Summary Financials⁽¹⁾

Income Statement

TRY, mn	2015	2016	2017	3M'17	3M'18
Net Interest Income (After Swap Expenses)	3,272	3,962	4,441	1,076	1,224
Net Fees & Commissions Income	1,387	1,445	1,783	431	507
Trading & Other Income	307	455	413	62	102
Total Operating Income	4,966	5,862	6,636	1,569	1,883
Operating Expenses	-2,874	-2,938	-3,126	-735	-813
Net Operating Income	2,092	2,923	3,510	834	1,020
Provisions	-1,207	-1,390	-1,269	-278	-293
Profit before tax	884	1,533	2,241	556	727
Tax expenses	-204	-295	-469	-110	-157
Profit after tax	680	1,238	1,772	446	570

Balance Sheet

TRY, mn	2015	2016	2017	3M'17	3M'18 ⁽²⁾
Cash & Banks ⁽³⁾	10,403	15,084	17,424	15,279	21,851
Securities	9,254	12,983	15,608	13,983	16,772
Performing Loans	56,357	62,015	81,635	68,310	86,266
Fixed Assets	1,979	2,243	2,427	2,280	2,889
Other Assets ⁽⁴⁾	10,057	12,002	14,101	12,287	13,631
Total Assets	88,049	104,326	131,195	112,140	141,410
Deposits	48,311	53,865	66,934	58,127	70,489
Customer Deposits	46,755	51,892	65,198	54,734	68,193
Bank Deposits	1,557	1,973	1,735	3,393	2,296
Borrowings	19,364	27,351	38,921	28,055	42,912
Bonds Issued	5,827	6,332	10,398	6,630	11,346
Funds Borrowed	6,066	11,164	18,012	13,344	19,897
Sub-debt	2,662	3,236	3,511	3,380	3,718
Repo	4,809	6,620	7,000	4,702	7,951
CBRT SWAP Funding	0	0	610	2,146	3,050
Other	10,968	12,806	12,302	12,863	12,030
Equity	9,405	10,304	12,428	10,950	12,930
Total Liability	88,049	104,326	131,195	112,140	141,410

(1) IFRS 9 standards implemented as of 01/01/2018, whereas the previous year figures have not been restated accordingly

(2) IFRS 9 standards implemented as of 01/01/2018

(3) Includes CBRT, banks, interbank, other financial institutions

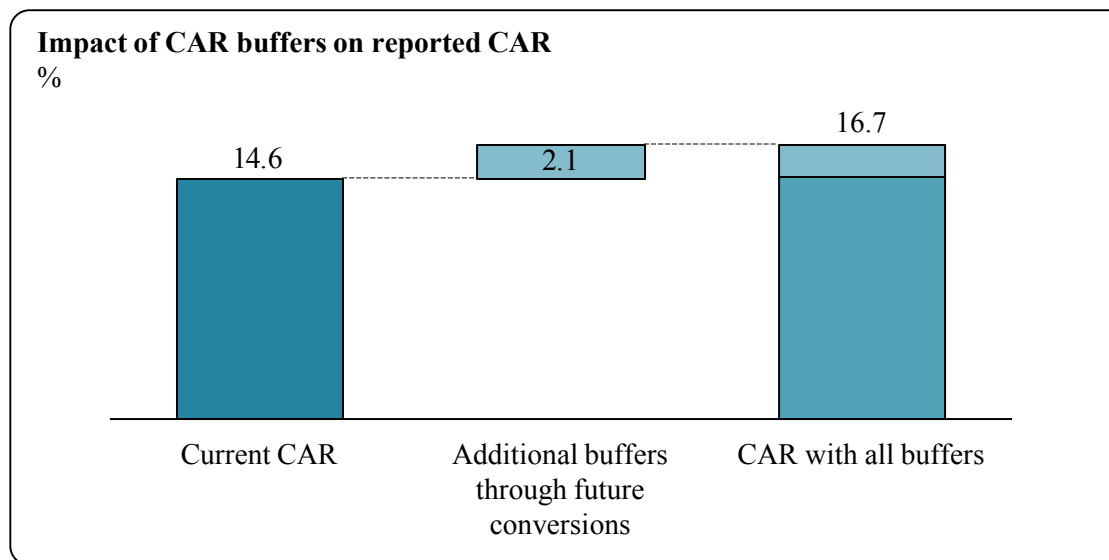
(4) Including Leasing & Factoring receivables

Board of Directors

Name	Position	Background
Dr. Ömer A. Aras	Chairman and QNB Finansbank Group CEO	<ul style="list-style-type: none"> • Founding member of Finansbank • Former CEO of Finansbank for 6 years
Sinan Şahinbaş	Vice Chairman	<ul style="list-style-type: none"> • Former CEO of Finansbank for 7 years • Previously worked in Treasury, Corp. Banking and Risk Mgmt. departments of Finansbank
Abdulla Mubarak Al-Khalifa	Member of the BoD	<ul style="list-style-type: none"> • QNB Group Chief Business Officer • Holds board membership in various QNB subsidiaries in Qatar, Egypt and Jordan
Ali Rashid Al-Mohannadi	Member of the BoD	<ul style="list-style-type: none"> • QNB Group Chief Operating Officer • Holds board membership in various QNB subsidiaries in Egypt and UAE
Ramzi Talat A Mari	Member of the BoD	<ul style="list-style-type: none"> • QNB Group Chief Financial Officer • Holds board membership in various QNB subsidiaries in Qatar, Egypt and Jordan
Noor Mohd J. A. Al-Naimi	Member of the BoD	<ul style="list-style-type: none"> • QNB Group General Manager Group Treasury • Assistant General Manager • Executive Manager
Fatma A Al-Suwaidi	Member of the BoD	<ul style="list-style-type: none"> • QNB – AGM of Group Credits • Holds board membership in various QNB subsidiaries in Tunisia and UAE
Ali Teoman Kerman	Member of the BoD and Chairman of Audit Committee	<ul style="list-style-type: none"> • Former Vice Undersecretary of Treasury • Former Vice President of BRSA • Former board member of SDIF
Dr. Osman Reha Yolalan	Member of the BoD	<ul style="list-style-type: none"> • Current Vice President of Corporate Affairs in Tekfen Holding • Former CEO of Yapı Kredi • Part-time professor in various universities
Durmuş Ali Kuzu	Member of the BoD	<ul style="list-style-type: none"> • Former Vice President of BRSA • Experience in Vakıfbank, Emlakbank, Treasury, Public Oversight Institution
Temel Güzeloğlu	Member of the BoD and QNB Finansbank CEO	<ul style="list-style-type: none"> • Former EVP of Retail Banking and Strategy • Experience in Unilever, Citibank, McKinsey & Co.

Current sub-loan portfolio creates significant capital buffers to support future growth

Outstanding sub-loans	Maturity	Amount	Compliance	Capital consideration	
• Tranche 1	Oct'20	USD 325.00	Basel II	USD 57.85mn	➤ <ul style="list-style-type: none">• Conversion to Basel III compliant sub-loan can be carried over either through parent or market issuances• Actual timing will depend on capital requirements
• Tranche 2	Oct'21	USD 200.00	Basel II	USD 35.60mn	
• Tranche 3	Dec'21	USD 125.00	Basel II	USD 22.25mn	



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