



بنك الريان  
**ALRAYAN BANK**

# Investor Presentation

Financial Results-Q4 2025  
January 2026

# Content

Introduction to AlRayan Bank

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# Introduction to AlRayan Bank



# Introduction to AlRayan Bank

## Corporate Profile

### Overview

#### Profile

- Islamic bank incorporated in Qatar on January 4 2006 and licensed by the Qatar Central Bank
- Classified as a DSIB (Domestic Systemically Important Bank)
- Legal merger completed on December 1, 2021 with Al Khaliji commercial Bank P.Q.S.C

#### Business Lines

- Corporate Banking & SME
- Personal & Private Banking
- Treasury & Financial Institutions
- Asset Management & Financial Advisory
- International Operations (UK, France and U.A.E)

#### Market share

- 2nd largest listed Islamic bank in Qatar by total assets (31 % market share)\*
- 4<sup>th</sup> largest listed Qatari bank by total assets (8.3 % market share)\*\*

#### Public Listing

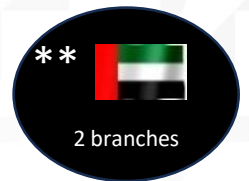
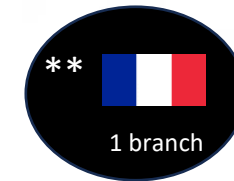
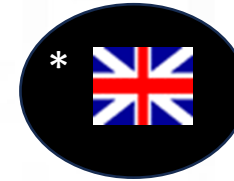
- Ordinary shares listed on the Qatar Stock Exchange
- 3rd largest bank in Qatar by market capitalization (QAR 20.4 b)\*\*\*
- Total ordinary shares issued 9.3 billion

#### Rating

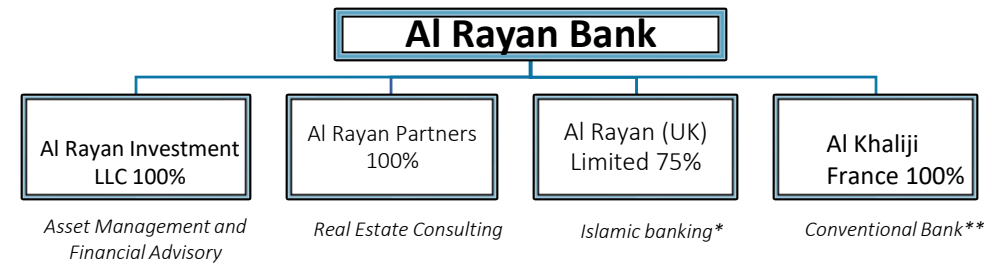
- AlRayan's Bank credit rating at A2/P1 Moody's and A/F1 Fitch
- Stable outlook

\* As of Q3 2025 (Published Financial statement); \*\* QCB Balance sheet- latest ; \*\*\* As of 31 December 2025 (Qatar exchange)

### Network



### Subsidiaries



\*Via AlRayan Bank Plc (formerly known as Islamic Bank of Britain Plc)

\*\* AlRayan Bank owns 100% of Al Khaliji France (S.A) which also operates 2 branches in U.A.E and 1 branch in Paris, France

AlRayan Bank has 100% ownership in ARB Sukuk Ltd., Lusail Waterfront Investment Co, AKCB Finance Ltd, AKCB Markets Ltd, Lusail Limited, and MAR Finance LLC



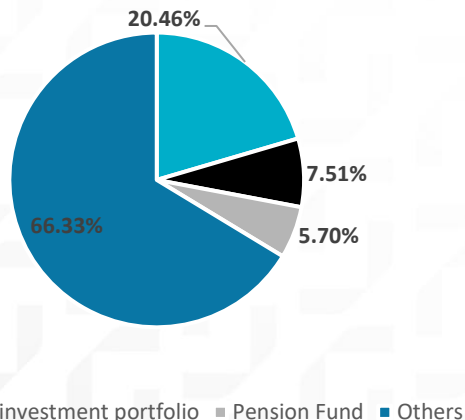
# Introduction to AlRayan Bank

## Ownership structure

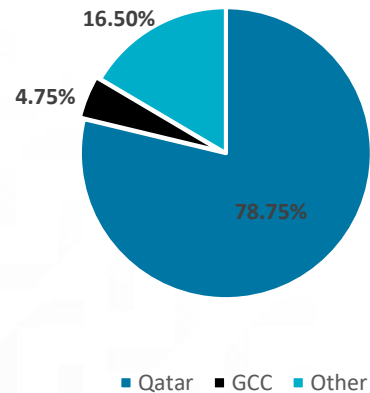
### Shareholding Structure

Qatari Ownership:	78.75%
Govt. /GRE:	33.90% (Major shareholders below)
Other Shareholding:	31.55% Corporations & 34.55% Retail
Shareholders count:	174 K (of which 126 K Outside Qatar)
Listing:	Qatar Stock Exchange
Regulators	Qatar central Bank; Qatar Financial Market Authority

### Top Shareholders



### Shareholding by Country



### Credit Rating (Moody's and Fitch)

Long-term and short-term issuer ratings: **A2/Prime-1 (Moody's)** and **A/F1 (Fitch)**

Moody's Baseline credit assessment : **baa3**

Fitch Viability rating: **bbb -**

Outlook: Stable

### Share Overview

ARB shares

- listed on the Qatar Stock Exchange

Symbol

- MARK

ISIN

- QA000A0M8VM3

Market cap

- QAR 20.40 bn

Valuation multiples

- P/B 0.83



# Introduction to AlRayan Bank

## Our Board of Directors

The principal role of the Board is to oversee the implementation of the Bank's strategy initiatives and its functions within the agreed framework in accordance with relevant statutory and regulatory requirements

### Chairman of the Board



**H.E. Sheikh Mohamed Bin Hamad Bin Qassim Al Thani**

**Other positions:**

- Board Member, Qatar Energy

### Vice Chairman & Chair of the Executive



**H.E. Sheikh Hamad Bin Faisal Bin Thani Al Thani**

**Other positions:**

- Vice Chairman, Qatari Investors Group
- Chairman, Qatar Insurance Company (QIC)
- Chairman, Al Khaliji France S.A. (France) – representing ARB interest
- Board member, Al Rayan Bank (UK) – representing ARB interest

### Board Members



**Sheikh Ali Bin Jassim M Al-Thani**

**Other positions:**

- Board Member, Qatar General Insurance & Reinsurance Co.
- QIA, CEO advisor
- Board Member, Al Salam International Investment
- Vice Chairman, Al Nuran Bank
- Board member, AlKhaliji France SA – representing ARB interest



**Sheikh Nasser Bin Hamad Al Thani**

**Other positions:**

- Board Member, Ooredoo (Oman).
- Chief Commercial Officer, Ooredoo



**Mr. Ahmed Al Hamadi**

**Other positions:**

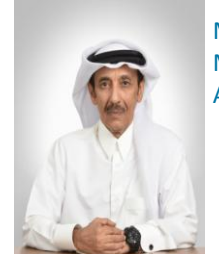
- General Manager , General Retirement & Social Insurance Authority
- Chairman, United Development Company
- Chairman, Qatar Cool
- Vice Chairman, Qatar General Electricity and Water Corporation



**Mr. Abdulla Saad M J Al Romaihi**

**Other positions:**

- Public Relations Associate Director- CEO Office- Qatar Investment Authority



**Mr. Mohammed Al Saadi**



**Mr. Abdulrahman Mohammed Al Khayareen**

**Other positions:**

- Board Member, Barwa Real estate



**Mr. Mohamed Jaber Ahmed Khasim Al Sulaiti**

**Other positions:**

- CEO and MD of Al Ahed Holding



**Mr. Abdulla Hamad Al Minsad**

**Other positions:**

- Head of Executive office of the HE Prime minister



**Mr. Khamis Mubarak Khamis Zamel Al Kuwari**

**Other positions:**

- Head of Finance Department at Qatar's Ministry of Defense
- Chairman of Employee Loans Fund at Qatar's Ministry of Defense



# Introduction to Al Rayan Bank

## Management team



**FAHAD AL KHALIFA**  
Group Chief Executive Officer



**HAMAD AL KUBAISI**  
Group Chief HR Officer



**OMAR AL EMADI**  
Group Chief Business Officer



**SHAHNAWAZ NIAZI**  
Group Chief Financial Officer



**ALEXIS NEESON**  
Group Chief Risk Officer



**RANA AL ASAAD**  
GM Retail and Private Banking



**TAHIR PIRZADA**  
GM, Group Treasurer and FI



**STUART RENNIE**  
Group Chief Operations Officer



**HOUSSAM ITANI**  
Group Chief Transformation Officer



**RONAN DODGSON**  
AGM, Strategy and Projects



**MUTAZ DANA**  
GM, Group Compliance and AML



**ADEL ATTIA**  
GM, Group Internal Audit



**FAWZI SIAM**  
AGM, Sharia Audit



**TAWFIQ ADNAN ZUWAYED**  
GM, Group Legal Counsel



# Introduction to AlRayan Bank

## A bank with many strengths

### Strong fundamentals underpinned by Qatari government related franchise, stable profitability and high capitalization

- Robust capitalization (CAR 25.31%) well above the regulatory threshold of 13% for a DSIB
- Financing exposure to Government and GREs entities 49 % of portfolio
- Strong liquidity and well diversified funding base

### Diversified and innovative product/service offerings and improved geographical diversification

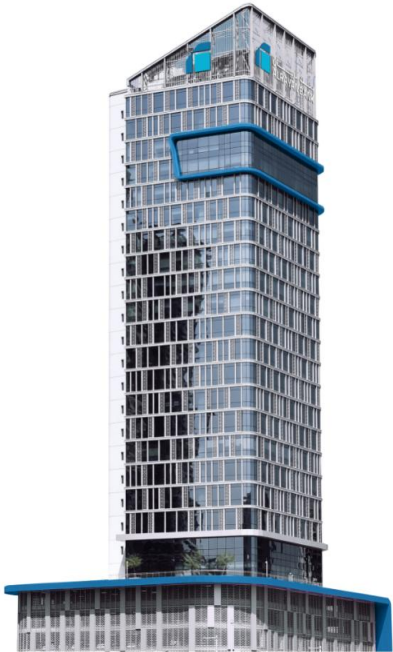
- Wide array of Sharia compliant financing products, deposit accounts, treasury/investment products & advisory services
- Focus on product innovation and providing customized solutions
- Established presence in the UK , France and UAE servicing European, Qatari, other GCC customers

### Strong shareholding structure with majority shareholding with the Qatar State institutions / Govt GRE entities

- Majority Qatari ownership holding approximately 79%
- Strong government related franchise with a solid domestic asset base and funding source
- Possibility of receiving Govt. support if needed (given Govt.'s in the past supported Qatari banks)

### Experienced management team and commitment to corporate governance

- Members of the Board including the Chairman are highly respected individuals within Qatar.
- Highly experienced management team with extended years of experience
- Continuously evolving and strengthening corporate governance framework by adopting global best practices



# Introduction to AlRayan Bank

## Strong and stable bank

### Financing assets

Net Financing assets  
QAR 118 billion

### Total Assets

Total assets  
QAR 181 billion

### Net operating Income

Net operating profit  
3,350 million

### Net profit

Shareholders' Net profit  
QAR 1,329 million

### Investment

Sovereign debt exposure  
86%



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### Efficiency

Cost to income ratio  
29.3 %

### Stable Deposit Base

Deposits from  
Government /GRE  
45%

### Sound Asset Quality

Financing to Government/GRE  
49 %

### Strong Capital

Capital Adequacy Ratio  
25.31 %

### Strong Liquidity

LCR > 100%  
above regulatory threshold



# Introduction to AlRayan Bank

## Sustainability Governance

- First Islamic bank in Qatar to launch **Sustainable Financing Framework (SSF)** which enables:
  - ESG-linked funding opportunities to investors
  - Use of proceeds to finance eligible assets
  - Introduce ESG concepts in the bank
  - Set clear ESG targets as part of strategy development
- **ARBs SSF is independently rated** - S&P Global Ratings, assessed the bank's Framework as 'strong' in its ESG criteria, as part of an independent second party opinion
- An **ESG Governance Committee** ("Committee") at senior management monitors implementation of the framework
- Following establishment of the framework, the Bank launched the country's first Islamic **Green Deposit** in April 2022;



# Introduction to AlRayan Bank

## Pioneering Sustainability

- AlRayan Bank Becomes the **first sharia-compliant bank in Qatar** to join the Partnership for Carbon Accounting Financials (PCAF)



The bank has established itself as the first Sharia-compliant institution in Environmental, Social, and Governance (ESG) efforts. As the first fully-fledged Islamic bank in the region and the first Islamic bank in Qatar to join the Partnership for Carbon Accounting Financials (PCAF), AlRayan Bank is joining a global network of financial institutions that aim to harmonize greenhouse gas emissions measurement and disclosure for financial activities, specifically addressing scope 3 emissions

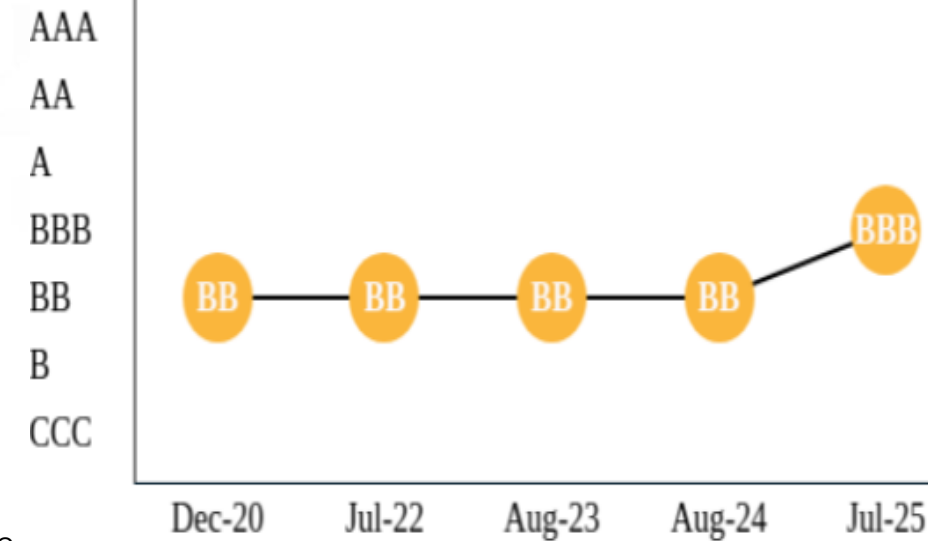
- Leading the Way with the **First Islamic ESG KPI-Linked Repo**

The Bank, in partnership with HSBC, has successfully completed the first-ever Islamic ESG KPI Linked repurchase agreement (repo), marking a significant milestone in sustainable finance to strengthen AlRayan Bank's transition journey. This innovative structure incorporates Sustainable Performance Targets (SPTs) that the bank is committed to achieving over the next three years.

- Recognized with **Three Prestigious ESG Awards**

- Best CSR Bank Qatar 2024 by Global Business Magazine
- Best Bank for Sustainable Finance Qatar 2024 by International Business Magazine
- Best ESG Bank Qatar 2024 by International Business Magazine

## ESG Rating history



# Introduction to AlRayan Bank

## Product offering – Full suite of Islamic Banking Products

### Retail Banking

Auto finance  
Home finance  
Personal finance  
Credit cards

Time deposits  
Saving accounts  
Current accounts

Digital banking  
(Internet / Mobile),  
ATMs

### Private Banking

Real estate and Project finance  
Bespoke investment solutions

Business planning  
Credit planning and management

Asset management/  
Wealth protection

### Wholesale Banking

Direct finance:  
Murabaha, Mudaraba,  
Ijara, Itisna'a, Tawaruq

Trade finance  
Murabaha LC, Finance  
Guarantee

Syndicated financing  
Cash management

### Treasury & FI

MM placements: Murabaha,  
Wakala based  
Sukuk debt issuance

Sukuk investment in  
LCY/FCY  
Equity investment

FX SWAP/Forward  
Profit rate swap  
Options

### Investment Banking

Asset Management  
Mutual funds

Financial Advisory  
Equity Capital Market  
Debt Capital Market

Financial  
Advisory :  
M&A, IPO's

# Introduction to AlRayan Bank

## Key Recognitions



# Introduction to AlRayan Bank

## Key Recognitions



### **Digital Innovation**

#### **Trade Finance Digital Channels**

First-of-its-kind launch at AlRayan Bank, introducing soft token authentication to replace legacy hard tokens.

#### **Automated Card Renewals via Al Rayan Go Kiosks**

Among the first to offer kiosk-based renewals for Consumers and Premier clients. Eqtisadi cardholders now benefit from automatic renewals without branch or contact center visits.

### **Debut Green Sukuk Issuance**

Successfully issued a 3-year debut Green Sukuk for QAR 500 Million at a Fixed Profit Rate of 4.25%



### **Partnership with Partior**

Joined Partior's next-generation Payments Platform, enabling:

- 24/7 clearing in USD, SGD, EUR
- Reduced settlement risks
- Real-time finality
- Seamless, elevated service



# Financial Highlights and Performance



# Financial Highlights and Performance

## 2025 Summary

### Balance Sheet

- Total assets QAR 181,258 million compared to QAR 171,094 million on 31 Dec 2024
- Financing activities at QAR 118,188 million compared to QAR 110,040 million on 31 Dec 2024
- Investments securities at QAR 45,920 million, compared to QAR 43,767 million on 31 Dec 2024
- Customer deposits totaled QAR 111,138 million compared to QAR 107,610 million on 31 Dec 2024

### Income statement

- Net profit before tax totalled QAR 1,582 million in 2025, compared to QAR 1,560 million in 2024
- Total Net operating income for 2025 totalled QAR 3,350 million compared to QAR 3,522 million in 2024

### Financial Ratios

- Net Profit margin of 1.44 %
- Return on average equity of 5.47%
- Earnings per share for the period is QAR 0.138
- Book value per share at QAR 2.66
- Operational Efficiency ratio is 29.3%
- Non-performing financing (NPF) ratio of 5.11%

# Financial Highlights and Performance

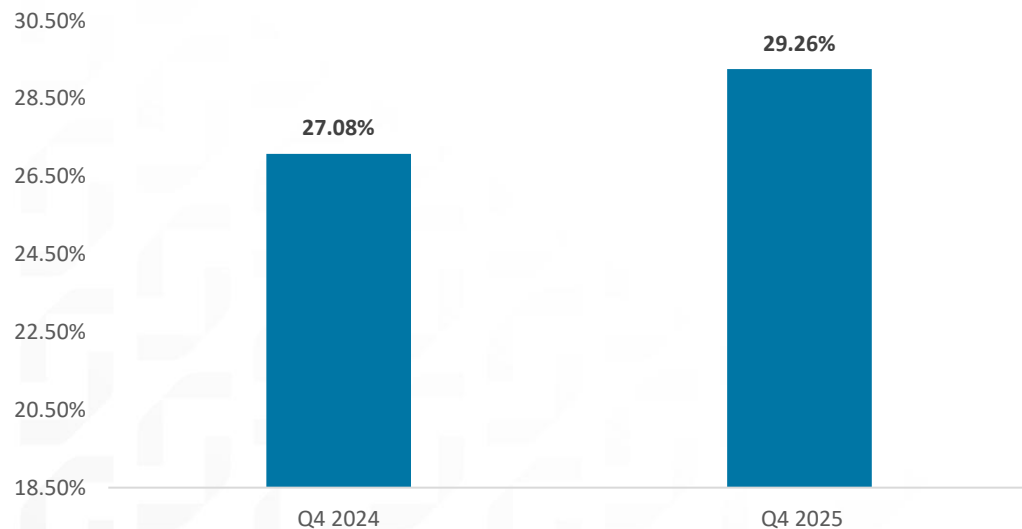
## Income statement 2025

Income statement (QAR million)	2025	2024
Total income, net of finance expenses	7,846	8,481
Operating expenses	1,182	954
Pre impairment profit	2,168	2,568
Net Impairment Charges	818	1,041
Net profit before tax	1,582	1,560
Net profit attributable to shareholders	1,329	1,507

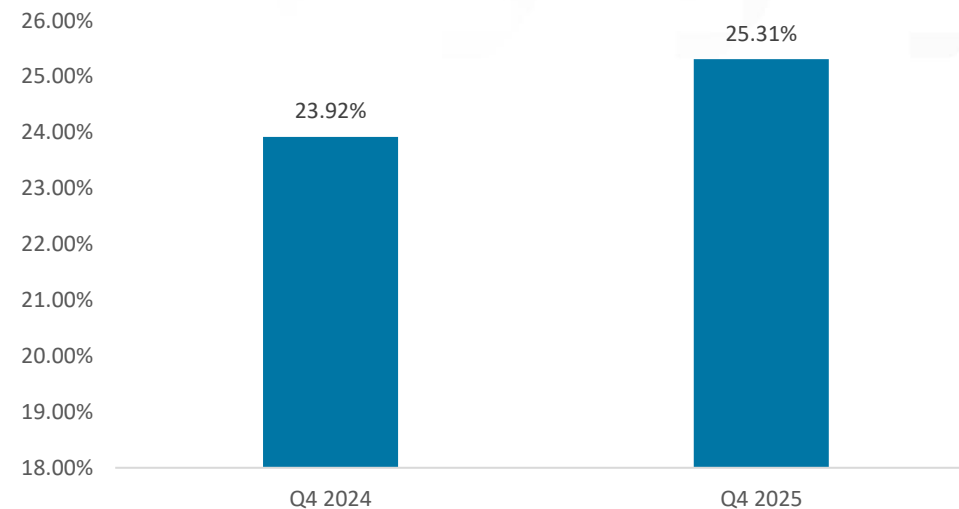
YoY
-7.5%
24.0%
-15.6%
-21.5%
1.4%
-11.8%

- Net profit before tax totalled QAR 1,582 million in 2025 and is 1.4 % higher than in 2024 .
- Net operating income totaled QAR 3,350 million in 2025 compared to 3,522 in 2024 .

Efficiency ratio



Capital adequacy Ratio



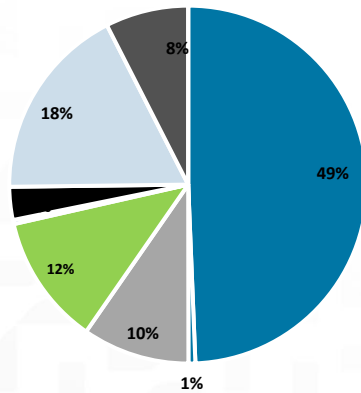
# Financial Highlights and Performance

## Balance Sheet 2025

Balance Sheet (QAR billion)	2025	2024	YoY
Total Assets	181	171	5.9%
Financing assets	118	110	7.4%
Investments securities	46	44	4.9%
Deposits	111	108	3.3%
Total Equity	26	25	2.6%

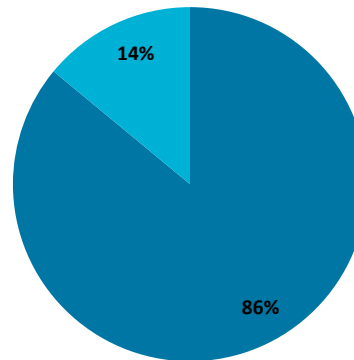
- **Financing Assets QAR 118 Bn** of which 49 % is exposure to Govt. & GRE's
- **Investment securities QAR 46 Bn** of which 86% exposure is sovereign debt
- **Deposits QAR 111 Bn** - well diversified mix of Govt., Corporate and Personal banking segments

### Financing Assets-Breakdown by Industry



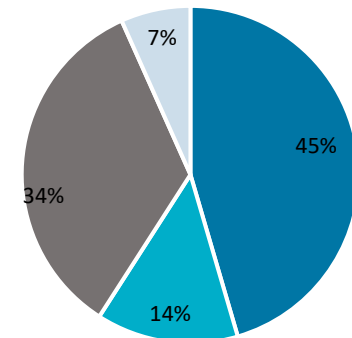
■ Govt and GREs    ■ Industry    ■ Commercial    ■ Services  
■ Non-banking FI's    ■ Contracting    ■ Real estate    ■ Personal

### Investment securities



■ Sovereign -Debt exposure    ■ Private -Debt exposure

### Customer deposits - Breakdown by Sector



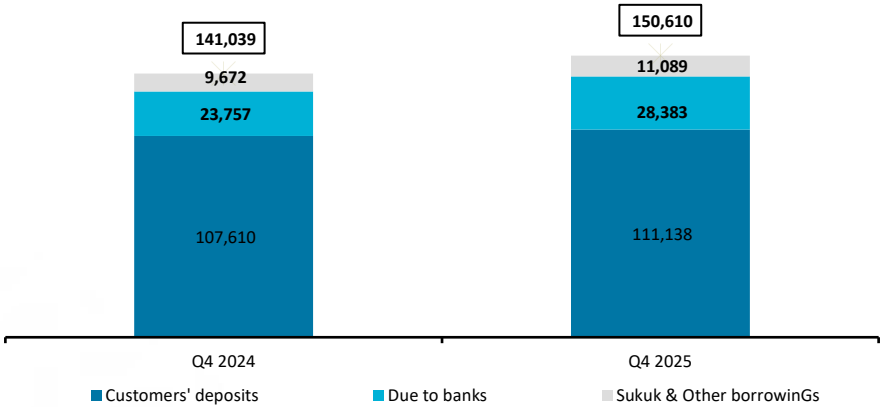
■ Government and GRE    ■ Corporate  
■ Personal    ■ Non Bank Financial Institutions



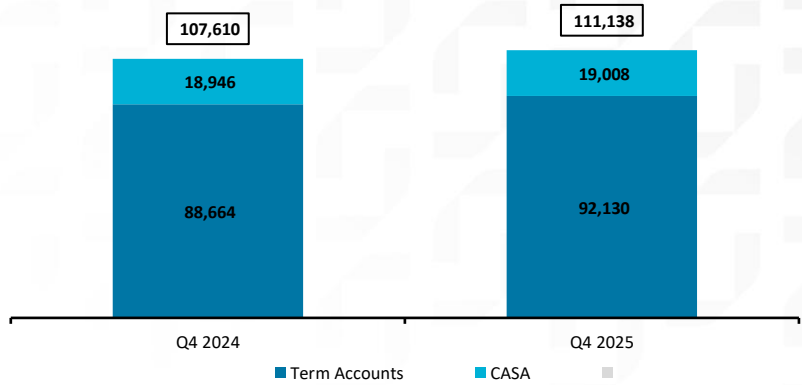
# Financial Highlights and Performance

## Funding & Liquidity Q4 2025

Funding Mix – QAR Mn



Deposit Mix – QAR Mn



### Key Highlights

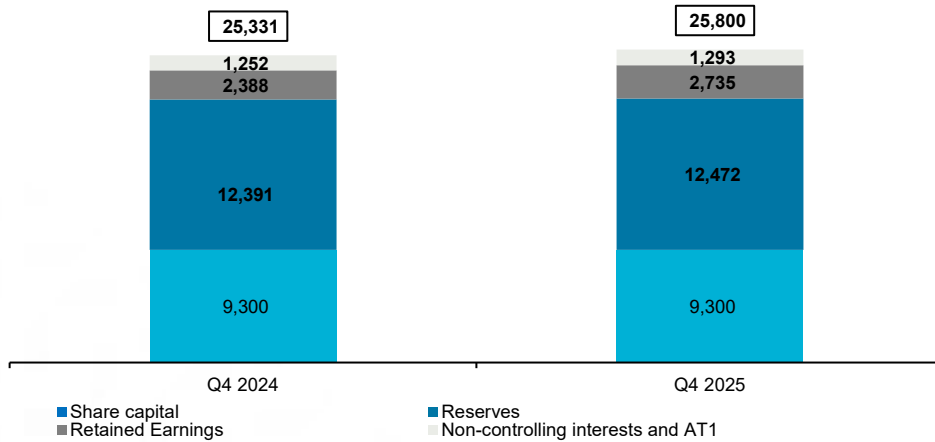
- 86 % of the investment book is High Quality Sovereign Debt, provides access to liquidity through Repo funding
- ARB Sukuk Programme established in 2018, to further diversify funding base
- Well diversified funding mix (18.8 % Due to Banks, 7.4 % Sukuk & other borrowings and 73.8% Customer Deposits)



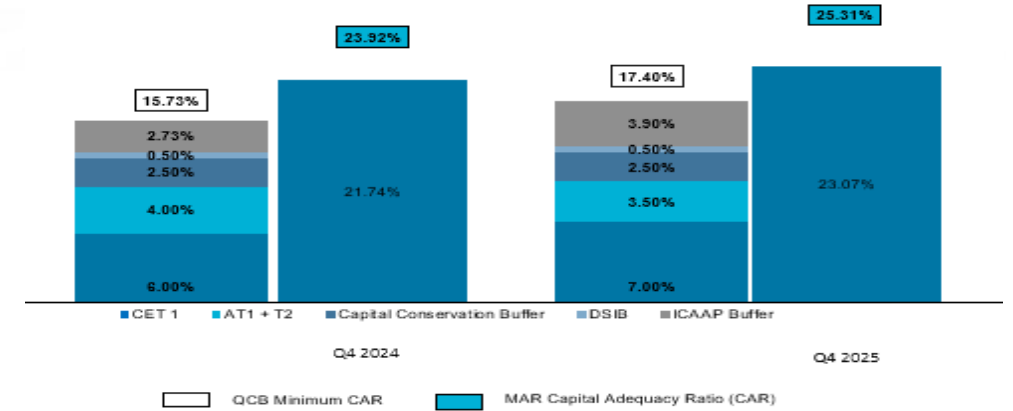
# Financial Highlights and Performance

## Capital Adequacy Q4 2025

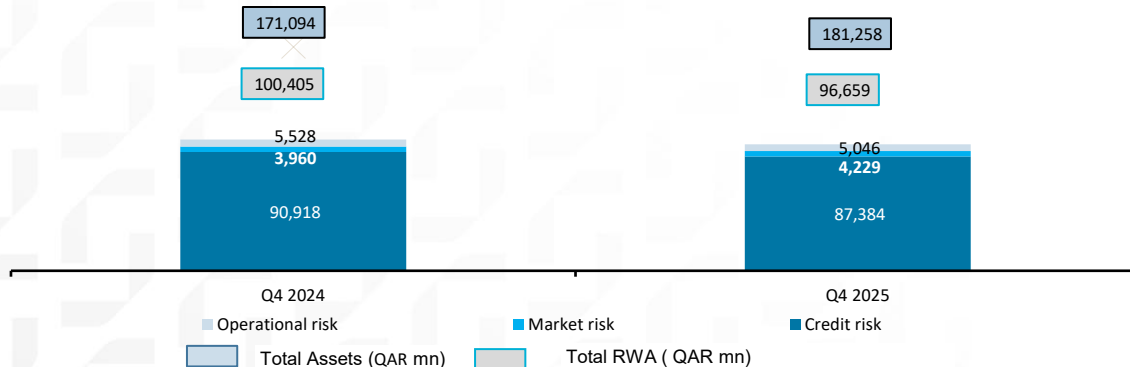
### Equity Breakup



### Capitalisation %



### Risk Weighted Assets



### Key Highlights

- Strong capitalization level - CAR (inclusive of CET1 capital of 23.07%) of **25.31 %** as of 31 Dec 2025, well above the minimum regulatory requirements of 13.5 % (including ICAAP buffer: 17.40 %);
- As a Domestic Systemically Important Bank (DSIB), the Bank is required to maintain an additional buffer of 1 % as of 31 Dec 2025;

# Operating Segments



# Operating Segments Q4 2025

For the purpose of financial reporting, the Bank provides breakdown by five segments that are managed separately based on the Bank's management and internal reporting structure

## Corporate Banking

- Core driver of the Bank's business.
  - Diverse range of Sharia compliant financial products and services and cash management services
  - Principal products include Murabaha, Ijarah, Ijarah Muntahia Bittamleek, Musharaka and Istisna'a.
  - Client base includes Govt. and GREs, large corporates and small and medium enterprises



	Q4 2025	
	QAR mn	% of Total*
Total Assets	80,800	46.9%
Net operating income	1,360	41.1%
Segment profit	445	28.9%

## Personal Banking

- Diverse range of Sharia compliant retail banking products and services
  - Wide network of branches and ATMs, as well as alternative distribution channels (internet banking, mobile banking and telephone banking)
  - Private Banking segment focuses on providing a high-quality service to high-net-worth individuals in Qatar and abroad



	Q4 2025	
	QAR mn	% of Total*
Total Assets	25,264	14.7%
Net operating income	1,263	38.2%
Segment profit	721	46.9%

## International Operations

- Represents contribution from the Bank's international location, Al Rayan Bank PLC (UK based subsidiary)
  - Al Rayan Bank PLC is the oldest and largest Sharia Compliant Retail Bank in the UK
  - Al Rayan Bank PLC services personal, business and premier customers



	Q4 2025	
	QAR mn	% of Total*
Total Assets	18,230	10.6%
Net operating income	313	9.5%
Segment profit	113	7.3%

# Operating Segments Q4 2025

For the purpose of financial reporting, the Bank provides breakdown by five segments that are managed separately based on the Bank's management and internal reporting structure

## Treasury and Financial Institutions

- 4
- Core driver of the Bank's business.
  - Undertake the Group's funding and centralized risk management activities through borrowings, sukuk and debt financing, use of Shari'a compliant instruments for risk management purposes and investing in liquid assets such as short-term placements and corporate and government debt securities

	Q4 2025	
	QAR mn	% of Total*
Total Assets	47,410	27.5%
Net operating income	308	9.3%
Segment profit	214	13.9%

\* Excluding unallocated and non-Sharia compliant assets, revenues and profit related to central functions, and non-core business functions, which accounted for 5 % of total assets as at 31 Dec 25

## Asset Management and Financial Advisory

- 5
- Represents contribution from the Bank's fully-owned investment banking arm, Al Rayan Investment LLC (ARI);
  - ARI has three business segments: (i) Asset Management (ii) Financial Advisory and (iii) Strategic Investments
  - ARI's strategy is to provide investment products and services to meet clients' needs

	Q4 2025	
	QAR mn	% of Total*
Total Assets	457	0.3%
Net operating income	62	1.9%
Segment profit	46	3.0%

# Financial Statements



# Financial Statements

## Balance Sheet 2025

QAR mn	Q4 2025	Q4 2024
Cash and balances with central banks	5,879	5,672
Due from banks	4,816	5,165
Financing assets	118,188	110,040
Investment securities	45,920	43,767
Investment in associates	359	348
Fixed assets	1,059	1,011
Intangible assets	1,337	1,451
Other assets	3,699	3,640
<b>Total assets</b>	<b>181,258</b>	<b>171,094</b>
Due to banks	28,383	23,757
Customer current accounts	7,839	7,031
Sukuk and debt financing	3,323	3,293
Other borrowings	7,766	6,378
Other liabilities	4,849	4,724
<b>Total liabilities</b>	<b>52,159</b>	<b>45,183</b>
<b>Quasi equity - Participatory investment accounts</b>	<b>103,299</b>	<b>100,580</b>
Share capital	9,300	9,300
Legal reserve	9,644	9,644
Risk reserve	2,700	2,700
Fair value reserve	42	51
Cash flow hedge reserve	(0)	-
Foreign currency translation reserve	(56)	(141)
Other reserves	141	136
Retained earnings	2,735	2,388
<b>Total equity attributable to equity holders of the bank</b>	<b>24,507</b>	<b>24,078</b>
Non-Controlling interest	293	252
Instrument eligible as additional capital	1,000	1,000
<b>Total Equity</b>	<b>25,800</b>	<b>25,331</b>
<b>Total Liabilities, Quasi-equity and equity</b>	<b>181,258</b>	<b>171,094</b>

# Financial Statements

## Income statement 2025

QAR mn	Q4 2025	Q4 2024
Income from financing activities	6,115	7,257
Income from investing activities	2,211	2,014
Finance expense	(1,468)	(1,421)
<b>Income from financing and investing activities, net of finance expense</b>	<b>6,858</b>	<b>7,850</b>
Fee and commission income	586	425
Fee and commission expense	(158)	(126)
<b>Net fee and commission income</b>	<b>428</b>	<b>299</b>
Foreign exchange gain (net)	158	190
Share of results of associates	36	62
(Loss) / gain on sale of an associate	-	(11)
Other income	367	91
<b>Total income, net of finance expenses</b>	<b>7,846</b>	<b>8,481</b>
Staff costs	(454)	(434)
Depreciation and amortisation	(174)	(174)
Other expenses	(323)	(312)
<b>Operating expenses</b>	<b>(951)</b>	<b>(920)</b>
Net (impairment losses) / reversal on due from banks	5	(6)
Net impairment losses on financing assets	(818)	(1,043)
Net impairment reversals on investments	9	9
Net (impairment losses) / reversals on other exposures subject to credit risk	(13)	(0)
<b>Profit for the year before net profit attributable to quasi-equity</b>	<b>6,078</b>	<b>6,520</b>
Less: Net profit attributable to quasi-equity	(4,496)	(4,960)
<b>Profit for the year before tax</b>	<b>1,582</b>	<b>1,560</b>
Tax expense	(231)	(33)
<b>Net profit for the year</b>	<b>1,351</b>	<b>1,527</b>
<b>Net profit to equity holders (QAR mn)</b>	<b>1,329</b>	<b>1,507</b>

**Thank  
You**

