



بنك دخان
DUKHAN BANK

Investor Presentation

March 2026

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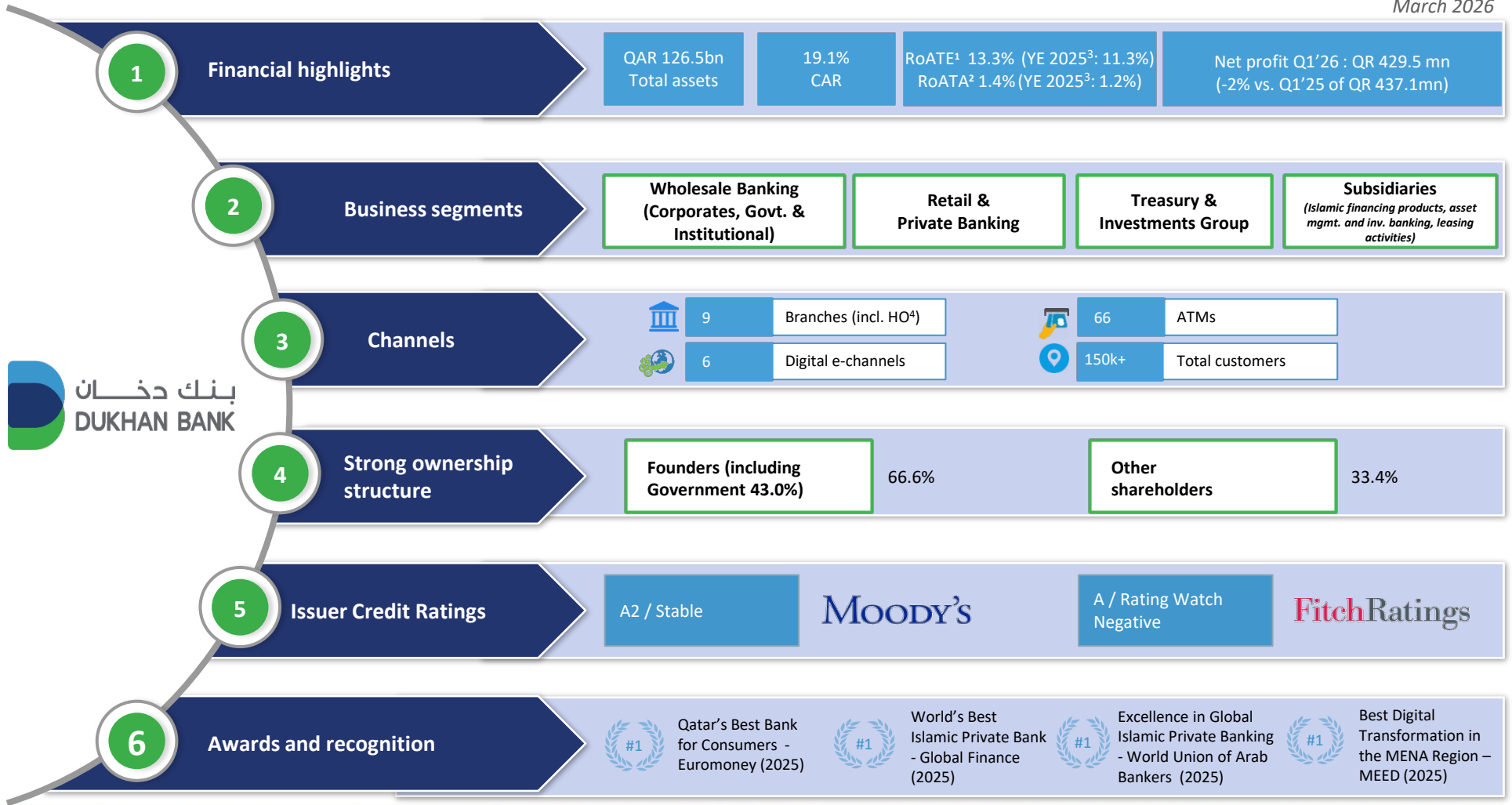
1. Business Overview

Dukhan Bank – At a Glance

Leading Sharia compliant bank with a full suite of financial services

Our Vision: Aim to be a bank of choice, preferred by customers for long-lasting partnerships, by shareholders for value creation, sought after by employees and renowned for service excellence

March 2026



Source: Company information.

Note: All financial data as of 31 Mar 2026

1) Return on Average Tangible Equity (RoTE) : Net profit for the period (annualized) over average equity excluding intangible assets

2) Return on Average Tangible Assets (RoTA) : Net profit for the period (annualized) over average assets excluding intangible assets

3) RoTE & RoTA for FY 2025 is calculated using net profit before the effect of Pillar 2 tax. RoTE & RoTA for Q1 2026 is annualized based on the current period performance, actual RoTE and RoTA for the full financial year (FY 2026) may vary

4) HO: Head Office

Dukhan Bank – Rich and Versatile History

Barwa Bank: Fastest growing sharia compliant Bank in Qatar with strong wholesale banking proposition

- | | | | | | | | | | |
|--|---|--|---|---|---|--|---|---|--|
| <ul style="list-style-type: none"> Barwa Bank was founded on January 28, 2008 | <ul style="list-style-type: none"> Barwa Bank obtains license to start operations Acquisition of The First Investor | <ul style="list-style-type: none"> Acquisition of First Finance Company and First Leasing Company | <ul style="list-style-type: none"> Acquired IBQ Al Yusr Islamic banking window QAR 1.7bn rights issue Govt. ownership 54.45% | <ul style="list-style-type: none"> Khalid Al Subeai appointed as Group CEO | <ul style="list-style-type: none"> Initial Rating awarded by Fitch & Moody's | <ul style="list-style-type: none"> Issued 4 private placements under US\$ 2bn EMTN programme, with total size of US\$ 605mn | <ul style="list-style-type: none"> Barwa Bank rebrands into Dukhan Bank on October 7, 2020 | <ul style="list-style-type: none"> Ahmed Hashem appointed as Acting GCEO Listing of the Bank on QSE in February 2023 DUBK inclusion in MSCI, FTSE & QSE Indices. | <ul style="list-style-type: none"> Successfully issued a US\$ 800 million 5-year senior unsecured Sukuk – the largest issue size achieved by a Qatari Islamic bank since 2020 |
| ▼
2008 | ▼
2009 | ▼
2010 | ▼
2011 | ▼
2013 | ▼
2015 | ▼
2016 | ▼
2020 | ▼
2023 | ▼
2024 |

BARWA BANK

INTERNATIONAL BANK OF QATAR ('IBQ')

DUKHAN BANK

- | | | | | | | | | | |
|---|--|--|---|---|--|--|---|---|---|
| ▲
1956 | ▲
2000 | ▲
2003 | ▲
2004 | ▲
2007 | ▲
2014 | ▲
2015 | ▲
2016 | ▲
2019 | ▲
2021 |
| <ul style="list-style-type: none"> IBQ established as the Ottoman Bank and first branch opened in Doha | <ul style="list-style-type: none"> ANZ Grindlays acquired 40% stake SCB acquired ANZ and changed name to Standard Chartered Grindlays Bank Limited | <ul style="list-style-type: none"> Standard Chartered sold its 40% shareholding in the Bank | <ul style="list-style-type: none"> National Bank of Kuwait (NBK) acquired 20% stake Name of Bank changed to International Chartered Bank of Qatar | <ul style="list-style-type: none"> NBK's shareholding increased to 30% | <ul style="list-style-type: none"> NBK sold its 30% stake | <ul style="list-style-type: none"> Initial Rating awarded by Fitch & Moody's Issued US\$ 500mn under US\$ 2bn EMTN programme | <ul style="list-style-type: none"> 30% shares purchased by Govt. through General Retirement & Social Insurance Authority (GRSIA) | <ul style="list-style-type: none"> Barwa Bank and International Bank of Qatar merger became effective on April 21, 2019 Govt. ownership 44.0% | <ul style="list-style-type: none"> Dukhan Bank issued US\$ 500m in its debut Additional Tier 1 (AT1) sukuk on July 7, 2021 listed on London Stock Exchange |

IBQ: Award winning best private banking in Qatar with generational trustworthy and reliable relationships

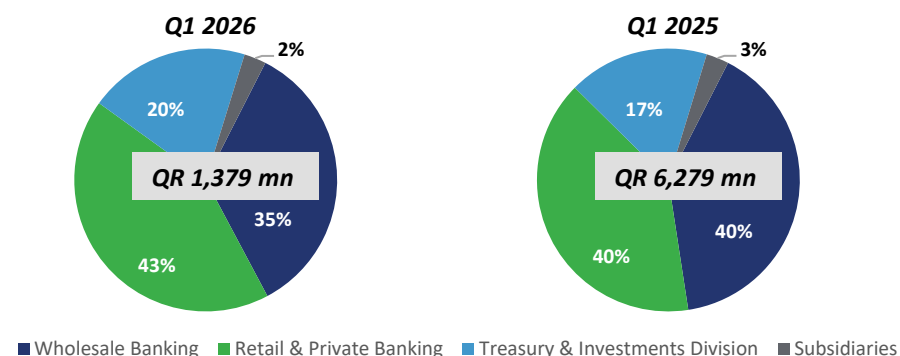
Dukhan Bank – Overview

Overview of Dukhan Bank

- **Net profit:** The Group reported a net profit of **QAR 429.5 million** for Q1 2026, reflecting a negative year-on-year growth of -2%.
- **Cost to income ratio (excl. income taxes):** The Group maintained its efforts to enhance operational efficiency and build on revenue sources, leading to a cost to income ratio of **32.2%**.
- **Total assets:** The Group's total assets reached at **QAR 126.5 billion**, primarily comprising of financing assets of QAR 91.0 billion (72% of total assets) and investment securities of QAR 25.9 billion (21% of total assets).
- **Liquidity:** The balance sheet is mainly funded by customer deposits, which were QAR 90.9 billion at end of the period. The Group's liquidity remained robust, with net financing assets to deposits ratio of 95.4%.
- **Equity:** Total equity amounted to **QAR 15.6 billion**.
- **CAR:** The capital adequacy ratio (CAR) maintained at **19.1%** in accordance with Basel III requirements, being adequately higher than the minimum supervisory ratio, as specified by the Qatar Central Bank.

Diversified revenue sources across segments

Total income from financing and investing activities



Financial summary

Balance sheet, QAR'mn	2022	2023	2024	2025	Mar-26	Growth (Mar-26 vs YE'25)	CAGR (YE'22- Mar-26)
Net Financing assets	75,677	77,585	86,212	90,013	90,968	1.1%	5.8%
Total assets	106,276	114,417	117,940	123,782	126,486	2.2%	5.5%
Customer deposits ⁽¹⁾	74,545	78,002	83,351	87,793	90,894	3.5%	6.3%
Total equity (incl AT1)	14,336	14,713	14,779	15,201	15,586	2.5%	2.6%

Income statement, QAR'mn	FY'22	FY'23	FY'24	FY'25	Q1 2025	Q1 2026	Growth (Q1'26 vs Q1'25)	CAGR (FY'22- FY'25)
Net income from financing and investing activities	3,972	5,624	6,279	5,811	1,486	1,379	-7.2%	13.5%
Net fees and commission income	211	256	256	325	94	70	-26.2%	15.6%
Total income⁽³⁾	4,452	6,095	6,790	6,372	1,618	1,494	-7.6%	12.7%
Funding costs ⁽²⁾	(1,786)	(3,651)	(4,111)	(3,542)	(929)	(807)	-13.1%	25.6%
Net banking income	2,665	2,444	2,679	2,830	688	687	-0.2%	2.0%
Overhead expenses	(750)	(807)	(882)	(943)	(216)	(221)	2.4%	7.9%
Net operating income	1,915	1,637	1,797	1,887	472	466	-1.4%	-0.5%
Net Impairment Charge	(660)	(333)	(453)	(474)	(35)	(36)	2.2%	-10.4%
Net profit before Pillar 2 tax	1,253	1,302	1,343	1,411	437	430	-1.7%	4.0%
Net profit	1,253	1,302	1,343	1,258	437	430	-1.7%	0.1%

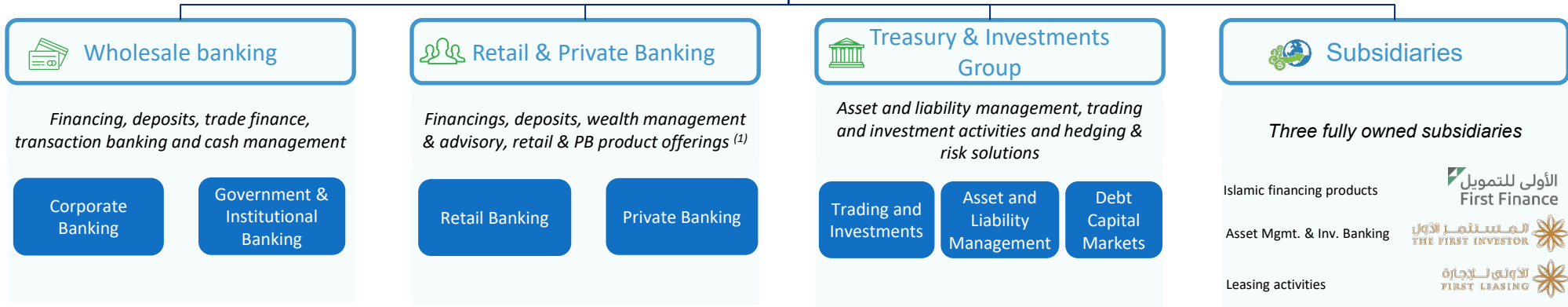
Note: All financial data as of 31 Mar 2026

(1) Customer deposits include equity of URIA holders & customer current accounts

(2) Funding cost is the sum of finance costs & return to URIA holders

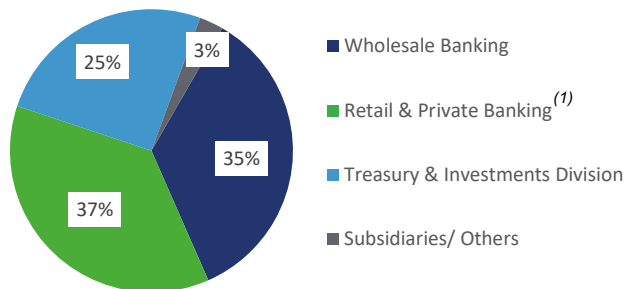
(3) Excluding the impact of finance cost. In the published consolidated financial statements, the same is reduced to arrive at total income

Dukhan Bank – Four Principal Areas of Business

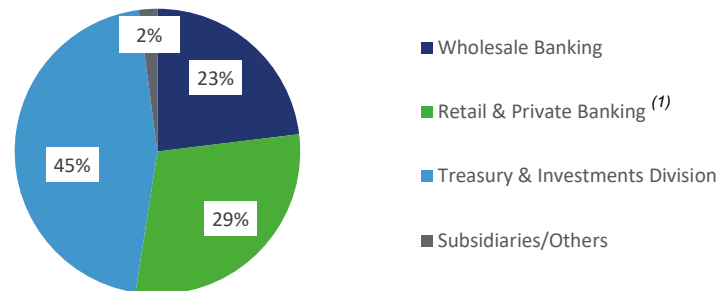


Segmental Financials – A Well Diversified Unique Islamic Bank Catering All The Segments

Total Assets
QR 126.5bn (Mar'26)



Net Profit before impairments and tax
QR 465.5mn (Q1'26)

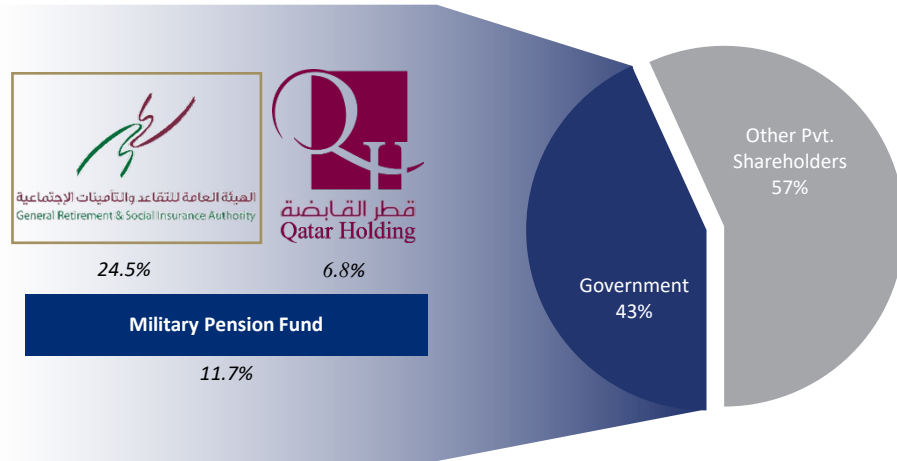


(1) Retail & Private Banking is alternatively referenced as “Personal and Private Banking” as well

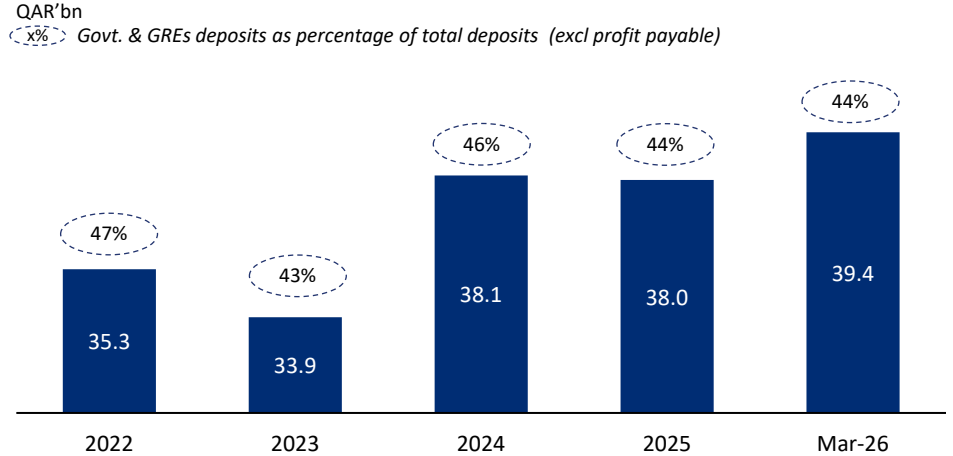
Strong Government Linkage

Strong alignment of objectives and interests between the State of Qatar and Dukhan Bank

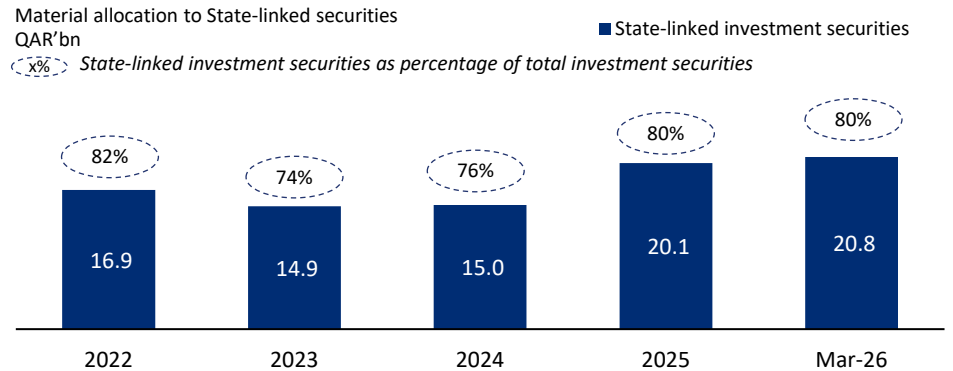
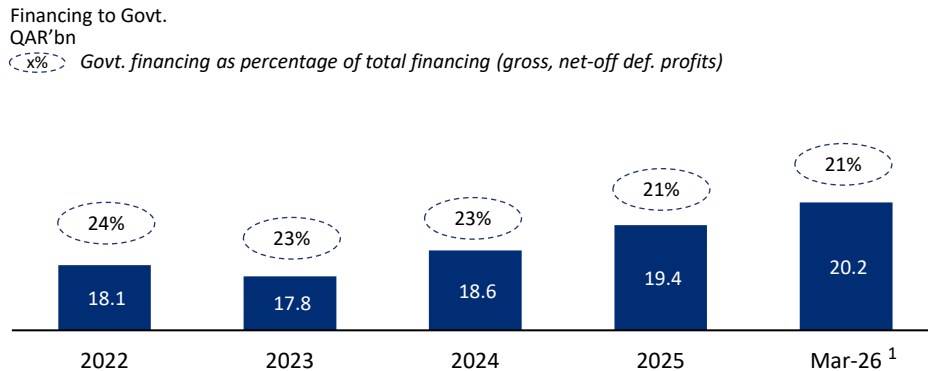
Government commitment via significant and stable shareholding...



...coupled with substantial Govt. & GRE deposits contribution...



...and a mutually beneficial partnership



Source: Company information.

1) Financing to Government-Related Entities (GREs) constitutes 17% of total financing (gross, net of deferred profits). Combined with Government exposures, total financing to the Government and GREs accounts for 38% of the total financing book at the end of Mar 2026

Experienced Board of Directors & Management Team

Board of Directors

H.E. Sheikh Abdulla Bin Fahad Bin Jassim Al-Thani

- Chairman of the Board of Directors

Mr. Abdulaziz Mohammed Hamad Al Mana

- Vice Chairman

H.E. Sheikh Thani Bin Hamad Bin Khalifa Al-Thani

- Director

Sheikh Jassim Fahad J J Al-Thani , Director

- Director

H.E. Sheikh Mohammad Bin Hamad Bin Jassim Al Thani

- Executive Board Member - Managing Director



Government Independent Representatives

Sheikh Khalid Bin Hassan Bin Khalid Al-Thani

- Director
- Qatar Holding representative

Dr. Ahmad Mohammed Yousef Al-Mana

- Director
- State pension fund representative

Mr. Ahmad Abdulrazzaq Ahmad Al-Hashmi

- Director
- State pension fund representative

Ali Rashid Salem Rashid Al-Marri

- Director
- State pension fund representative

Executive Management

Proficient management team with extensive experience



Ahmed Hashem

Acting Group Chief Executive Officer



Ahmad Abdulaziz Al-Emadi

GM-Head of Wholesale Banking



Chaouki Daher

General Manager, Head of Private Banking



Abdulaziz Al-Naema

General Manager, Head of Retail Banking



Bashar Jallad

Treasurer & Chief Investment Officer



Sheikh Fahad Bin Hamad Al-Thani

Chief Business Development Officer



Osama Abu Baker

Chief Financial Officer



Abdullah Al Malki

Chief HR and Administrative Officer



Abeer Noman F A Al-Emadi

Chief of Banking Operations



Nile Rabbani Awan

Chief Risk Officer



Farrukh Zaman

Chief Credit Officer



Thamer S. Abdalla

Chief Compliance Officer



Talal Ahmed Al-Khaja

Chief Marketing and Communications Officer



Ms. Noora Abdulrahman Al Kuwari

Chief Internal Audit officer



Imad Hameed El Chemaly

Chief Legal Officer



Faisal Kriez

Chief Technology Officer

Source: Company information.



Number of years of experience

Sustainability is Key Success Factor in Dukhan's Business Model

Dukhan Bank Sustainability Statement:

Creating value through the integration of ESG (Environmental, Social and Governance) initiatives in our Business Model.

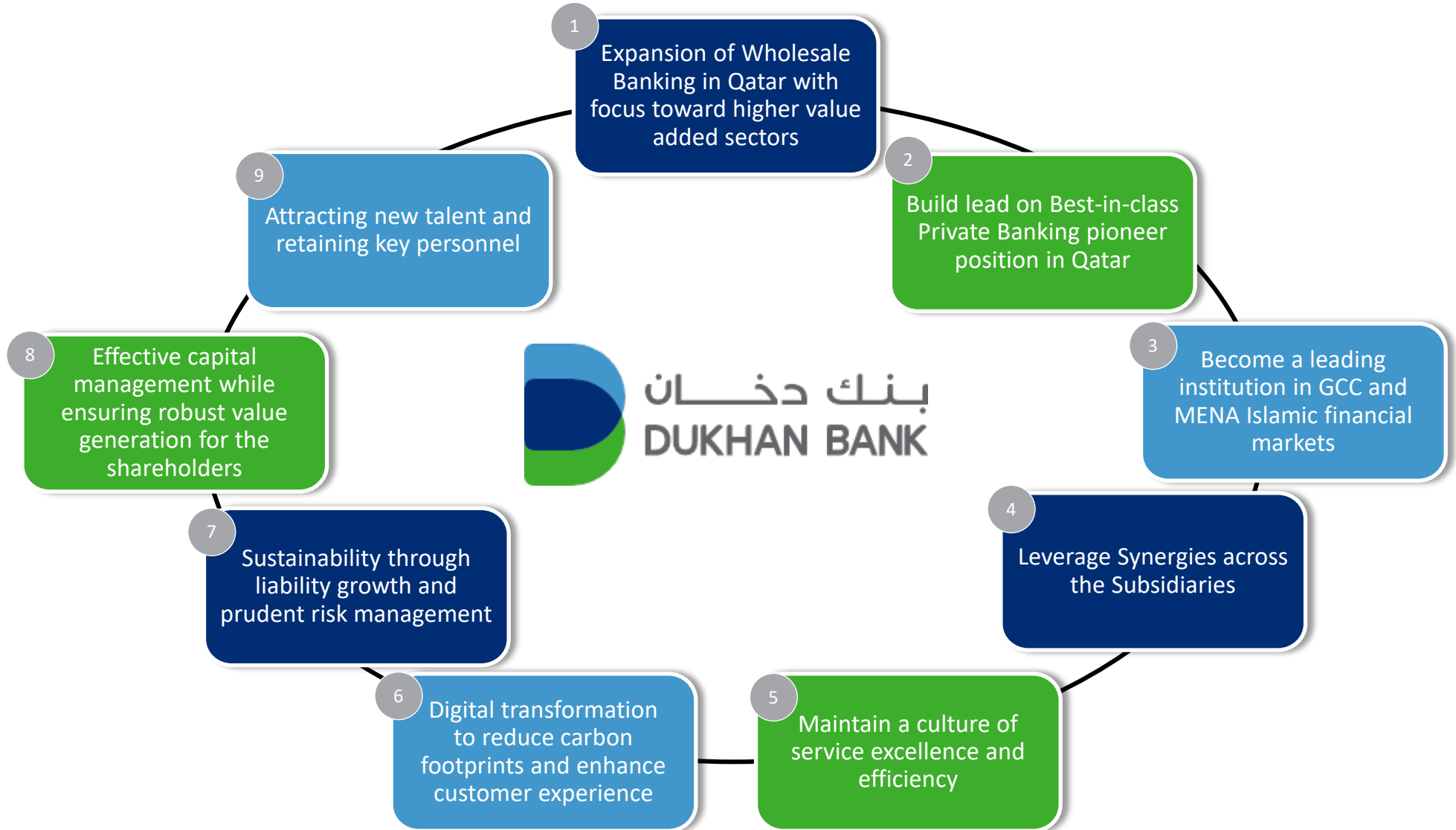
As a Shariah compliant bank, we have much in common with ESG principles. Through our Group sustainability strategy, which is aligned with both the Qatar National Vision 2030 and the United Nations Sustainable Development Goals, we have identified the main areas of focus.

Dukhan Bank has a defined sustainability framework, consisting of three pillars i.e. Sustainable Finance, Sustainable Operation and Community. Under each pillar the bank focuses on sustainability topics most material to both our business and stakeholders. All three pillars will contribute to Dukhan Bank's sustainable financial performance and improved brand equity.

The Bank will capitalise on its already strong position in introducing innovative digital transformation and infrastructure to support its ESG initiatives.



Bank Strategy focuses on Customer Partnerships & Shareholder Value



Source: Company information.

Key Investment Highlights



Source: Company information.

Dukhan Bank – Strong Credit Rating Profile

Upgraded from A- to A by Fitch in March 2024 by Fitch

Fitch Ratings

LT Issuer Default Rating: A (Outlook Stable*)

18 June 2025

- Strong Government Support: The Qatari authorities have a strong propensity to support domestic banks.
- The bank's common equity Tier 1 (CET1) ratio compares well with most peers' and is comfortably above its minimum regulatory requirement
- Stable Funding Profile: The bank's gross financing/deposits ratio captures its moderate reliance on wholesale funding. External funding is low, at end-1Q25, and the bank's liquidity buffers are strong.
- * On 6 April 2026, Fitch placed Dukhan Bank on Rating Watch Negative, consistent with its decision to place the State of Qatar itself on Negative Watch. This action reflects Fitch's broader sovereign-level assessment rather than concerns specific to the Bank

Moody's

LT Bank Deposits Rating: A2 (Outlook Stable)

12 Nov 2025

- The deposit ratings incorporate a very high probability of support from the Government of Qatar
- Reflects strong domestic Islamic banking franchise, solid profitability and sound capitalization levels
- The stable outlook on Dukhan's long-term deposit ratings balances with expectation that the bank will maintain the asset quality, profitability and capital.



2. Financial Performance

Financial Highlights Q1 2026

Net Profit

QAR 429.5 million

down -1.7% YoY

Net Banking income¹

QAR 687 million

down -0.5% YoY

NPL Ratio

Mar-26: 4.2%

(Dec-25: 4.2%)

Net Financing Assets to Deposits Ratio

Mar-26: 95.4%

(Dec-25: 98.1%)



CAR

Mar-26: 19.1%

(Dec-25: 18.2%)

Financing assets

QR 91.0bn *(+5.1% vs Q1'25)*
(+1.1% vs Dec'25)

Customer deposits

QR 90.9bn *(+10.8% vs Q1'25)*
(+3.5% vs Dec'25)

Total Assets

QAR 126.5bn

+7.5% vs Q1'25
+2.2% vs Dec'25

Profitability ratios²

RoTE at 13.3%

RoTA at 1.4%

(1) This is a non-IFRS measure, calculated by deducting 'Net profit attributable to quasi-equity' from the 'Total income' as reported in the published income statement

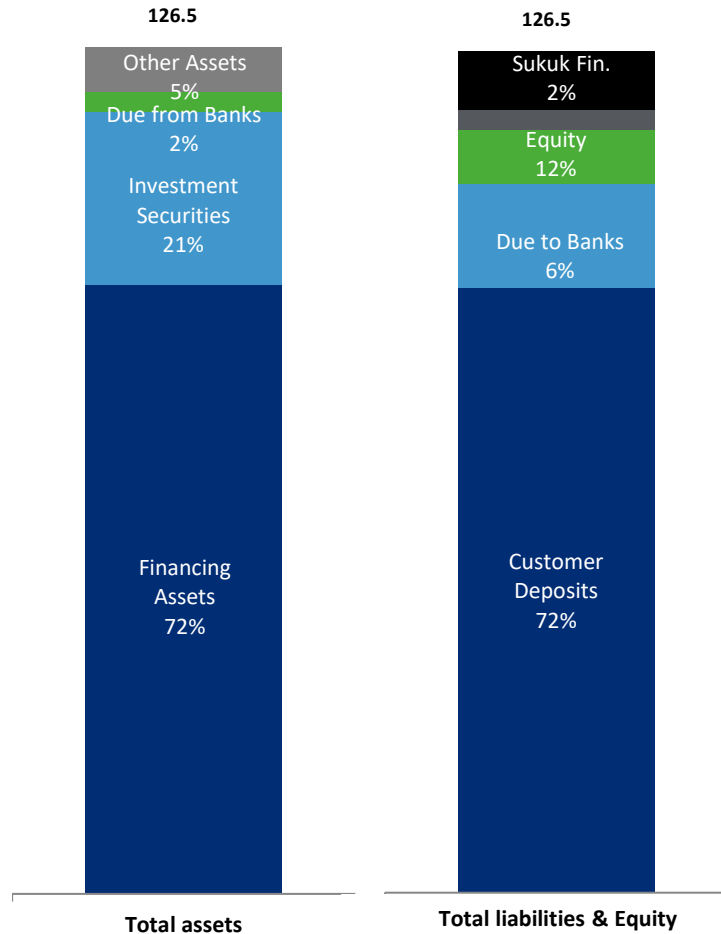
(2) RoTE and RoTA are annualized based on the current period performance. Actual RoTE and RoTA for the full financial year (FY 2026) may vary

Balance Sheet Composition

Resilient and primarily deposit-funded balance sheet with a diversified client base

Focus on core banking activities

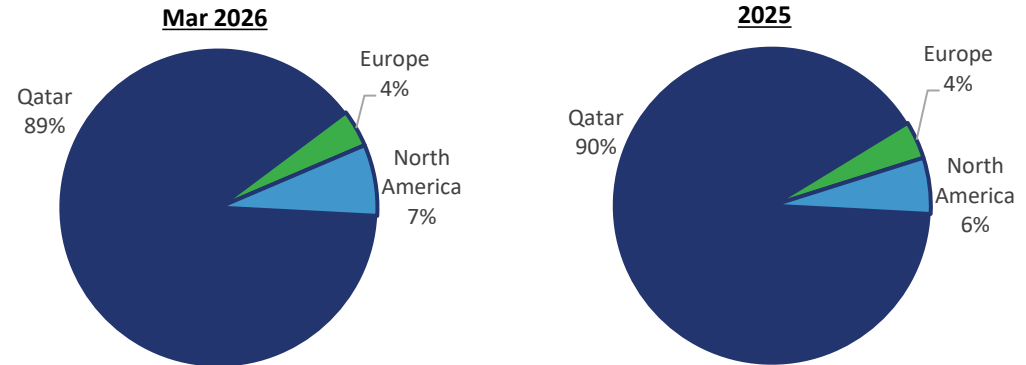
Total assets vs. liabilities and equity - Mar 2026 (in QAR'bn)



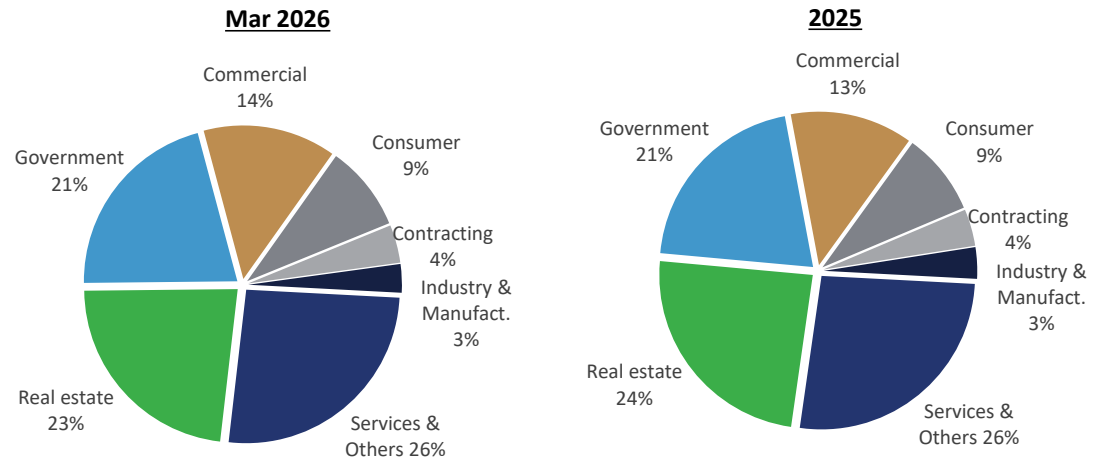
Pre-dominantly Qatar-focused balanced financing book

Breakdown of financing assets, Mar 2026 vs Dec 2025

By geography



By sector (gross financing before def. profits)¹

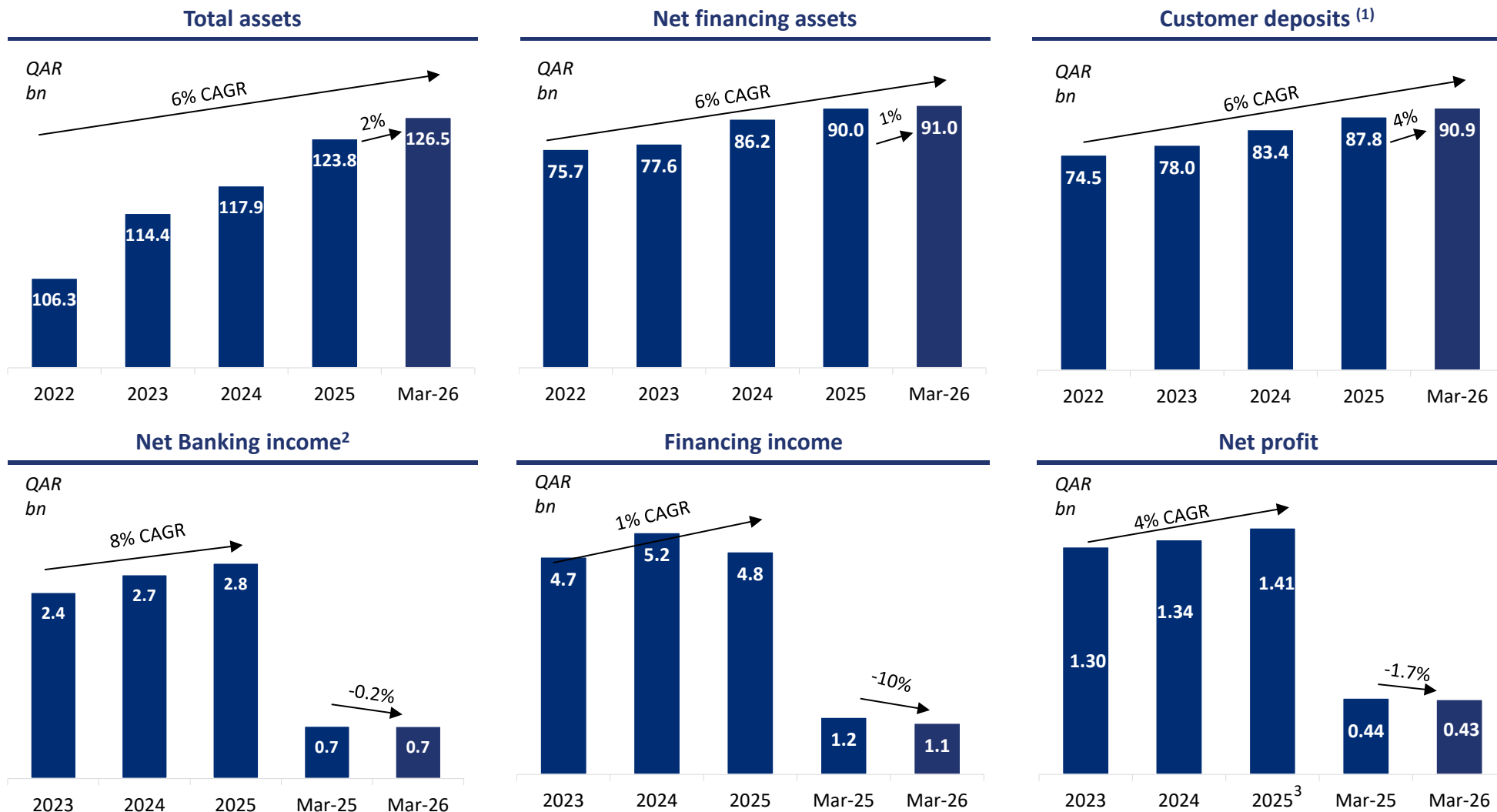


Note: All financial data as of 31 Mar 2026

(1) GRE exposures accounted for 17% of the total financing book as of March 2026 (Dec 2025: 17%). These exposures are currently reported within their respective sector classifications.

Financials – Dukhan has Consistently Outperformed the Market

Continuous strong growth under Assets and Income streams



(1) Deposits represents the sum of customer current accounts and URIAs

(2) This is a non-IFRS measure, calculated by deducting 'Net profit attributable to quasi-equity' from the 'Total income' as reported in the published income statement

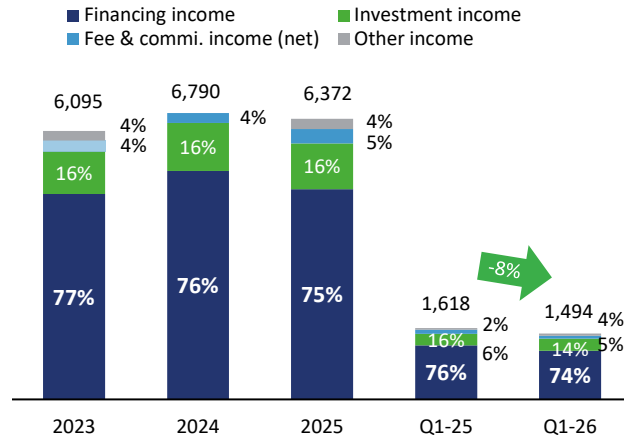
(3) Net profit for FY 2025 is reported before the effect of Pillar 2 tax. Net profit for FY 2025 after the effect of Pillar tax amounted to QR 1.26 billion.

Profitability

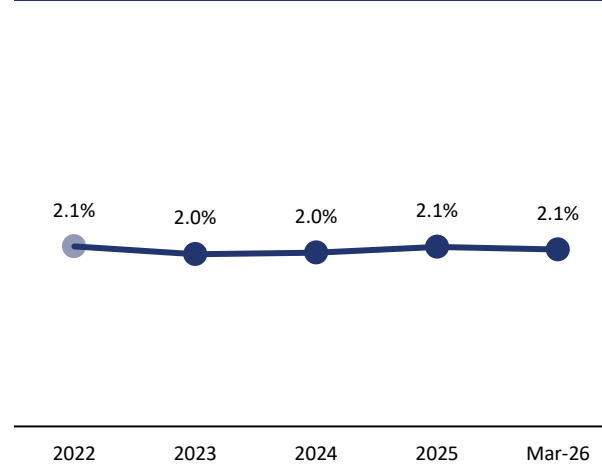
Dukhan Bank is an efficient business with diversified income sources and robust net profit margin

Constantly growing revenue base across diverse income streams...

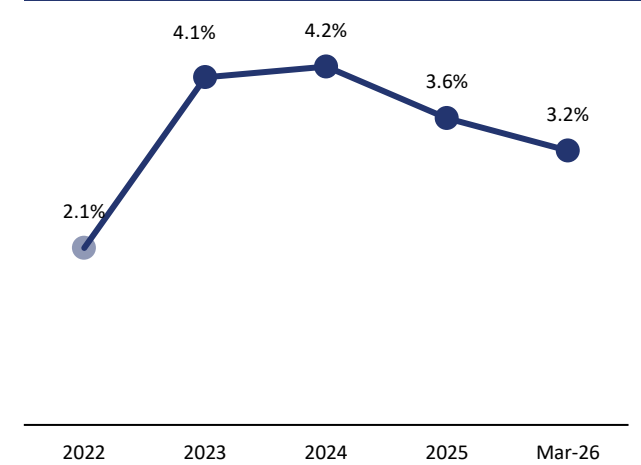
Total income³ breakdown (in QAR' mn)



...with a relatively healthy net profit margin¹ despite challenging macro environment...

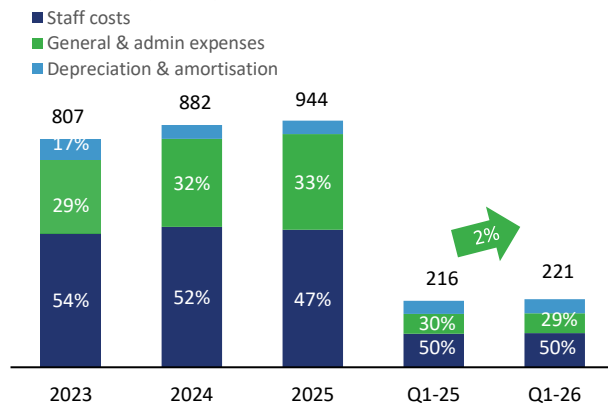


...inclining however stabilising funding costs² relative to the market...

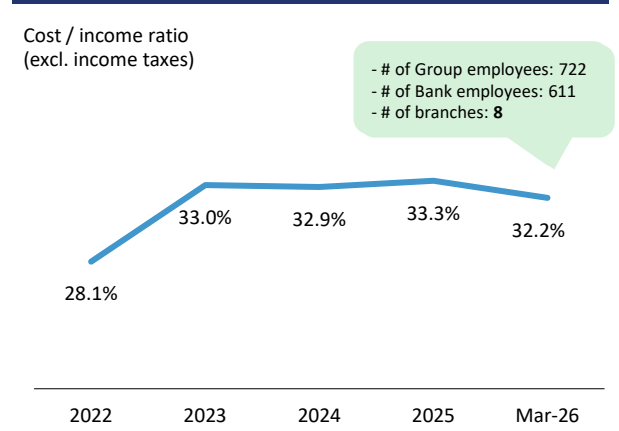


...Disciplined cost management...

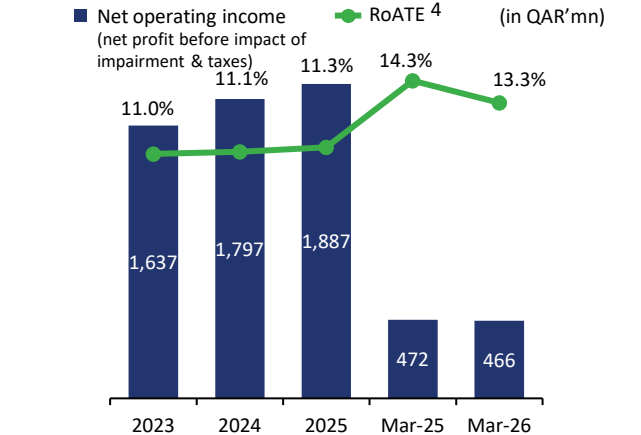
Breakdown of operating expenses (in QAR' mn)



...gradually generating efficiency gains...



...and improving operating leverage



(1) Net profit margin (NIM) = (Net profit income from financing and investing income less finance cost and return to URIA a/c holders; annualized for full year) / Average earnings assets
 (2) Funding costs % : (Finance cost and return to URIA a/c holders; annualized for full year) / Average interbank borrowings and customer deposits
 (3) Excl. finance cost. In consolidated FS, the same is reduced to arrive at total income
 (4) Return on Average Tangible Equity (RoTE) : Net profit for the year over average equity excluding intangible assets. RoTE for FY 2025 is calculated using net profit before the effect of Pillar 2 tax. RoTE for Q1 2026 & Q1 2025 is annualized based on the quarterly performance, actual RoTE and RoTA for the full financial year varies

Asset Quality

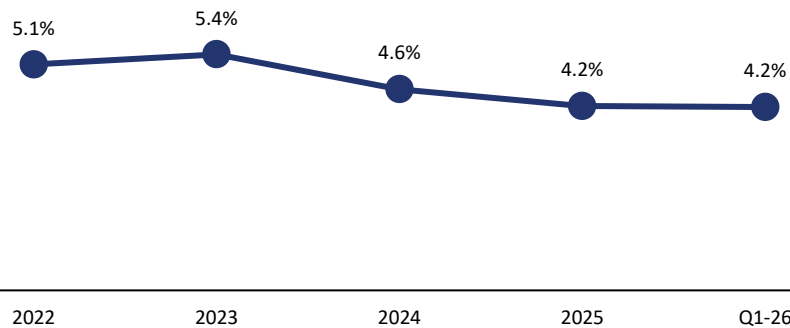
Strong risk-management culture and prudent provisioning policy

Commentary

- Considering the global economic circumstances, Dukhan Bank has shown resilience
- The Bank has been closely monitoring its risk profile and exposures, in accordance with AAOIFI/IFRS and QCB guidelines
- Dukhan Bank's prudent risk management continues to monitor asset quality and take prudent impairments
 - NPL ratio remain constant to **4.2%** in March 2026 compared to 4.2% in December 2025
 - Provision coverage remained unchanged at 75.7%, from December 2025 through March 2026. Provision coverage is more than ~95% after considering tangible collateral benefits (with the effect of hair-cut on the collaterals)

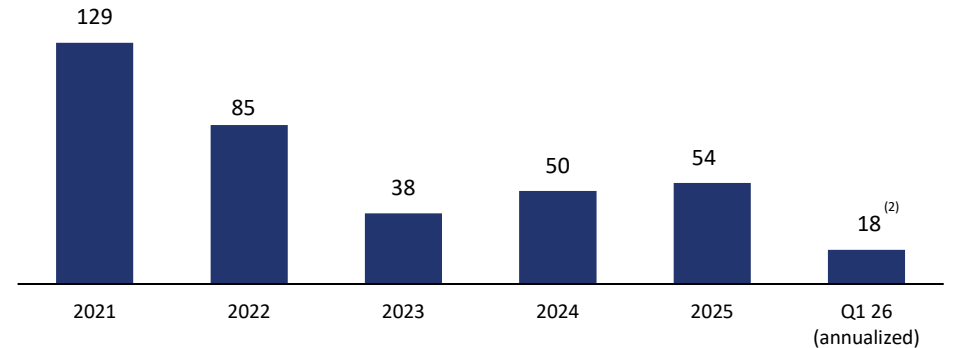
...active management of non-performing assets...

Non-performing asset ratio



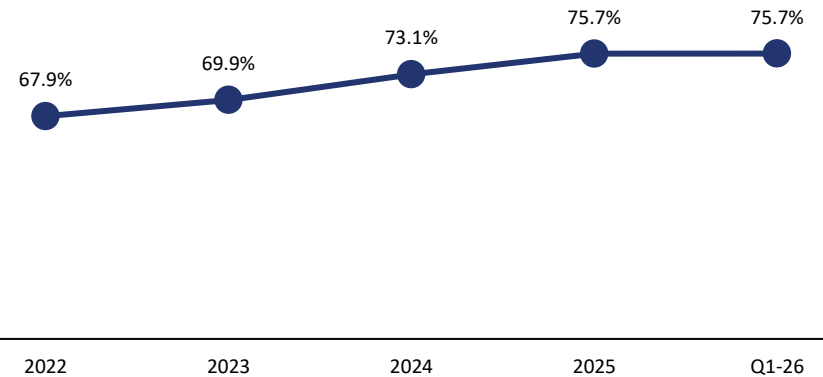
Prudent risk management...

Cost of risk¹ (in bps) – net impairment charge over average net financing assets



...while maintaining sound coverage levels

Provision coverage ratio³ excl. collaterals



(1) Cost of Risk is calculated as net impairment charge related to ECL & specific provisions on Loans & Advances over Average Gross Loans

(2) Q1 2026 cost of risk (annualized) is reported after considering the cash recoveries, if cash recoveries are ignored the same increased to 25bps

(3) Coverage ratio is calculated as impairment allowance over gross exposures subject to ECL/specific provision

Asset Quality (continued)

Prudent overall coverage with staging aligned with the Qatari Banking Sector

Portfolio Breakup				
As at 31 Mar 2026	Stage I	Stage II	Stage III	Total
Financing assets	86.9%	8.9%	4.2%	100.0%
Investments	100.0%	0.0%	0.0%	100.0%
Off balance sheet credit risk exposure	93.8%	5.9%	0.3%	100.0%
Portfolio Coverage				
As at 31 Mar 2026	Stage I	Stage II	Stage III*	Total
Financing assets	0.2%	9.5%	75.7%	4.2%
Investments	0.1%	0.0%	0.0%	0.1%
Off balance sheet credit risk exposure	0.3%	1.7%	90.2%	0.7%
Cost of Risk (in bps)				
Q1 2026 (annualized)	Stage I	Stage II	Stage III	Total
Financing assets (Gross Provision)	18	69	84	25
Financing assets (Net Provision)	18	69	(85)	18

Portfolio Breakup				
As at 31 Dec 2025	Stage I	Stage II	Stage III	Total
Financing assets	85.9%	9.9%	4.2%	100.0%
Investments	100.0%	0.0%	0.0%	100.0%
Off balance sheet credit risk exposure	93.7%	5.9%	0.3%	100.0%
Portfolio Coverage				
As at 31 Dec 2025	Stage I	Stage II	Stage III*	Total
Financing assets	0.2%	8.6%	75.7%	4.2%
Investments	0.2%	0.0%	0.0%	0.2%
Off balance sheet credit risk exposure	0.3%	1.8%	88.9%	0.7%
Cost of Risk (in bps)				
YE 2025	Stage I	Stage II	Stage III	Total
Financing assets (Gross Provision)	3	376	493	60
Financing assets (Net Provision)	3	376	355	54

* After considering tangible collaterals (with the effect of haircut on the collaterals), coverage ratio becomes more than ~95% for stage III financing assets

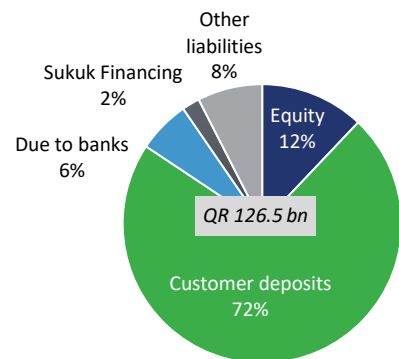
Note: Cost of Risk is calculated as net impairment charge (annualized) related to ECL & specific provisions on Loans & Advances over Average Gross Loans

Capital, Funding and Liquidity

Robust capital structure with optimal funding and healthy liquidity position

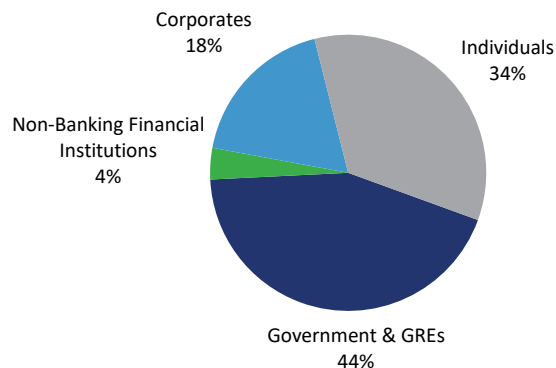
Well diversified funding base

Funding breakdown (Q1 2026)

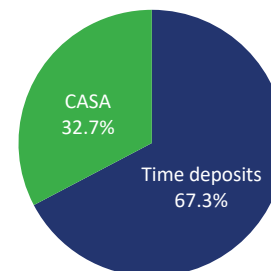


Granular deposit base with significant contribution from private banking & the public sector⁽¹⁾

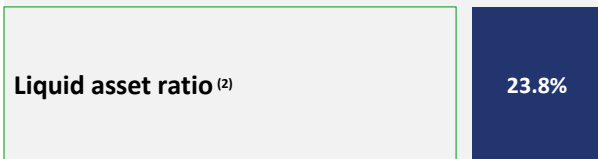
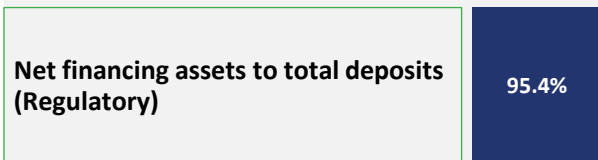
Deposits breakdown by sector (Q1 2026)⁽⁴⁾



Deposits breakdown by type (Q1 2026)⁽⁴⁾



Strong liquidity profile (Mar 2026)



Well capitalized bank with capital ratios above regulatory limits

(in QAR'mn)	2023	2024	2025	Q1-2026
Total risk-weighted-assets	80,139	82,942	82,530	80,8189
CET-1 ratio	14.0%	14.2%	14.9%	15.7%
Tier 1 ratio	16.3%	16.4%	17.1%	18.0%
CAR	17.2%	17.3%	18.2%	19.1%
CAR regulatory minimum				14.6% ⁽³⁾

(1) Customer deposits include Equity of URIA holders + customer current accounts

(2) Liquid assets include Cash and balances with QCB excluding reserve account + Due from banks balance + Investment securities (excluding unquoted HFT & FVTE investments) divided by total tangible assets

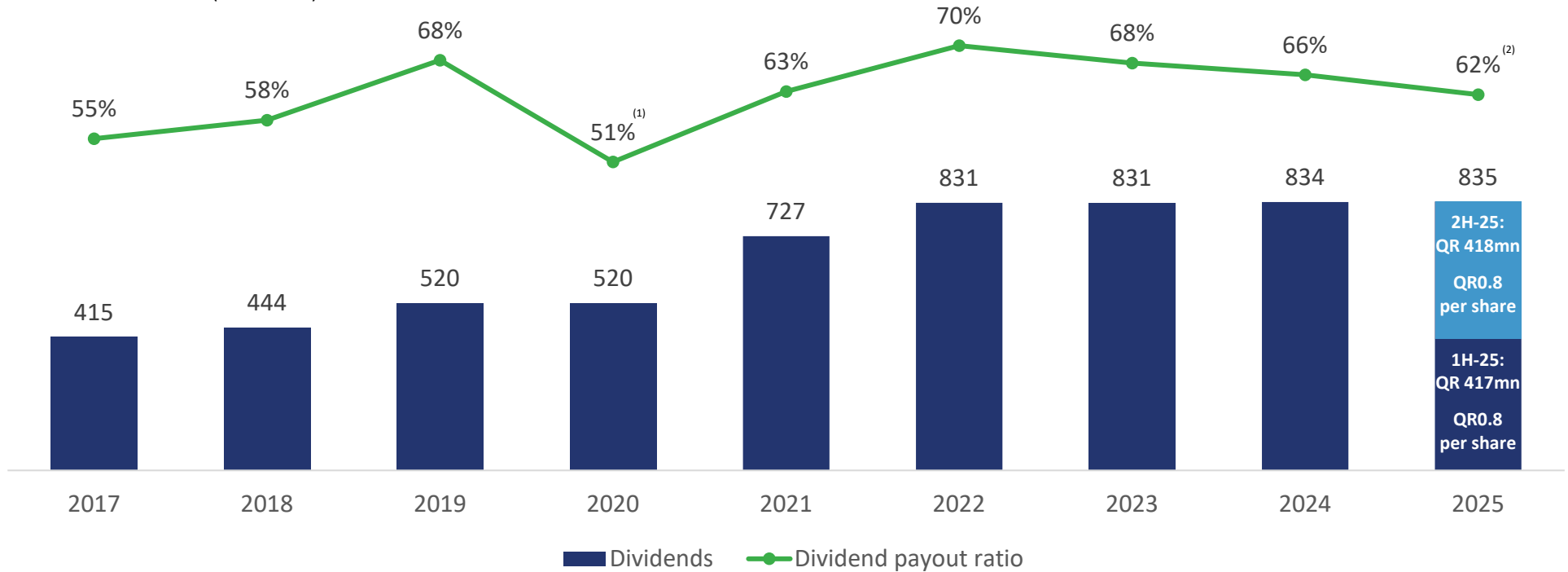
(3) 14.63% regulatory minimum based on 12.50% + 0.50% DSIB buffer + 1.63% ICAAP

(4) Excluding accrued profit payable

Dividend History

Consistently being one of the highest Pay-out ratio among peers on the back of robust capital & strong profitability

Dividend distribution (in QAR'mn)



■ Consistent annual cash dividend distribution on the back of healthy income generation

(1) Represents dividend payout ratio based on normalized net income (excluding impact of QAR450m goodwill impairment)

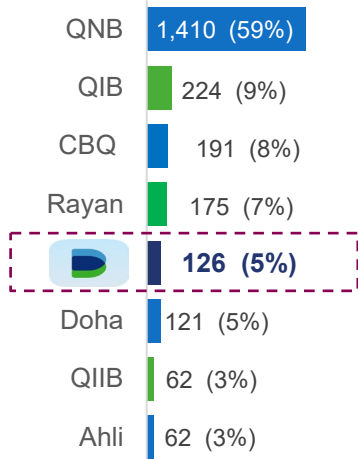
(2) Payout ratio for FY 2025 is calculated before the effect of Pillar 2 tax on the Group's net profit

Dukhan Bank's competitive positioning vs. Qatari peers

Dukhan Bank – 5th largest Qatari bank and 3rd largest Islamic bank in Qatar

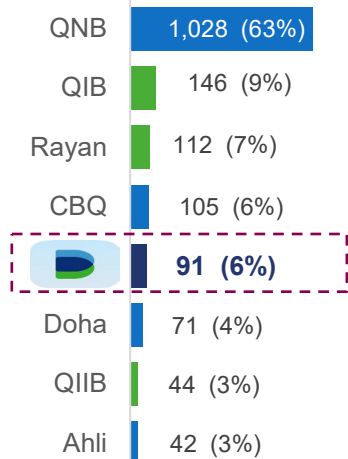
Total Assets

(QAR' billions; as at 31-Mar-26)



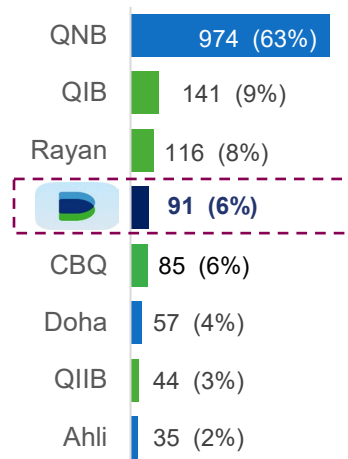
Total Loans

(QAR' billions; as at 31-Mar-26)



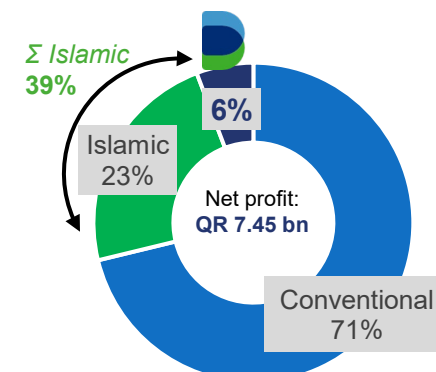
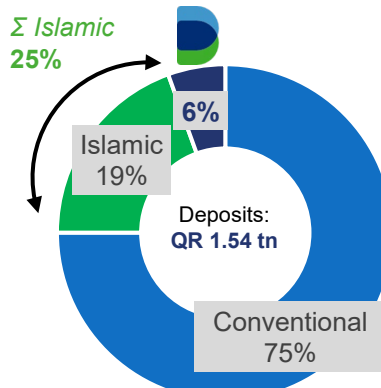
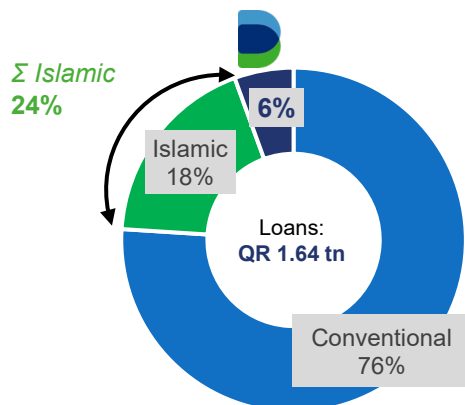
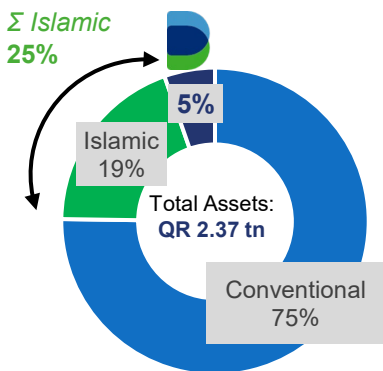
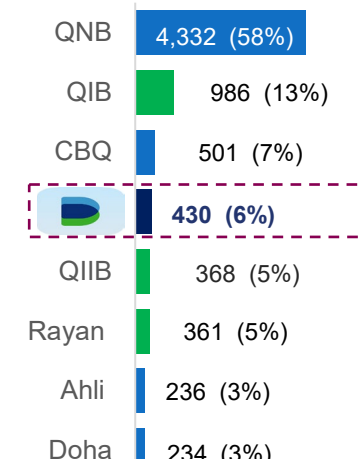
Total Deposits

(QAR' billions; as at 31-Mar-26)



Net profit

(QAR' millions; Q1'26)



Percentages (%) next to the amounts on this slide represents market share.

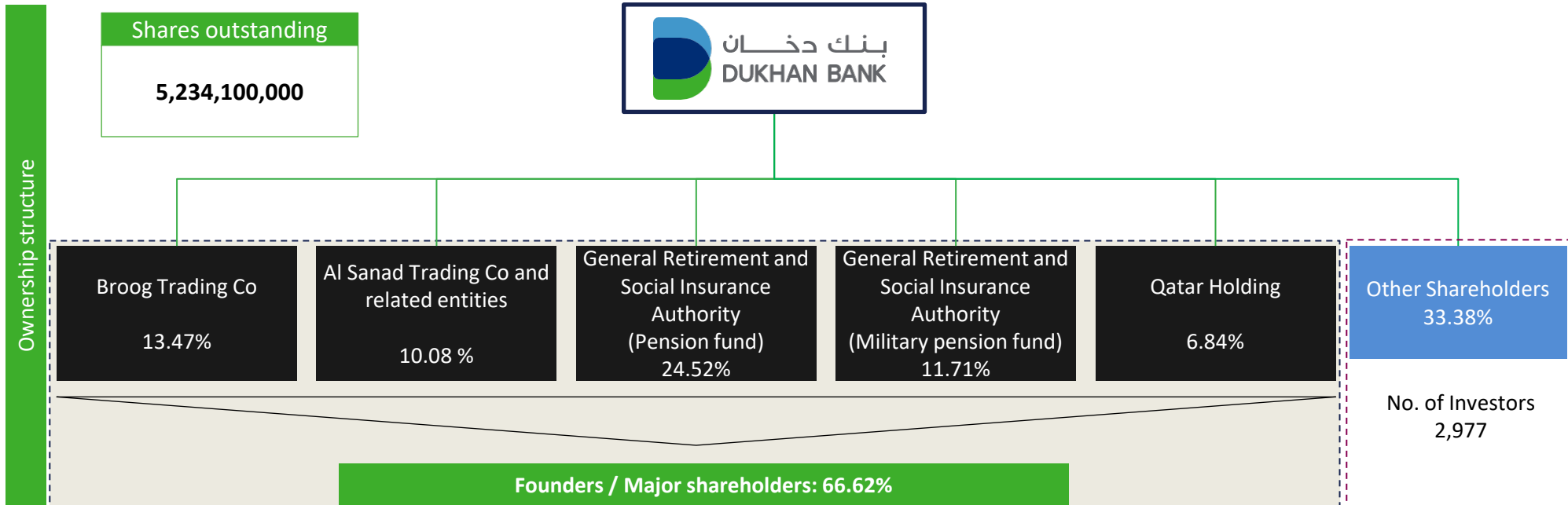
Source: Published financial statements for the three-month period ended 31 March 2026

Islamic banks
 Conventional banks



Appendix

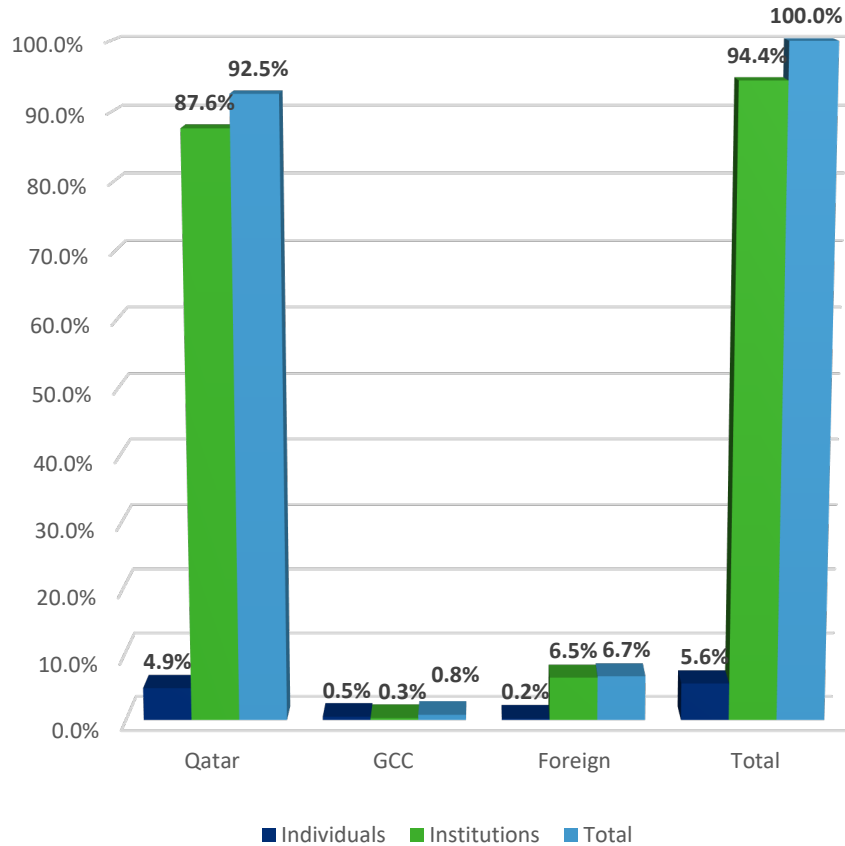
Ownership Structure



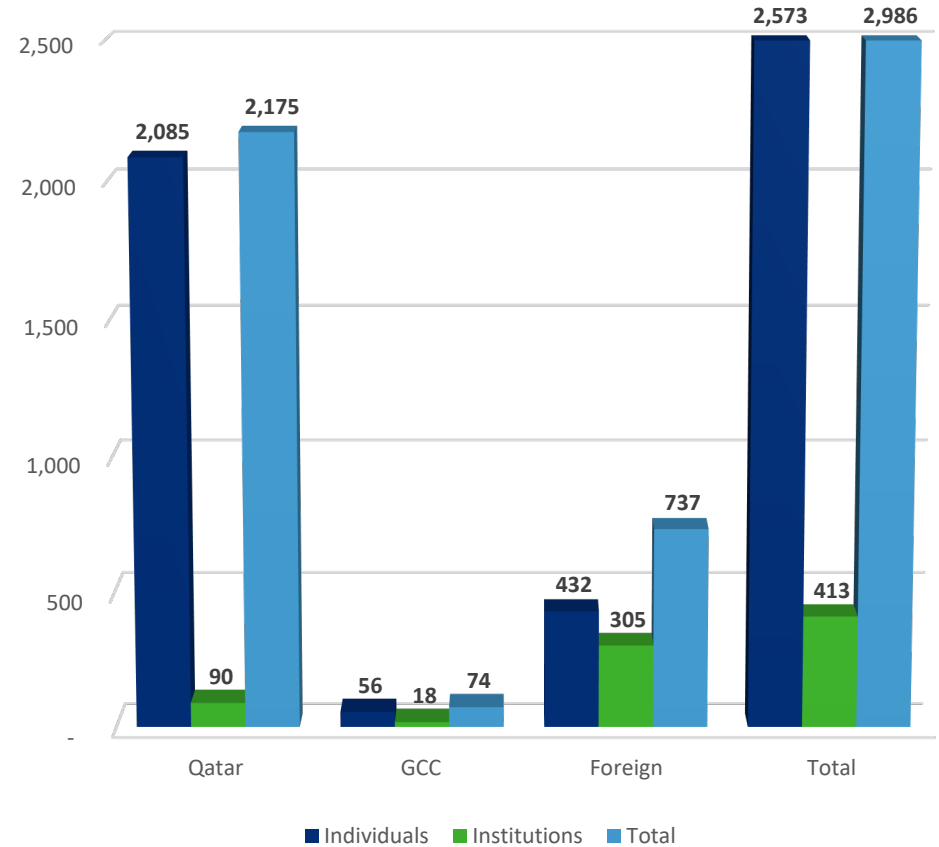
Ownership Structure

As at 31-Mar-2026

Ownership %



Number of Shareholders

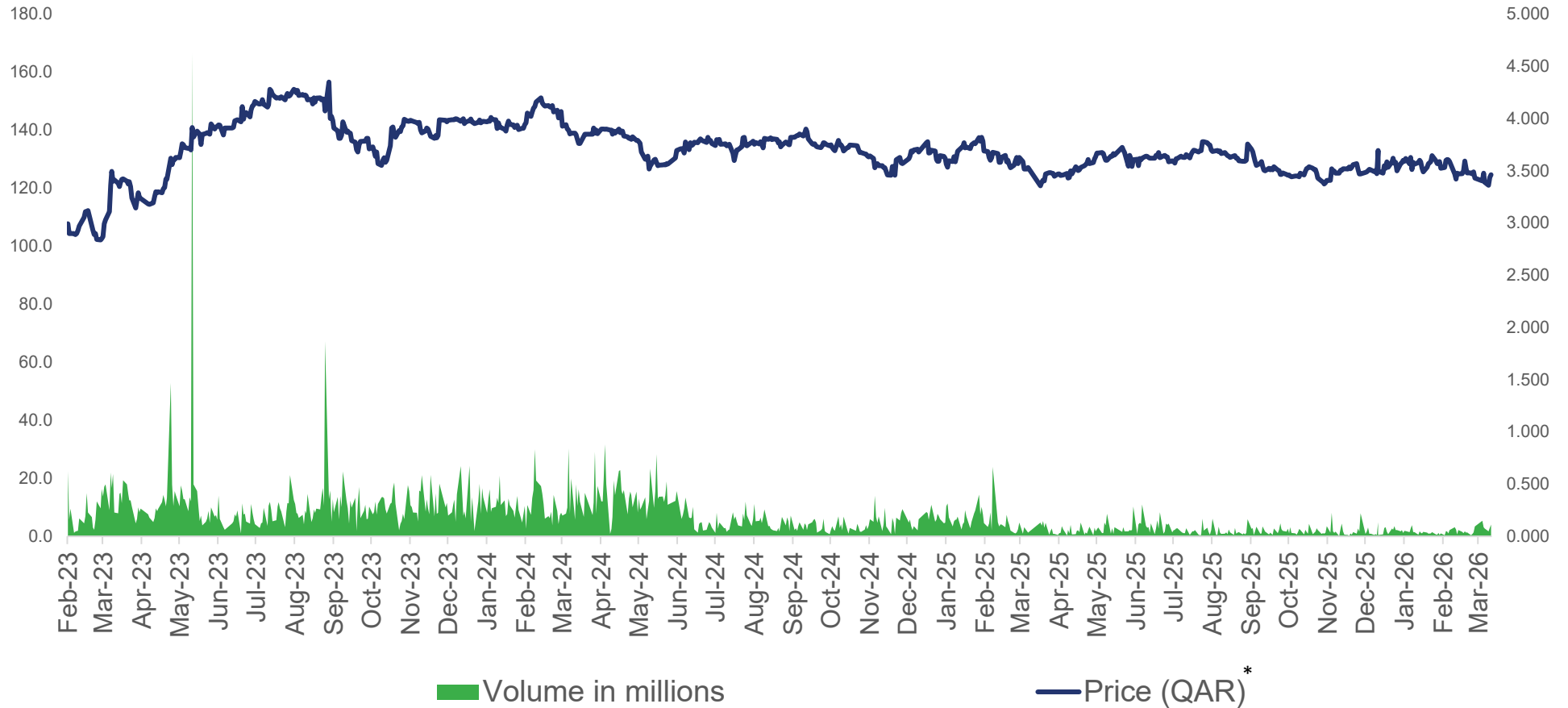


- ▶ Foreign ownership (incl. GCC) increased by **6.5%** from the listing date
- ▶ Institutional investor ownership increased by **2.5%** from the listing date

Share Price Movement

From Listing Date till 31-Mar-2026

	YTD Average	All Time High	All Time Low	Close (31-Mar-26)
Share Price*	3.535	4.350	2.838	3.462



*Based on daily closing price

Snapshot of the Consolidated Statement of Financial Position

(in QAR' mn)	YE 2022	YE 2023	YE 2024	YE 2025	Mar-26
Cash and balances with Qatar Central Bank	6,425	3,645	3,639	5,124	4,153
Due from banks	1,500	11,072	5,811	1,094	2,881
Financing assets	75,677	77,585	86,212	90,013	90,968
Investment securities	20,432	19,971	19,882	25,017	25,935
Investment in associates and joint ventures	64	32	10	15	15
Investment properties	135	135	135	134	134
Fixed assets	264	242	830	845	839
Intangible assets	914	835	757	678	659
Other assets	866	900	663	862	902
Total assets	106,276	114,417	117,940	123,782	126,486
Due to banks	14,871	19,582	14,308	11,222	8,207
Sukuk Financing	-	-	2,933	2,935	2,969
Customer current accounts	8,252	16,408	15,582	18,688	18,727
Other liabilities	2,523	2,120	2,569	6,631	8,829
Total liabilities	25,646	38,110	35,391	39,476	38,733
Equity of URIA holders	66,294	61,594	67,769	69,105	72,167
Share capital	5,234	5,234	5,234	5,234	5,234
Legal reserve	4,575	4,705	4,889	5,034	5,034
Treasury shares	(38)	(38)	(21)	(14)	(14)
Risk reserve	1,430	1,487	1,683	1,751	1,751
Other reserves	75	82	76	80	80
Fair value reserve	(131)	(121)	(38)	39	29
Retained earnings	1,370	1,544	1,139	1,255	1,649
Cash flow hedge reserve	-	0	(4)	2	3
Total equity attributable to equity holders of the Bank	12,515	12,893	12,958	13,380	13,765
Sukuk eligible as AT1 capital	1,821	1,821	1,821	1,821	1,821
Non-Controlling Interests	0	0	0	0	0
Total owners' equity	14,336	14,713	14,779	15,201	15,586
Total liabilities, equity of URIA holders and owners' equity	106,276	114,417	117,940	123,782	126,486
Customer Deposits⁽¹⁾	74,545	78,002	83,351	87,793	90,894

(1) Customer deposits include equity of URIA holders + customer current accounts

Snapshot of the Consolidated Statement of Income

(in QAR 'mn)	For the year ended 31 December			For three-month period ended 31 March	
	2023	2024	2025	2025	2026
Net income from financing activities	4,666	5,190	4,776	1,227	1,103
Net income from investing activities	957	1,089	1,035	259	276
Total net income from financing and investing activities	5,624	6,279	5,811	1,486	1,379
Fee and commission income	400	427	531	140	122
Fee and commission expense	(143)	(172)	(206)	(46)	(52)
Net fee and commission income	256	256	325	94	70
Net foreign exchange gain	131	143	171	31	38
Share of results of associates and joint ventures	(9)	1	4	(0)	0
Other income	93	111	60	7	8
Total income	6,095	6,790	6,372	1,618	1,494
Staff costs	(434)	(455)	(446)	(109)	(110)
Depreciation and amortisation	(135)	(141)	(188)	(43)	(47)
Other expenses	(237)	(286)	(310)	(64)	(64)
Finance cost	(933)	(997)	(951)	(244)	(199)
Total expenses	(1,740)	(1,879)	(1,895)	(460)	(420)
Profit for the year/period before impairments and return to URIA holders	4,354	4,911	4,477	1,158	1,074
Total impairments, net	(333)	(453)	(474)	(35)	(36)
Profit for the year/period before return to URIA holders	4,021	4,457	4,003	1,122	1,038
Return to URIA holders	(2,718)	(3,114)	(2,590)	(685)	(608)
Net profit for the year/period before tax	1,303	1,343	1,412	437	430
Tax expense	(1)	(1)	(154)	(0)	(0)
Net profit for the year/period	1,302	1,343	1,258	437	430
Funding costs ⁽¹⁾	(3,651)	(4,111)	(3,542)	(929)	(807)
Overhead expenses ⁽²⁾	(807)	(882)	(943)	(216)	(221)
Net banking income ⁽³⁾	2,444	2,679	2,830	688	687
Net operating income ⁽⁴⁾	1,637	1,797	1,887	472	466

(1) Funding costs are the sum of finance costs + return to URIA holders.

(2) Overhead expenses include staff costs, depreciation and amortisation and other expenses.

(3) Net banking income is calculated as total income minus funding costs.

(4) Net operating income is calculated as net banking income minus overhead expenses.

(5) Tax expense for FY 2025 include QR 153.4 million in relation to provision for Pillar 2 tax.

Dukhan Bank has an Award Winning Customer Service Proposition

Awards and Acclamations

- Best Digital Transformation in the MENA Region at the 2025 MEED Banking Excellence Awards for Retail, Digital, and SME
- Sustainability Award from the Ministry of Environment and Climate Change at the Qatar Sustainability Conference 2025
- Excellence in Global Islamic Private Banking for the Year 2025 by the World Union of Arab Bankers
- MENA Wealth Manager of the year – 2024
- Best Retail Bank Qatar 2024
- Best Islamic Product Offering 2024
- Best Mortgage / Home Finance Offering 2024
- Best Multi-Channel Offering 2024
- Excellence in Customer Centricity 2024
- Best Private Bank – Qatar 2023
- Best Multi-Channel Offering 2023
- Excellence in Omni-Channel Integration 2023
- MENA Private Banker of the Year – Chaouki Daher 2023
- MENA Digital Bank of the Year 2022
- MENA Most Innovative Bank of the Year 2022
- Best Private Bank – Qatar 2022
- Best in Innovation in Qatar 2024
- Best Mobile Banking Adaptive Site in the Middle East 2024
- Best Mobile Banking Adaptive Site 2024 in Qatar
- Best Multi-Channel Offering 2022
- Best Next-Generation Offering 2022
- Best Use of AI in Financial Services 2022
- Excellence in Omni-Channel Integration 2022
- Outstanding Wealth Management Service for the Affluent 2022
- Chaouki Daher MENA Private Banker of the Year 2022



Dukhan Bank has an Award Winning Customer Service Proposition

Dukhan Bank Awarded
"Excellence in Global
Islamic Private Banking
for the Year 2025"



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Dukhan Bank Named
"World's Best
Islamic Private Bank"
by Global Finance Awards 2025



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Dukhan Bank Wins
"Best Digital
Transformation Initiative"
in the MENA region



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Dukhan Bank among
Forbes Middle East
Top 100 Listed
Companies 2025

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