

The Commercial Bank (P.S.Q.C.)

Financial Results

For the nine months ended 30 September 2026





Forward Looking Statements

This presentation and subsequent discussion may contain certain forward-looking statements with respect to certain plans and current goals and expectations of Commercial Bank and its associated companies relating to their future financial condition and performance. These forward-looking statements do not relate only to historical or current facts but also represent Commercial Bank's expectations and beliefs concerning future events. By their nature forward-looking statements involve known and unknown risks and uncertainty because they relate to future events and circumstances including a number of factors which are beyond Commercial Bank's control. As a result, Commercial Bank's actual future results or performance may differ materially from the plans, goals and expectations expressed or implied in such statements.

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2026 -2030 Strategy Recap: Turning our strong foundations into sustainable growth



VISION



To be Qatar's banking partner of choice, creating long term value for our customers, our people and our shareholders

AMBITION



Build a stronger, sustainably profitable bank through continuous innovation and disciplined risk, compliance, capital and cost management

STRATEGIC PRIORITIES



RETAIL

Accelerate growth in Qatari customer segments

Maintain leadership in expat segment

Protect the strength of core retail businesses, including cards, employee banking and remittances

Deepen retail and wealth relationships

WHOLESALE

Focus lending growth on higher-return customer segments and high growth sectors

Continue to invest in transaction banking proposition

Rebalance revenue mix toward capital-light, fee-based income

Workout legacy exposures

Improve capital efficiency through deployment of capital into higher return business and management of our property portfolio

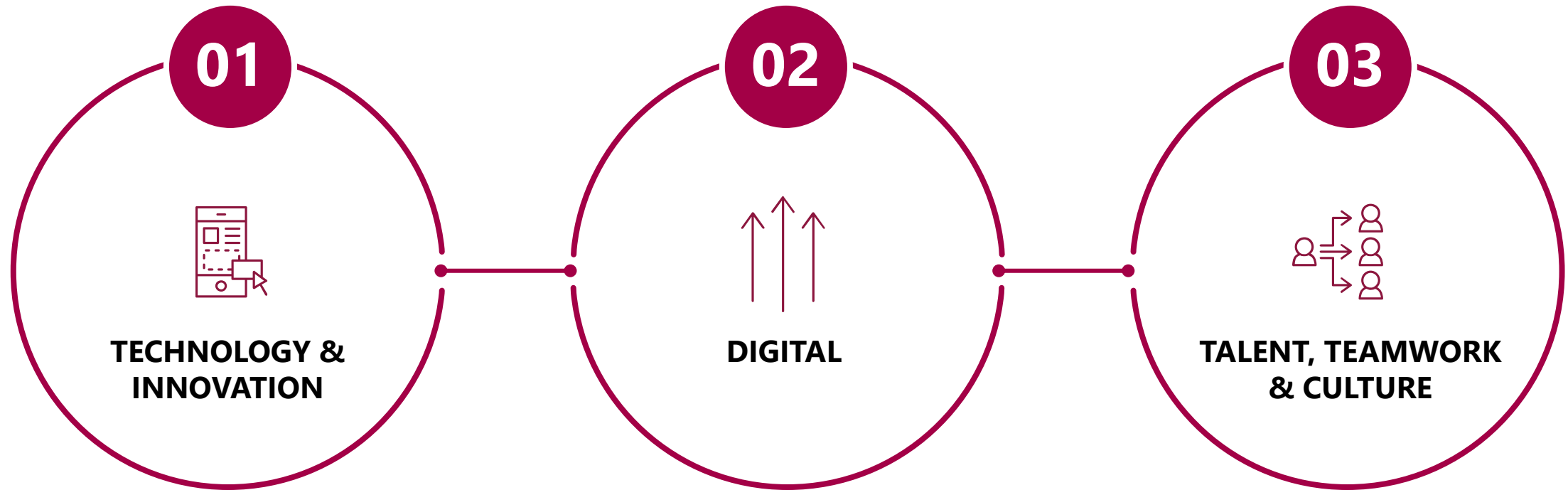
Diversify funding mix supported by a strong low-cost deposit base and disciplined liquidity management

Maintain strict cost discipline with positive jaws from 2027

Target a normalized, sustainable net Cost of Risk from 2028 onwards, and good trajectory for stage 2 ratio reduction

Continue to invest in our digital capabilities, AI, innovation and our people

The Next Phase of Growth will be Built on Three Key Strategic Enablers



- **Modernize our core banking platforms** to support speed, efficiency, scale, and innovation
- **Further strengthen data and infrastructure foundations** to accelerate automation and advanced analytics

- **Further enhance digital onboarding, servicing, and engagement** across Retail, Wealth, and Wholesale
- **Maintain leadership in digital adoption** by continuously investing in our mobile and online channels

- **Simplify the organization** to enhance speed and accountability
- **Invest in future-critical skills** including data science and AI
- Build a **collaborative, empowered and performance-driven culture**

Further examples of AI enable delivery...



WHAT WE HAVE DELIVERED SO FAR

Retail Lending AI: AI Personal Loan Engine

- Precision Targeting:**
Ranks eligible customers by their likelihood to take a personal loan, focusing campaigns on high-intent customers and achieving more with the same effort.
- Right-Sized Offers:**
Recommends a personalized, risk-aware loan amount based on each customer's affordability and financial behavior, while keeping human-in-the-loop for the final decision.
- Stronger, Explainable Risk Decisions:**
Default prediction enriches credit analyst reviews beyond static rules, with every model decision transparent and auditable.



Relationship Management AI: Sadara RM Cockpit

- Single Intelligent Customer View:**
One AI-powered platform bringing together customer insights, lifecycle events and behaviors, enabling RMs to manage their entire portfolio in one place.
- Predictive Next Best Product:**
Anticipates customer needs and surfaces proactive sales and engagement opportunities, driving personalized conversations and better outcomes.
- Rolled Out Across Sadara:**
Following a successful pilot, now available to all Sadara Relationship Managers, elevating proactive engagement with Premium customers.



Compliance AI: AML AI Agent

- Intelligent Alert Analysis:**
Delivers structured, detailed analysis of transaction monitoring alerts with intelligent recommendations, accelerating AML/CFT case reviews, while keeping human-in-the-loop for final decision making.
- Consistent Investigations:**
Standardizes the analytical approach across analysts, reducing the risk of incorrect analysis and supporting well-informed, defensible decisions.
- In-House & Live in Production:**
Built in-house and integrated with the Bank's existing transaction monitoring infrastructure, strengthening compliance capabilities through innovation.

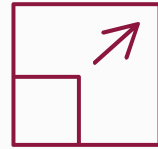


Together these AI initiatives help us to unlock income opportunities, reduce our cost and strengthen our risk management

From 2026 - 2030, we will in the Next Phase of Our Strategy...



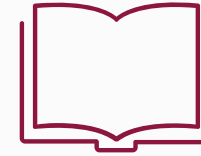
Position us to capture growth among Qataris, SMEs, and affluent clients



Reshape CB to a more capital-efficient, fee-driven and deposit-anchored business model



Build on what we have done in AI thus far - enhancing customer service and the efficient operation of the bank



Draw a line under our legacy book



Deliver shareholder returns through disciplined execution and a sustainable dividend

Deliver Safe, Sustainable Profitability

Consolidated Targets



		FY 2025 Actual	9M 2026 Actual	FY 2026 Target	End 2030 Target
Profitability	Return on Equity (ROE) ⁽¹⁾	9.2% ⁽³⁾	8.2% ⁽³⁾ 8.9% (Before Pillar Two)	>8.2% ⁽³⁾ >9.2% (Before Pillar Two)	>11.0% ⁽³⁾ >12.0% (Before Pillar Two)
	Cost to Income (Consol)	29.5%	32.3%	<30.0%	<27.0% Positive Jaws from 2027
	Cost of Risk (Net)	75 bps	108 bps	90-100 bps	70-90 bps
	Dividends ⁽²⁾	QAR 0.30 per share	Sustainable Dividends	Sustainable Dividends	Sustainable Dividends
Asset Quality	Coverage Ratio (Stage 3)	60.4%	64.0%	>62.0%	>70.0%
	NPL	6.1%	5.7%	<6.0%	<5.0%
Capital	CET1	12.2%	12.8%	12.0% - 13.0%	12.5% - 14.0%
	CAR	17.6%	18.9%	17.5% - 18.5%	18.0% - 19.5%

(1) Excluding Additional Tier 1 (AT1) Notes, post deducting AT1 coupon

(2) The Dividends are subject to regulatory approval

(3) Adjusted for BEPs Pillar Two Tax impact



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9M 2026 Financial Summary

Profitability

- Net Profit after Tax of QAR 1,539.4 million
- Net Profit before impact of Pillar Two Taxes of QAR 1,644.1 million
- Net interest margin (NIM) at 2.2%
- Net provisions of QAR 979.8 million, higher than in 9M 2025, reflecting a more balanced approach to provisioning across all quarters, compared with the previous practice of larger charge in the fourth quarter.

Balance Sheet

- Loans and Advances, excluding Acceptances, increased by 6.3% to QAR 100.7 billion compared with 30 September 2025
- Investment Securities increased by 5.1% to reach QAR 41.3 billion, with the Group investing in high-quality market securities from 30 September 2025
- Customer Deposits of QAR 83.1 billion, down by 3.0% from 30 September 2025

Capital and Funding

- Strong Capital Ratios: CET1 and Capital Adequacy Ratio at 12.8% and 18.9% respectively
- Commercial Bank's successful completion of USD 900 million Asian Syndication during February 2026
- Commercial Bank's successful re-issuance of USD 500 million Additional Tier 1 Capital Securities on 03 March 2026
- Alternatif Bank's successful re-issuance of USD 200 million Additional Tier 1 Capital Securities on 04 February 2026

(1) Represents net loans and advances to customers, after deducting impairment allowances

(2) Customer Deposits include current and call deposits, saving deposits, time deposits and accrued interest

(3) Excluding Additional Tier 1 (AT1) Notes, post deducting AT1 coupon



Reported, QAR million	9M 2026	9M 2025	Variance 9M 2026 v 9M 2025 (%)
Net Operating Income	3,568	3,468	2.9%
Operating Expenses	(1,153)	(1,047)	(10.1%)
Operating Profit	2,415	2,422	(0.3%)
Net Provisions	(980)	(603)	(62.5%)
Share of Associates' Results	323	297	8.8%
Net Monetary Loss due to Hyperinflation	(73)	(107)	31.9%
Current Income Tax	(42)	(53)	21.5%
Net Profit Before BEPS Pillar Two Tax	1,644	1,955	(15.9%)
BEPS Pillar Two Tax	(105)	(170)	38.4%
Net Profit	1,539	1,786	(13.8%)
Loans and Advances <i>(Excluding Acceptances)</i> ⁽¹⁾	100,687	94,763	6.3%
Loans and Advances ⁽¹⁾	105,144	104,035	1.1%
Customer Deposits ⁽²⁾	83,107	85,654	(3.0%)
Net Interest Margin (NIM)	2.2%	2.2%	-
Cost/Income Ratio (Consolidated)	32.3%	30.2%	(2.1%)
Cost/Income (Domestic)	26.9%	25.7%	(1.2%)
Cost of Risk - COR (bps) – gross	142	99	(43)
Cost of Risk - COR (bps) – net	108	68	(40)
Return on Equity (ROE) ⁽³⁾	8.2%	10.1%	(1.9%)
Non-Performing Loan (NPL) Ratio	5.7%	5.8%	0.1%
Loan Coverage Ratio – Stage 3	64.0%	56.9%	7.1%
Common Equity Tier 1 (CET 1) Ratio	12.8%	13.0%	(0.2%)
Capital Adequacy Ratio (CAR)	18.9%	17.9%	1.0%

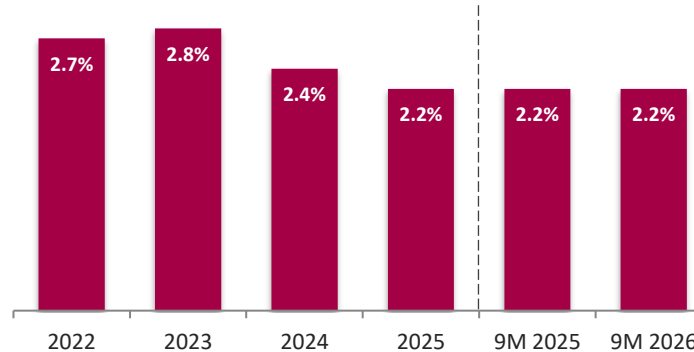


Earnings Performance: For The Nine Months Ended 30 September 2026

Profitability

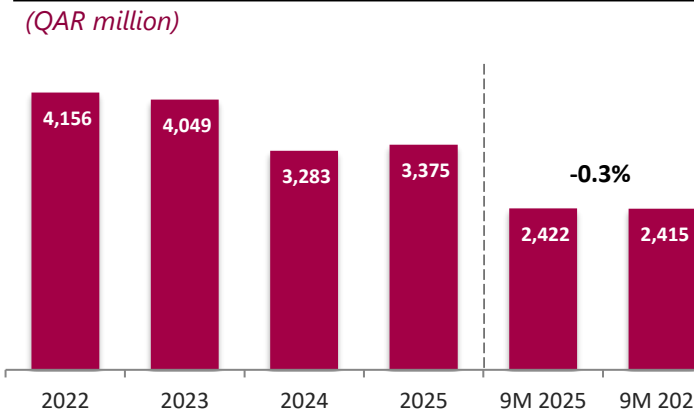
- ◆ **Net interest income** for 9M 2026 was QAR 2,800.1 million, up by 10.2% YoY.
 - ◆ Net interest margin (NIM) is at 2.2% for the nine months ended 30 September 2026, stable year on year.
 - ◆ NIM is stable YoY despite pressure from:
 - ◆ Continued strong competition for domestic deposits.
 - ◆ Refinancing of some of our medium-term debt issuances which were previously at a lower rate.
- ◆ **Non-interest income** for 9M 2026 was lower by 17.2% YoY.
 - ◆ The Group's net fee and commission income YoY decreased by 5.8% to QAR 692.5 million. Excluding the one-off fees YoY net fees and commission income reflected a growth of 11.4%.
 - ◆ Further, decrease in non-interest income was mainly due a combination of lower dividend income from equities, lower investment income (including MTM) and lower FX income.
- ◆ **Cost to income ratio** at consolidated level increased to 32.3% for the nine months ended 30 September 2026, compared to 30.2% in the same period last year.
 - ◆ At domestic level, cost to income ratio increased to 26.9% for the nine months ended 30 September 2026, compared to 25.7% in the same period last year.
 - ◆ Alternatif Bank's cost to income ratio decreased to 74.5% for the nine months ended 30 September 2026, compared to from 78.4% in the same period last year.
 - ◆ Overall cost increased by QAR 106m of which QAR 78m increase came from Alternatif Bank.

Net Interest Margin (NIM)



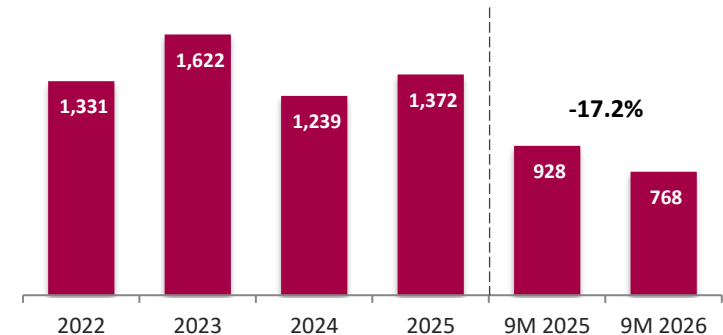
Net interest income as a % of average interest earning assets, including (i) Loans and advances to customers (ii) bonds and (iii) loans to other credit institutions (iv) other interest earning assets

Operating Profit

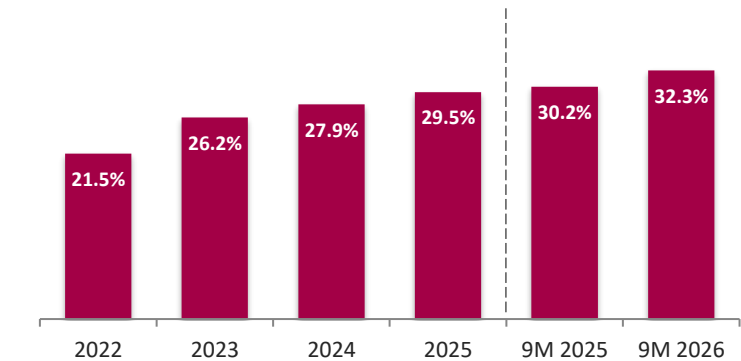


Non-Interest Income

(QAR million)



Cost to Income Ratio - Consolidated





Loans and Advances

<i>QAR million</i>	30 Sep 2026	30 Sep 2025	Movement 30 Sep 26 vs 30 Sep 25	Movement 30 Sep 26 vs 30 Sep 25 (%)
Corporate & International (Note 1)	81,305	76,495	4,810	6.3%
Retail	12,821	12,359	462	3.7%
Alternatif Bank	6,561	5,910	651	11.0%
Net Loans and Advances excluding Acceptances	100,687	94,763	5,924	6.3%
Acceptances (Consolidated Group)	4,457	9,271	(4,814)	(51.9%)
Net Loans and Advances including Acceptances	105,144	104,035	1,109	1.1%

Note 1: Domestic Corporate lending growth was driven mainly from the Government and Public Sector lending.

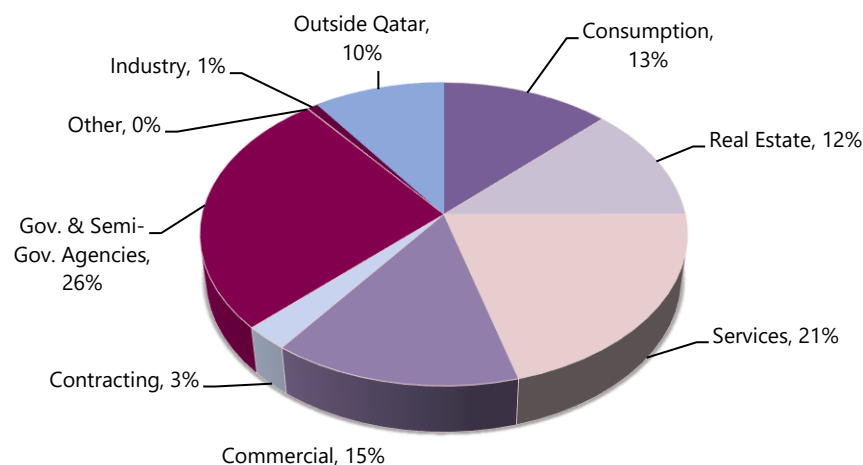
Group Loan Book Analysis



Summary

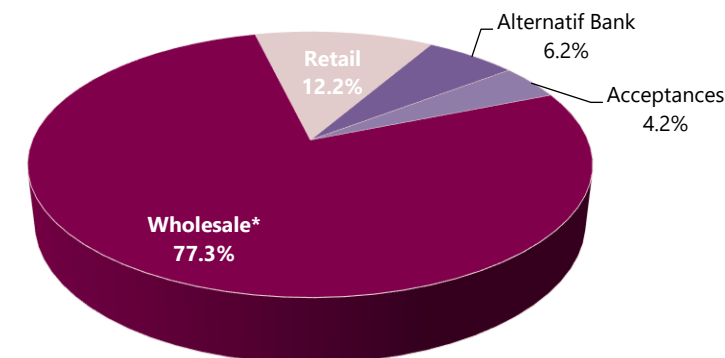
- ◆ Loans and Advances to Customers excluding Acceptances of QAR 100.7 billion, up by 6.3% from 30 September 2025.
- ◆ Loans and Advances to Customers of QAR 105.1 billion, up by 1.1% from 30 September 2025. This includes acceptances of QAR 4.5 billion. (refer to page 12 for details)
- ◆ Continuing to reshape the profile of the lending book with diversification of risk across a range of sectors.

Qatari Banks Credit Facilities Breakdown by Sector – August 2026



Source: QCB

CB Loan Book Split – 30 September 2026



*Wholesale includes corporate, SME and international loans as well as government and public sector loans including MoF overdraft

CB Loan Book Breakdown by Sector – September 2026

Sector	Sep-26	Sep-25
Govt and Public Sector	23.2%	16.7%
Industry	3.6%	7.1%
Commercial	17.9%	19.2%
Services	24.6%	25.2%
Contracting	1.7%	1.9%
Real Estate	18.1%	19.0%
Consumption	9.9%	9.4%
Others	1.0%	1.5%
	100.0%	100.0%



Retail Portfolio and Performance on the Rise, Delivering Strong Growth

Summary

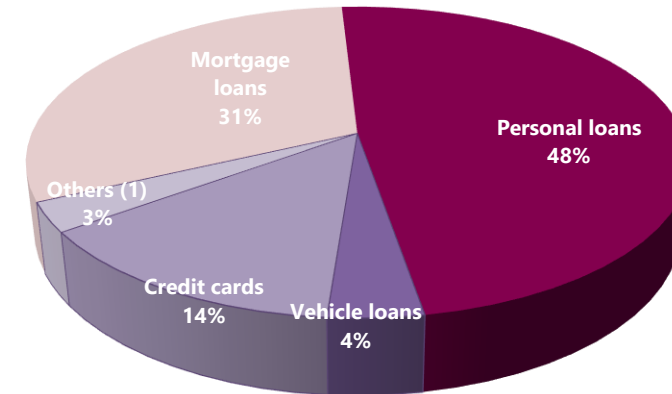
Portfolio

- ◆ The Retail portfolio⁽²⁾ grew by 3.7% to QAR 12.8 billion, as compared to 30 September 2025.
- ◆ The Retail loan book represents 12.2% of overall bank's loan book.
- ◆ The increase is mainly from growth in personal loans and credit cards.

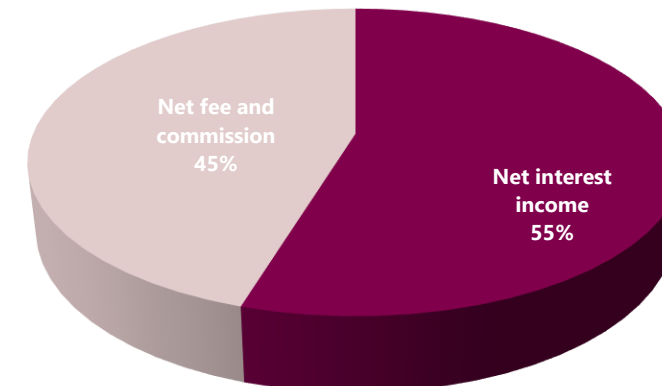
Performance

- ◆ Retail Banking's net operating income for the nine months ended 30 September 2026 represented 34.4% of the combined Wholesale and Retail Banking segmental revenue under Qatar Operations.
- ◆ Business initiatives under Retail wealth management, advisory solutions and diversified product offerings have resulted in Asset Under Management (AUM) to double since 2021.

Retail Book Breakdown by Division – September 2026



Key Retail Income Drivers – September 2026



Notes:

(1) Others include overdrafts, term, trade and margin related loans

(2) Retail loans above excludes Enterprise and Securities related lending

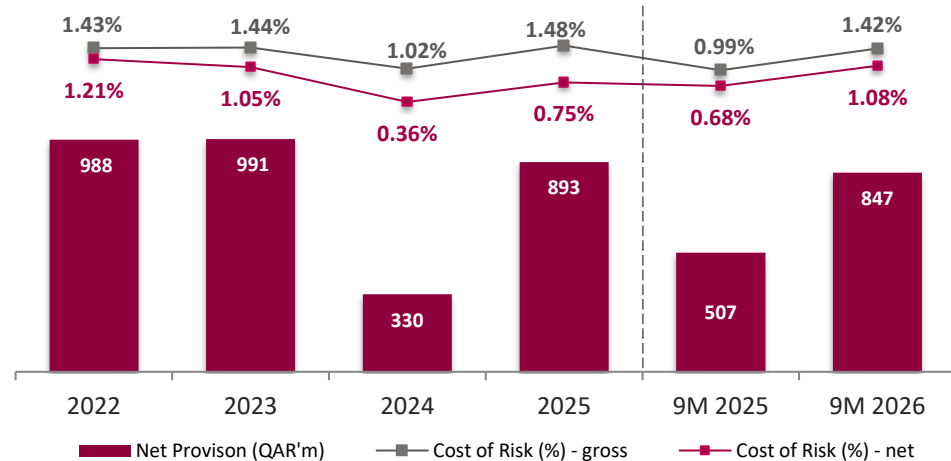


Asset Quality: 30 September 2026

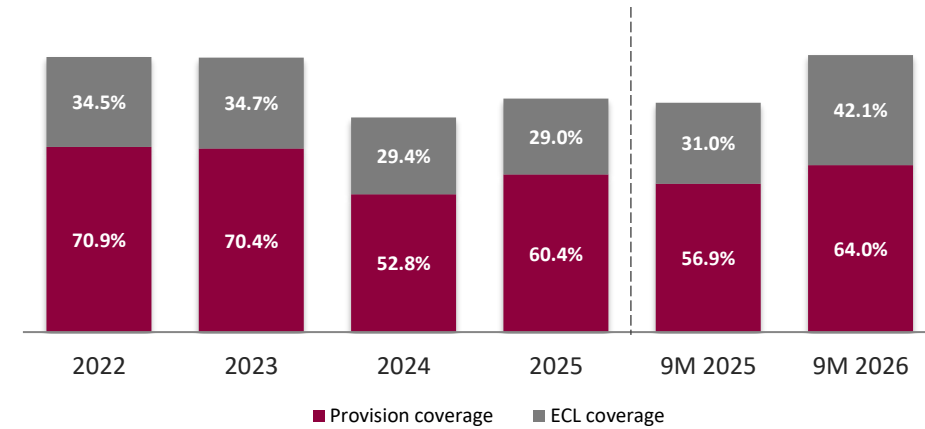
Summary

- ◆ Net impairment charge for loans increased to QAR 846.7 million vs QAR 506.6 million in 9M 2025, primarily reflecting a more balanced approach to provisioning across all quarters and continued actions to address the legacy loan book.
- ◆ The net impairment charge of QAR 846.7 million for 9M 2026 is made up of:
 - ◆ Corporate charge of QAR 725.7 million
 - ◆ Retail charge of QAR 92.1 million
 - ◆ Alternatif Bank charge of QAR 28.9 million
- ◆ NPL ratio stood at 5.7% as at 30 September 2026.
- ◆ Net cost of risk increased to 108 bps for the nine months ended 30 September 2026. The net CoR includes additional ECL charges booked on account of higher weightage from downside economic scenarios.
- ◆ Loan coverage ratio for Stage 3 stood at 64.0% as at 30 September 2026. Loan coverage including ECL stood at 106.1%.

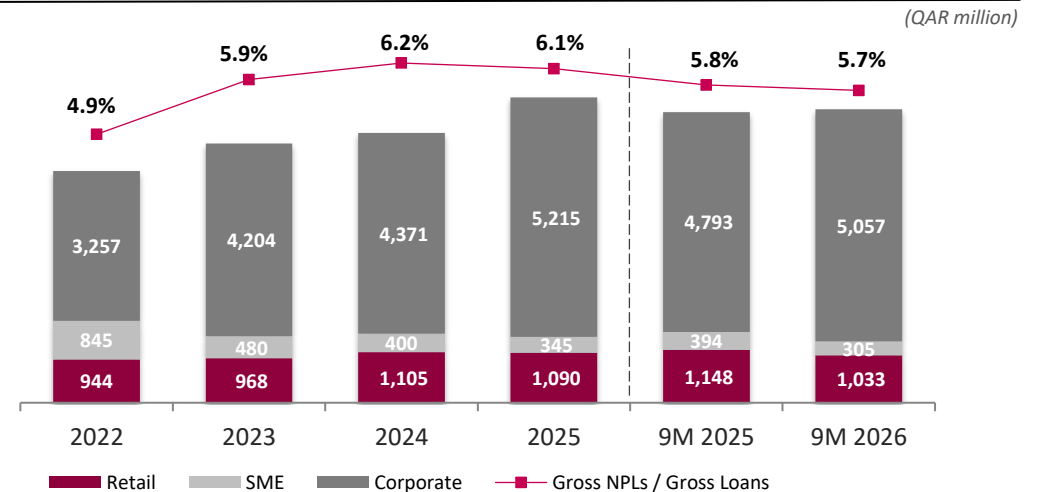
Net Provision Charge for Loans and NPLs (QAR million)



Loan Coverage Ratio



Non-Performing Loans ('NPL') ratio



Sources of Funding



Summary

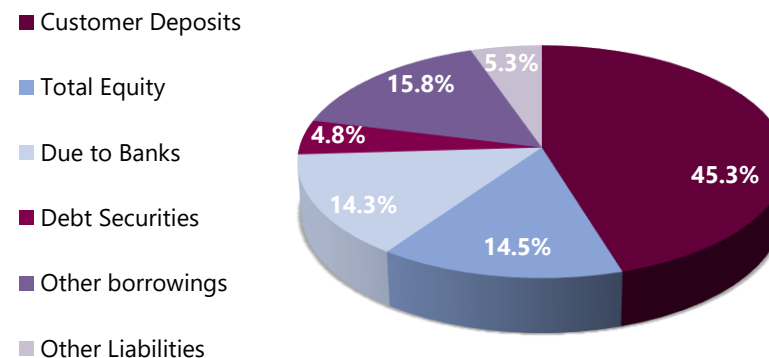
- ◆ Customer deposits at QAR 83.1 billion, down by 3.0% vs 30 September 2025 representing 45.3% of the total funding.
- ◆ Bilateral loans increased by 19.9% to QAR 19.0 billion, reflecting proactive funding diversification and duration management amid more volatile market conditions.
- ◆ The QAR 727 million subordinated notes balance represents Alternatif Bank's USD 200 million AT1 refinancing, which was fully placed with external investors and supported the Group's capital position.
- ◆ Strong ratings from all three major rating agencies continue to support diversified funding access and balance-sheet flexibility.
- ◆ Trade acceptances reduced materially, primarily reflecting the selective non-renewal of transactions linked to high-cost structured deposits.

Debt Issued and Other Borrowed Funds

Issuance Type (QAR million)	Sep-26	Sep-25
Bilateral loans	18,976	15,825
Syndicated loans	8,826	8,077
EMTN	7,977	10,904
Subordinated notes	727	-
Certificate of Deposits	-	2,628
Other loans ⁽¹⁾	1,406	1,636
Total	37,911	39,070

(1) Other loans includes senior notes, other related loans and also accrued interest

Total Funding Mix – 30 September 2026



CB Credit Ratings

Rating Agency	Credit Ratings		Bank Strength	Outlook	Date
	LT	ST			
Fitch	A	F1	bb+	Negative	Sep 26
Moody's	A3	P-2	ba1	Stable	Jun 26
S&P	A-	A-2	bbb-	Stable	Nov 25

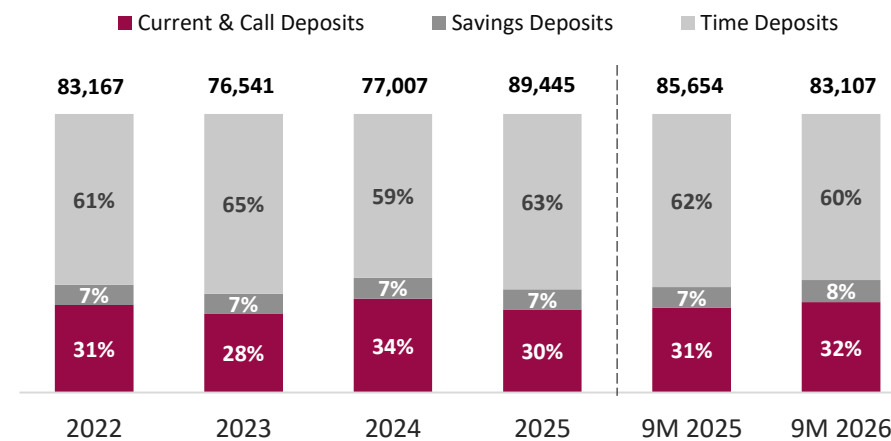
Deposit Portfolio



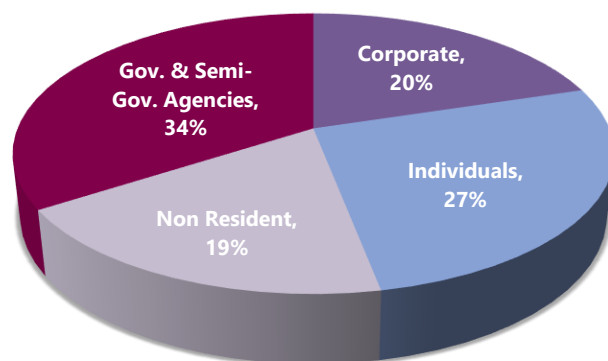
Summary

- ◆ Diversified deposit mix with Government and Semi-Government at 31%, corporate at 24% and individuals at 29%.
- ◆ Current and Savings accounts deposits increased by 3.9% to QAR 33.4 billion and represented 40.1% of the total customer deposit mix.
- ◆ The mix of Qatar non-resident deposit is 16%.

CB Customer Deposits (QAR million)

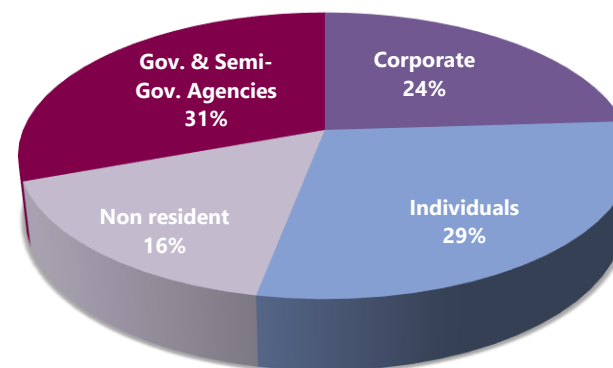


Qatari Banks Deposits Breakdown by Sector – August 2026



Source: QCB

CB Deposits by Customer Type – September 2026



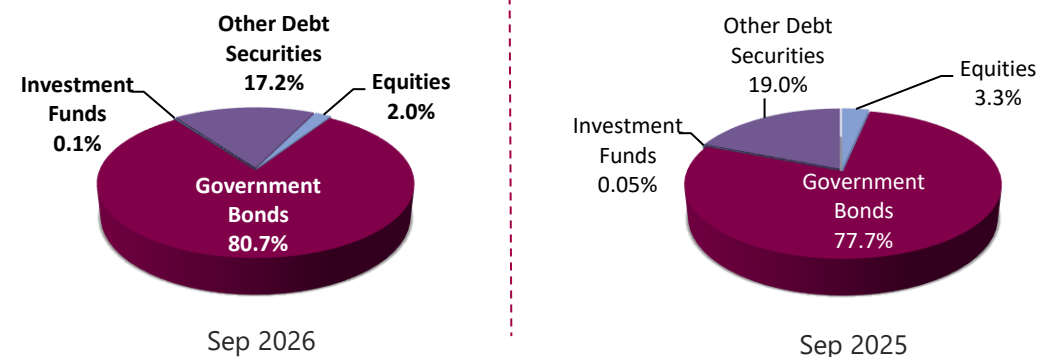
Investment Portfolio: High Asset Quality with 80.7% of the Portfolio Invested in HQLA Government Bonds



Summary

- ◆ Investment portfolio of QAR 41.3 billion as at 30 September 2026, compared to QAR 39.3 billion as at 30 September 2025.
- ◆ Approx. 80.7% investments in Government Bonds.
- ◆ Approx. 89.1% in AAA+ to A- rated securities.

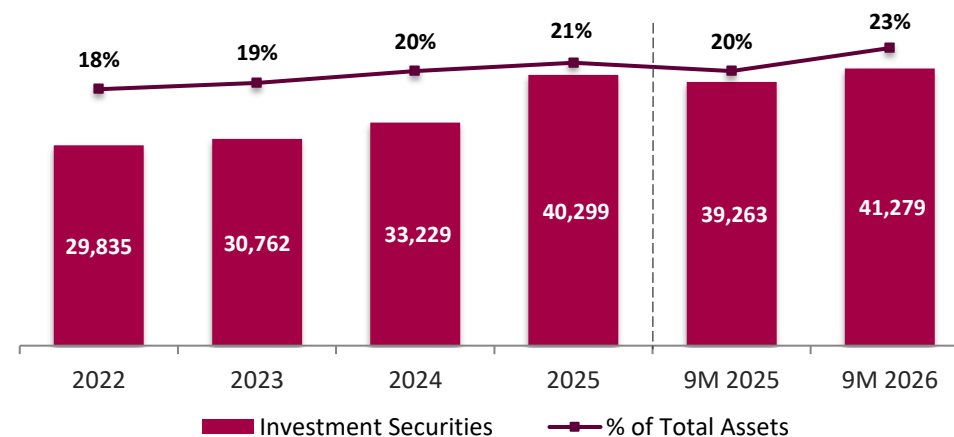
Investment Portfolio – 30 Sep 26 vs 30 Sep 25



Investment Portfolio by Credit Rating

Credit Rating	Portfolio Weight
AAA+ to A-	89.1%
BBB+ to BB-	4.1%
B+ to B-	0.5%
Unrated	6.3%

Investment Portfolio Evolution (QAR million)



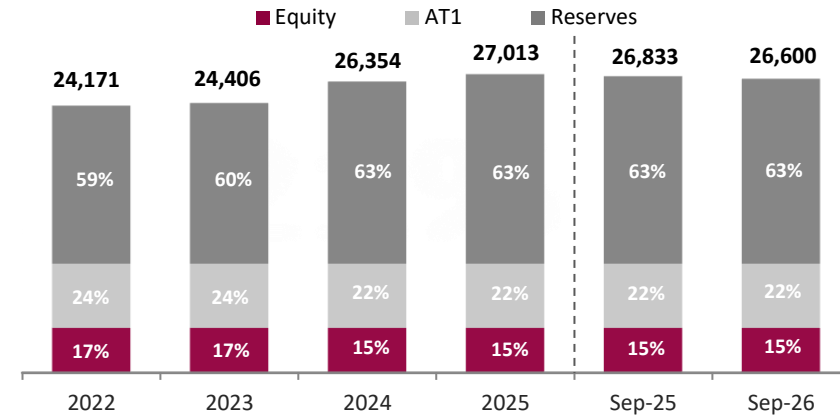


Capital Overview: 30 September 2026

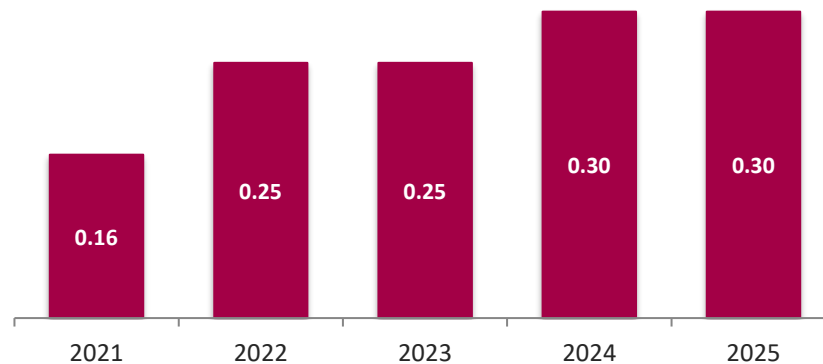
Summary

- ◆ Total equity at QAR 26.6 billion, down by 0.9% from 30 September 2025.
- ◆ The decrease in total equity reflects negative movements in fair value reserves.
- ◆ Strong capital position, with Capital Adequacy Ratio at 18.9%, increased from 17.9% at 30 September 2025.

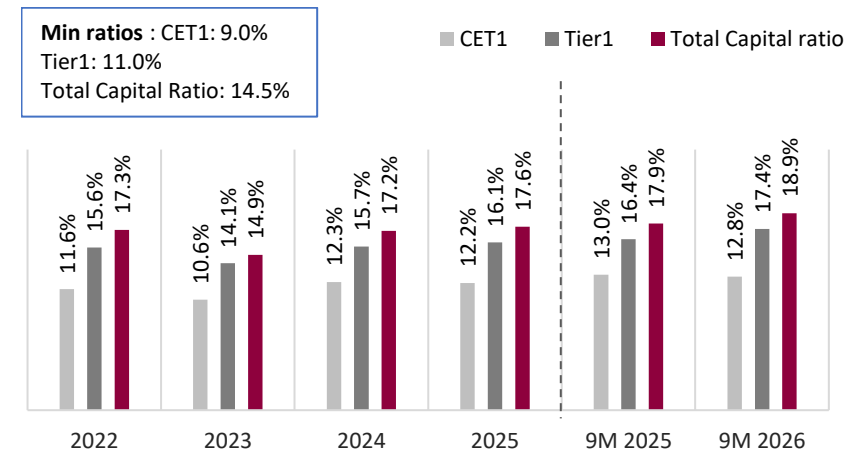
Total Equity (QAR million)



Dividend Distribution Per Share (QAR)



Capital Adequacy Ratio (Basel III)





Commercial Bank Financial Performance (CB Domestic) For The Nine Months Ended 30 September 2026

Profitability

QAR million	Reported		
	9M 2026	9M 2025	%
Net interest income	2,232	2,239	(0%)
Non-interest income	951	981	(3%)
Operating income	3,182	3,221	(1%)
Total costs	(856)	(828)	(3%)
Operating profit	2,326	2,392	(3%)
Net provisions	(944)	(568)	(66%)
Net profit	1,381	1,822	(24%)

Performance Ratios

	9M 2026	9M 2025
ROE ^(1/2)	7.9%	11.1%
NIM	1.9%	2.1%
Cost to income	26.9%	25.7%

Balance Sheet

QAR million	Sep-26	Sep-25	Var %
Total assets	174,808	184,300	(5.2%)
Loans and advances (excluding acceptances)	94,126	88,854	5.9%
Loans and advances	98,232	97,837	0.4%
Investment securities	42,868	40,875	4.9%
Customer deposits	78,877	81,767	(3.5%)
Total equity	29,324	29,835	(1.7%)

Capital Ratios

	9M 2026	9M 2025
CET1 Ratio (Basel III)	13.5%	12.4%
Total Capital Ratio (Basel III)	19.6%	16.8%

(1) Excluding Additional Tier 1 (AT1) Notes, post deducting AT1 coupon

(2) ROE is calculated after Pillar Two Tax impact. ROE is annualized

Alternatif Bank Results – Nine Months Ended 30 September 2026



Balance Sheet

TL million	Sep-26	Sep-25	%
Assets			
Cash and balances with central bank	20,449	18,555	10%
Due from banks	11,710	5,228	124%
Loans and advances to customers	93,086	70,798	31%
Investment securities	24,694	20,555	20%
Property and equipment	2,903	2,364	23%
Other assets	11,901	7,347	62%
Total assets	164,744	124,848	32%
Liabilities & equity			
Due to banks	18,521	15,988	16%
Customer deposits	56,967	44,395	28%
Other borrowed funds	62,752	45,281	39%
Other liabilities	15,691	9,578	64%
Shareholders equity	10,812	9,607	13%
Total liabilities and equity	164,744	124,848	32%

Profitability

TL million	9M 2026	9M 2025	%
Operating Income	4,998	2,997	67%
Operating Expense	(3,743)	(2,313)	(62%)
Provisions charge	(441)	(373)	(18%)
Profit Before Tax	814	311	162%
Income Tax Expense	(494)	(566)	13%
Net Monetary Loss	(898)	(1,141)	21%
Net Loss	(578)	(1,396)	59%

Alternatif Bank of Turkey

- ◆ Operating Income at TL 4,998 million for the nine months ended 30 September 2026. Year on year Increase of 67%.
- ◆ Year on year Increase in Operating Expense by 62%.
- ◆ The Net Monetary Loss due to Hyperinflation is TL 898 million.
- ◆ Reported Net Loss of TL 578 million for the nine months ended 30 September 2026.

everything is possible

كل شيء يمكن تحقيقه



Thank You

