



A New Frontier for One of Turkey's Top Performers

October, 2016

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
- 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

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

- Recent 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
- With the new shareholder, QNB Finansbank will add 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
- QNB Finansbank already started seeing positive impact of new shareholder structure in funding costs and trade volumes
- With shifting credit volumes to Corporate and Commercial, in addition to the various measures it has taken across the years in improving risk profile of the bank, asset quality will stay under control in the short term and improve in the long term

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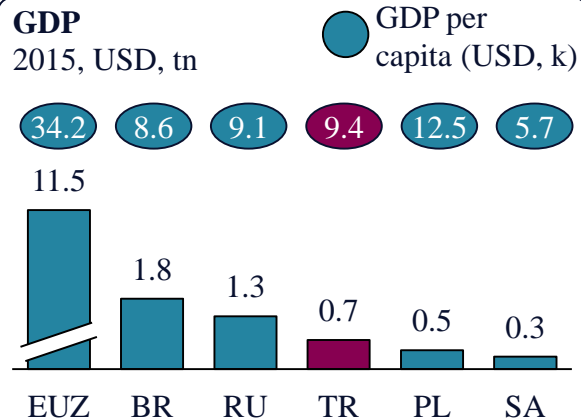
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Appendix

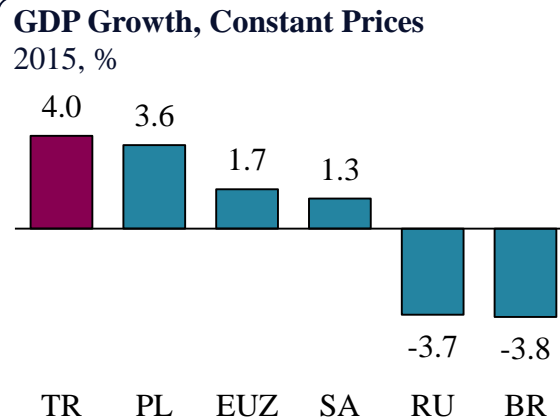
Macro-economic Overview

Structurally attractive Turkish economy underpinning a dynamic banking sector⁽¹⁾

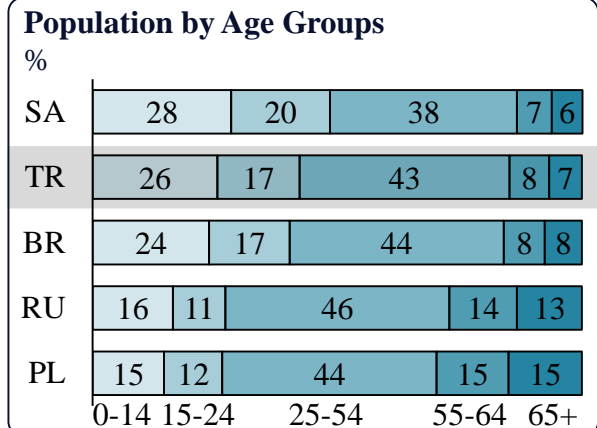
Large economy with low GDP / capita...



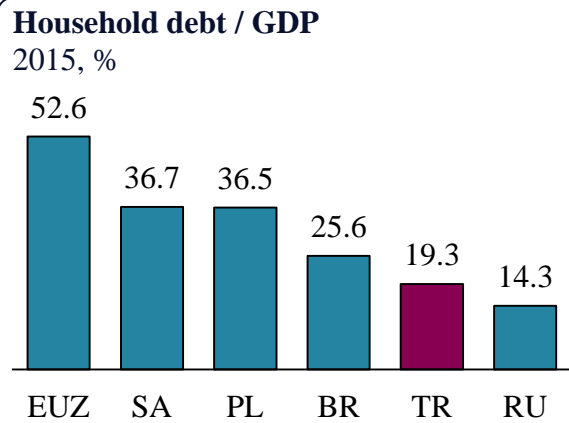
...high real GDP growth...



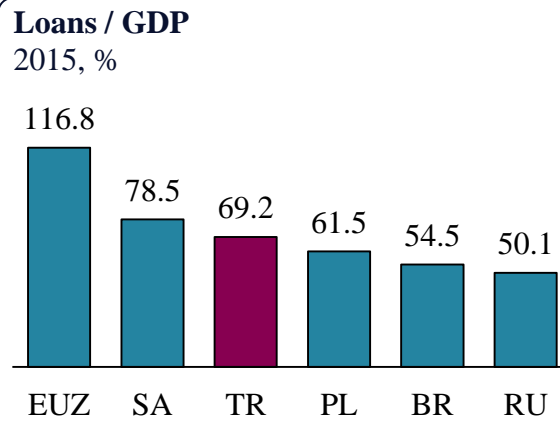
...and highly attractive demographic profile



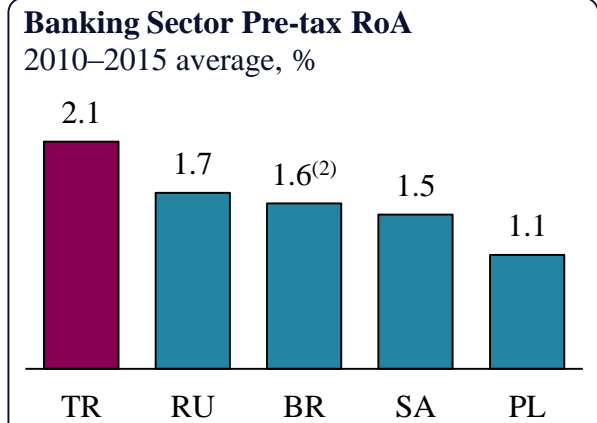
Underlevered population...



...with further penetration potential...



...and a high return on assets

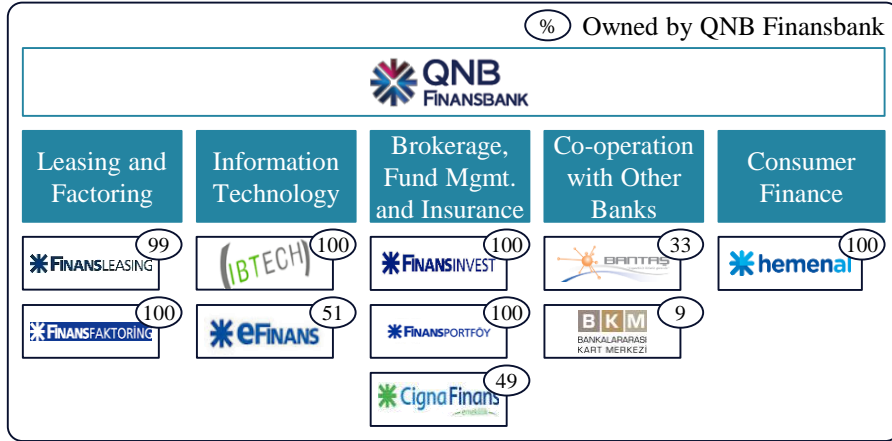




QNB Finansbank and QNB Group at a Glance

QNB Finansbank: 5th Largest Privately Owned Universal Bank

QNB Finansbank group structure



Financial highlights

QNB Finansbank BRSA bank only financials TRY, bn

H1'16

Total assets	92.6
Net loans ⁽¹⁾	60.2
Customer deposits ⁽¹⁾	50.8
Shareholder's equity	9.4
Branches (#)	630
Active customers (mn)	5.4
Bank only employees (#)	12,785

Source: BRSA bank only data; BAT

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

(1) Including accruals

(2) Includes overdrafts

QNB Finansbank market positioning

Bank only, H1'16

	Branch	Total assets	Total loans	Total deposits	GPL ⁽²⁾	Credit card	Comm. install. loan	Mortgage
1 st	İşbank	İşbank	İşbank	İşbank	İşbank	Garanti	İşbank	Garanti
2 nd	Garanti	Garanti	Garanti	Garanti	Garanti	Yapı Kredi	Yapı Kredi	İşbank
3 rd	Yapı Kredi	Akbank	Yapı Kredi	Yapı Kredi	Yapı Kredi	İşbank	Garanti	Akbank
4 th	Akbank	Yapı Kredi	Akbank	Akbank	Akbank	Akbank		Yapı Kredi
5 th	Denizbank						TEB	TEB
6 th		Denizbank	TEB	Denizbank	Denizbank	Denizbank	Akbank	
7 th	TEB	TEB	Denizbank	TEB	ING	HSBC	Denizbank	ING
8 th	ING	ING	ING	HSBC	TEB	TEB	ING	Denizbank
9 th	HSBC	HSBC	HSBC	ING	HSBC	ING	HSBC	HSBC

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

H1'16

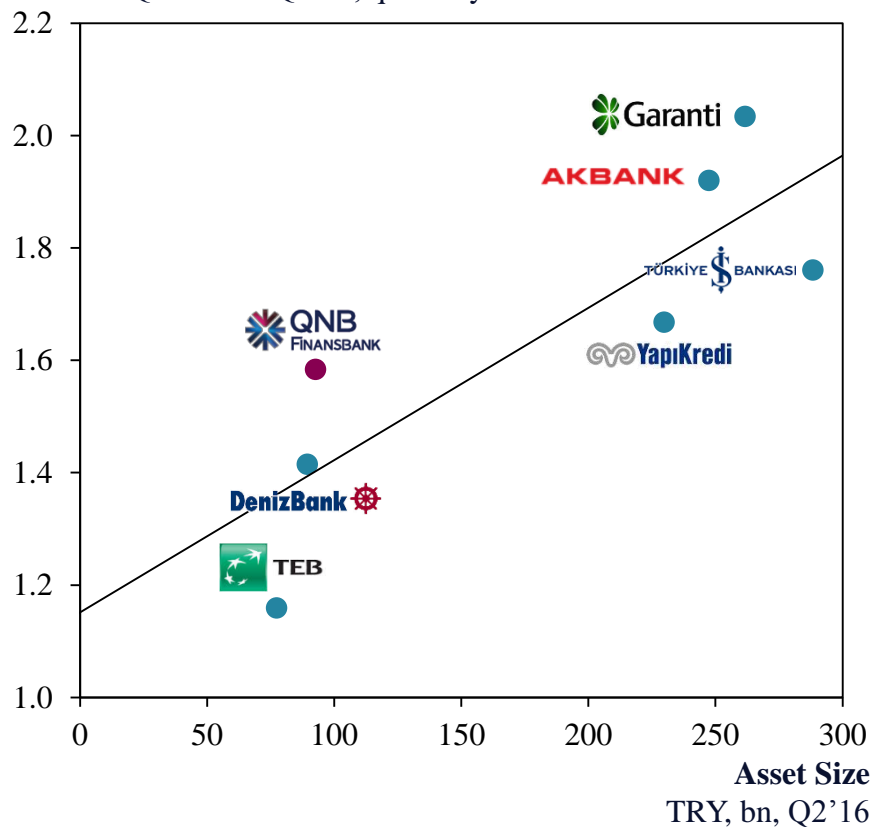


QNB Finansbank has shown success beyond its scale in volatile market settings

Financial performance since 2010

Average RoA⁽¹⁾

Between Q1'10 and Q2'16, quarterly



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

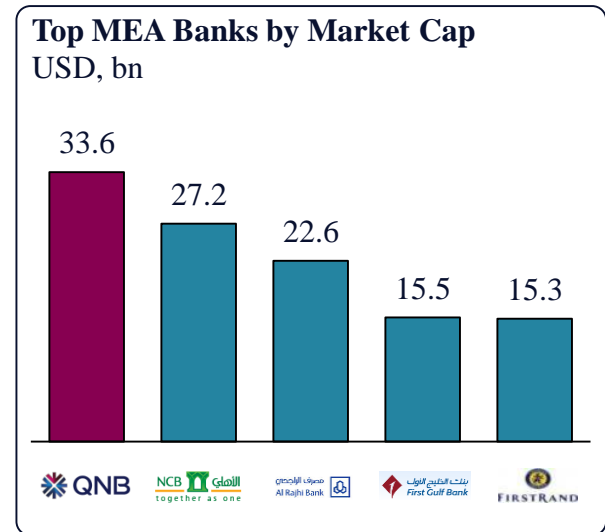
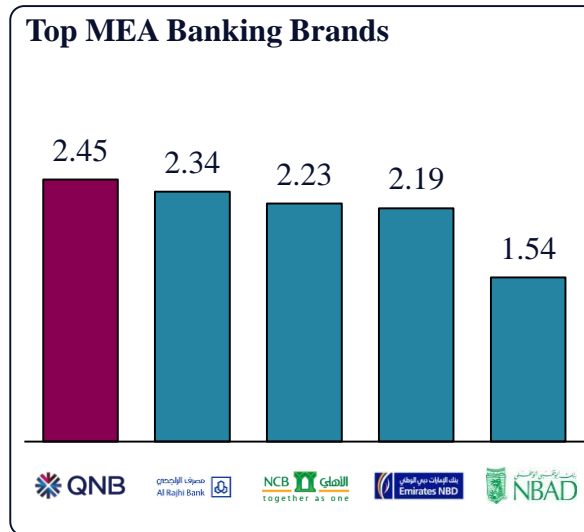
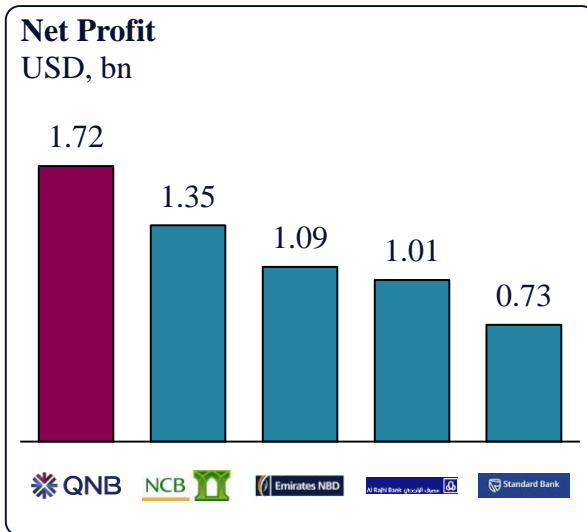
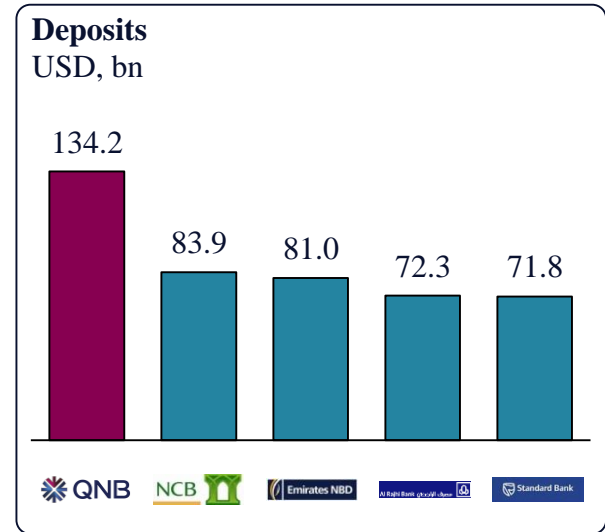
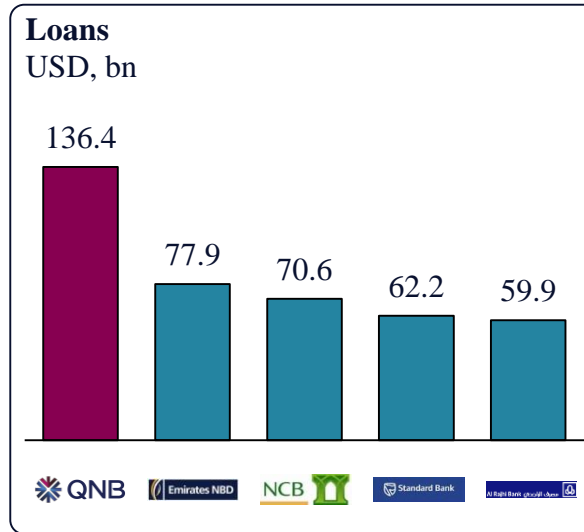
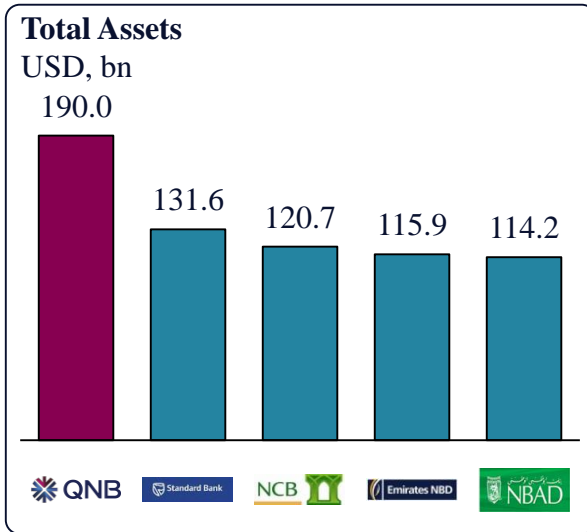
Right people

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




QNB's recent acquisition of Finansbank has brought a strong support to one of market's leading performers

	QNB Finansbank			QNB Group			
Shareholder Structure	<div><div>%</div><div><div><div></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></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		Moody's	Fitch		Moody's	Fitch	S&P
	Foreign Currency Long-term	Ba1	BBB	Foreign Currency Long-term	Aa3	AA-	A+
	Foreign Currency Short-term	NP	F2	Foreign Currency Short-term	P-1	F1+	A-1
Corporate Information	<div><div><div></div><div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div><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QNB is the leading financial institution by all measures in the MEA region H1'16










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

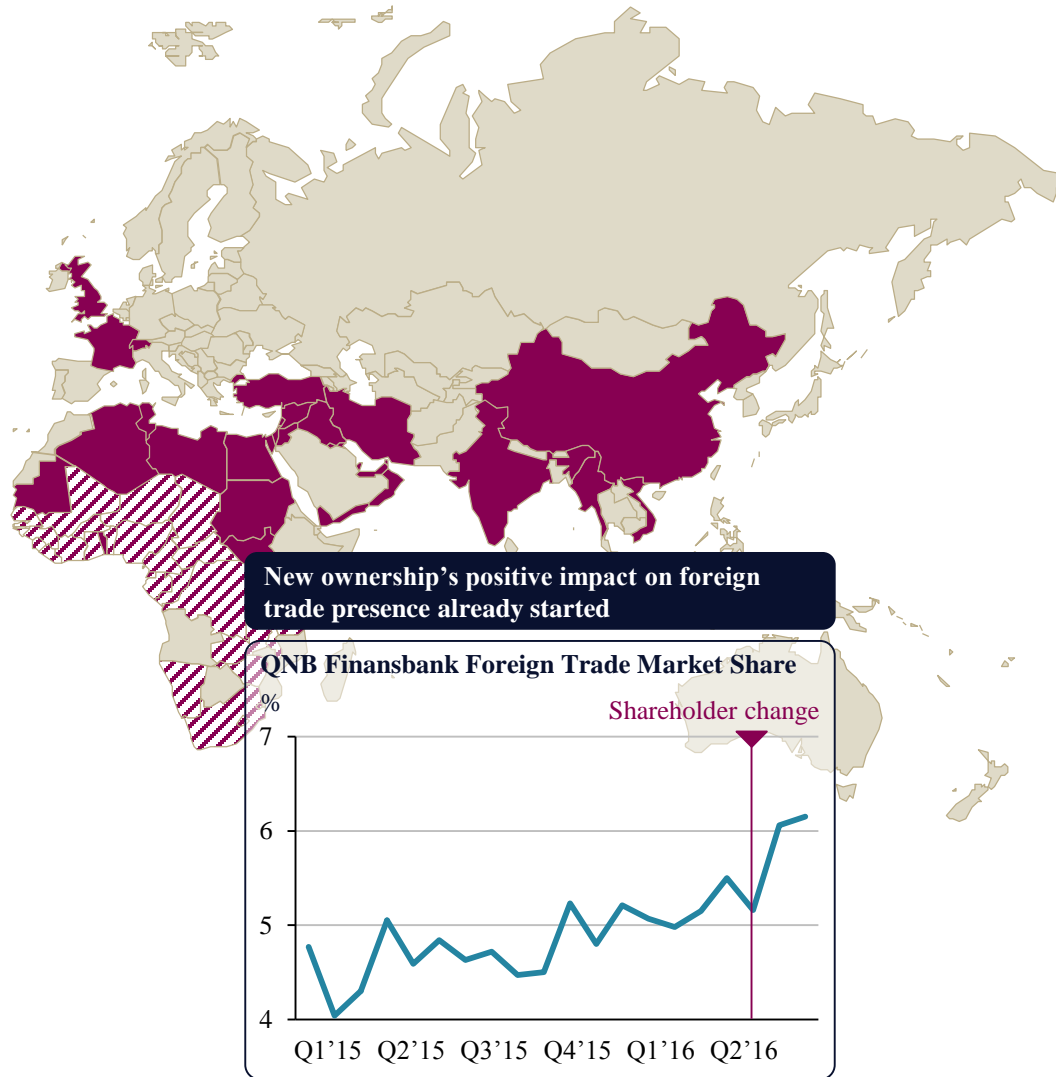
-  QNB presence
-  QNB footprint⁽¹⁾
-  Top 40 trade partners of Turkey

Middle East⁽²⁾

	Qatar	
	Jordan	
	UAE	
	Syria	
	Palestine	
	Iraq	
	Oman	
	Bahrain	
	Kuwait	
	Lebanon	
	Yemen	
	Iran ⁽³⁾	

Europe

	United Kingdom	
	France	
	Switzerland	
	Turkey	



North Africa

	Egypt	
	Libya	
	Tunisia	
	Sudan	
	Algeria	
	Mauritania	

Sub-Saharan Africa

	South Sudan	
	Togo	

Asia

	Indonesia	
	Singapore	
	India	
	China	
	Vietnam	
	Myanmar	

...and with QNB, QNB Finansbank has the strongest shareholder of all banks in Turkish market

QNB has superior ratings and dominant presence in domestic market

Major Banks	Controlling Shareholder	Parent's Foreign Currency Long-term Rating			Parent's Market Share in Domestic Market ⁽¹⁾⁽²⁾
		Moody's	Fitch	S&P	
Akbank	Sabancı Holding	Not rated			N/A
Isbank	Isbank Pension Fund	Not rated			N/A
Garanti	BBVA	A3	A-	BBB+	12%
Yapi Kredi	Unicredit Koç Holding	Baa1 Baa3	BBB+ Not rated	BBB- BBB-	10% N/A
QNB Finansbank	QNB	Aa3	AA-	A+	42%
Denizbank	Sberbank	Ba2	BBB-	N/A	29%
TEB	BNP Paribas Çolakoğlu Holding	A1	A+ Not rated	A	Not disclosed ⁽³⁾

QNB's exceptional strength is underlined by all three major rating agencies

STANDARD & POOR'S
RATINGS SERVICES

"Our stable outlook on Qatar National Bank (QNB) reflects the bank's resilient financial performance supported by its core franchise in Qatar as well as its expected extraordinary support from the Qatari Government"

May 31st, 2016

MOODY'S

"The standalone rating reflects: (1) consistently high profitability levels, supported by QNB's dominant market position and government relationships; (2) strong asset quality and sound capitalization; (3) strong funding and liquidity metrics supported by growth in both its domestic private and international deposit base and (4) increasing business diversification derived from non-domestic operations."

May 20th, 2016

FitchRatings

"Profitability is stronger than that of most peers. Risk appetite is fairly conservative despite rapid growth and expansion into some higher-risk markets. We note however that QNB has a good track record of integrating and managing subsidiaries in weaker operating environments"

April 21st, 2016

Only bank ranked among top 50 safest banks⁽⁴⁾ in the world with presence in Turkey

Change in shareholder already delivering improvement in cost of funding

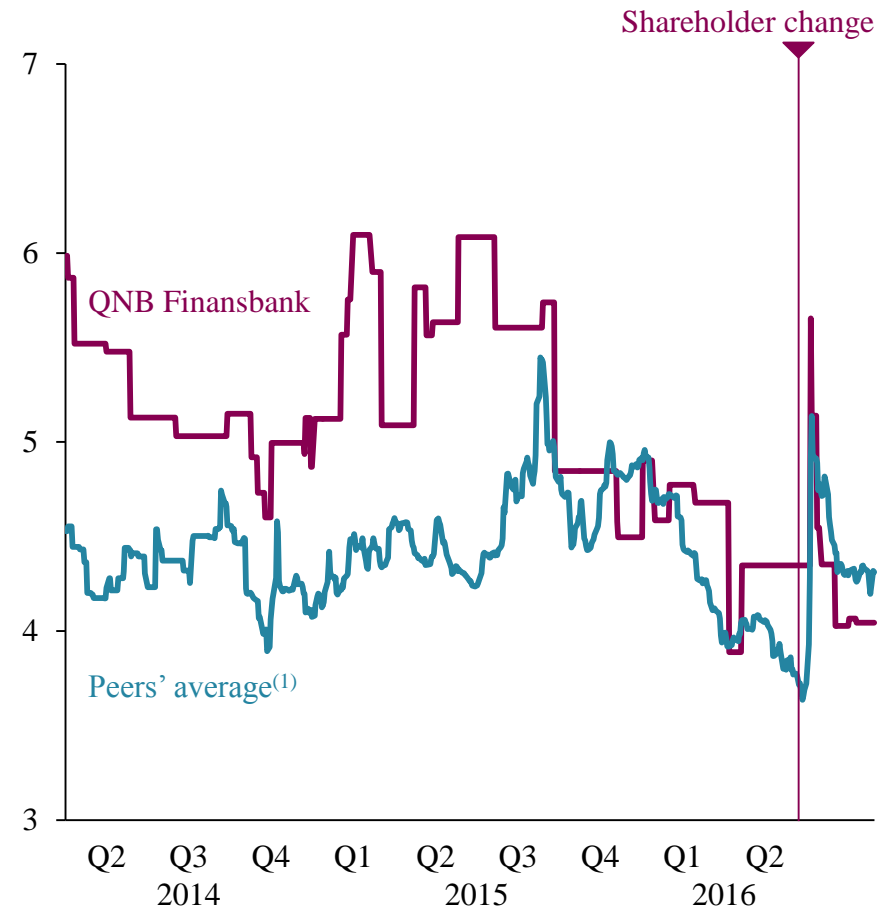
QNB Finansbank's deposit interest rate costs are converging to the sector...

Gap with non-state banks in new time deposit pricing
bps



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

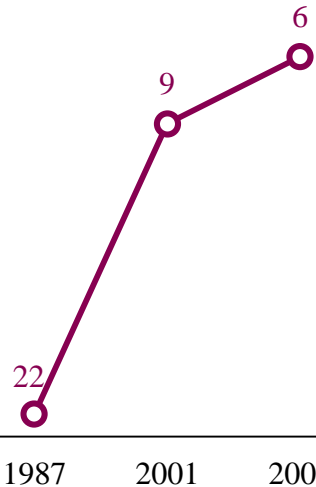
Eurobond yields
Percent, 2014 issuances



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

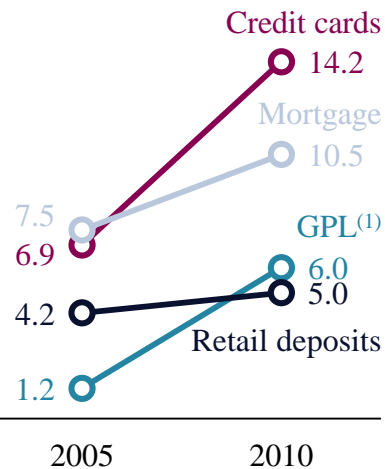
1987-2004: fast growth behind leadership in Corp. & Comm. Banking

Total Assets
Ranking Among Private Banks



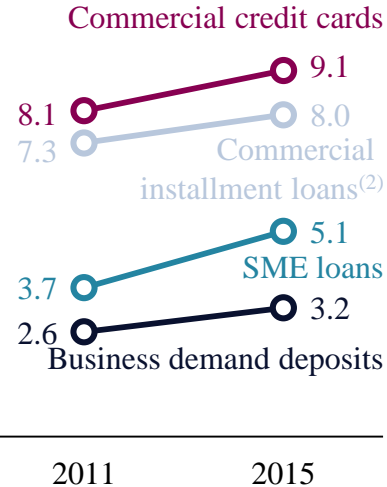
2005-2011: Retail banking boom with market leading growth and success

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 Corp. & Comm. Banking

Market share
%

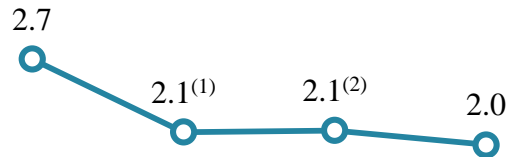


Change in business mix combined with measures taken in credit risk management across segments translates to better asset quality

Shift towards business banking helps improve cost of risk

CoR on a declining trend

Cost of Risk %



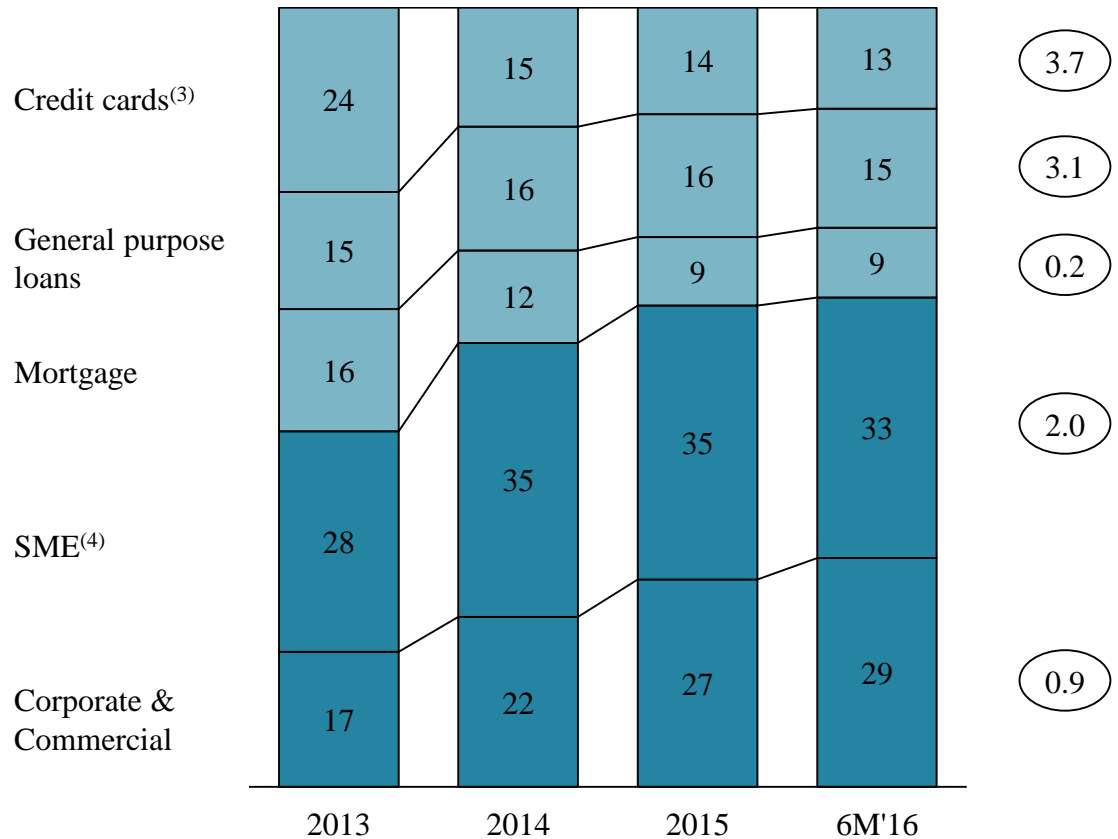
2013 2014 2015 6M'16

Loan Composition

SCoR

% of total loans

6M'16, %

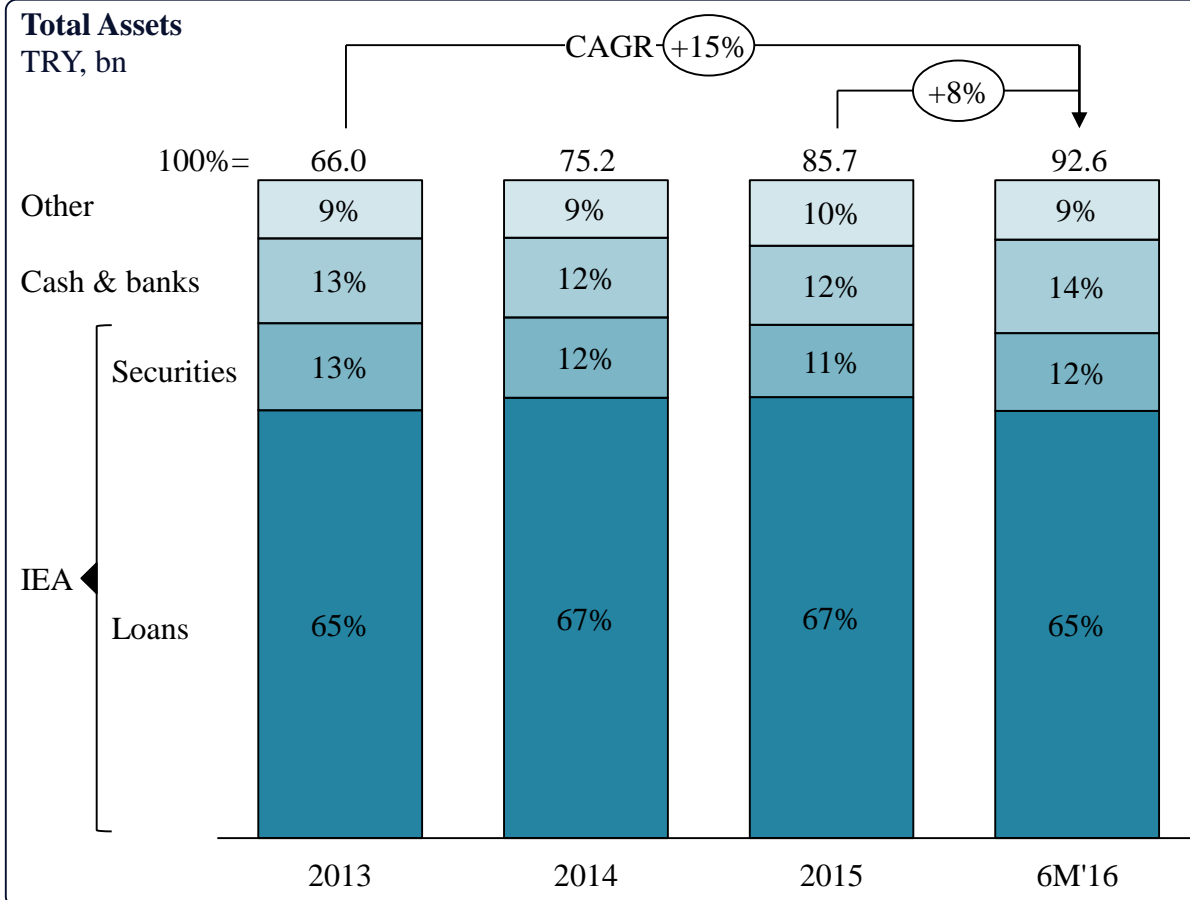




Loan-based Balance Sheet Delivering High Quality Earnings

Asset size exceeded TRY 92 billion with 12% YoY and 6% QoQ growth

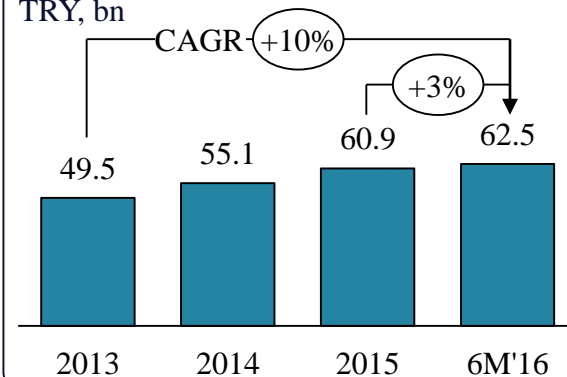
Loan heavy balance sheet



TRY assets grew 10%

TRY Assets

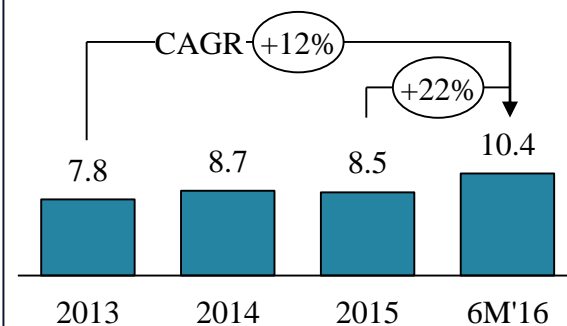
TRY, bn



FX assets on USD terms grew 12% annually on average

FX Assets⁽¹⁾

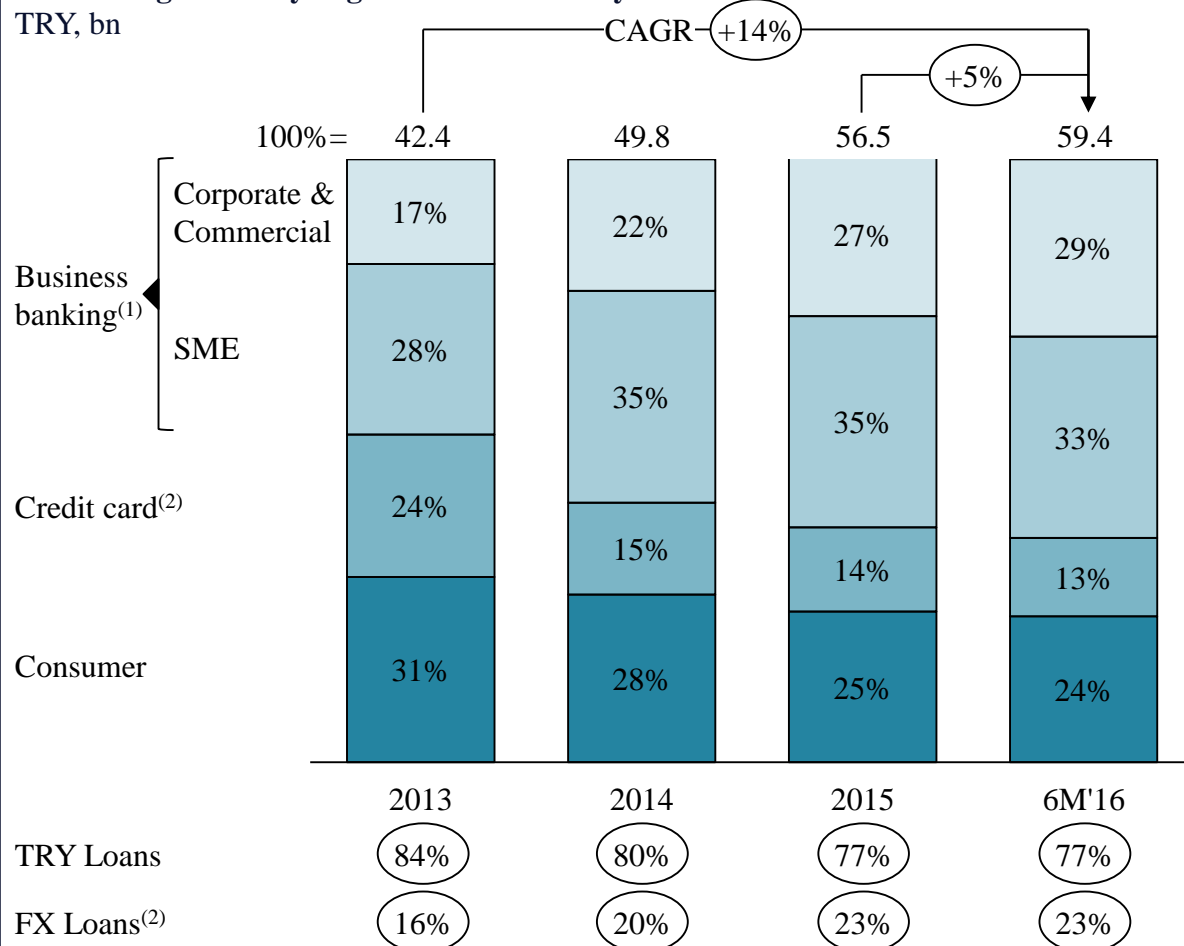
USD, bn



Sustained and successful execution of the growth strategy...

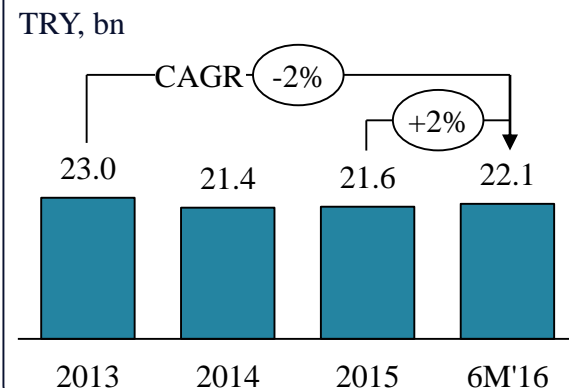
Loan book continued to shift towards business banking

Performing Loans by Segment and Currency



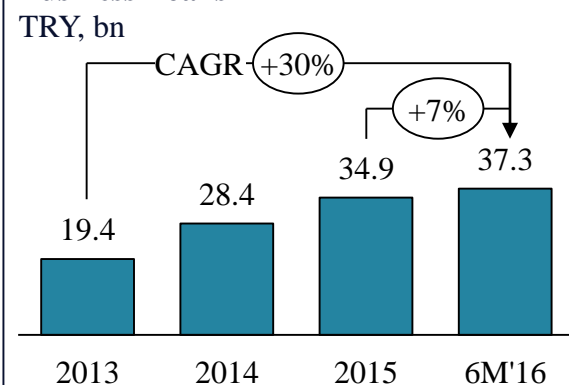
Retail loans are almost flat over the period

Retail Loans



Significant growth in business loans

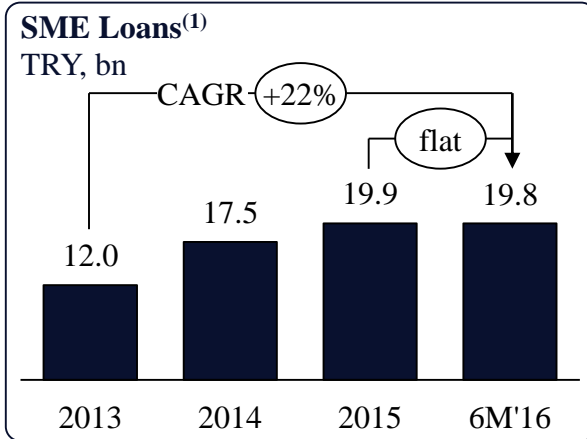
Business Loans



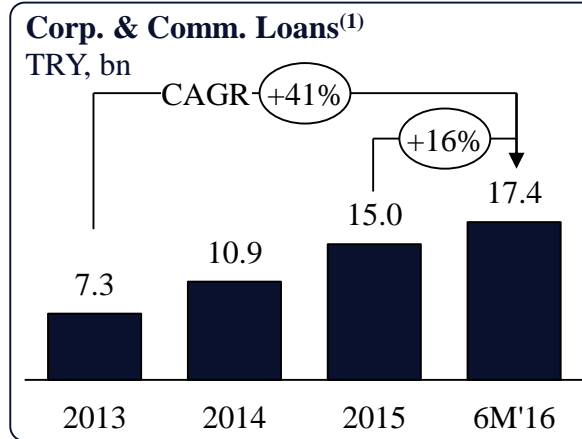
...focused on business banking loans and selective retail banking segments

■ Business banking
■ Retail banking

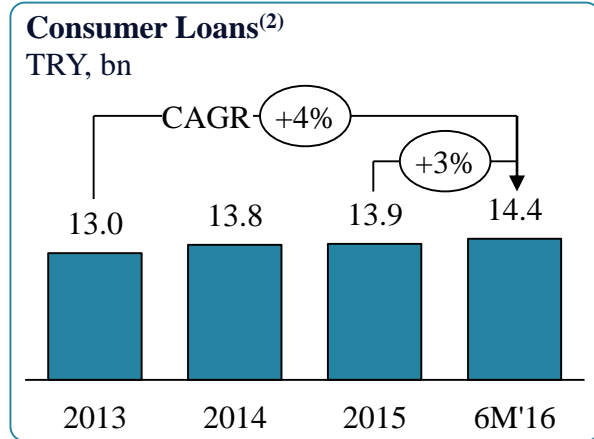
Growth in SME loans maintained with some caution



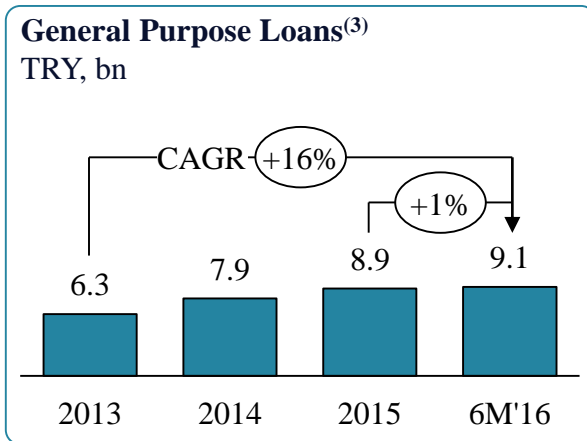
Strong growth in corp. & comm. loans supported also by FX rates



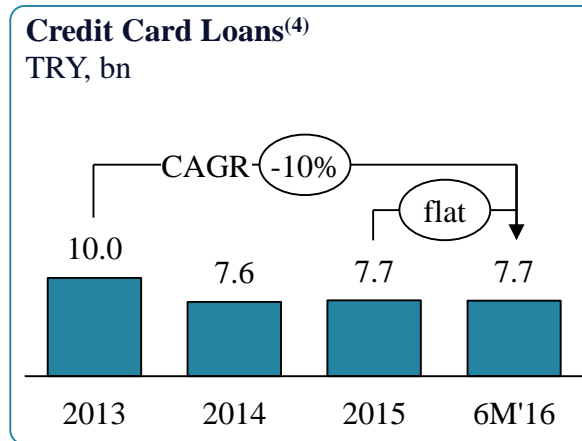
Selective growth in consumer loans...



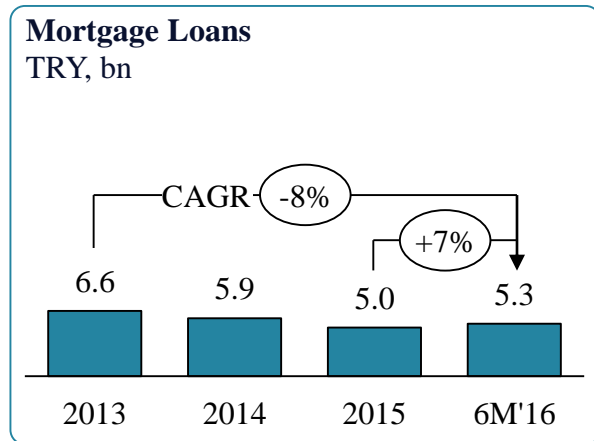
...mainly driven by GPLs...



...with stabilized volume in credit cards...



...as well as in mortgages



Controlled asset quality with high coverage ratios

Stable NPL inflows

NPL Additions / Average Loans⁽¹⁾

%

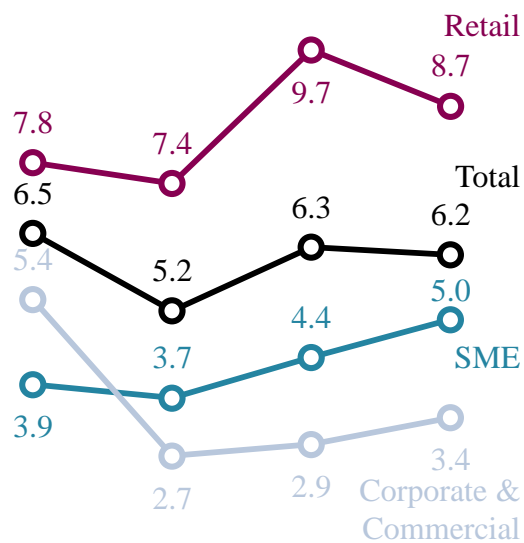


2013 2014 2015 6M'16

Slight increase in business banking NPLs similar to the sector

NPL Ratio by Segments⁽²⁾

%



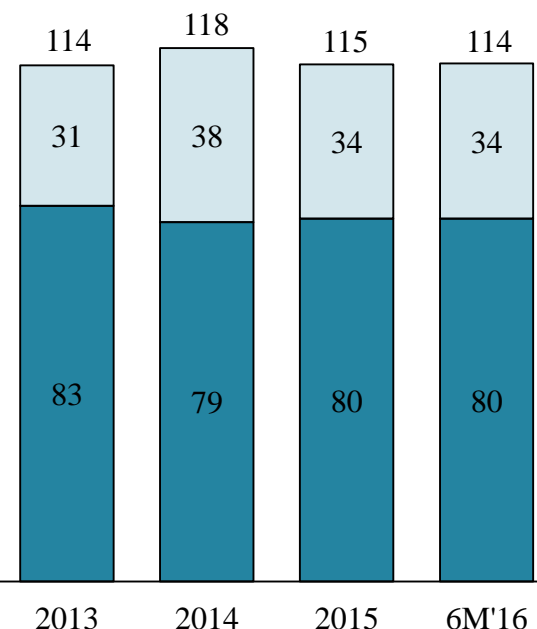
2013 2014 2015 6M'16

NPLs are well covered through general and specific provisions

NPL Coverage⁽³⁾

%

GP / NPL
SP / NPL

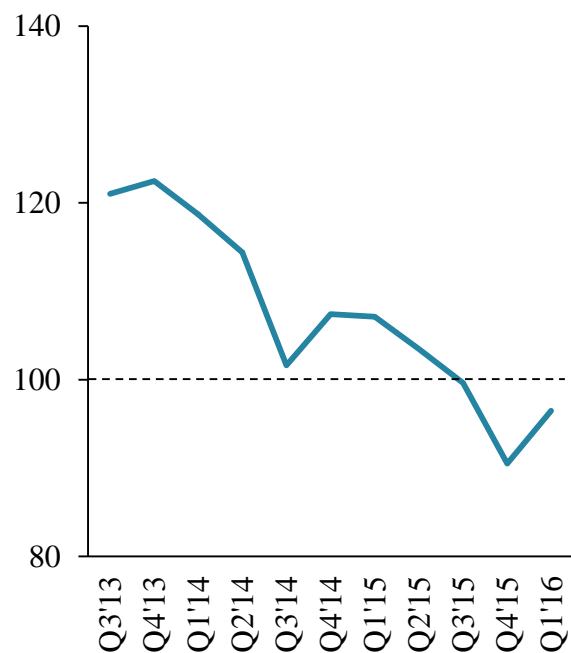


...and tighter lending across the board in consumer loans

QNB Finansbank credit cards

Implied limit weighted PD⁽¹⁾

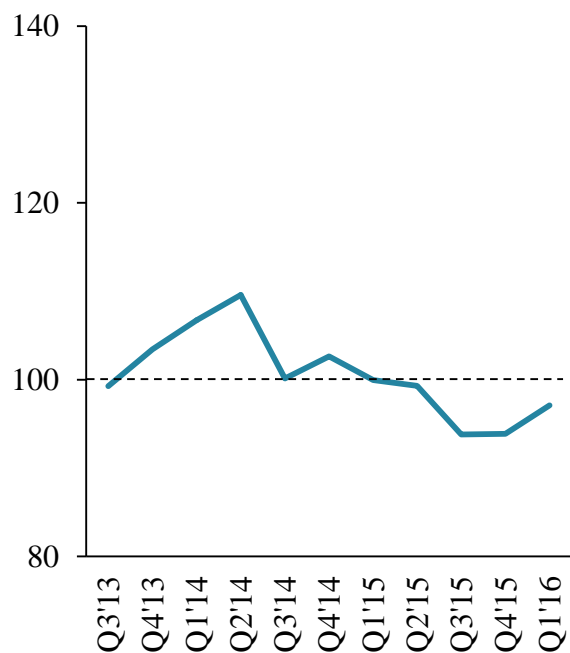
Indexed to sector for each period



QNB Finansbank general purpose loans

Implied limit weighted PD⁽¹⁾

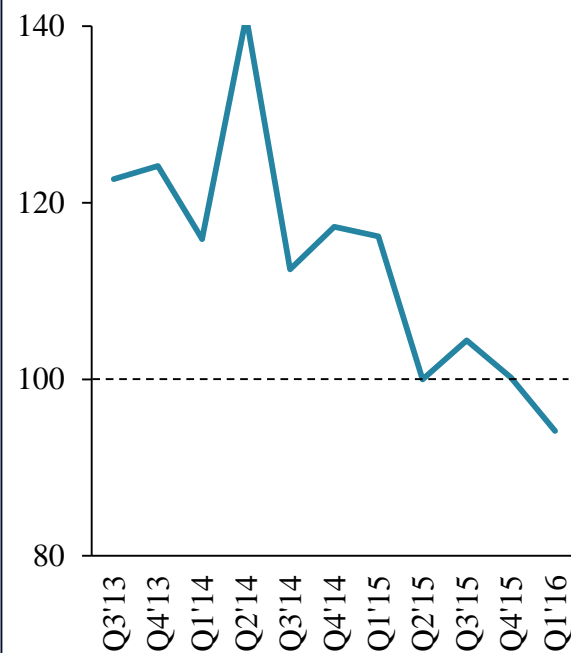
Indexed to sector for each period



QNB Finansbank mortgages

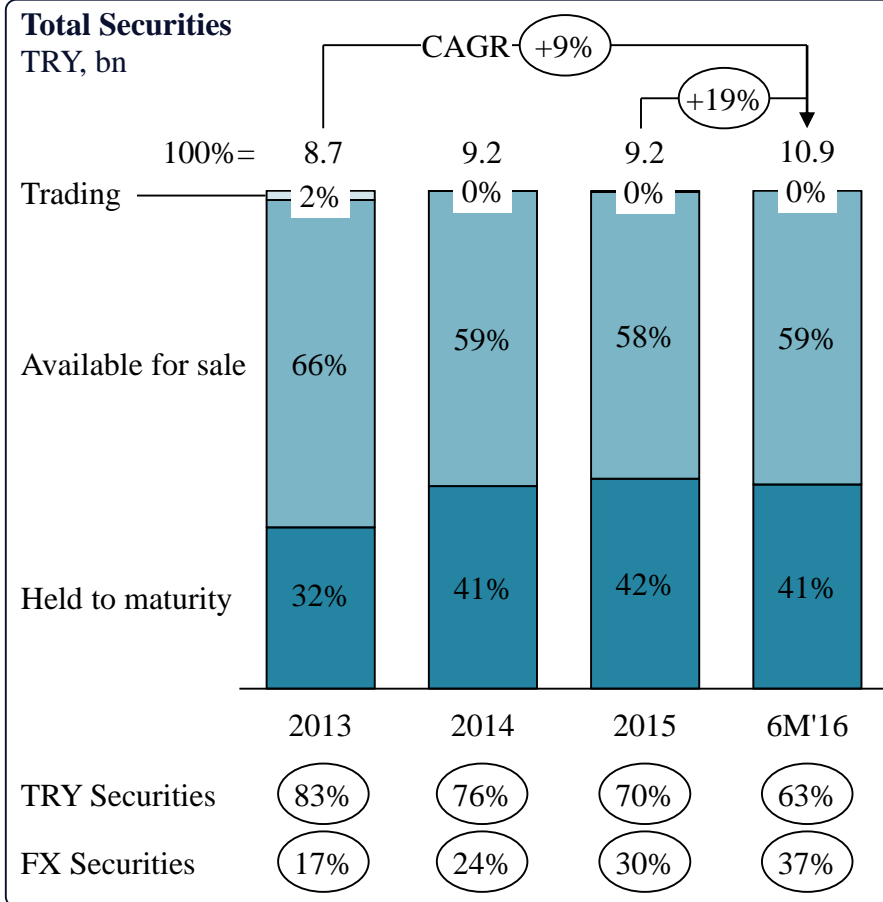
Implied limit weighted PD⁽¹⁾

Indexed to sector for each period



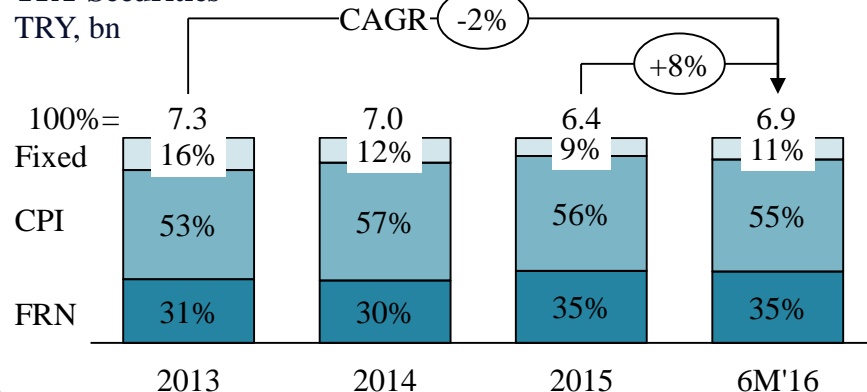
Securities portfolio increased to 10.9 bn TRY, making up 12% of assets

Growth in securities portfolio driven by FX securities



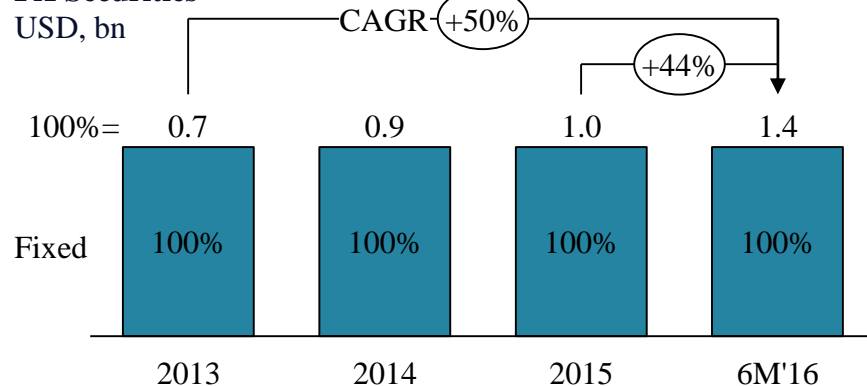
89% of TRY securities are indexed / variable rate

TRY Securities



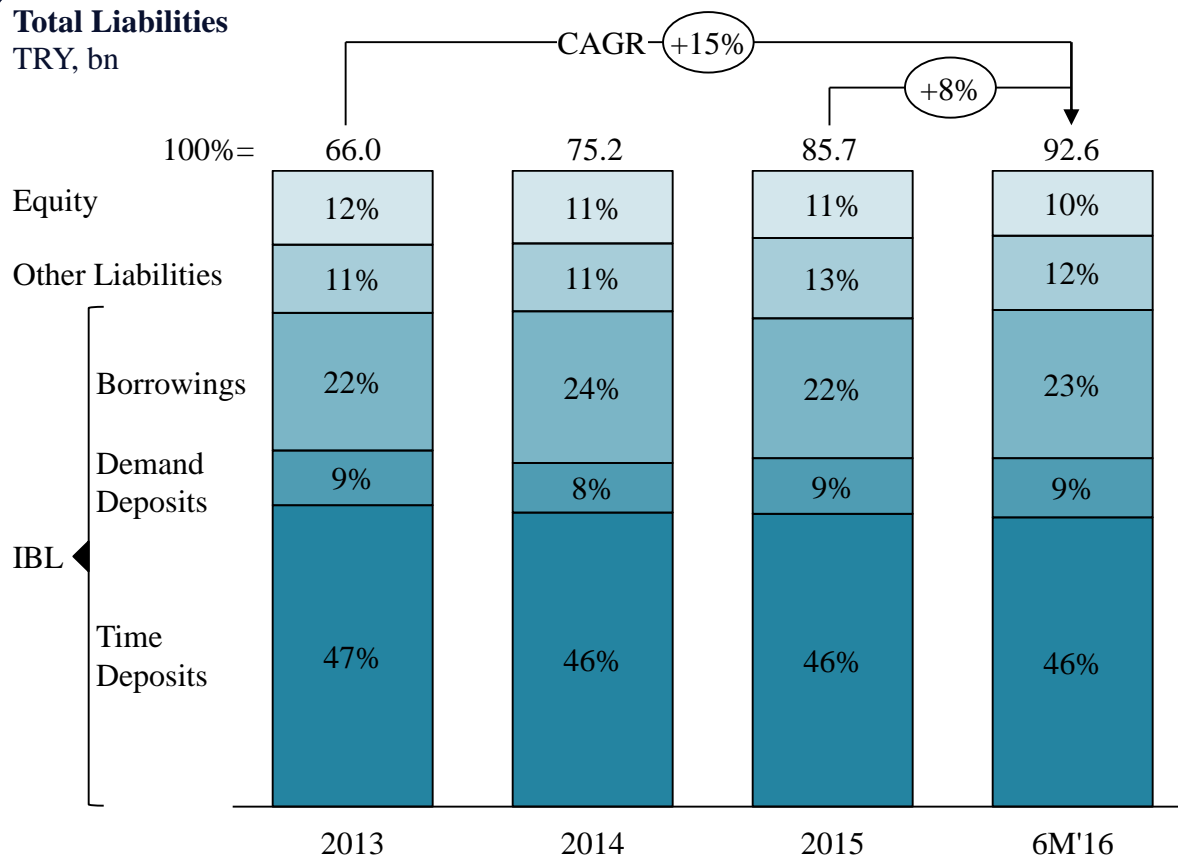
Strong growth in FX securities with investments in H1'16

FX Securities



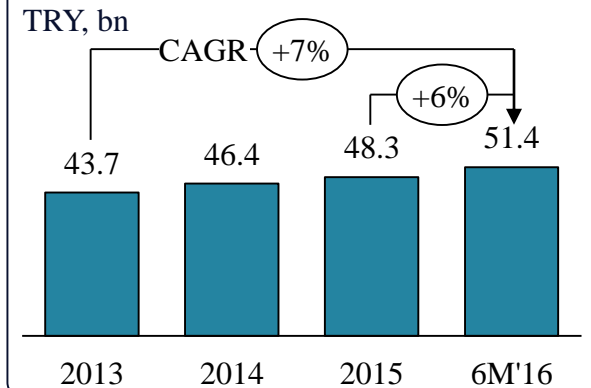
Well-diversified funding structure underpinned by solid deposit base and strong deposit growth capability

Diversified funding sources



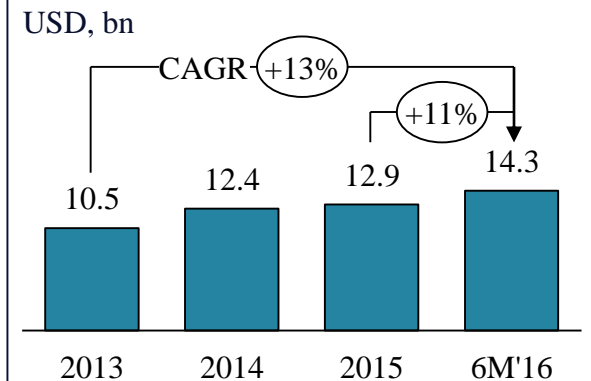
Modest growth in TRY liabilities

TRY Liabilities



FX liabilities growth faster than that of TRY

FX Liabilities

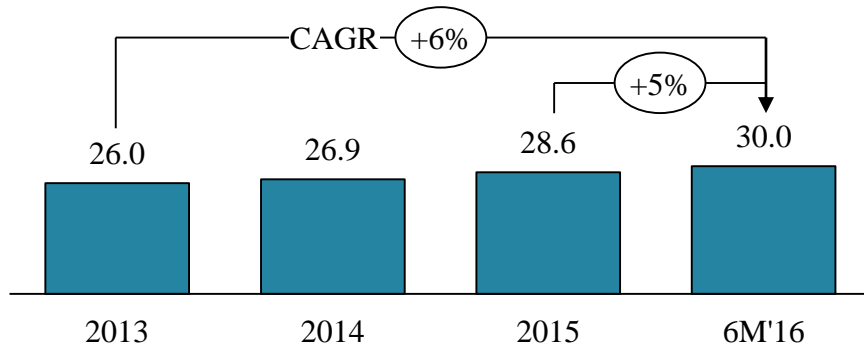


Solid deposit growth supported by strong demand deposit increase that helps maintain stable L/D ratio

6% annual growth in TRY deposits over the period on average

TRY Deposits

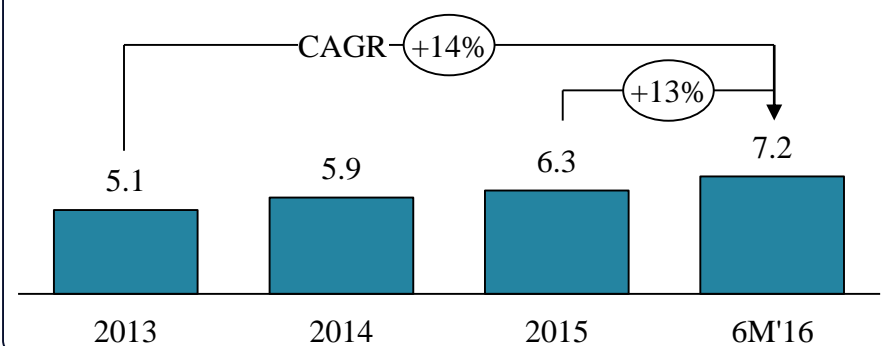
TRY, bn



14% annual growth in FX deposits over the period on average

FX Deposits

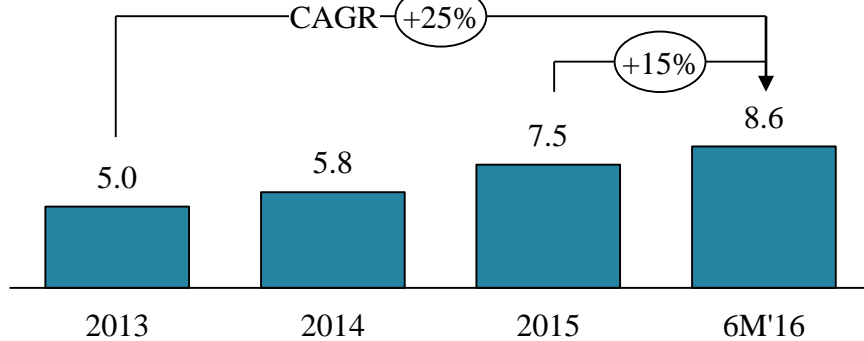
USD, bn



Impressive growth in demand deposits

Demand Deposits

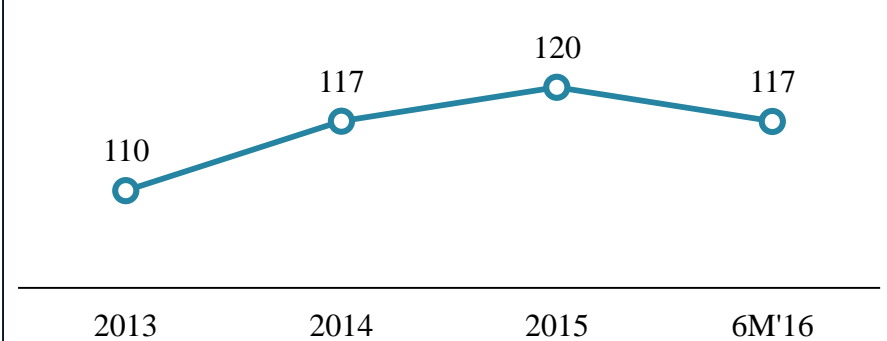
TRY, bn



Loan-to-deposit ratio in line with the sector

Loan-to-deposit ratio⁽¹⁾

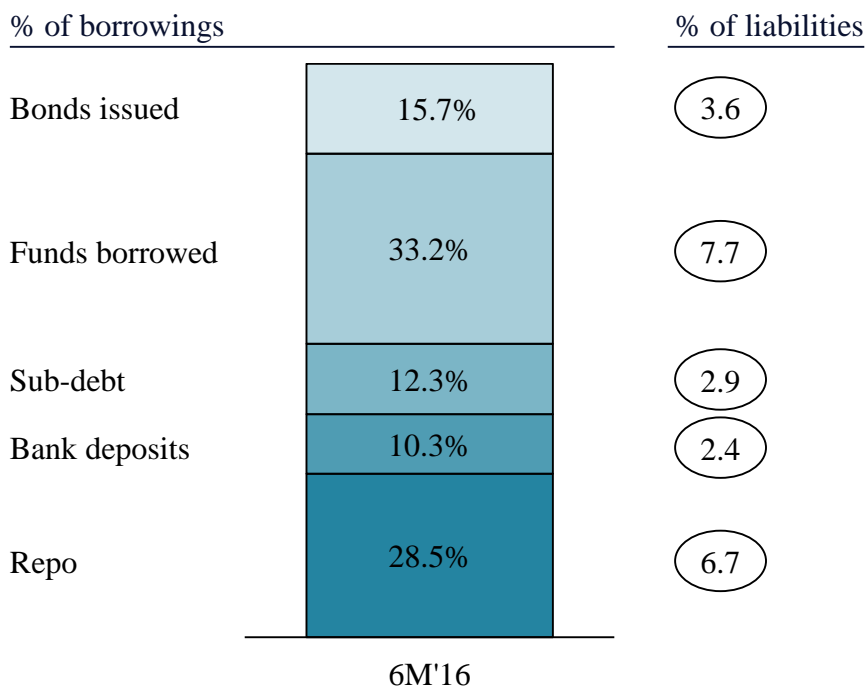
%



Disciplined use of non-deposit funding and strong capital base

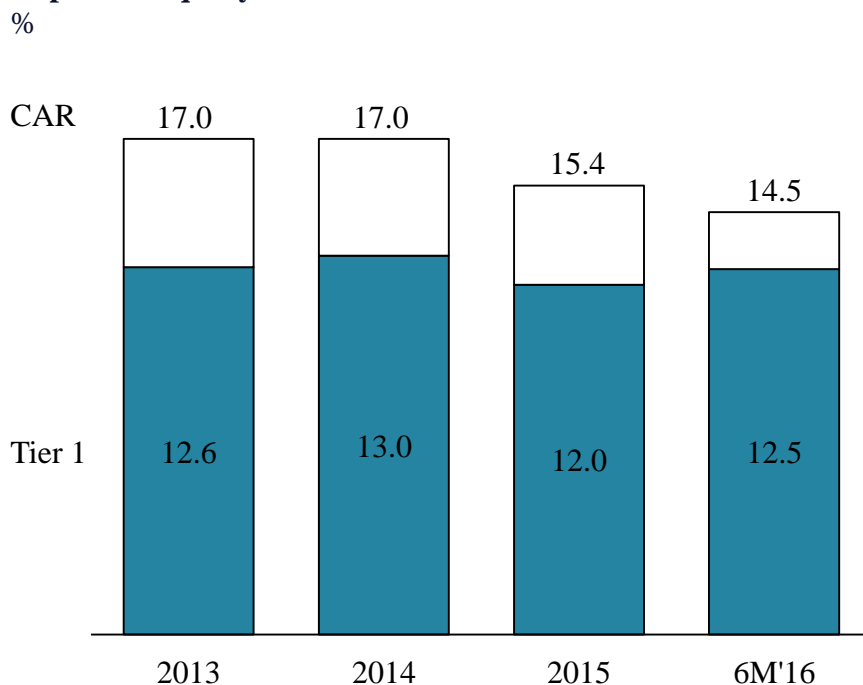
**Low reliance on institutional borrowings and repo funding;
strong long-term opportunity with new shareholder structure**

Borrowings⁽¹⁾ by Type



**Capital adequacy at comfortable level despite slight recent
decline due to sub-loan amortization**

Capital Adequacy



A structured approach to market and liquidity risk management

Focused ALM leads to low interest rate sensitivity

- TRY **interest rate sensitivity** is actively managed in the international swap market
- Hedge **swap book** stands at TRY 12.5 bn as of Q2'16.
- TRY installment **loan book hedge ratio** is at 58.6% as of Q2'16 and net change in Economic Value / Equity is constantly monitored under several scenarios
- **Low sensitivity to interest rate increases** demonstrates that QNB Finansbank is **one of the most conservative in the market** in managing interest rate risk (9.2% losses / equity as of Q1'16, which is well below the regulatory limit of 20%)

Prudent management of liquidity risk

- Strong framework is in place to ensure **sufficient short-term and long-term liquidity**
- Internal metrics and early warning signals are determined besides regulatory limits
- 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 what-if analysis



Solid Financial Performance

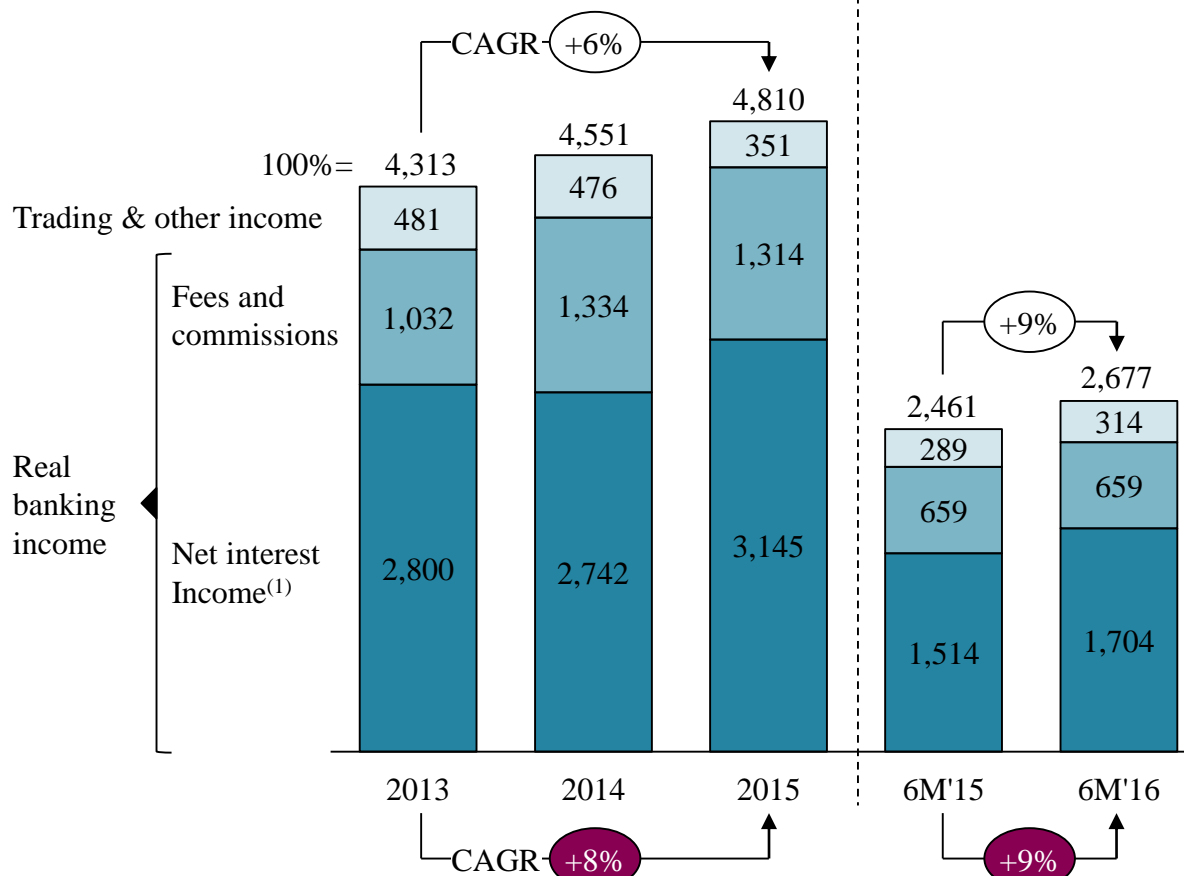
Focus on real banking income generation

 Real banking growth

Operating income driven from core banking activities

Total Operating Income

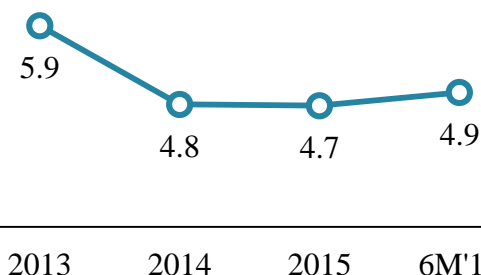
TRY, mn



NIM in expansion trend

NIM after Swap

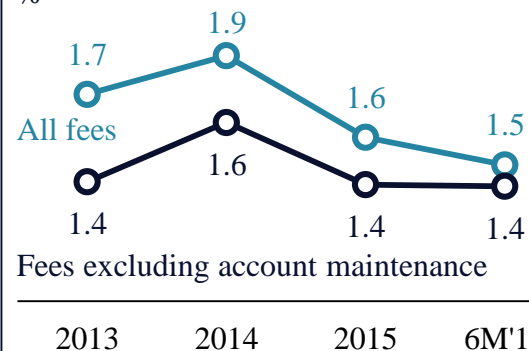
%



Stable fee generation despite regulations

Fees / Assets⁽¹⁾

%

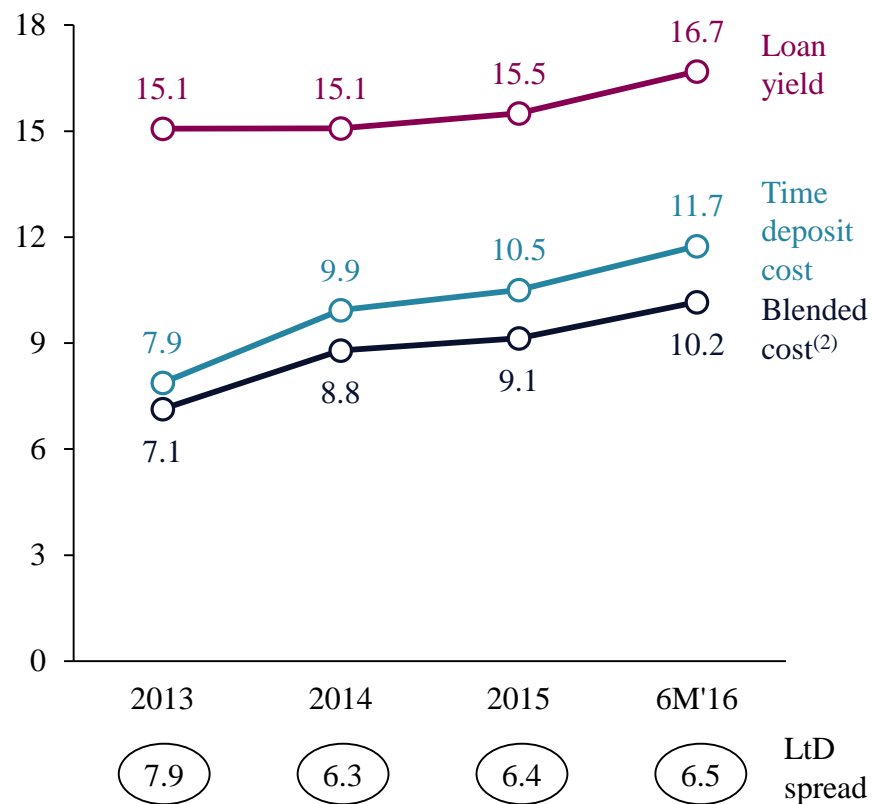


Exceptional spread management in both TRY and FX fronts

Loan-to-deposit spread expansion for TRY side in H1'16

TRY Spread

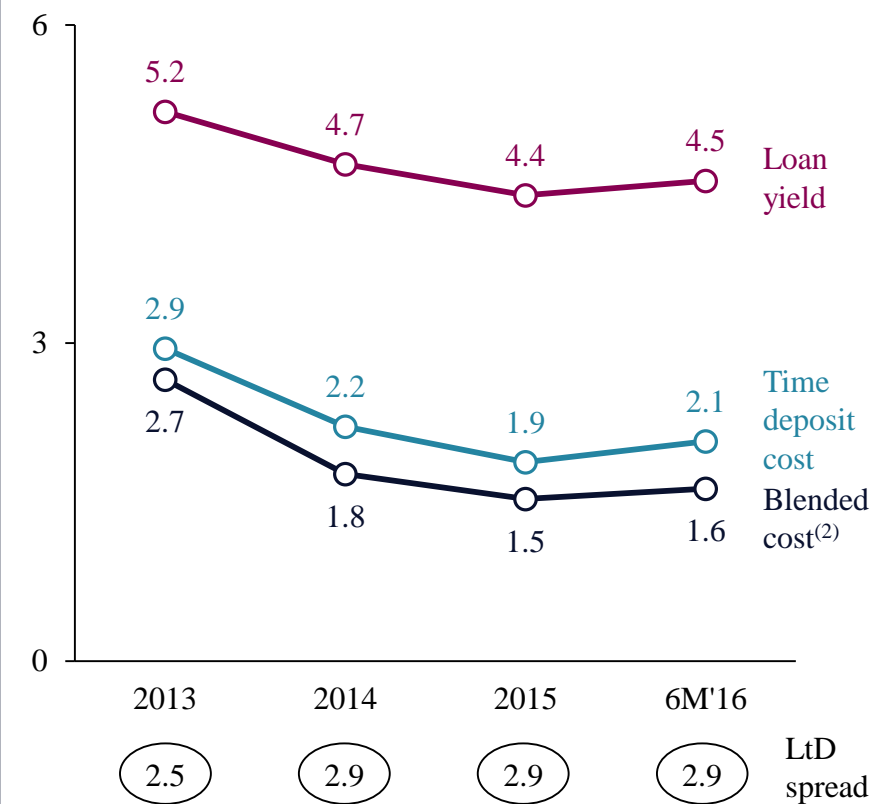
%, period average



Consistent loan-to-deposit spreads for FX side

FX Spread⁽¹⁾

%, period average

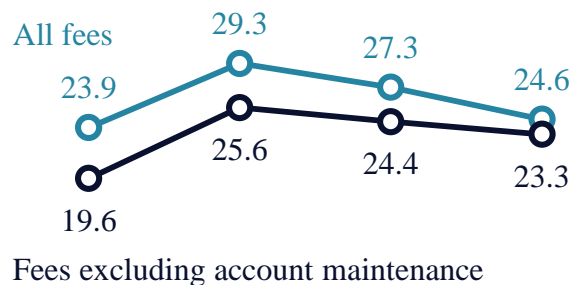


Sustained fee generation

Recent decrease in the share of fees in total income due to denominator effect

Fees / Total Income

%

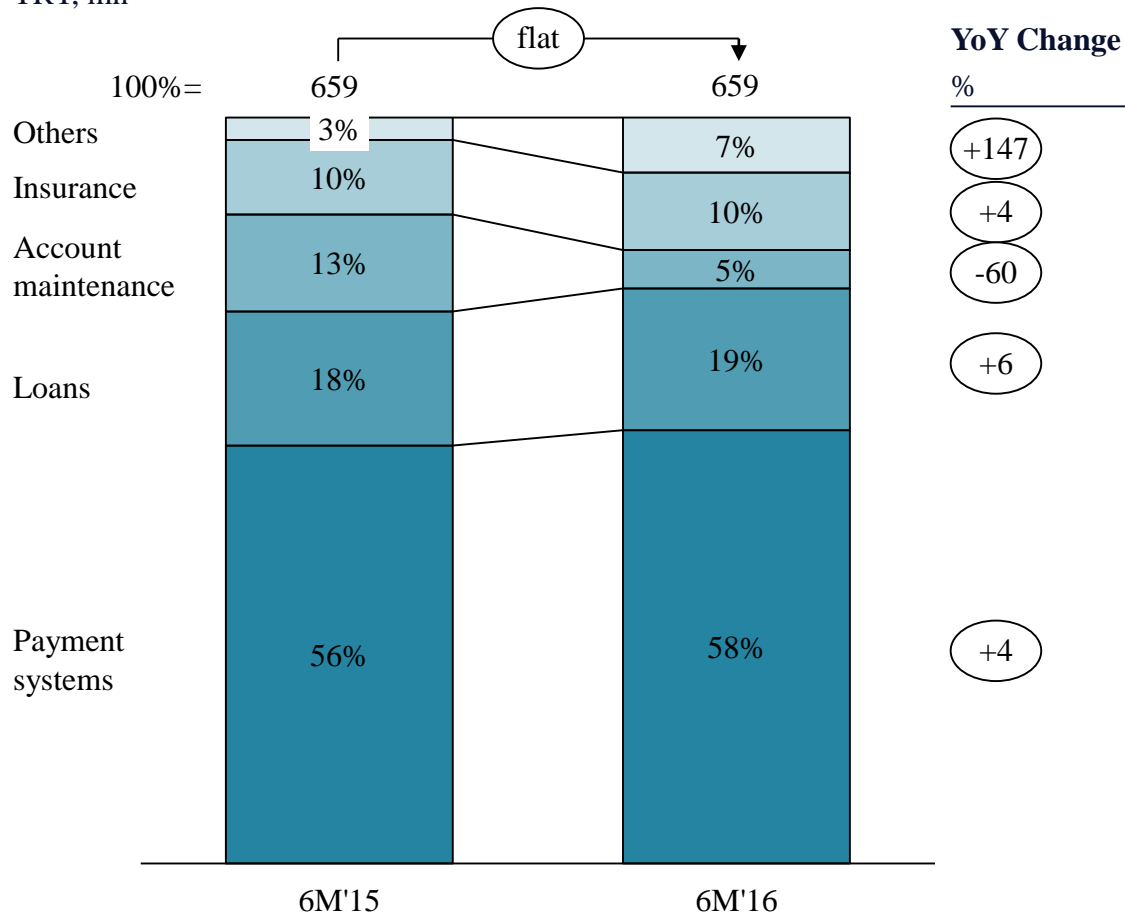


2013 2014 2015 6M'16

Flat YoY fee generation despite regulatory impact on account maintenance fees

Cumulative Net Fees and Commissions

TRY, mn



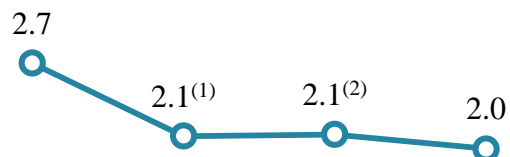
Cost of risk at comfortable level

Shift towards business banking helps improve cost of risk

CoR on a declining trend

Cost of Risk

%



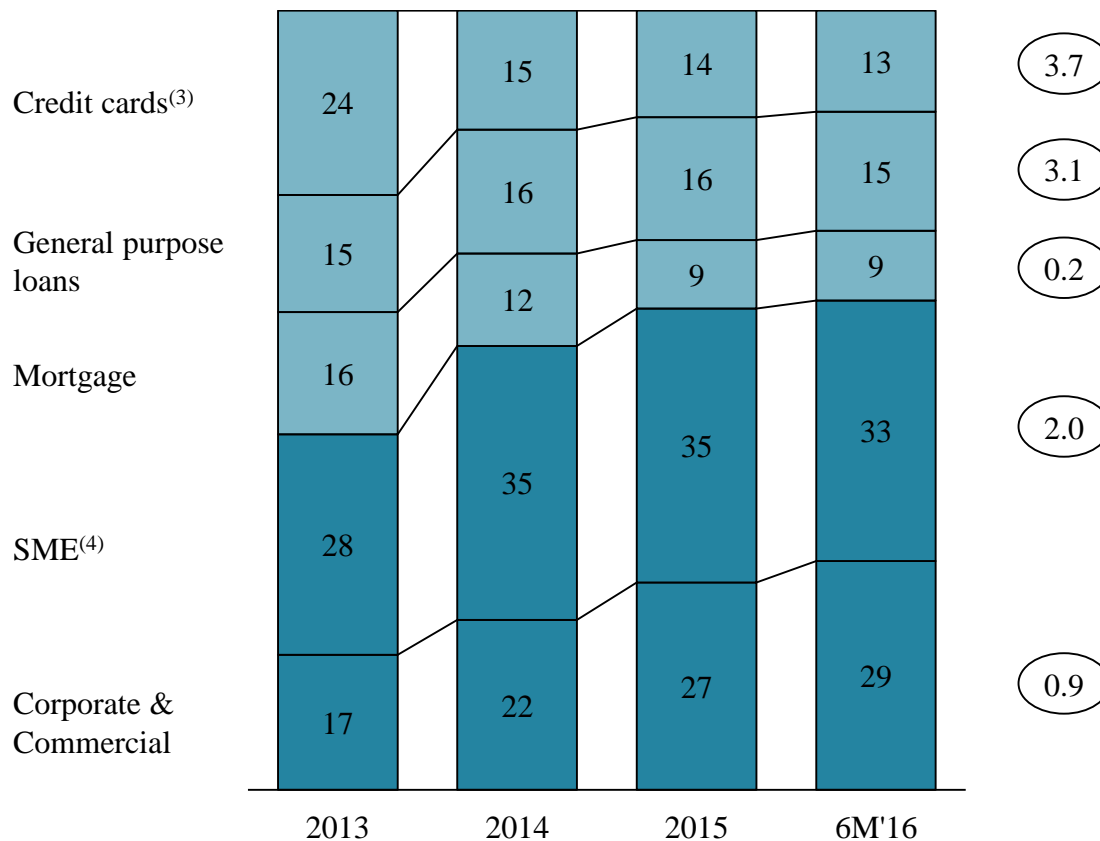
2013 2014 2015 6M'16

Loan Composition

SCoR

% of total loans

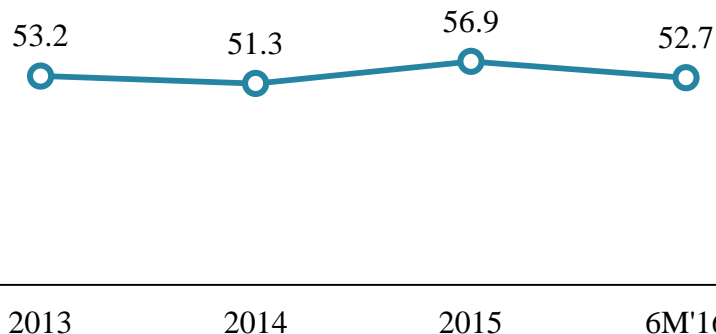
6M'16, %



Controlled expenditures growth

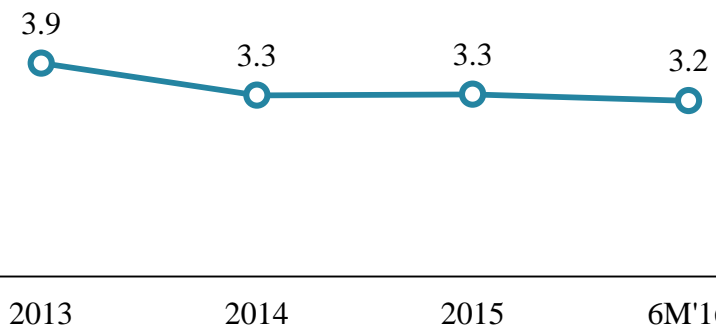
Improvement in cost / income ratio despite commission refunds

Cost⁽¹⁾ / Income
%



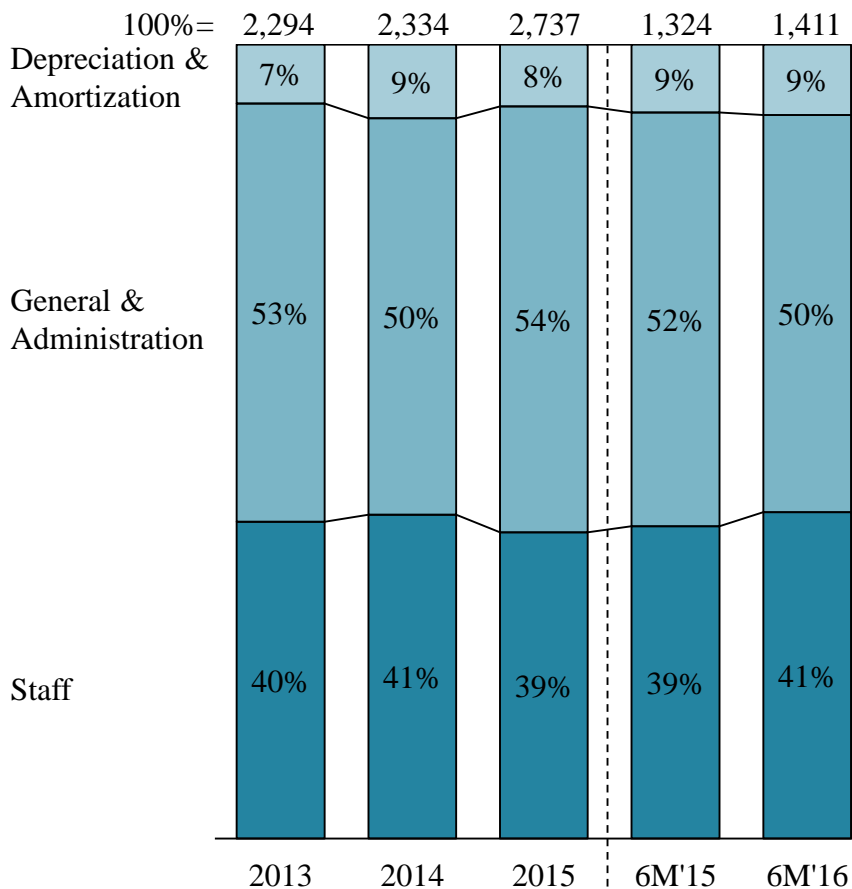
Strong efficiency improvement generating growth with limited OpEx increase

OpEx⁽¹⁾ / Assets
%



Controlled OpEx growth

OpEx⁽¹⁾
TRY, mn



Key financial ratios

	Bank only figures	2013	2014	2015	6M'15	6M'16	YoY
Profitability	RoAE	9.8%	10.9%	8.0%	11.5%	12.0%	+0.5pps
	RoAA	1.2%	1.2%	0.9%	1.3%	1.2%	flat
	Cost / Income	53.2%	51.3%	56.9%	53.8%	52.7%	-1.1pps
	NIM after swap expenses	5.9%	4.7%	4.7%	4.8%	4.9%	+10bps
Liquidity	Loans / Deposits	116%	124%	122%	127.7%	118.4%	-9.3pps
	Loans / (Dep. + TRY Bonds)	110%	117%	120%	123.4%	116.7%	-6.7pps
Asset Quality	NPL Ratio	6.5%	5.2%	6.3%	5.7%	6.2%	+0.4pps
	Coverage	83%	79%	80%	78.1%	80.0%	+2.0pps
	Cost of Risk	2.7%	2.1% ⁽¹⁾	2.1% ⁽²⁾	2.2% ⁽³⁾	2.0%	-0.2bps
Solvency	CAR	17.0%	17.0%	15.4%	15.8%	14.5%	-1.3pps
	Tier I Ratio	12.6%	13.0%	12.0%	12.3%	12.5%	+0.3pps
	Leverage	8.6	8.8	9.5	9.2	9.8	+0.6

Key strategies in 2016 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

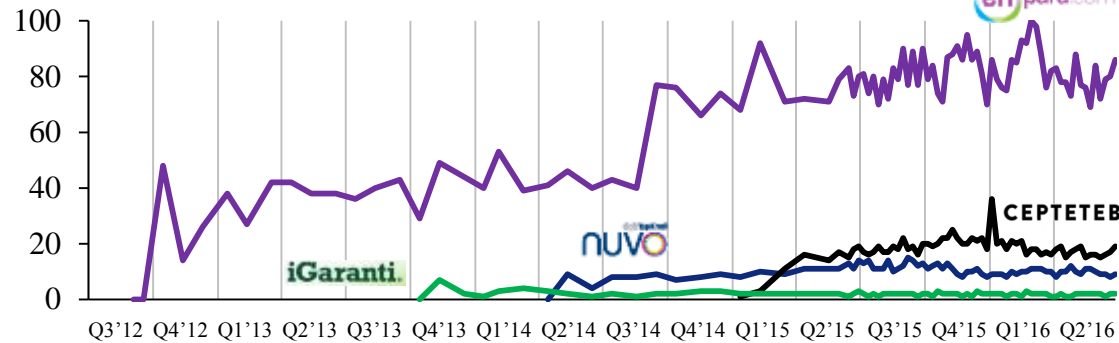
A decorative graphic on the right side of the page, resembling a folded book corner. It consists of a dark red outer layer and a lighter red inner layer, with a white diagonal line separating them. The layers are folded over each other, creating a three-dimensional effect.

When the playing field is level, we create the best offerings in the market...

Google search trends clearly show Enpara.com's dominance over competitors

Monthly views

Indexed to 100= highest value observed during period



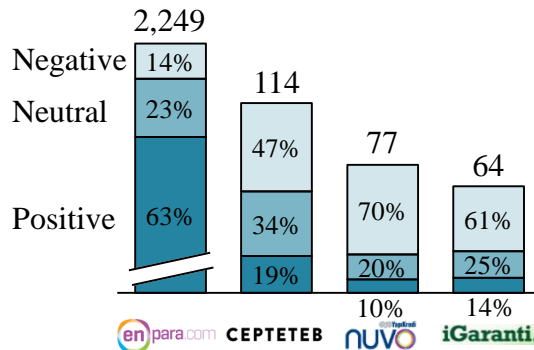
Peerless Enpara.com

- Launched late 2012
- More than 500k customers
- TRY 5.4 bn deposits⁽¹⁾
- TRY 644 mn loans⁽¹⁾
- Bank for the newly emerging Turkish consumers

Enpara.com leads in positive comments...

Mentions in eksisozluk.com⁽²⁾

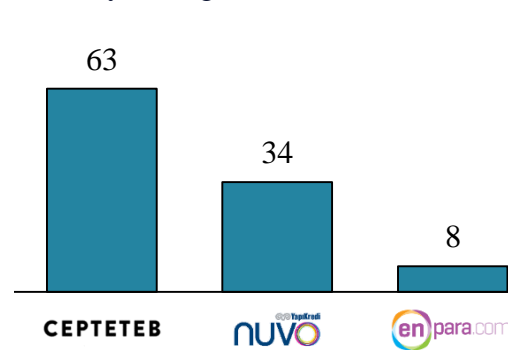
Total since launch



...and has the lowest complaints from customers

Complaints in sikayetvar.com⁽³⁾

Monthly average since launch



A truly branchless bank that customers fall in love with

Enpara.com complaints are very low even though the number of customers are estimated to be an order of magnitude higher than competitors

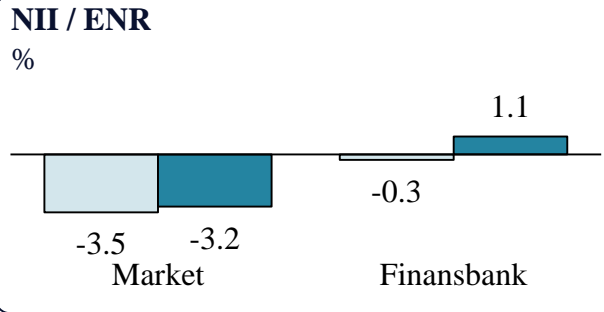
...and the best results...

Credit Card Issuing Profitability⁽¹⁾

2014 2015

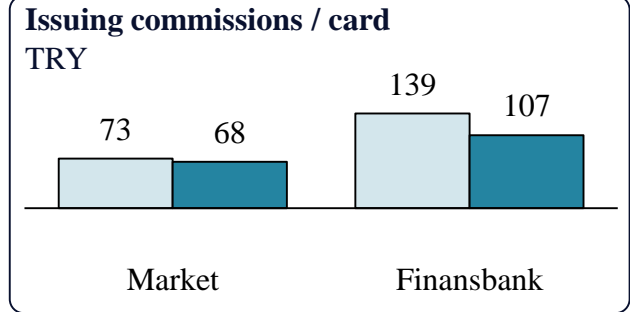
1

CardFinans yields more favorable NII compared to the market...



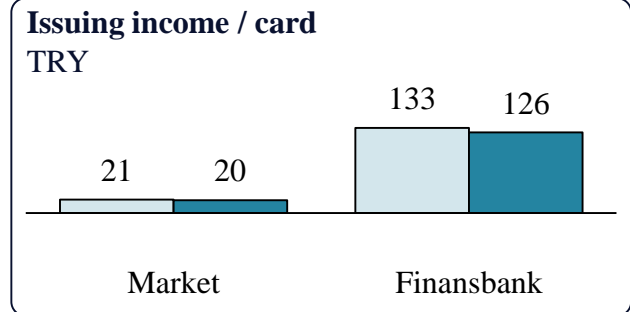
2

...and is better in generating commissions revenue from customers...



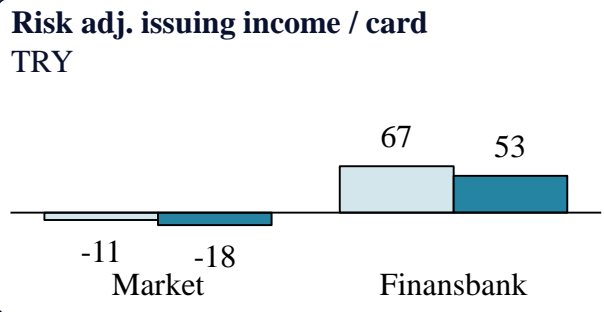
3

...which leads to significantly higher issuing income...



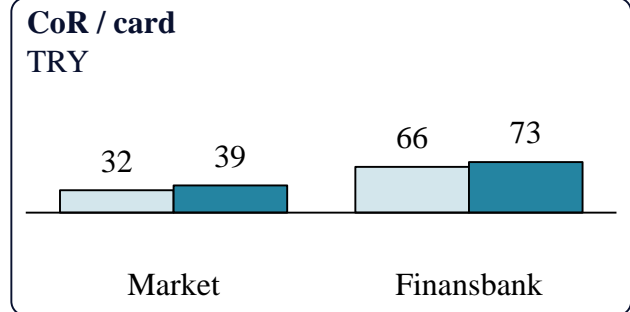
5

...leading to a superior issuing profitability



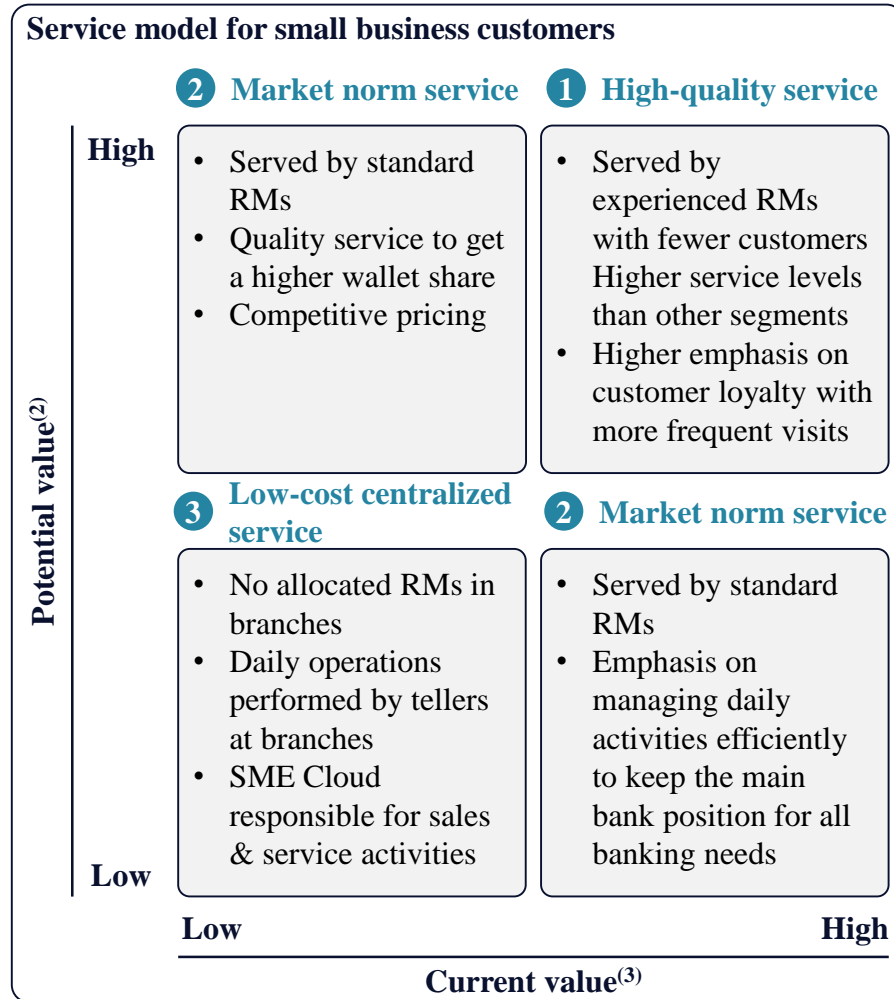
4

...achieved without a commensurate increase in cost of risk...

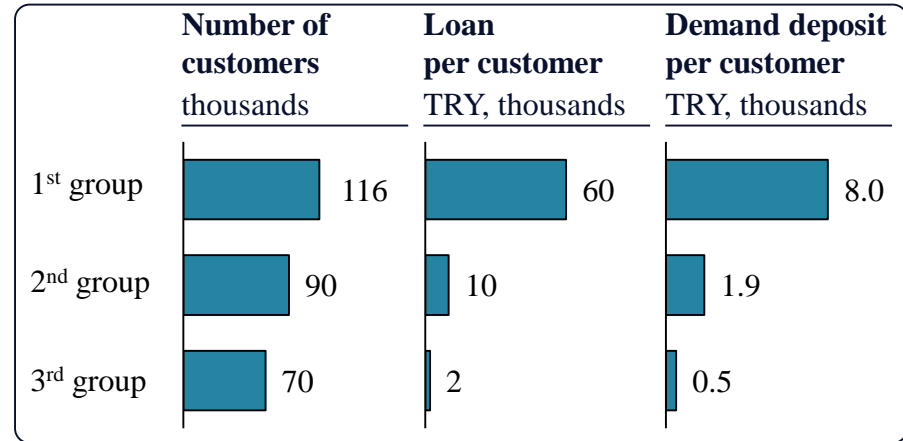


...we launched a market first small business sales & service model called the “SME Cloud”

Differentiated service model⁽¹⁾



1 2 High focus on 1st and 2nd groups as they are main sources of growth for the bank in small business



3 SME Cloud, a cost efficient way to serve small business customers with low current and potential value

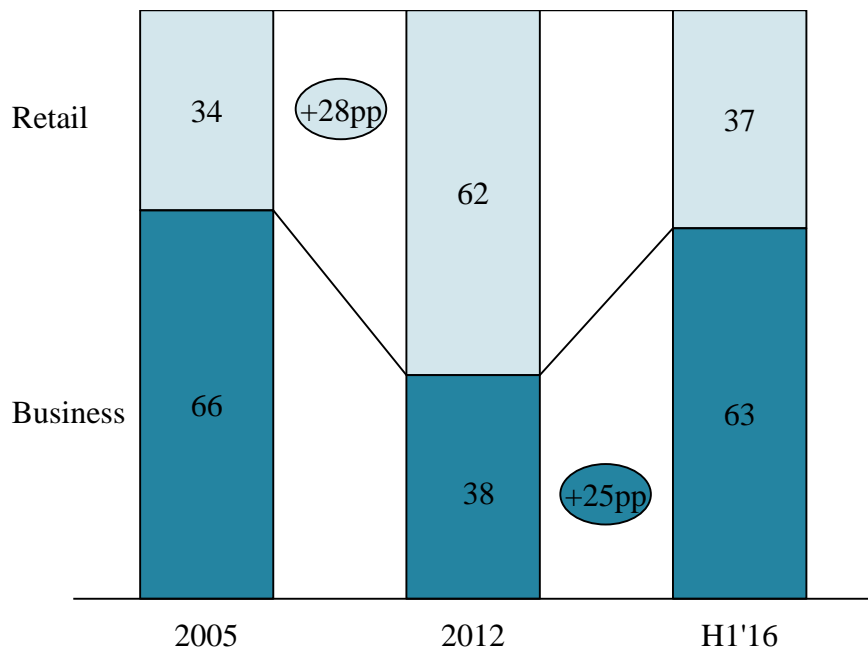
- An advanced remote service center format populated by qualified SME agents, who can handle all sales needs for low potential customers and service needs for all customers
- Served 28k 3rd group customers in H1'16 and contacted total of 145k customers during the same period
- First in the market: Loan disbursement on the phone for SME customers

Our adaptability has been tested twice...

Evolution of QNB Finansbank loan composition

QNB Finansbank loan book composition

% of customer loans



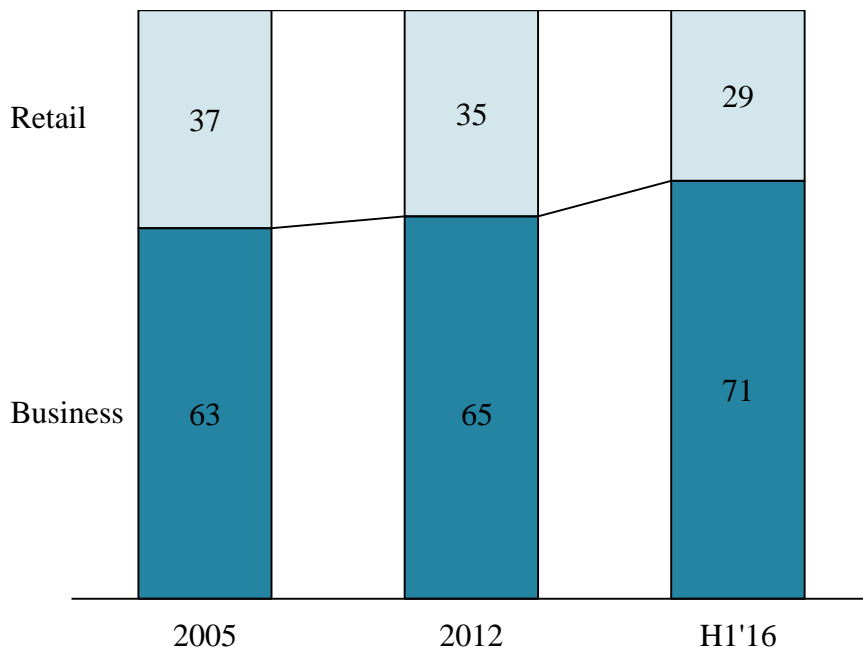
2005-2011: Retail boom driven by credit cards and consumer lending

2012 to date: New opportunities in business banking

Evolution of peers' loan composition

Peers' loan book composition⁽¹⁾

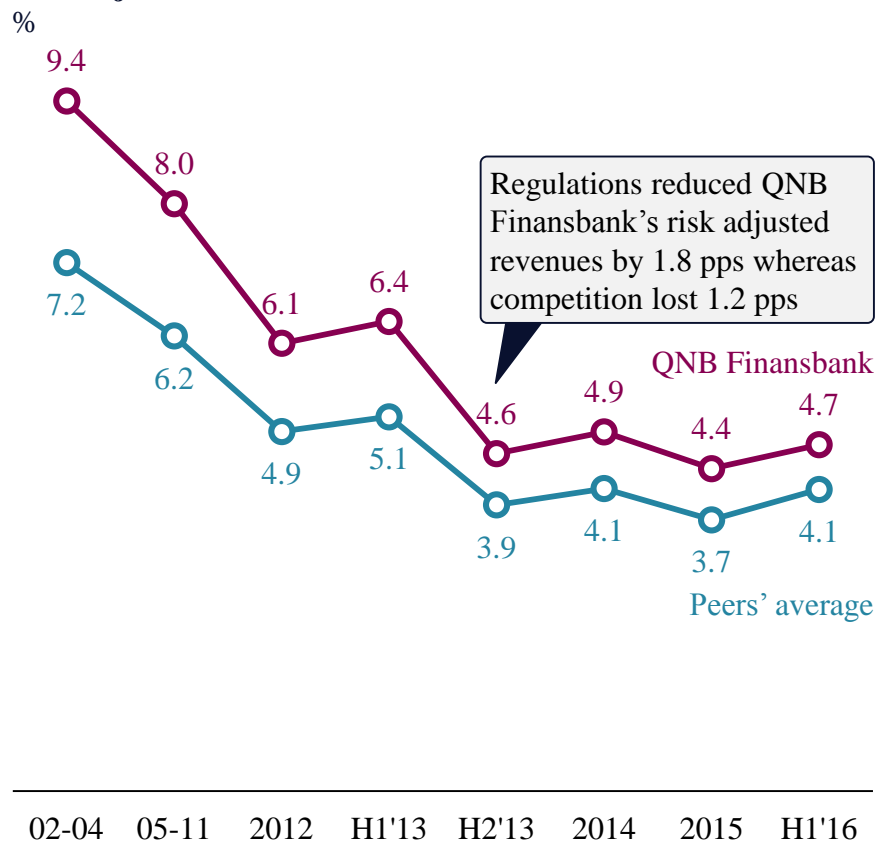
% of customer loans



...and we passed with flying colors...

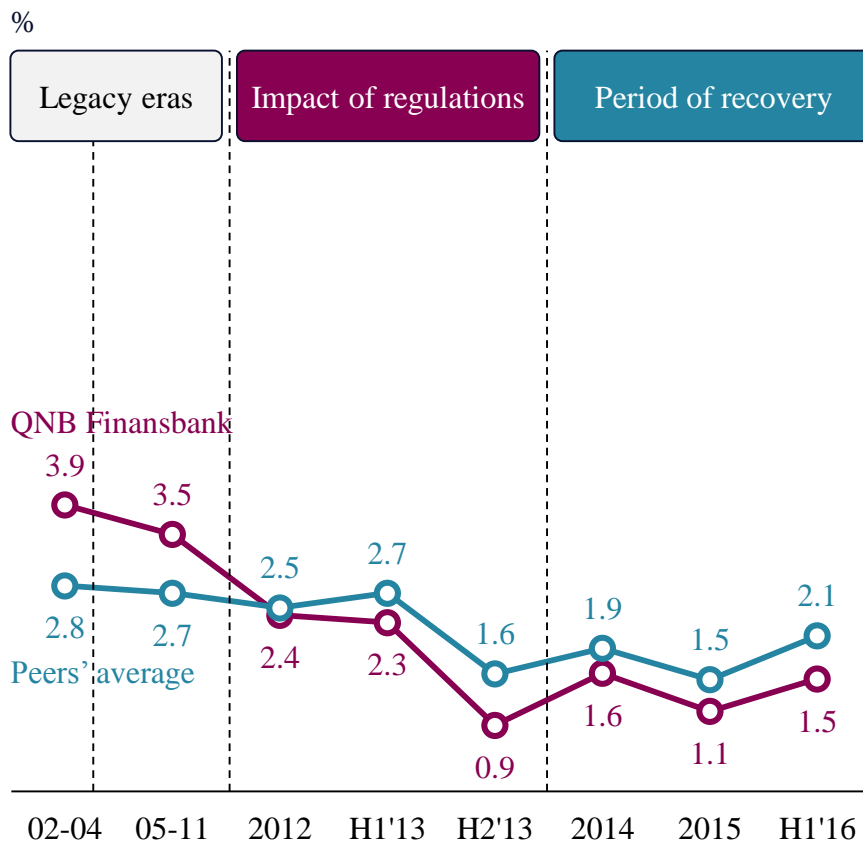
QNB Finansbank always outperformed its peers in risk-adjusted revenues

Risk adjusted revenue / assets⁽¹⁾




Regulations interrupted QNB Finansbank's RoA leadership, but profitability is recovering to the level of peers

Pre-tax RoA⁽²⁾



Management team that built QNB Finansbank's success story

Age / Tenor	Experience	Education	Age / Tenor	Experience	Education	Age / Tenor	Experience	Education	Age / Tenor	Experience	Education	
Dr. Ömer A. Aras Chairman			Köksal Çoban Treasury			Ömür Tan Corporate and Commercial Banking			Filiz Sonat Şafak Corporate and Commercial Credits			
	61 / 29	<ul style="list-style-type: none">Founding member of Finansbank, General Manager for 6 yearsChairman of the BoD since 2010Citibank, Yapı Kredi Securities		50 / 19	<ul style="list-style-type: none">EVP of TreasuryTürk Eximbank, Demirbank		45 / 18	<ul style="list-style-type: none">EVP of Corporate and Commercial BankingYapi Kredi		56 / 17	<ul style="list-style-type: none">EVP of Corporate and Commercial CreditsSezai Turkes Fevzi Akkaya Group; İktisat Bank; Sumerbank	<ul style="list-style-type: none">BSc in Mechanical Engineering, İstanbul Technical Uni.
Sinan Şahinbaş Vice Chairman			Erkin Aydın Retail Banking, Payment Systems and Financial Institutions			Engin Turhan Commercial Banking and Project Finance			Halim Ersun Bilgici Retail and SME Credits			
	51 / 26	<ul style="list-style-type: none">Vice Chairman of the BoD since 2010GM for 7 yearsPreviously worked in Treasury, Corp. Banking and Risk Mgmt. Depts.		41 / 8	<ul style="list-style-type: none">EVP of Retail Banking, Payment Systems and Financial InstitutionsClark Construction; McKinsey & Co.		36 / 13	<ul style="list-style-type: none">EVP of Commercial Banking and Project Finance		50 / 13	<ul style="list-style-type: none">EVP of Retail and SME Creditsİktisat Bankası; Şekerbank	<ul style="list-style-type: none">BSc in Law, Ankara Uni.MBA, Yeditepe Uni.
Temel Güzeloglu CEO			Emine Özlem Cinemre Financial Institutions			Onur Özkan SME and Agriculture Banking			Zeynep Aydın Demirkıran Risk Management			
	47 / 13	<ul style="list-style-type: none">CEO since 2010, EVP of Retail Banking ('06-'10), Head of Strategy ('04-'05)Unilever, Citibank, McKinsey & Co.		52 / 28	<ul style="list-style-type: none">EVP of International Division		35 / 12	<ul style="list-style-type: none">EVP of SME Banking and Agricultural Banking		40 / 14	<ul style="list-style-type: none">Head of Risk ManagementTürkiye İş BankasıLecturer at Georgetown University	<ul style="list-style-type: none">BA in Economics, Bilkent Uni.MA in Economics, Georgetown Uni.
Adnan Menderes Yayla CFO			Enis Kurtoglu Retail Banking			Elsa Pekmez Atan Enpara.com and Customer Experience Office			Hasan Murat Şakar Procurement			
	53 / 8	<ul style="list-style-type: none">CFO since 2008Ministry of Finance, Privatization Agency, PwC, Fortis		39 / 6	<ul style="list-style-type: none">EVP of Consumer BankingCitibank		39 / 6	<ul style="list-style-type: none">EVP of Enpara.com and Customer Experience OfficeMcKinsey & Co.		47 / 12	<ul style="list-style-type: none">EVP of ProcurementArçelik, Rehau	<ul style="list-style-type: none">BSc in Industrial Engineering, İstanbul Technical Uni.
Mehmet Kürşad Demirkol IT, Operations and ADC			Murat Koraş Payment Systems			Hakan Alp Human Resources			Eşmen Toyman Sarı Strategy and CEO Office			
	43 / 8	<ul style="list-style-type: none">EVP of Information Technologies and Processing Management ADCMcKinsey & Co., Vakıfbank, Memorial Hospitals		40 / 14	<ul style="list-style-type: none">EVP of Payment SystemsAvivaİbtech		48 / 10	<ul style="list-style-type: none">EVP of Human resourcesGaranti, Humanitas, Tansaş, Süttaş		39 / 4	<ul style="list-style-type: none">Head of Strategy and CEO OfficeMercer, Oliver Wyman, Murex North America	<ul style="list-style-type: none">BSc in Industrial Eng., METUMSc in Industrial Eng., Bosphorus Uni.MSc in Financial Eng., Columbia Uni.

Board of Directors

Same members

Previous Board of Directors under NBG Ownership

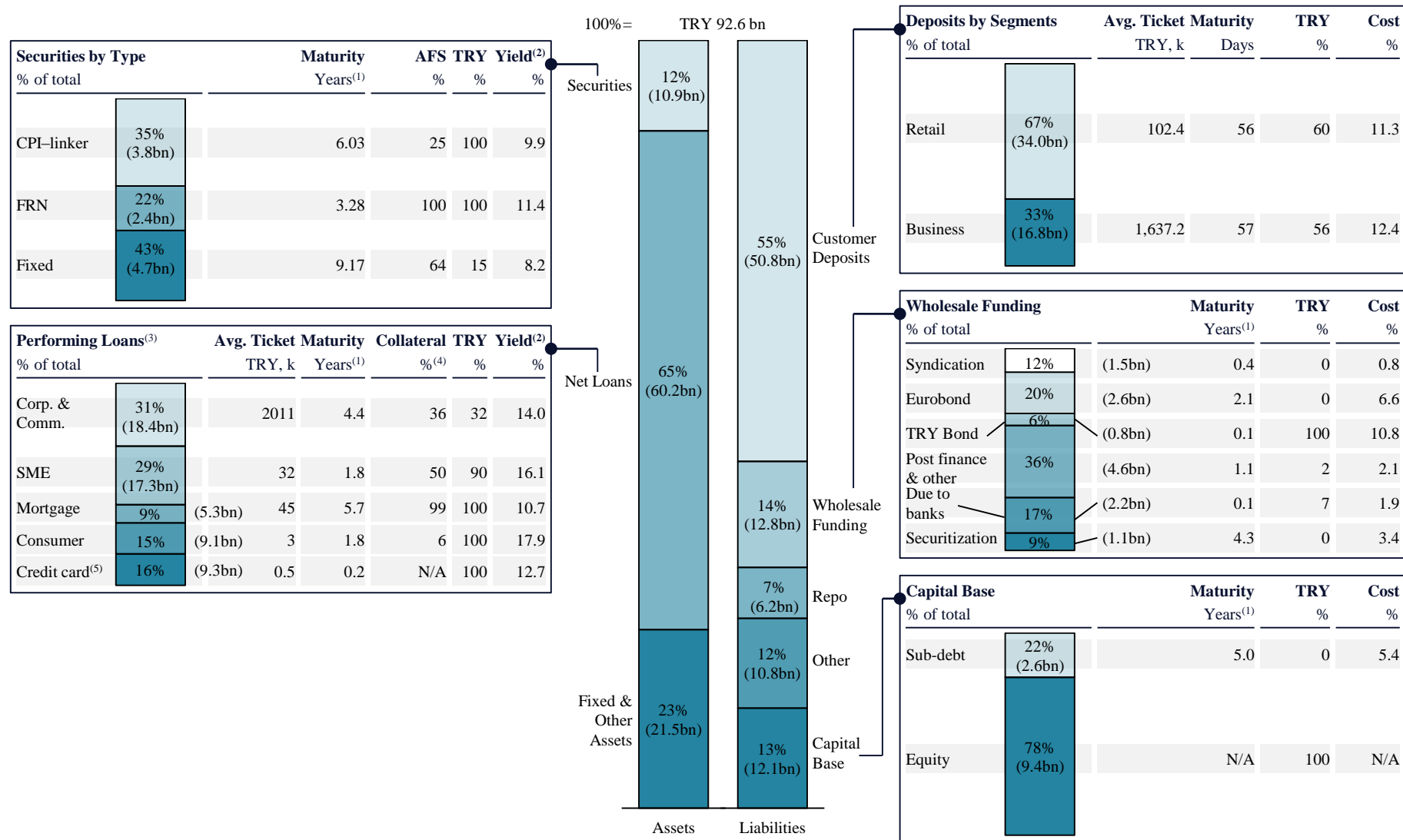
Name	Position	Background
Dr. Ömer A. Aras	Chairman and QNB Finansbank Group CEO	<ul style="list-style-type: none"> Founding member of Finansbank Former CEO of Finansbank for 6 years
Sinan Şahinbaş	Vice Chairman	<ul style="list-style-type: none"> Former CEO of Finansbank for 7 years Previously worked in Treasury, Corp. Banking and Risk Mgmt. departments of Finansbank
Prof. Dr. Mustafa Aysan	Member of the BoD and Chairman of Corporate Governance Committee	<ul style="list-style-type: none"> Former Minister of Transportation Former Head of Budget Commission in Turkish Parliament
Christos Alexis Komninos	Member of the BoD	<ul style="list-style-type: none"> Former CEO of Coca Cola (Greece), Papastratos Cigarette Manufacturer and Shelman S.A.
Dr. Paul Mylonas	Member of the BoD	<ul style="list-style-type: none"> NBG Group Chief Economist and Strategist Experience in IMF and OECD
Stefanos Pantzopoulos	Member of the BoD	<ul style="list-style-type: none"> Former partner in Arthur Andersen and KPMG Former board member of Don&Low, Scotland; Alpha Bank, Greece; NBG, Greece
Mustafa Hamdi Görtin	Member of the BoD	<ul style="list-style-type: none"> Founding member and former CEO of Garanti Investment Bank Former CEO of Turkish Commerce Bank
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
Ioannis Vagionitis	Member of the BoD	<ul style="list-style-type: none"> Experience in HSBC (Greece) and Bank of Cyprus
Georgios Koutsoudakis	Member of the BoD	<ul style="list-style-type: none"> Experience in Alpha Bank (Greece), Greek Treasury, Geniki Bank (Greece), Emporiki Bank (Greece) and Probank (Greece)
Temel Güzelöğlu	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 Board of Directors under QNB Ownership

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
Grant Eric Lowen	Member of the BoD	<ul style="list-style-type: none"> QNB Group Chief Risk Officer Experience in Commonwealth Bank of Australia Holds board membership in various QNB subsidiaries in Egypt and Indonesia
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 Güzelöğlu	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.

Loan heavy balance sheet

6M'16



- (1) Remaining maturity
 (2) TRY yields only
 (3) Excluding accruals. Based on QNB Finansbank business lines definition
 (4) Hard collateralization including cash and mortgages
 (5) Including commercial credit cards