

ESG Report 2025



البنك الأهلي
ahlibank



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Chairman's Message

“Sustainable value creation is anchored in strong governance, disciplined risk management, and a long-term commitment to responsible growth.”

Strengthening the Foundations of Responsible Banking

At Ahlibank, we recognise that environmental, social and governance (ESG) considerations are increasingly integral to the resilience, stability and long-term competitiveness of financial institutions. The effective integration of sustainability principles into governance frameworks, risk management systems and strategic decision-making processes is therefore essential for safeguarding stakeholder value and supporting the continued development of the State of Qatar's economy.

The year 2025 marked a significant step forward in the Bank's sustainability journey. During the year, we enhanced our ESG governance architecture through the establishment of a dedicated ESG Unit, supported by a cross-functional ESG Working Group. This structure strengthens oversight, accountability and the integration of sustainability considerations across key business and control functions.

We also strengthened our analytical and risk assessment capabilities. The Bank completed its first comprehensive assessment of both operational and financed emissions, covering more than 92% of the portfolio. In parallel, we conducted climate scenario analysis in alignment with the Network for Greening the Financial System (NGFS) frameworks, enabling us to better assess the potential impact of transition and physical climate risks on borrower performance and overall portfolio resilience.

The outcomes of these analyses indicate that the Bank's portfolio currently reflects a broadly diversified and comparatively resilient risk profile, with limited concentration in sectors most exposed to climate-related risks. Notwithstanding this position, we remain committed to the continuous enhancement of our environmental and social risk management practices, particularly as regulatory expectations and market standards continue to evolve both regionally and internationally.

Beyond environmental considerations, our sustainability strategy also supports broader economic and social development. In 2025, Ahlibank generated QAR 1.57 billion in economic value and invested more than QAR 22 million in community initiatives, while continuing to uphold high standards of governance, integrity and ethical conduct.

Looking ahead, the Bank will continue to deepen ESG integration across its risk management and business frameworks, further develop its sustainable finance strategy, and enhance transparency through progressive alignment with internationally recognised sustainability and climate-related disclosure standards.



Chief Executive Officer's Message

“Embedding sustainability into our strategy and operations enhances resilience and enables the creation of long-term value for our stakeholders.”

From ESG Ambition to Structured Execution

In 2025, Ahlibank made meaningful progress in translating its ESG ambition into structured execution across governance, risk management, and business strategy.

During the year, we established the institutional foundations necessary to embed sustainability across the Bank. This included the creation of a dedicated ESG Unit, the activation of a cross-functional ESG Working Group, and the formation of a C-Suite ESG Committee responsible for overseeing the Bank's sustainability agenda and supporting its integration into executive decision-making processes.

We also enhanced our analytical capabilities to support ESG risk management and climate-related disclosures. In 2025, the Bank conducted a comprehensive ESG risk assessment covering the top exposures of its lending portfolio and updated its materiality assessment in alignment with IFRS S1 and IFRS S2.

In parallel, we completed our first comprehensive carbon accounting exercise, measuring Scope 1, Scope 2, and applicable Scope 3 operational emissions and calculating financed emissions across more than 92% of the portfolio using the Partnership for Carbon Accounting Financials methodology. These efforts were complemented by climate scenario analysis aligned with the Network for Greening the Financial System (NGFS), providing forward-looking insights into the potential impact of transition and physical risks on portfolio performance.

Operationally, we strengthened environmental management practices and achieved a recycling rate of approximately 65% of operational waste, supporting improved resource efficiency.

Together, these initiatives establish a robust baseline for integrating climate considerations into risk management frameworks and informing the Bank's future portfolio decarbonisation strategy.

Alongside our environmental initiatives, we continued to strengthen our social and economic contribution. In 2025, the Bank generated QAR 1.57 billion in economic value, supported SMEs and underserved segments, maintained more than 38,000 accounts for previously unbanked or underbanked customers, and invested in human capital through nearly 5,000 hours of employee training.

Looking ahead, our priority is to build on these foundations by advancing the Bank's Sustainable Finance Framework, strengthening ESG integration within credit processes, enhancing climate risk management capabilities, and progressively aligning disclosures with internationally recognised sustainability and climate-related reporting standards.

Through these efforts, we aim to support our clients in navigating the transition to a more sustainable economy while continuing to deliver resilient, responsible, and commercially sustainable growth.



01 ESG Achievements – 2025

Issued our **first standalone ESG Report**

Established a **dedicated ESG Unit**

Activated a **cross-functional ESG Working Group**

Strengthened **Board-level ESG oversight**

Updated the **Bank's ESG Policy**

Conducted an ESG risk assessment covering our **top exposures**

Updated our ESG materiality assessment aligned with **IFRS S1 and S2**

Completed NGFS-aligned climate scenario analysis to 2050

Maintaining a **balanced and climate-resilient portfolio**

Measured **Scope 1, Scope 2, and Scope 3** operational emissions for the first time

Calculated financed emissions across more than **92%** of the portfolio **using PCAF methodology**

Maintained robust cybersecurity resilience, recording zero data breaches and maintaining alignment with **ISO 27001, PCI DSS v4.0 and SWIFT CSP standard**

12% of corporate exposures linked to **sustainable bonds**

65% of operational waste recycled

Allocated **4%** of sovereign exposures to **green bonds**

QAR 1.57 billion generated in direct economic value

QAR 22.29 million invested in community initiatives

62.66 % of total procurement from **local suppliers in Qatar**

25% Qatarisation Rate

4,877 hours of employee training delivered

0 workplace injuries or fatalities during the reporting period

0 corruption incidents and **0** legal misconduct losses

Achieved **100% anti-corruption training coverage** across the workforce

02 About This Report

This ESG Report presents the Bank’s governance framework, strategic approach, risk management practices, performance metrics, and progress across environmental, social, and governance (ESG) matters for the reporting period January 2025 to December 2025.

The disclosures have been developed with reference to IFRS S1 and IFRS S2, the GRI Standards, and in alignment with SASB standards applicable to the banking sector, reflecting our commitment to transparency, comparability, and decision-useful sustainability information.

Scope

This report covers the Bank’s operations, workforce, governance structures, financing and investment activities, including all subsidiaries of Ahlibank.

It encompasses both operational impacts and financed impacts, with particular attention to climate-related risks and opportunities arising from our lending, investment, and treasury activities across the consolidated entity.

The Bank’s legal structure is as follows:

Name	Legal Form
Ahlibank (Q.P.S.C.)	Qatari Public Shareholding Company. The Bank was established under the decree No. (40) of the year 1983 dated on 16/6/1983. The Bank started activity on 4/8/1984. The Bank is licensed to practice banking business by Qatar Central Bank under license No.: SL/13/1984.
Ahli Brokerage Company LLC	A wholly owned subsidiary of Ahlibank QSC. Ahli Brokerage Company was established with a capital of (50) million Qatari Riyals. The company is approved by Qatar Central Bank, licensed from Qatar Financial Markets Authority (QFMA) and a member of Qatar Stock Exchange. The company started operations on 24/7/2011 in the trading of Financial Securities.
ABQ Finance Limited	A wholly owned subsidiary of Ahlibank QSC. ABQ Finance Limited is a company registered in the Cayman Islands and its purpose is to issue European Medium-Term Notes.
ABQ Innovate LLC	A wholly owned subsidiary of Ahlibank QSC and registered with Qatar Financial Centre.

UNGC and PCAF Membership

In 2025, we became a signatory to the United Nations Global Compact (UNGC) and a member of the Partnership for Carbon Accounting Financials (PCAF). This milestone reflects our commitment to upholding the highest standards of business ethics and contributing positively to the communities in which we operate.

Our membership in PCAF strengthens our ability to measure and manage financed emissions, enabling a more robust assessment of the climate impact of our portfolio and supporting informed decision-making toward its decarbonisation. Through this commitment, we aim to progressively align our approach with Qatar’s national climate ambitions and its Nationally Determined Contributions (NDCs).

ESG Governance Framework

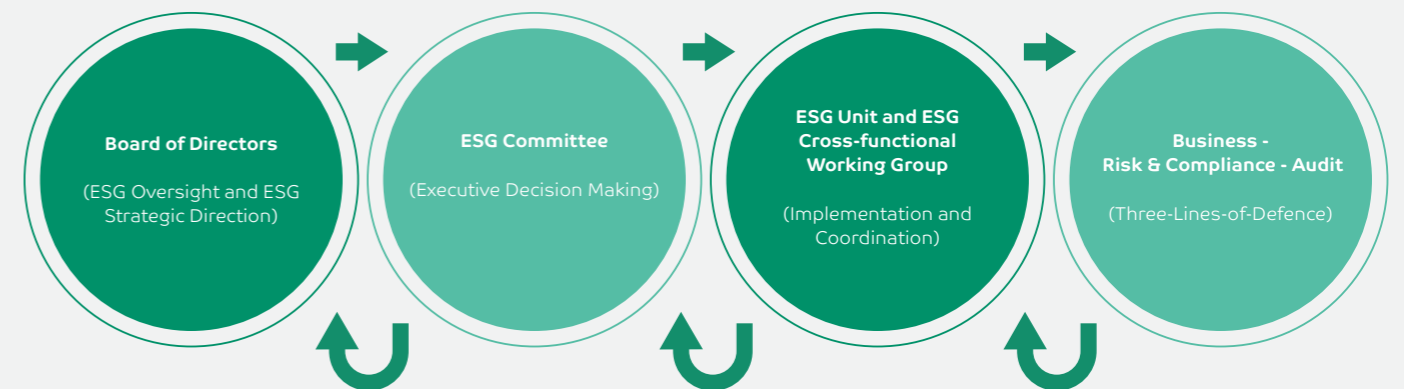
We have established a structured ESG governance framework designed to ensure effective oversight, strategic direction, and integration of ESG and climate-related risks across the Bank. ESG matters are overseen by our Board of Directors and Senior Management, supported by an ESG Committee, a senior-level body responsible for steering our ESG agenda.

In 2025, we further strengthened this framework to ensure that ESG considerations are embedded within our governance, risk management, and strategic processes. The ESG Working Group, led by the ESG Unit and reporting to the ESG Committee, coordinates ESG implementation across all business lines and functions.

Our governance structure enables the systematic identification, assessment, management, and monitoring of ESG risks and opportunities. The Board oversees our ESG ambition and performance, ensuring alignment with long-term sustainable value creation. Strategic ESG direction is defined at Board level and cascaded through the ESG Committee, which guides our ESG strategy, targets, and key initiatives.

The Board and Senior Management receive regular updates on ESG performance, climate risk integration, and key sustainability initiatives. We also provide ongoing ESG training to enhance leadership understanding of sustainability-related risks and opportunities and their implications for our strategy and risk profile.

Below is the ESG governance structure within Ahlibank.



Implementation of ESG Controls

In 2025, we updated our ESG Policy and continued our efforts to integrate ESG considerations into our Enterprise Risk Management (ERM) framework, including climate-related risks and enhancing risk policies in line with QCB regulatory requirements.

We apply a comprehensive three-lines-of-defence model for ESG risk governance:

First Line of Defence – Business Units

Our Wholesale, Corporate, Retail, Private Banking, Treasury, and International Banking teams will apply ESG Scoring Methodology during client onboarding and periodic reviews. They collect and validate relevant ESG data, integrate ESG considerations into credit decisions, and escalate higher-risk cases for further review.

Second Line of Defence – Risk & Compliance

Our Risk Management function will independently review ESG scores, monitors portfolio-level exposures, and conducts thematic ESG risk analysis. ESG scoring is being progressively embedded into our core systems as part of the ongoing integration of ESG into risk management processes.

The Risk function provides independent challenge to, and validation of, mitigation actions proposed by the first line of defence. Our Compliance function ensures adherence to QCB ESG regulations, monitors ESG-related regulatory developments, oversees sustainability disclosures, and escalates instances of non-compliance where necessary.

Third Line of Defence – Internal Audit

Our Internal Audit function reviews the effectiveness of our ESG risk management framework, internal controls, and regulatory compliance.

We remain committed to full compliance with QCB ESG supervisory expectations. We continue to strengthen our internal systems, governance structures, and processes to support effective ESG implementation and forward-looking risk management.

Further details on the governance framework are provided in the 2025 Annual Report and in the Corporate Governance Report.



03 Ahlibank at a Glance

Key Information

FIELD	DETAILS
Name Of the Entity	Ahlibank Q.P.S.C.
Legal Structure	Public Shareholding Company
Authorised Capital	QAR 2,551.15 million
Paid-Up Capital	QAR 2,551.15 million
Market Capitalisation	QAR 9.29 billion (As Of 31 December 2025)
External Auditor 2024	Deloitte & Touche LLP
Address	Ahlibank Building, Suhaim Bin Hamad Street, Al Sadd Area, Doha, Qatar
Website	www.ahlibank.com.qa

Ahlibank Overview

- **Established:** Established in 1983 and listed on the Qatar Stock Exchange.
- **Branch Network:** 12 branches, 93 ATMs throughout Qatar.
- **Product Offerings:** Retail banking, Corporate Banking, Treasury and International banking, Private Banking and Advisory and Brokerage.
- The shareholding structure is as follows: 52.4% held by Qatari firms and individuals, and 47.6% held by the Qatar Investment Authority (QIA) and its wholly owned subsidiaries.
- Opened a new branch at the upscale Doha Oasis Mall, further expanding the Bank’s retail presence.
- Received the “Best Bank for Treasury Services” award from Global Banking & Finance Review.
- Recognised by Bank of New York Mellon for operational excellence in Straight Through Processing.
- Became a signatory to the United Nations Global Compact (UNGC) and a member of the Partnership for Carbon Accounting Financials (PCAF), reinforcing the Bank’s alignment with internationally recognised sustainability and climate disclosure frameworks.
- Measured Scope 1, Scope 2 and applicable Scope 3 operational emissions, and calculated financed emissions across more than 92% of the portfolio, marking a significant step forward in the Bank’s climate risk assessment and sustainability reporting capabilities.
- Prepared its first standalone ESG Report for publication in 2025, reflecting a more structured and transparent approach to communicating the Bank’s ESG framework, progress and key priorities.



Financial Snapshot

Indicator	2025	Change
Net Profit	QAR 932 million	Increase of 4.6% vs 2024
Capital Adequacy Ratio	19.6%	Based on new Basel guidelines (effective Jan 2024)
NPL Ratio	2.91%	Same as 2024
NPL Coverage Ratio	238.0%	Same as 2024
Loan Book	QAR 39.6 billion	Growth of 11.0% vs 2024
Customer Deposits	QAR 35.0 billion	Increased by 8.9% vs 2024
EMTN (Fourth Tranche) Repayment	US\$ 500 million	Successfully repaid in September 2025
EMTN (Sixth Tranche) Issued	US\$ 500 million	Successfully repaid in March 2025
EMTN (QAR Seventh Tranche) Issued	QAR 500 million	Successfully repaid in November 2025
Earnings per Share	QAR 0.348	Increase by 4.8% vs 2024

04 Integration of the Sustainable Development Goals and Qatar National Vision 2030

We recognise that our sustainability strategy must align with both national priorities and global development frameworks. As a Qatari financial institution, we integrate the United Nations Sustainable Development Goals (SDGs) with the pillars of Qatar National Vision 2030 (QNV 2030), ensuring that our governance, lending activities, workforce development, and environmental initiatives contribute meaningfully to long-term sustainable growth.

Our approach is grounded in responsible banking and disciplined risk management, with ESG considerations embedded into strategic and operational decision-making.

Human Capital

In alignment with QNV 2030's Human Development pillar, we contribute to SDGs related to Good Health and Well-Being, Quality Education, and Gender Equality. We support employee health through medical insurance and wellness initiatives and contribute indirectly to community health through financing healthcare providers. We enhance access to education through financing solutions and structured employee training programmes, supporting continuous professional development.

We promote gender equality and inclusive workplace practices through non-discrimination policies, workforce diversity initiatives, and parental leave frameworks. Through investment in skills development, leadership capacity, and Qatarisation, we support the development of a resilient, knowledge-based workforce aligned with national priorities.

Economic Contribution

Through responsible banking and prudent capital allocation, we support QNV 2030's Economic Development pillar and contribute to SDGs such as Decent Work and Economic Growth, Industry, Innovation and Infrastructure, and Reduced Inequalities.

Our SME financing, corporate lending, and support to productive sectors contribute to economic diversification and private sector development. Digital transformation initiatives and fintech enablement strengthen financial innovation and operational efficiency. We also expand access to finance for underserved segments through transparent and fair credit practices, supporting inclusive economic growth.

Environmental Contribution

Our environmental initiatives support QNV 2030's Environmental Development pillar and align with SDGs including Climate Action, Affordable and Clean Energy, Responsible Consumption and Production, and Sustainable Cities and Communities.

In 2025, we established a baseline by measuring our Scope 1, Scope 2, and Scope 3 emissions and calculating financed emissions across more than 92% of our portfolio. We also conducted climate scenario analysis using internationally recognised methodologies. These initiatives enhance our understanding of transition and physical climate risks and inform the development of our decarbonisation and sustainable finance strategies.













Our sustainable procurement practices, energy-efficient infrastructure, and responsible real estate financing further support environmental stewardship and resource efficiency.

Governance Strengthening

We support QNV 2030's Social Development pillar and SDGs such as Peace, Justice and Strong Institutions through strong corporate governance, AML/CFT controls, anti-corruption frameworks, whistleblowing mechanisms, and Board oversight. Maintaining high ethical standards remains central to preserving confidence in the financial system.

We also contribute to Partnerships for the Goals by engaging with QCB, collaborating with ESG specialists, and participating in global initiatives such as the United Nations Global Compact (UNGC) and the Partnership for Carbon Accounting Financials (PCAF). These partnerships strengthen transparency, build internal capacity, and support alignment with evolving best practices.



UNSDGs	Our contribution	QNV 2030 Pillar	Linking our Material Topics
 Good Health & Well-Being	We contribute to employee health and wellbeing through the provision of medical insurance and wellness initiatives, while supporting community health outcomes by financing health-care service providers.	Human Development	People; Responsible Banking
 Quality Education	We contribute to improved access to education through targeted financing and capacity-building initiatives, including private school financing, and structured employee training programs.	Human Development	People; Responsible Banking
 Gender Equality	We promote gender equality by advancing equal opportunity and inclusion through non-discrimination policies, female workforce representation, and parental leave practices.	Human & Social Development	People; Governance, Ethics & Compliance
 Affordable & Clean Energy	We contribute indirectly to energy efficiency and sustainable development through environmentally certified infrastructure, including the design of a GSAS 3-Star-rated head office (currently under construction).	Environmental Development	Climate Change; Operational Environmental Footprint Financed Emissions
 Decent Work & Economic Growth	We support sustainable economic growth through responsible banking practices, SME financing, employment generation, and adherence to ethical labour standards.	Economic Development	Responsible Banking; Sustainable Finance
 Industry, Innovation & Infrastructure	We contribute to infrastructure development and innovation by financing productive sectors and enabling digital transformation through digital banking and fintech adoption.	Economic Development	Digitalisation & AI; Responsible Banking
 Reduced Inequalities	We enhance financial inclusion by expanding access to finance for SMEs and underserved segments, supported by fair, transparent, and responsible credit practices.	Social & Economic Development	Responsible Banking; Sustainable Finance
 Sustainable Cities & Communities	We contribute to sustainable urban development through real estate financing for energy-efficient and environmentally sustainable buildings.	Environmental Development	Sustainable Finance; Climate Change
 Responsible Consumption & Production	We enhance resource efficiency and responsible business practices through digitalisation and the application of ESG screening for suppliers and service providers.	Environmental Development	Sustainable Procurement; Digitalisation & AI
 Climate Action	We integrate climate-related risks into our risk management frameworks and will support the transition to a low-carbon economy through green finance initiatives.	Environmental Development	Climate Change; Sustainable Finance
 Peace, Justice & Strong Institutions	We strengthen institutional governance and ethical conduct through robust AML/CFT controls, board oversight, and whistleblowing mechanisms.	Social Development	Governance, Ethics & Compliance; Data Privacy and Cyber Security
 Partnerships for the Goals	We collaborate with regulators and external stakeholders through ongoing engagement with QCB, participation in ESG initiatives, and engagement with specialist consultants. We are also members of the UNGC and PCAF.	Cross-Pillar (All Four)	Governance, Ethics & Compliance; Sustainable Finance



05 Our ESG Strategy

Our Board-approved ESG Strategy and Roadmap aims to systematically integrate ESG considerations across all aspects of our operations, from governance and risk management to product innovation and organisational culture. It sets out our long-term vision to integrate ESG principles into our core business model, culture, and stakeholder engagement.

Grounded in international best practices and aligned with national priorities, including Qatar National Vision 2030 and the Qatar Central Bank's guidance, our ESG Strategy outlines our commitment to responsible banking and sustainable value creation.

OUR MISSION

To integrate sustainability into the heart of our organisation in order to support members of our local community, protect the environment and our natural world, and drive innovation to support the sustainable development of Qatar.

The strategy is structured around key strategic pillars, supported by foundational building blocks and operational enablers -creating a holistic framework that translates our ESG ambitions into tangible outcomes:

Strategic Pillars

- 01 Supporting The Transition**
Ahlibank will support Qatar's transition to a lower carbon economy, aligning with and driving national targets.
- 02 Advancing Our Community**
Ahlibank will play a central role in financing sustainable development in Qatar and empowering all members of our community to thrive.
- 03 Driving Innovation**
Ahlibank will support the advancement of emerging clean technology, preparing the bank for the future.

Core Strategic Building Block

ESG Leadership And Governance	Risk Management	Sustainable Finance Framework	External Frameworks and Initiatives	ESG reporting and KPIs
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Strategic Enablers

Data and Technology	Capacity Building and Training
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To drive the successful implementation of our ESG Strategy, we developed a comprehensive four-year ESG Roadmap (2025–2028), which was formally approved by the Board.

This roadmap outlines a set of priority actions and milestones that will guide our progress in embedding ESG across the Bank. Further details on these initiatives can be found in the section below.

Delivering on Our 2025–2028 ESG Roadmap

As we entered our 2025–2028 roadmap period, we committed to accelerating the integration of ESG across governance, risk management, disclosure, and sustainable finance. Our forward-looking statement outlined a structured transformation agenda focused on institutionalisation, regulatory alignment, and measurable impact.

In 2025, we moved from commitment to execution. The year represents a foundational milestone in operationalising our ESG framework, building governance infrastructure, and embedding climate and sustainability considerations into our strategic planning processes.

Strengthening ESG Governance Architecture

One of our primary commitments was the establishment of a centralised ESG function. In 2025, we successfully established a dedicated ESG Unit reporting to the General Counsel. This unit now coordinates ESG implementation across the Bank, tracks progress and ensures alignment with regulatory and stakeholder expectations.

We also formed an internal ESG Working Group composed of cross-functional representatives from key departments. This structure enhances operational coordination and ensures ESG integration across credit, risk, compliance, treasury, and operations.

At the strategic level, we constituted a C-suite level ESG Committee to oversee ESG-related risks, opportunities, and performance. In 2026, the Committee will further leverage outputs from our ESG risk assessment, financed emissions calculations, and scenario analysis to guide strategic decisions and capital allocation.

Building a Risk-Based ESG Framework

We committed to developing and operationalising a comprehensive ESG Risk Management Framework aligned with Qatar Central Bank requirements and emerging regulatory expectations. In 2025, we completed substantial foundational work, including:

- Conducting a structured ESG risk assessment
- Updating our materiality assessment in alignment with IFRS S1 and S2 requirements, including the identification of sustainability-related risks and opportunities and the assessment of their financial impact
- Calculating financed emissions across more than 92% of our portfolio using PCAF methodology
- Performing climate scenario analysis using NGFS-aligned pathways
- Completing comprehensive calculations of our carbon emissions, including Scope 1, Scope 2, and all applicable Scope 3 categories

These analytical outputs will serve as the backbone for finalising sector-specific ESG policies, integrating ESG considerations into credit risk processes, and formalising climate risk governance procedures in 2026.

Advancing Sustainable Finance

In 2025, we created a draft Sustainable Finance Framework and initiated internal validation. The framework is being refined based on our risk assessment findings, sector exposure analysis, financed emissions calculations, and portfolio carbon intensity insights. Looking ahead to 2026–2027, we will:

- Finalise the framework and obtain internal approval
- Secure external accreditation
- Integrate sectoral risk findings and carbon data into eligibility criteria
- Begin structured design of green and transition finance products aligned with our portfolio decarbonisation strategy.

Enhancing ESG Disclosures

We are committed to enhancing ESG disclosures and aligning our reporting with leading international standards.

In 2025, we issued this ESG Report with reference to IFRS S1 and S2, GRI and in alignment with SASB. In addition, we updated our materiality assessment in accordance with IFRS S1 and S2 requirements, incorporating structured identification of sustainability-related risks and opportunities and their potential financial implications.

In 2026, we will transition toward full IFRS S1 and S2 compliance, integrating climate scenario analysis, financed emissions data, risk governance enhancements, and financial impact assessments into our reporting framework.

Measuring Carbon emissions scope 1, 2 and 3

We initially committed to launching a pilot financed emissions programme focused on selected carbon-intensive sectors. In 2025, we exceeded this commitment by calculating financed emissions across more than 92% of our portfolio using PCAF methodology. In parallel, we completed comprehensive calculations of our operational emissions (Scope 1 and Scope 2) and all applicable Scope 3 categories.

This integrated emissions baseline strengthens our ability to:

- Assess transition and physical climate risks
- Develop portfolio-level decarbonisation pathways
- Inform sustainable finance product design
- Enhance climate-related disclosures in line with IFRS S2

These calculations represent a significant step toward embedding climate risk into financial decision-making processes.

ESG Capacity Building

In 2025, we delivered:

- Two ESG training sessions to the Board
- ESG awareness sessions across business functions
- A company-wide ESG awareness communication initiative

In 2026, we will implement a mandatory ESG training programme across the organisation and support designated team members in obtaining ESG risk certifications to deepen institutional

ESG Reporting and Automation

We are committed to establishing ESG reporting procedures and automation processes. Work on this initiative commenced in 2025, with full implementation targeted for 2026–2027. This effort aims to enhance data accuracy, reduce reliance on manual processes, and strengthen audit readiness.

Stakeholder Engagement

We consider stakeholder engagement to be a fundamental element of our sustainability and governance framework. Through structured and ongoing dialogue with our key stakeholder groups, we seek to understand expectations, identify emerging risks and opportunities, and strengthen transparency and accountability across our operations. Our engagement approach is designed to ensure that environmental, social, and governance (ESG) considerations are embedded within our decision-making processes and aligned with the interests of our customers, employees, investors, regulators, and suppliers.

Engagement methods are tailored to each stakeholder group and range from formal reporting and regulatory consultations to surveys, digital communication channels, and direct meetings. Insights gathered through these interactions contribute to the refinement of our policies, risk management practices, and sustainability priorities. As part of our ongoing ESG journey, we continue to enhance the structure, documentation, and monitoring of stakeholder engagement activities to ensure consistency and alignment with international reporting standards.

Human Rights

We are committed to respecting and promoting human rights across all areas of our operations, including our workforce, customers, suppliers, and business partners. This commitment is embedded in our policies and reflected in our day-to-day activities.

We are a signatory to the United Nations Global Compact and uphold its Ten Principles, with particular focus on human rights, labour standards, environmental responsibility, and ethical business conduct. We align our practices with internationally recognised human rights standards and integrate these principles into our internal policies, employee conduct requirements, and supplier expectations.

Human rights considerations form a core element of our responsible business approach. We are committed to fostering fair treatment, dignity, diversity, and inclusion across our operations and within the communities we serve. This commitment includes a zero-tolerance approach to forced labour, human trafficking, and modern slavery, both within our own activities and across our supply chain.

Strategic Outlook

The year 2025 marks the transition from ambition to structured execution. While several policies and frameworks remain in finalisation stages, we have successfully established the analytical and governance foundations required for meaningful ESG integration.

The coming years will focus on converting these foundations into measurable decarbonisation pathways, strengthened risk governance, enhanced disclosure compliance under IFRS S1 and S2, and structured development of sustainable finance products.

Delivery against 2025 ESG Commitments and Forward Priorities

Commitment (2025)	2025 Achievement	Next Steps (2026–2027)
Establish ESG Unit	ESG Unit formally established and operational	Strengthen mandate and integrate ESG KPIs
Form ESG Working Group	Cross-functional ESG Working Group launched	Expand operational integration
Establish C-Suite ESG Committee	Committee constituted and overseeing ESG agenda	Use risk assessment & emissions data for strategic decisions
Develop ESG Risk Management Framework	ESG risk assessment completed; scenario analysis conducted; IFRS-aligned materiality update	Finalise policies; obtain approvals; integrate into credit process
Launch Sustainable Finance Framework	Draft completed; internal validation ongoing	Refine based on carbon data; board approved; external accreditation; product design
Enhance ESG Disclosures	Standalone GRI/SASB report issued; IFRS S1&S2 materiality update completed	Transition to IFRS S1 & S2 compliant reporting
Pilot Financed Emissions	Calculated emissions for >92% of portfolio	Develop decarbonisation targets & sector pathways
Comprehensive Carbon Accounting	Scope 1, Scope 2, and all applicable Scope 3 emissions calculated	Set reduction strategy and operational decarbonisation plan
ESG Training	Board & Business Units training sessions delivered as well as Bank wide ESG awareness information slide	Mandatory company-wide ESG training; Climate risk certifications
ESG Reporting Automation	Framework design initiated	System implementation & process automation

06 Governance, Business Ethics and Compliance

Governance and Oversight

We maintain a structured governance framework to oversee ethical conduct, regulatory compliance, and business integrity. Responsibility for ethics and compliance is embedded across our governance structure.

We exercise oversight of ethics, compliance, and conduct-related risks through our Board and senior management committees, including risk and audit oversight functions. These bodies receive periodic reporting on compliance matters, regulatory developments, internal investigations, and emerging risk exposures.

Our governance approach is aligned with applicable regulations, including those of the Qatar Central Bank and the Qatar Financial Markets Authority, and reflects the principles of accountability, transparency, and effective oversight.

Ethics and Compliance Framework

We have established a suite of internal policies and procedures that collectively define our approach to ethical conduct and regulatory compliance. These include, among others:

- Code of Ethics
- Anti-Fraud Policy
- Whistleblowing Policy

We review these policies periodically and update them, where necessary, to reflect regulatory developments and evolving risk considerations.

Our framework is supported by a combination of preventive controls (such as policy requirements, approvals, and training) and detective controls (including monitoring, reporting, and internal review processes). Together, these are designed to identify, assess, and mitigate legal, regulatory, and reputational risks.

We recognise that ethics and compliance risks may have financial and operational implications, including impacts on stakeholder trust, access to capital, and regulatory standing. Accordingly, we consider such risks within our broader enterprise risk management framework.

Third-Party and Conflict of Interest Control

Our control environment extends, where applicable, to interactions with third parties, including vendors, service providers, and other counterparties. Our due diligence and onboarding procedures are designed to identify potential integrity, legal, and reputational risks prior to engagement.

We also maintain internal requirements relating to conflicts of interest. Employees are expected to disclose actual or potential conflicts, and we have mechanisms in place to assess and manage such situations in accordance with internal policies. These measures are intended to safeguard the objectivity of decision-making processes and to protect stakeholder interests.

Speak-up and Whistleblowing Mechanisms

We operate a formal whistleblowing framework that enables employees and, where applicable, external stakeholders to report concerns relating to misconduct, unethical behaviour, or regulatory breaches.

Reports may be submitted through designated channels on a confidential basis and, where permitted, anonymously. Our framework is designed to:

- Facilitate early identification of potential issues
- Ensure independent and impartial investigation
- Provide protection, to the extent permitted by applicable laws and internal policies, against retaliation for individuals raising concerns in good faith

We assess all reported matters in accordance with established procedures, with escalation mechanisms in place for material issues.

Training and Awareness

We conduct training programmes aimed at reinforcing awareness of ethical standards, regulatory obligations, and compliance requirements across our workforce. During the reporting period, a total of 432 employees received training related to anti-corruption and compliance matters.

While this figure reflects participation in relevant training initiatives, we recognise that further enhancements are required to provide more granular disclosures, including coverage ratios, segmentation by role or function, and alignment with risk exposure levels. Efforts are underway to improve data capture and reporting capabilities in future reporting cycles.



Legal and Regulatory Compliance

We monitor legal and compliance-related matters as part of our ongoing oversight processes. This includes tracking:

- Legal complaints and grievances
- Discrimination-related cases
- Allegations of corruption or unethical conduct
- Regulatory breaches or enforcement actions

Based on our internal records for the reporting period:

- No confirmed incidents of bribery or corruption were recorded
- No public legal cases relating to corruption were brought against us or our employees
- No monetary losses were recorded as a result of legal proceedings relating to fraud, insider trading, antitrust, anticompetitive conduct, market manipulation, or similar violations

These disclosures are based on confirmed and recorded incidents within our internal reporting and control systems. The absence of confirmed cases should not be interpreted as an absence of underlying risk, but rather reflects the outcome of reported and assessed matters during the reporting period.

We review and address all reported concerns and complaints in accordance with internal procedures and applicable legal frameworks. Disciplinary measures, where required, are undertaken in line with our internal policies and applicable laws.



	Unit	Reported Value
Number of legal grievances filed against Ahlibank during the reporting period	Number	0
Number of grievances resolved		N/A
Number of discrimination cases		0
Public corruption related legal cases		0
Confirmed incidents of bribery and/or corruption		432
Employees trained for anti-corruption		
Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations		QAR
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption fraud, insider trading, antitrust, anticompetitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Number	

Data Security and Information Security Governance

We recognise cybersecurity and data protection as critical operational and sustainability-related risks. As a regulated financial institution, we maintain a structured and multi-layered approach to identifying, managing, and mitigating information security risks across our systems, infrastructure, and third-party environment.

We operate multiple layers of vulnerability identification and threat detection mechanisms, including:

- Regular vulnerability scanning across servers, endpoints, and network devices using industry-recognised tools such as Tenable
- Continuous Security Operations Centre (SOC) monitoring through an integrated SIEM platform to detect anomalies and suspicious activity
- Subscriptions to Qatar Central Bank (QCB), National Cyber Security Agency (NCSA), and other threat intelligence feeds for emerging vulnerabilities and attack patterns
- Periodic penetration testing and black-box / grey-box assessments on critical and internet-facing systems
- Centralised tracking and risk-based prioritisation of vulnerabilities, with structured remediation workflows coordinated with IT

All identified vulnerabilities are risk-rated, tracked, and managed through a centralised remediation process to ensure timely resolution and accountability.

Cybersecurity risk management is governed under our Information Security Policy and supported by structured operational procedures. Our approach includes:

- Defined incident response processes
- Formal vulnerability management lifecycle
- Segregation of duties and access control governance
- Periodic internal reviews and risk assessments
- Employee security awareness training
- Security requirements embedded in third-party selection and onboarding processes

Cyber risks are escalated and monitored through our internal governance structure, ensuring alignment with our broader enterprise risk management framework.

We experience daily phishing attempts, spam campaigns, and malicious email activity, all of which are mitigated through layered email security controls and monitoring tools.

Common attempted attacks include:

- Web-based intrusions (e.g., SQL injection and cross-site scripting (XSS))
- Credential stuffing attempts
- Brute-force login attempts

Our SOC continuously monitors attack sources, vectors, and emerging trends, providing periodic summaries to the Information Security function.

No material data breaches were recorded during the reporting period.

Data breach notification procedures fall under broader regulatory and compliance frameworks. Where applicable, disclosure obligations are managed in coordination with Compliance and in accordance with regulatory requirements.

Our cybersecurity framework operates within a clearly defined regulatory environment. We align with:

- Qatar Central Bank (QCB)
- National Cyber Security Agency (NCSA)

We align our cybersecurity and information security controls with internationally recognised standards and frameworks, including:

- ISO 27001
- SWIFT Customer Security Programme (CSP / CSCF)
- PCI DSS v4.0

Both SWIFT CSCF and PCI DSS frameworks are validated through external Qualified Security Assessors (QSA), ensuring independent assurance.

We also participate in industry working groups and external assessments to maintain alignment with evolving best practices.

Cybersecurity risk management is embedded within our broader operational and enterprise risk management framework. Disciplined governance, regulatory alignment, and continuous enhancement of our Information Security Management System enable us to safeguard stakeholder information, preserve customer trust, and strengthen the long-term resilience of our organisation.

IT and Data security		
	Unit	Quantity
Number of data breaches	Number	0
Percentage that are personal data breaches	%	0
Number of account holders affected	Number	0

Digitalisation and AI

We view digitalisation as a strategic enabler of operational efficiency, customer experience enhancement, and long-term competitiveness. The integration of digital tools and data-driven solutions allows us to streamline internal processes, improve service delivery, and respond more effectively to evolving customer expectations and regulatory requirements.

Our digital transformation initiatives are designed to enhance scalability, reduce manual intervention, and support more efficient resource allocation. At the same time, we recognised that digitalisation introduces operational, cybersecurity, and governance risks that must be managed in a disciplined manner.

Artificial Intelligence (AI) and advanced analytics are progressively being explored and integrated into selected operational areas, including fraud detection, transaction monitoring, credit assessment support, and data analytics. These technologies are implemented in alignment with our risk appetite and subject to appropriate governance oversight.

07 Responsible Banking

Economic Impact

During the reporting period, our activities generated significant economic value for our stakeholders and the broader economy. In total, we generated QAR 1.57 billion in direct economic value, reflecting the scale of our banking operations and the role we play in supporting financial intermediation, capital allocation, and economic activity across Qatar.

A substantial portion of this value - QAR 1.15 billion - was distributed to key stakeholder groups, including employees, governments, capital providers, and communities. Payments to providers of capital amounted to QAR 681.5 million, representing the largest share of distributed value and reflecting our commitment to delivering sustainable returns to shareholders and investors while maintaining a strong and stable financial position.

Our workforce remains a central contributor to our value creation. During the year, we allocated QAR 206.8 million in wages and employee benefits, supporting the livelihoods of our employees and contributing to national economic development through job creation and skills development. Operating expenditure totaled QAR 208.6 million, reflecting investments in operational capabilities, infrastructure, and service delivery that support the Bank's long-term growth and efficiency.

We also contributed directly to public finances through QAR 23.3 million in taxes paid to government authorities, supporting public services and national development priorities. Beyond our core banking activities, we allocated QAR 27.1 million to community investments, demonstrating our commitment to social development and responsible corporate citizenship.

Economic Impact (GRI 201-1)		
	Unit	Amount
Direct economic value generated		1,572,009,000
Total economic value distributed		1,147,227,000
Total operating costs		208,626,000
Total wages and benefits provided to employees	QAR	206,755,000
Total payments to government (Tax)		23,311,000
Total payments to providers of capital		681,467,000
Total community investments		27,069,000
Total economic value retained		424,782,000

Financial Health and Inclusion

We support financial health and inclusion through our core banking activities by providing access to financial products and services for small and medium-sized enterprises (SMEs), unbanked and underbanked customers, and other underserved segments. During the reporting period, our approach to financial inclusion continued to be embedded within existing credit, customer onboarding, and account management processes. As this represents the first year of consolidated disclosure in this area, our focus has been on establishing baseline information and strengthening internal processes to support future reporting.

We assess the financial position of our customers primarily through standard credit assessments, affordability checks, and ongoing account monitoring practices applied across the Bank. These processes are designed to support responsible lending and to identify potential indicators of financial stress, such as sustained elevated leverage levels. Where potential stress is identified, engagement with customers is conducted in line with existing policies and regulatory requirements. At this stage, these practices are applied as part of our broader risk management framework rather than through a dedicated financial health scoring methodology.

Our approach to de-risking is based on risk-based assessments rather than the automatic exclusion of customer segments. We seek to monitor and restrict financial crime, compliance, and credit risk considerations with the objective of maintaining access to the formal financial system. For higher-risk customers, including SMEs, enhanced due diligence and tailored mitigation measures are applied which may include tangible collateral. These practices are subject to ongoing review.

During the reporting period, our initiatives to promote financial awareness primarily focused on communication and awareness-building activities. These included the dissemination of fraud awareness messages through our digital channels to help customers better understand potential financial risks. In addition, the Bank provides tailored financial awareness guidance to customers, based on their needs, prior to the finalisation and approval of financial applications. This engagement typically takes place as part of the customer onboarding process and supports responsible financial decision-making.

Our financial inclusion efforts are currently focused on SMEs and unbanked or underbanked customers, identified based on portfolio composition, market observations, and alignment with national economic priorities. We provide access to banking services for these customer groups through existing product offerings and relationship management structures. Going forward, we intend to further assess how products and services can be enhanced to better respond to the needs of these customer groups.

We provide financing to SMEs through our standard lending programmes and we support their growth through our participation in the National Funding Gate "Tamkeen", an initiative led by Qatar Development Bank. The platform connects SMEs with participating financial institutions, facilitating access to suitable financing solutions through a streamlined digital process. Through this initiative, we contribute to improving access to finance for Qatar-based businesses. Our participation supports entrepreneurship and private sector development.

As at the reporting date, outstanding SME loans qualifying under these programmes were reported, with no past-due, non-accrual, or forborne exposures identified within this portfolio. While this outcome is positive, we note that this information reflects a point-in-time snapshot and does not yet represent a trend analysis.

We also provide retail banking services to previously unbanked or underbanked customers through basic account offerings. These services are intended to facilitate access to the formal financial system and support everyday financial needs. In line with our commitment to strengthening social responsibility and providing more inclusive banking services, we collaborated with the Qatar Society for Rehabilitation of Special Needs to organise a sign language training programme for our employees. This initiative forms part of our broader commitment to supporting people with disabilities by improving our understanding of their needs and enhancing their banking experience through more accessible and inclusive services. This approach reflects our commitment to supporting and developing society through targeted and sustainable initiatives that promote financial inclusion and serve diverse segments of the community.

The data reported for the year provides an initial quantitative view of the Bank's role in supporting financial inclusion and SME development. During the reporting period, the Bank maintained 336 loans qualifying under programmes designed to promote small business and community development, with a total outstanding value of QAR 4.63 million. Importantly, no past-due, non-accrual, or forbore exposures were recorded within this portfolio. This indicates that, at the reporting date, the SME lending portfolio under these programmes demonstrates sound credit quality and stable repayment performance, although longer-term trends will be monitored as disclosures mature.

Access to banking services for underserved segments is also reflected in the number of no-cost retail checking accounts provided to previously unbanked or underbanked customers, totaling 38,198 accounts. This figure highlights the Bank's role in facilitating entry into the formal financial system and supporting basic financial access for individuals who may previously have had limited access to banking services.

Financial literacy initiatives during the year focused primarily on digital awareness and fraud prevention, with 11 fraud awareness campaigns disseminated through social media channels. While these initiatives represent an initial step in customer education, they also provide a foundation for the development of more structured financial literacy programmes in future reporting periods.

SMEs and Unbanked/Underbanked Customers			
SASB		Unit	Amount
FN-CB-240a.1	Number of loans outstanding that qualify for programmes designed to promote small business and community development	QAR	336
	Amount of loans outstanding that qualify for programmes designed to promote small business and community development		4,631,881.57
FN-CB-240a.2	Number of past due and nonaccrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development		0
FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Number	38,198
FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers		Total of 11 Fraud awareness posts on social media.

Activity Metrics			
SASB		Unit	Amount
FN-CB-000.A	Number of personal checking and savings accounts	Number	36,112
	Value of personal checking and savings accounts	QAR	15,099,281,861
	Number of small business checking accounts	Number	2,686
	Value of small business checking accounts	QAR	701,813,465
FN-CB-000.B	Number of personal loans	Number	4,455
	Value of personal loans	QAR	2,602,256,697
	Number of Small business loans	Number	336
	Value of small business loans	QAR	4,631,881.57
	Number of corporate loans	Number	3,954
	Value of corporate loans	QAR	27,858,046,205

Marketing, Labelling, and Responsible Selling Practices

We apply internal policies and procedures intended to promote transparency, fairness, and regulatory compliance in the marketing and sale of our products and services. Customers are provided with information on key product features, pricing, and terms and conditions at the pre-sale stage, in line with applicable regulatory requirements. Training and guidance are provided to relevant staff to support consistent and responsible product communication.

We monitor marketing and promotional activities conducted through our own channels and, where applicable, by distributors and third-party platforms. Formal mechanisms are in place to receive and address customer complaints related to marketing and labelling, including matters related to mis-selling or misrepresentation. During the reporting period, no unresolved incidents of non-compliance relating to product and service information, labelling, or marketing communications were identified.

As this represents the first year of disclosure in this area, our focus has been on documenting existing practices and establishing a baseline for future enhancements. We expect to further refine monitoring processes, metrics, and disclosures in subsequent reporting periods.

Community Welfare

We place particular importance on governance frameworks that support social responsibility, and we are committed to directing our community contributions in a structured and systematic manner aligned with our strategic priorities. Through this approach, we support sustainable development and enhance our positive social impact within the Qatari community. During 2025, we continued to support a range of initiatives and national institutions across social welfare, health, community empowerment, sports, and charitable activities. These efforts are undertaken within a framework of adherence to best environmental, social, and governance (ESG) practices and corporate governance standards, in alignment with Qatar National Vision 2030.

In the area of social welfare and community empowerment, we provided financial contributions to support programmes focused on the care and empowerment of senior citizens, in partnership with the Ehsan Centre for the Empowerment and Care of the Elderly. We also renewed our support for social initiatives targeting children and promoting social inclusion, including support for Ramadan campaigns through contributions to Ramadan programmes implemented by the Dreama Orphan Care Centre.

As part of our commitment to inclusion and equal opportunity, we supported initiatives aimed at empowering people with disabilities and enhancing their participation in community and sports activities, reflecting our belief in the importance of integrating this group and enabling their active contribution to society. In this context, we contributed to supporting the Qatar Sports Federation for Special Needs.

Recognising the importance of investing in human capital as a cornerstone of sustainable economic development, we launched the “Ahli of the Future” programme in partnership with the Ministry of Labour. The programme aims to support and sponsor specialised training and qualification initiatives for Qatari nationals seeking employment in the private sector. Through this initiative, we seek to develop participants’ skills, prepare them to meet labour market requirements, and create sustainable career pathways across key sectors, in line with the National Localisation Strategy and the “Work for Qatar” initiative.

The “Ahli of the Future” programme spans five months and includes specialised lectures, practical training in core banking skills, English language development, followed by on-the-job training within the Bank. This structure enables trainees to gain hands-on experience in a real work environment and develop competencies aligned with the needs of the banking sector. The programme aligns with the objectives of Qatar’s Third National Development Strategy and reflects our contribution to building a qualified national workforce capable of meeting labour market demands. Through the design and implementation of targeted training programmes aligned with strategic sector needs, we support nationalisation efforts and enhance workforce readiness, in line with Qatar National Vision 2030, particularly in the area of human development.

In recognition of the pivotal role of our employees in achieving institutional excellence and sustainability, we honoured 51 employees from across the Bank in appreciation of their dedication, efficiency, and continuous contributions that have strengthened our performance and delivered long-term value. This recognition honoured between 5 and 30 years of service, reflecting our appreciation of their professional commitment and meaningful contributions to our success and development.

In the healthcare sector, we supported national efforts to enhance health awareness and contribute to the care of cancer patients through donations to the Qatar Cancer Society, reflecting our commitment to initiatives that improve quality of life and public health.

We also continued to support community-focused sports activities, particularly youth initiatives and sports tournaments that combine athletic and social dimensions. These initiatives promote healthy lifestyles and reinforce positive values across different segments of society. All donations and sponsorships are governed by clear procedures that ensure transparency, compliance with approved policies, and the efficient use of resources, reinforcing stakeholder trust and underscoring our commitment to responsible and sustainable banking practices.

As part of our focus on employee wellbeing and the promotion of an active and healthy lifestyle, we celebrated National Sports Day by organising a dedicated event for our employees at Education City Golf Club, with the participation of employees and their families. The event offered a variety of sports and recreational activities in a positive and interactive environment, strengthening social bonds, promoting teamwork, and reinforcing a culture of collective engagement. These initiatives align with Qatar National Vision 2030’s objective of building a healthy, cohesive, and productive society.

To further strengthen employee engagement in community initiatives, we organised a blood donation campaign in partnership with Hamad Medical Corporation’s Blood Bank, aimed at supporting the national blood supply and raising awareness of the importance of blood donation. As part of our national responsibility to preserve cultural heritage and authentic Qatari traditions, we celebrated Qatar National Day 2025 in the presence of senior management, honoured guests, employees, and customers. Through this celebration, we reaffirmed the importance of safeguarding national values and embedding them as a core pillar of our social responsibility agenda.

In confirmation of our commitment to social responsibility, we allocated 2.5% of our net profits of FY 2024, amounting to QAR 22,290,611 to support sports, social, and humanitarian activities. This is in addition to our ongoing financial support for a wide range of community, social, and humanitarian initiatives.



Employee Engagement, Diversity and Inclusion

Health and Safety

We have implemented an occupational health and safety (OHS) management system to provide a safe and healthy working environment for our employees and other workers engaged in our operations. Our OHS management system has been established in line with applicable legal and regulatory requirements in the State of Qatar, including national labour and occupational health and safety provisions, reflecting our commitment to meeting all mandatory workplace health and safety obligations. In addition, our approach is informed by recognised risk management and management system principles, drawing on internationally accepted guidelines such as ISO 45001 for occupational health and safety management, as well as general risk assessment and internal control practices commonly applied within the banking sector.

The scope of our OHS management system covers our direct employees across all core banking activities and workplaces, including our head office, branches, and other administrative facilities, with a focus on office-based operations and associated occupational risks. Contractors and third-party service providers operating on our premises are also expected to comply with relevant health and safety requirements through contractual arrangements and site-specific controls.

During the reporting period, we recorded no work-related injuries or fatalities for either employees or contractors. This outcome reflects the nature of our operations, which are predominantly office-based and associated with low inherent occupational health and safety risks. As this is the first year in which we have systematically consolidated and disclosed occupational health and safety quantitative data across our operations, the information presented is intended to serve as a baseline for future reporting.

2025 Injuries and Fatal Accidents (GRI-403-9)		
	Unit	Amount
Total number of injuries and fatal accidents (contractors)	QAR	0
Total number of injuries and fatal accidents (employees and contractors)		
Total number of injuries and fatal accidents (employees)		
The number of fatalities as a result of work-related injury for employees		
Rate of fatalities as a result of work-related injury for employees		

Employment Practices and Human Capital Management

Our workforce represents a key driver of operational resilience, service quality, and long-term value creation. During the reporting year, we strengthened our approach to workforce data collection and disclosure by consolidating employee metrics across the Group. This reporting cycle represents one of the first years in which workforce data has been aggregated and structured in a comprehensive manner, establishing a baseline for enhanced monitoring of workforce diversity, development, and retention indicators in future reporting periods.

As of year-end 2025, the Bank employed 432 permanent employees, supported by 8 temporary employees. Women represented 36% of the workforce (156 employees), while 64% were men (276 employees). This gender distribution provides an initial benchmark for monitoring diversity and inclusion across the organisation.

Supporting national workforce participation remains an important priority. During the reporting year, the Bank employed 108 Qatari nationals, representing a Qatarisation rate of 25% across Ahlibank and its subsidiaries. Qatari representation accounted for 25% of senior management roles and 17.5% of middle management roles, reflecting continued progress toward strengthening national talent participation within the organisation.

Employee Data 2025 (GRI 2-7 and GRI 405)		
	Unit	Quantity
Total number of employees	Number	432
Total number of permanent employees	Number	432
Total number of temporary employees	Number	8
Total number of full-time employees	Number	432
Total number of female employees	Number	156
Percentage of women in the workforce	%	36
Total number of male employees	Number	276
Number of employees in leadership	Number	11
Number of employees in senior management (Head and Deputy Head)	Number	24
Number of employees in middle management (Senior Manager and Manager)	Number	114
Number of employees in staff	Number	283
Percentage of female employees in senior management (Head and Deputy Head)	%	8
Percentage of female employees in middle management (Senior Manager and Manager)	%	23.7
Percentage of female employees in staff	%	45.2
Percentage of male employees in senior management (Head and Deputy Head)	%	92
Percentage of male employees in middle management (Senior Manager and Manager)	%	76.35
Percentage of male employees in staff	%	54.8
Total number of qatari employees including children of Qataris (within Ahlibank and all the subsidiaries)	Number	108
Qatarisation rate (within Ahlibank and all the subsidiaries)	%	25

Our workforce is highly diverse, with employees representing multiple regions. The majority of employees originate from the Arab region (69.9%), followed by South Asia (19.0%), while employees from East Asia, Western countries, Africa, and other regions collectively represent the remainder of our workforce. This diversity contributes to a broad range of perspectives and skills within the organisation.

Breakdown of ethnicity of employees

Arab 69.91%	African 0.92%
South Asian 18.98%	Western 3.76%
East Asian 4.39%	Others 2.08%

Gender distribution across management levels is being closely monitored. While women represent 36% of the overall workforce, representation at senior leadership levels remains an area for future attention. Gender pay ratios across management categories indicate general alignment in basic remuneration between men and women, although some metrics may require further validation.

We consider workforce diversity to present both risk (talent attraction and retention constraints) and opportunity (improved decision-making and innovation capacity). The current year establishes a baseline for future diversity targets and monitoring.

During the year, we delivered 4,877 hours of training, corresponding to an average of approximately 11 hours of training per employee.

Training participation varied across employee groups. Staff-level employees received the highest average training hours (14.4 hours), reflecting our focus on strengthening operational capabilities and compliance awareness. In comparison, middle management employees received an average of 5.78 hours of training, while senior management employees received 6.14 hours on average. We also conducted four mandatory training sessions for all employees during the reporting year to support regulatory compliance and internal policy awareness.

Performance and career development reviews also form an important component of employee engagement and talent development. During the reporting year, 93% of male employees and 92% of female employees received a performance and career development review, demonstrating strong participation across the workforce. Participation was high across organisational levels, with 89% of senior management employees, 98% of middle management employees, and 91% of staff employees receiving performance reviews. These processes support structured feedback, career progression planning, and workforce development across the organisation.

Employee Training and Assessment 2025 (GRI 404)		
	Unit	Quantity
Total hours of training	Hours	4877.25
Mandatory Training Sessions Conducted for All employees	Number	4
Average hours of training per employee	Hours	11
Average hours of training by Female	Hours	10.74
Average hours of training by Male	Hours	11.6
Average hours of training by Leadership: C-Suite	Hours	0.45
Average hours of training by Senior Management (Head and Deputy Head)	Hours	6.14
Average hours of training by Middle Management (Senior Manager and Manager)	Hours	5.78
Average hours of training by Staff	Hours	14.4
Percentage of female employees who received a regular performance and career development review	%	92
Percentage of male employees who received a regular performance and career development review	%	93
Percentage of senior management employees who received a regular performance and career development review	%	89
Percentage of middle management employees who received a regular performance and career development review	%	98
Percentage of staff employees who received a regular performance and career development review	%	91

Our workforce demographic profile indicates that the majority of employees fall within the 30–50 age group, representing 72% of senior management, 70% of middle management, and 72.4% of staff-level employees. Employees under the age of 30 account for 15% of staff positions, while employees above 50 represent approximately 12% of staff positions and 28–29% of management positions. This distribution reflects a workforce that combines experienced leadership with developing talent.

Qatari representation within management structures is an important component of our workforce development approach. Qatari employees represent 25% of senior management, 17.5% of middle management, and 18.7% of staff positions, while the remaining roles are held by non-Qatari employees. We continue to monitor these indicators as part of our broader commitment to supporting national workforce development.

In 2025, we hired 70 new employees, including 24 women and 46 men. The majority of new hires (45 employees) were within the 30–50 age group, followed by 21 hires under the age of 30 and 4 hires above the age of 50.

Employee turnover during the reporting period stood at 17.12%. We continue to monitor turnover levels and workforce mobility to better understand talent retention dynamics and support long-term workforce planning.

Employee Diversity (GRI 405-1)		
	Unit	Quantity
Percentage of Qatari individuals within the organisation's leadership (C-Suite)		27.27
Percentage of non-Qatari individuals within the organisation's leadership (C-Suite)		72.73
Percentage of employees under 30 years old in Senior Management (Head and Deputy Head)		0
Percentage of 30-50 years old employees in Senior Management (Head and Deputy Head)		72
Percentage of over 50 years old employees in Senior Management (Head and Deputy Head)		28
Percentage of employees under 30 years old in Middle Management (Senior Manager and Manager)		1
Percentage of 30-50 years old employees in Middle Management (Senior Manager and Manager)		70
Percentage of employees over 50 years old in Middle Management (Senior Manager and Manager)	%	29
Percentage of under 30 years old employees in Staff		15
Percentage of 30-50 years old employees in Staff		72.4
Percentage of over 50 years old employees in Staff		12.1
Percentage of Qatari employees in Senior Management (Head and Deputy Head)		25
Percentage of Qatari employees in Middle Management (Senior Manager and Manager)		17.5
Percentage of Qatari employees in Staff		18.7
Percentage of non-Qatari employees in Senior Management (Head and Deputy Head)		75
Percentage of non-Qatari employees in Middle Management (Senior Manager and Manager)		82.5
Percentage of non-Qatari employees in Staff		81.3

Total employee wages and benefits amounted to approximately USD 9,910,439.65, with additional personnel costs incurred across subsidiaries. Compensation ratio analysis indicates that the CEO's salary and bonus were approximately 11.99 times the median full-time employee salary.

Our gender pay ratio analysis indicates general alignment in base salary between men and women across management levels. The ratio of basic remuneration between women and men is 1.00 at senior management level, 0.98 at middle management level, and 1.06 at staff level, suggesting that base salary levels are broadly comparable across genders within equivalent roles.

During the reporting year, 10 female employees and 11 male employees were entitled to parental leave, and all eligible employees took their leave. Following the completion of parental leave, 9 female employees and all 11 male employees returned to work, demonstrating strong return-to-work outcomes.

Hiring Practices (GRI 401-1, 403-2 and 404-3)		
	Unit	Quantity
Total amount spent on Employee wages and benefits - Ahlibank (Q.P.S.C.)	USD	1,248,352
Total amount spent on Employee wages and benefits - Ahli Brokerage Company LLC:	USD	3,250,000
Total amount spent on Employee wages and benefits - ABQ Innovate LLC	USD	5,412,088
Ratio of CEO salary and bonus against the median FTE Salary excluding bonuses and allowances	Ratio	11.99
Ratio of median male salary to median female salary excluding bonuses and allowances	Ratio	1.28
Ratio of basic salary and remuneration of women to men for Senior Management (Head and Deputy Head) excluding bonuses and allowances??	Ratio	1.00
Ratio of basic salary and remuneration of women to men for Middle Management (Senior Manager and Manager) excluding bonuses and allowances??	Ratio	0.98
Ratio of basic salary and remuneration of women to men for Staff excluding bonuses and allowances??	Ratio	1.06
Total number of new employees hired under 30 years old	Number	21
Total number of new employees hired between 30-50 years old	Number	45
Total number of hires over 50 years old	Number	4
Total number female new hires	Number	24
Total number of male new hires	Number	46
Turnover rate	%	17.12%
Total number of female employees leaving the employment during the reporting period	Number	29
Total number of female employees that were entitled to a parental leave	Number	10
Total number of male employees that were entitled to a parental leave	Number	11
Total number of female employees that took parental leave	Number	10
Total number of male employees that took parental leave	Number	11
Total number of female employees that returned to work in the reporting period after parental leave ended	Number	9
Total number of male employees that returned to work in the reporting period after parental leave ended	Number	11
Total number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Number	10
Total number of male employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Number	11
Employee Turnover rate	%	17.12%

As this represents our first year of consolidated workforce reporting, the data disclosed provides an important baseline for monitoring workforce diversity, employee development, and talent management practices. Looking ahead, we aim to strengthen HR data governance, enhance monitoring of diversity and workforce metrics, improve consistency in performance review coverage across employee categories, and further refine our workforce reporting framework to support more robust human capital management.

Sustainable Finance: Product Design and Lifecycle Management

During the reporting period, we advanced the foundational implementation of our ESG Strategy by taking deliberate steps to support the development of our sustainable finance approach. A key milestone in this journey was the preparation of a draft Sustainable Finance Framework, which sets out the preliminary governance structure, eligibility principles, and internal oversight mechanisms that will guide the Bank's approach to sustainable and green financing activities going forward.

The framework remains under internal review and has been circulated across relevant business and control functions to gather feedback, assess operational readiness, and ensure alignment with existing risk, compliance, and credit processes. This consultation phase is an important step in building internal understanding and ownership, while supporting the disciplined and risk-aligned integration of sustainable finance into the Bank's broader governance and operating model.

Looking ahead to 2026, our planned next steps include:

- Finalising the Sustainable Finance Framework following internal feedback
- Obtaining formal approval through the appropriate governance channels
- Seeking external review and certification by an independent third party to enhance transparency and credibility
- Gradually assessing the feasibility of introducing green and sustainable finance products in line with market demand and regulatory developments

While our formal framework is still under development, we have already taken initial steps to position our investment portfolio in line with our ESG strategic direction and sustainable finance ambitions where we allocated approximately 12% of our investment portfolio to sustainable finance and around 4% of our sovereign debt portfolio allocated to green bonds.

These allocations demonstrate an intentional early positioning toward sustainable assets and provide a practical foundation for the future development of the Bank's sustainable investment approach. They also support the strengthening of ESG screening considerations and internal capabilities in the assessment and monitoring of sustainable financial instruments.

As our sustainable finance programme continues to evolve, these early portfolio positions will serve as an important foundation for future progress. The current year therefore represents a baseline year, enabling us to strengthen governance, build internal capacity, and define a structured roadmap for the gradual and prudent expansion of sustainable finance activities in the years ahead.

Procurement and Supply Chain (Sustainable Procurement)

In line with our broader ESG governance framework, we have begun integrating ESG considerations into our procurement and supplier management processes. During the reporting year, we introduced ESG screening criteria into our vendor assessment procedures in order to strengthening our value chain risk management.

The reporting year represents our baseline year for ESG screening within the supply chain. A total of 72 suppliers were screened for ESG considerations. Through this process, 7 suppliers were identified as having actual or potential negative ESG impacts.

Consistent with a risk-based and proportionate approach, and recognising that this is our first year of formal ESG screening, no supplier relationships were terminated as a result of ESG assessments. Instead, we have prioritised engagement and corrective dialogue. Open communication channels have been maintained with suppliers to address identified gaps and encourage improvement.

During the year, none of the suppliers identified as having significant environmental impacts had their contracts terminated, reflecting our current focus on capacity building rather than immediate exclusion. This approach supports responsible risk mitigation while maintaining operational continuity. Furthermore, there were zero confirmed incidents in which contracts with business partners were terminated or not renewed due to corruption-related violations, demonstrating continued enforcement of our anti-corruption controls within the supply chain.

We define local suppliers as companies registered in Qatar. During the reporting period, 62.66% of our total procurement spend was directed toward local suppliers, supporting domestic economic activity and contributing to national development objectives. This aligns with our broader commitment to responsible banking and sustainable economic growth.

As this is our first year of structured ESG supplier screening, the current data establishes a baseline for future performance monitoring. Under IFRS S1, sustainability-related risks arising from the value chain may affect operational resilience, reputation, and regulatory exposure. Strengthening supplier due diligence therefore contributes to improved risk identification and management across our operations.

Looking ahead, we aim to:

- Formalise ESG screening criteria within procurement policies
- Enhance supplier risk classification methodologies
- Develop monitoring and follow-up mechanisms for identified ESG impacts
- Gradually introduce more structured remediation and escalation pathways where necessary

By progressively strengthening our sustainable procurement framework, we aim to improve transparency, reduce sustainability-related risks in our value chain, and enhance long-term operational resilience.

Procurement Practices		
	Unit	Quantity
Percentage of total procurement from local suppliers in Qatar	%	62.66
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0
Number of Suppliers screened for ESG		72
Number of Suppliers identified to have actual and potential negative ESG impacts		7
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	0

Waste and Resource Management

During 2025, we enhanced our internal processes for identifying, measuring, and monitoring key operational environmental metrics, including waste generation, recycling, paper consumption, and water use. This reporting period represents the first year in which such data has been aggregated and disclosed in a structured and consistent manner.

Total waste generated during the reporting period amounted to 84.2 tonnes, corresponding to a waste intensity of 195 kg per employee. Of this total, 54.7 tonnes were recycled, representing approximately 65% of total waste generated.

Recycled waste consisted primarily of paper and plastic (42.4 tonnes), electronic waste (9.1 tonnes), and wood (3.3 tonnes). This composition reflects our predominantly office-based operating model and provides an initial reference point for identifying material waste streams that may warrant closer monitoring in future reporting periods.

Electronic waste is monitored separately due to its environmental, regulatory, and data-security considerations. During the year, 9.1 tonnes of e-waste were recycled through approved channels, including the disposal of 11,028 ink and toner cartridges.

Waste 2025

Total weight of waste 84.209 t	E-Waste Recycled 9,050 kg
General and Domestic Waste generated 29.477 t	Recycled Wood 3,310 kg
Total recycled waste 54.732 t	Waste intensity per employee 195 kg/employee
Recycled Paper and Plastic 42.372 t	Ink Cartridges disposed 11,028

During the reporting period, we recorded total paper consumption of 18.6 tonnes, equivalent to a paper consumption intensity of 0.043 tonnes per employee. While this level of consumption is broadly within ranges observed across the banking sector, it is presented primarily as a baseline reflecting current documentation and administrative practices.

Paper Consumption 2025

Total paper consumption generated 18,612 kg
Paper consumption intensity per employee 0.043 t/head

In 2025, we measured water use on an aggregated basis for the first time. Domestic water consumption totalled 11,087.7 cubic metres, while potable drinking water consumption amounted to 37.2 cubic metres. Reported volumes are influenced by factors such as building configuration, occupancy patterns, climate conditions, and shared facilities, which limit direct comparability with peers.

In addition, we recorded the consumption of single-use water containers, including 18,369 plastic bottles, 750 glass bottles, and 1,579 plastic gallons. These figures provide initial visibility into reliance on single-use materials associated with water consumption and are intended to inform future assessments rather than to indicate current performance.

Water Consumption 2025		
	Unit	Amount
Domestic Water Consumption	m ³	11,087.7
Potable Water Consumption	m ³	37.2
Plastic Bottles	Number	18,369
Glass Bottles	Number	750
Plastic Gallons	Number	1,579

Overall, the 2025 disclosures provide an initial, decision-useful view of our operational environmental footprint. We expect future reporting periods to support more meaningful internal trend analysis and, over time, more robust alignment with sector practices.



08 Risk management

Enhanced Approach to ESG and Climate Risk

At Ahlibank, we recognise that environmental and climate-related risks represent an emerging source of financial risk for the banking sector. In line with the Qatar Central Bank's ESG supervisory principles and evolving international best practices, we continue to strengthen the integration of environmental and social considerations across our governance structures, risk management processes, and credit decision-making frameworks.

During the reporting period, S&P Global supported us in advancing our programme to embed environmental and climate-related risk considerations within our Enterprise Risk Management framework. This initiative supports our long-term objective of enhancing portfolio resilience, strengthening risk identification, and ensuring that climate-related risks and opportunities are appropriately considered within our strategic and financial planning processes.

As part of our ESG integration journey, we are developing an Environmental and Social Risk Management Framework (ESRMF).

The framework will establish a structured methodology to identify, assess, and manage environmental and social risks across the credit lifecycle and broader risk management architecture. The framework also defines ESG risk materiality thresholds and assigns clear roles and responsibilities across the first and second lines of defence, ensuring that environmental and social considerations are systematically embedded in our risk management practices.

Importantly, the ESRMF has been designed to ensure alignment with our Risk Appetite Statement (RAS) and Internal Capital Adequacy Assessment Process (ICAAP), enabling a more forward-looking assessment of emerging risks.

To support the integration of sustainability considerations into our strategy and risk management practices, S&P Global conducted a comprehensive ESG materiality assessment during 2025 (for further details please refer to Materiality Assessment section).

Through this process, we identified several themes relating to ESG, with a particular focus on climate and the environment. Each of these themes was mapped against our principal risk categories, including credit risk, operational risk, liquidity risk, reputational risk, and strategic risk. This approach enables us to better understand how ESG factors may influence financial performance, portfolio resilience, and long-term value creation.

In addition, as part of our climate risk integration programme, S&P Global supported us in conducting a climate-related credit risk assessment covering our largest corporate exposures. The assessment evaluated the potential impact of climate-related risks on counterparties' financial performance, business models, and credit profiles.

To support this analysis, S&P Global conducted for AhliBank forward-looking climate scenario analysis aligned with the Network for Greening the Financial System (NGFS) Phase V scenarios (for more details refer to the Scenario Analysis Section).

Scenario outputs were translated into potential impacts on key financial drivers, including revenues, operating costs, capital expenditure requirements, and asset valuations. These financial projections were subsequently reflected in potential credit risk outcomes, including scenario-driven movements in probability of default (PD).

The results of our climate risk assessment indicate that our credit portfolio demonstrates strong resilience to climate-related risks at the aggregate level.



At present, we do not observe significant concentrations in sectors that are highly exposed to climate transition or physical risks. As a result, the overall portfolio impact across the analysed climate scenarios remains limited.

Nevertheless, the analysis highlights that climate-related sensitivities may vary across sectors and business models, and this is why we continue to progressively embed ESG considerations within our credit risk framework.

Environmental and social factors are assessed alongside traditional financial indicators to enhance the evaluation of counterparties' long-term sustainability and resilience. Environmental risks may arise from evolving regulatory frameworks, the global transition toward a lower-carbon economy, and the increasing frequency of climate-related physical hazards. These developments may influence borrowers' operating costs, asset valuations, and long-term financial performance.

By incorporating ESG considerations into our credit analysis and portfolio monitoring processes, we aim to strengthen risk identification and support more forward-looking credit decision-making.

Key milestones achieved during the reporting period include:

- Development of our Environmental and Social Risk Management Framework (ESRMF) aligned with regulatory and international standards
- Completion of our ESG materiality assessment and identification of priority ESG risk themes
- Climate risk assessment covering our largest corporate exposures
- Climate scenario analysis using NGFS transition pathways
- Initial integration of sector-level climate insights into portfolio monitoring

We continue to strengthen ESG integration through several ongoing initiatives, including:

- Development of ESG sector overlays and risk assessment methodologies
- Implementation of ESG KPI scorecards and risk indicators
- Development of enhanced ESG due diligence checklists for credit assessments
- Integration of ESG considerations into credit assessment templates
- Development of ESG Key Risk Indicators within our Risk Appetite Framework
- Delivery of structured ESG training programmes across the first and second lines of defence

Insights derived from our climate risk assessment are being progressively incorporated into our risk management practices.

These insights support:

- Enhanced monitoring of sectors with elevated climate sensitivity
- Refinement of sector risk appetite limits and associated thresholds
- Integration of climate scenario outputs into ICAAP processes
- Strengthening of credit due diligence in climate-sensitive sectors
- Enhanced monitoring and watch-list procedures for climate-exposed counterparties

These measures support a more forward-looking and risk-sensitive approach to portfolio management. We remain committed to continuously strengthening our environmental and climate risk management capabilities.

Over the coming years, we will focus on:

- Fully operationalising the ESRMF across credit origination, review, and monitoring processes
- Deepening the integration of climate considerations within ICAAP and capital planning
- Enhancing ESG data quality, modelling capabilities, and governance structures
- Strengthening sustainability disclosures in line with IFRS Sustainability Disclosure Standards
- Continuing alignment with evolving QCB regulatory guidance and international sustainability frameworks

Through these initiatives, we aim to further enhance portfolio resilience, strengthen our risk management capabilities, and support sustainable long-term economic development.

Climate Change

During the reporting year, we undertook a significant step in strengthening our climate-related disclosures by comprehensively calculating our Scope 1, Scope 2 and Scope 3 operational greenhouse gas (GHG) emissions. In addition, we expanded our assessment to include Scope 3 financed emissions across approximately 92% (SASB FN-CB-410b.3) of our portfolio with PCAF scores as follows:

Loan Book PCAF Score	4.23
Equity Portfolio PCAF Score	Scope 1 = 3.01
	Scope 2 = 3.01
	Scope 3 Upstream = 4.01
	Scope 3 Downstream = 3.83
Fixed Income Portfolio	Scope 1 = 2.57
	Scope 2 = 2.54
	Scope 3 Upstream = 4.01
	Scope 3 Downstream = 3.65
Sovereign Debt	Scope 1 = 2
	Scope 2 = 2
	Scope 3 = 4

This exercise, supported by the technical expertise and comprehensive databases of S&P Global, represents a foundational milestone in our climate journey. The calculations were conducted in alignment with the GHG Protocol Corporate Standard and the Partnership for Carbon Accounting Financials (PCAF) methodology. By adopting these internationally recognised frameworks, we aim to ensure consistency, comparability, and methodological rigor in our emissions reporting.

Our Scope 1 and Scope 2 emissions reflect our direct fuel consumption and purchased electricity usage across our operations. Scope 3 emissions include selected value-chain categories relevant to our activities, including financed emissions associated with lending and investment exposures. Measuring financed emissions provides us with improved visibility into the carbon profile of our portfolio and strengthens our understanding of climate-related transition and credit risks. As this is the first year of comprehensive carbon accounting, the results establish a baseline for future performance tracking. Certain assumptions, emission factors, and data inputs may be refined in subsequent reporting cycles as data quality, coverage, and internal processes continue to improve.

The measurement of financed emissions enhances our ability to assess climate-related risks and opportunities in line with emerging regulatory expectations. It also supports the integration of climate considerations into our credit assessment and risk management frameworks.

We intend to use these results as the basis for formulating our carbon reduction strategy. This will include identifying operational efficiency measures, evaluating renewable energy opportunities, and exploring portfolio-level decarbonisation pathways over time. Furthermore, the insights derived from our emissions assessment will inform the development of sustainable finance and green product offerings, enabling us to support clients in their own transition journeys while managing climate-related risks within our portfolio.

The reporting year therefore represents a baseline year in our climate disclosure framework. By establishing a structured emissions inventory aligned with PCAF and the GHG Protocol, we have laid the groundwork for future target setting, enhanced transparency, and progressive integration of climate considerations into our strategic and financial planning processes.



Operational Emissions

The results of our operational greenhouse gas inventory indicate that total operational emissions amounted to 7,226.4 tCO₂e during the reporting period. These emissions are composed primarily of Scope 2 emissions (2,312.4 tCO₂e) and Scope 3 emissions (4,656.1 tCO₂e), while Scope 1 emissions represent a relatively small share of the Bank's operational footprint at 257.9 tCO₂e.

The Bank's total operational energy consumption during the reporting year amounted to 5.067 GWh, corresponding to an energy intensity of 11.72 MWh per employee and 198.5 kWh per square meter of office space. These indicators provide an initial benchmark that will support future monitoring of energy efficiency improvements across our facilities.

Operational emissions intensity was calculated at 16.73 tCO₂e per employee, which provides a baseline metric for evaluating future progress in reducing the environmental footprint of our operations.

Scope 3 emissions represent the largest component of Ahlibank's operational carbon footprint, accounting for 4,656.1 tCO₂e, or approximately 64% of total operational emissions.

Operations GHG Emissions		
	Unit	Amount
GHG absolute - Scope 1	tCO ₂ e	257.9
GHG absolute - Scope 2	tCO ₂ e	2,312.4
GHG absolute - Scope 3	tCO ₂ e	4,656.1
Total Operations GHG Emissions (Scope 1, 2 and 3)	tCO ₂ e	7,226.4
GHG Intensity/employee (scope 1, 2 and 3)	tCO ₂ e/Head	16.73
Total energy consumption	GWh	5.067
Energy intensity per employee	MWh/Head	11.72
Energy intensity per square meter	kWh/m ²	198.5

Break-down of Operations GHG Emissions

Summary	Emissions (tCO ₂ e)	Remarks
Scope 1 Emissions	257.9	
Stationary Emissions	1.0	Greenhouse gas emissions are released from fixed combustion sources such as generators.
Mobile Emissions	34.5	Greenhouse gas emissions produced from fuel combustion in transportation sources, including company-owned or controlled vehicles such as cars.
Fugitive Emissions	222.4	Unintentional greenhouse gas leaks from equipment such as air conditioners.
Scope 2 Emissions	2,312.4	
Location based Emissions	2,312.4	From use of electricity in Ahlibank's offices.
Market based Emissions	2,312.4	Market-based emission factors are equivalent to location-based factors in the absence of residual emission factors (from Qatar) and non-renewable nature of consumed electricity.
Scope 3 Emissions	4,656.1	
Category 1	2,949.1	Emissions from the production of goods and services purchased or acquired by the reporting company.
Category 2	54.0	Emissions from the production of purchased capital assets such as machinery, equipment, buildings, and infrastructure.
Category 3	750.9	Emissions generated in upstream fuel and electricity production, such as extraction, transmission, and distribution losses.
Category 4	132.8	Emissions from transportation and distribution of purchased goods between suppliers and Ahlibank's facilities. The category includes use of warehouses.
Category 5	15.7	Emissions from treatment and disposal of waste generated in company operations.
Category 6	323.0	Emissions from employee business travel via air, rail, road, or other transportation not owned or controlled by the company. Includes emissions from hotel stays.
Category 7	430.6	Emissions from transportation of employees between their homes and workplaces using personal or public transport.
Total Emissions	7,226.4	Scope 1, 2 and 3 emissions

Financed Emissions

While operational emissions reflect the environmental footprint of the Bank's internal activities, financed emissions represent the most significant component of the Bank's overall climate impact. Financed emissions arise from the activities of borrowers and investee companies supported through the Bank's lending and investment activities.

Total financed emissions were calculated at 3,053,065.76 tCO₂e, reflecting emissions associated with exposures across the Bank's loan book, investment portfolio, and sovereign debt holdings. The loan book represents the largest contributor to financed emissions, with total emissions amounting to 1,669,224.07 tCO₂e. Within this portfolio, downstream Scope 3 emissions represent the most significant component, reflecting emissions associated with the end use of financed products and services.

The fixed income portfolio accounts for 366,723.33 tCO₂e, primarily driven by downstream emissions associated with investee entities.

The equity portfolio contributes a comparatively small share of financed emissions, totalling 3,647.34 tCO₂e, reflecting the relatively smaller size of this exposure within the Bank's investment portfolio.

Sovereign exposures contribute 1,013,471.03 tCO₂e, reflecting emissions associated with national economic activity in countries where the Bank holds sovereign debt instruments. These emissions are measured using national greenhouse gas inventories and allocated based on the Bank's share of sovereign financing relative to national GDP.

Absolute Financed Emissions (SASB FN-CB-410b.1)		
	Unit	Quantity
Scope 1	tCO ₂ e	1,037,164.66
Scope 2		73,799.62
Scope 3		1,942,101.48
Total Financed Emissions		3,053,065.76

Financed Emissions Breakdown

Loan book Financed Emissions		
	Unit	Quantity
Financed Carbon-Scope 1	tCO ₂ e	228,643.71
Financed Carbon-Scope 2 Location Prioritised		70,929.49
Financed Carbon-Scope 3 Upstream		234,361.46
Financed Carbon-Scope 3 Downstream		1,135,289.41
Total Financed Carbon Emissions		1,669,224.07
Carbon to revenue Intensity	Rate	190.97

Equity Portfolio Financed Emissions		
	Unit	Quantity
Financed Carbon-Scope 1	tCO ₂ e	822.63
Financed Carbon-Scope 2 Location Prioritised		105.56
Financed Carbon-Scope 3 Upstream		242.46
Financed Carbon-Scope 3 Downstream		2,476.69
Total Financed Carbon Emissions		3,647.34
Carbon to revenue Intensity	Rate	193.44

Fixed Income Portfolio Financed Emissions		
	Unit	Quantity
Financed Carbon-Scope 1	tCO ₂ e	14,807.58
Financed Carbon-Scope 2 Location Prioritised		2,364.78
Financed Carbon-Scope 3 Upstream		5,544.44
Financed Carbon-Scope 3 Downstream		344,006.53
Total Financed Carbon Emissions		366,723.33
Carbon to revenue Intensity	Rate	781.51

Sovereign Financed Emissions		
	Unit	Quantity
Scope 1 (Including LUCF)	tCO ₂ e	792,890.74
Scope 2		399.79
Scope 3		220,180.49
Total (Scope 1 Including LUCF + Scope 2 + Scope 3)	1,013,471.03	
Weighted Average Production GHG Emission Intensity Incl. LUCF	(tCO ₂ e/mUSD PPP Adj. GDP)	373.45
Weight Average Consumption GHG Emission Intensity Incl. LUCF	(tCO ₂ e/Capita)	46.18

LUCF emissions refer to emissions (and removals) arising from Land Use Change and Forestry activities within a country.

Carbon intensity indicators provide additional context for understanding the emissions profile of financed portfolios relative to economic activity.

For the loan portfolio, the carbon-to-revenue intensity ratio is 190.97, indicating the level of emissions associated with the economic output generated by financed companies.

The equity portfolio carbon intensity stands at 193.44, while the fixed income portfolio exhibits a higher intensity of 781.51, reflecting sectoral characteristics and the nature of issuers within these investment instruments.

For sovereign exposures, weighted average emission intensities were calculated using both production-based and consumption-based metrics. The production-based emission intensity amounts to 373.45 tCO₂e per million USD PPP-adjusted GDP, while the consumption-based intensity amounts to 46.18 tCO₂e per capita. These indicators provide additional context for understanding national emission profiles within the Bank's sovereign exposure.

Overall, the analysis highlights that the Bank's climate exposure is primarily concentrated within financed activities, particularly within the loan portfolio and sovereign exposures. Carbon intensity indicators also demonstrate that emissions are not evenly distributed across portfolio segments, with certain investment portfolios exhibiting significantly higher emissions intensity.

These findings provide a critical baseline for future work on portfolio decarbonisation pathways, sector engagement strategies, and the integration of climate considerations into credit risk management and sustainable finance activities.



Breakdown of Financed Emissions Per Sector

Our financed emissions are highly concentrated in a limited number of transition-sensitive sectors, underscoring where the bank's climate exposure is most material.

Loan Book					
GICS Sector	Scope 1 (tCO ₂ e)	Scope 2 (tCO ₂ e)	Scope 3 (tCO ₂ e)	Total Emissions	Carbon-to Revenue Intensity (tCO ₂ e/mQAR)
Real Estate	4530.431405	10972.79599	65218.4908	80721.7182	90.43417842
Industrials	52860.6638	33295.80159	834511.3409	920667.8063	150.06829
Financials	1131.938043	2895.859815	201483.9335	205511.7314	365.0039512
Materials	155398.5032	14753.14897	71113.79499	241265.4472	799.9675398
Consumer Staples	238.375764	151.117221	1673.576769	2063.069754	128.6067157
Information Technology	29.53824131	130.2192927	835.9955255	995.7530595	27.50578194
Consumer Discretionary	13310.10651	6976.042217	175235.6606	195521.8093	198.1235631
Energy	912.8761361	729.6255381	17639.52096	19282.02264	141.1629244
Health Care	174.427605	170.553637	993.4524571	1338.433699	12.75550997
Communication Services	56.84479469	854.3275939	945.1062401	1856.278629	34.18449866
Equity Portfolio					
Real Estate	3.838379409	6.029533388	310.9196632	320.787576	291.4905163
Financials	0.619229927	4.440405831	1193.492415	1198.552051	98.97061491
Energy	573.9136921	10.71721959	933.68452	1518.315432	638.0279713
Industrials	87.3308896	11.80600051	105.6815914	204.8184815	181.9253698
Communication Services	0.569729939	1.285231441	1.150154621	3.005116001	49.20318264
Materials	156.355157	71.28086236	174.2222082	401.8582276	*
Fixed Income Portfolio					
Financials	72.93073507	328.9284203	110260.8441	110662.7032	374.4014857
Communication Services	116.9644505	263.85552	236.1245112	616.9444816	49.20318264
Utilities	715.9180337	160.4575531	11288.7695	12165.14509	*
Energy	13901.76893	1611.535611	227765.2326	243278.5371	1671.158011

*Lack of revenue data of the companies in these sectors.

Scenario Analysis and stress testing

In 2025, we initiated a structured climate scenario analysis exercise using a bottom-up approach focused on our largest exposures. This concentration-based methodology enables us to prioritise material climate-related risks within the most significant segments of our balance sheet.

We conducted with the technical support of S&P Global, a climate stress testing and scenario analysis to quantify how climate transition and physical risks could affect obligor credit quality and overall portfolio resilience, supporting climate risk management and IFRS S2-aligned disclosures. We used Climate Credit Analytics (CCA), developed by S&P Global Market Intelligence and Oliver Wyman, to run counterparty- and portfolio-level climate scenarios and translate climate impacts into credit outcomes.

We applied three NGFS scenarios, Net Zero 2050, Delayed Transition, and Current Policies, over a projection horizon extending to 2050. For each scenario, CCA assessed transition pathways (including policy, market, and technology shifts) alongside physical risk pathways (acute and chronic hazards). Physical risk impacts were incorporated using S&P Global Sustainable1 physical risk financial impact data. Both transition and physical risk pathways were translated into projected impacts on key business and valuation drivers, including volumes, prices, unit costs, capex requirements, and asset values over time.

To execute the analysis, we standardised inputs by compiling the latest available company financials (using primary FY2024 data) and refining industry classifications to improve sector model fit and comparability. CCA then generated scenario-adjusted financial statements (income statement, balance sheet, and cash flow) and produced obligor-level credit trajectories using S&P Global Market Intelligence's Probability of Default Model Fundamentals (PDFN). Results were aggregated at the sector level and extrapolated to the remainder of the portfolio using balance-weighted approaches to produce portfolio pathways under each scenario.

S&P Global key findings indicate that climate impacts are not material for the Bank's portfolio overall, although the impact is not uniform across sectors. The analysis highlights that portfolio averages may mask concentrations of higher risk within certain sectors and business models. It also shows that transition and physical risk drivers can interact and compound stress for certain obligors, while outcomes may be moderated by adaptive capacity, including financial strength, operational flexibility, and the ability to pass through costs. These findings support clear management actions, including prioritising deeper reviews of the most sensitive counterparties and sectors, refining portfolio strategy and risk appetite where concentrations are identified, and embedding scenario-driven credit signals into ongoing monitoring and portfolio steering.

Given that 2025 marks our first structured climate scenario analysis, the exercise serves as a baseline assessment. Certain assumptions, emission intensity proxies, sectoral data inputs, and macroeconomic overlays may be refined in future cycles as data quality, internal modelling capabilities, and borrower-level information improve. Nevertheless, this assessment provides an initial forward-looking view of how both physical and transition climate risks could affect portfolio resilience under different climate futures.

The results of this analysis will support the gradual integration of climate considerations into our credit risk framework, risk appetite discussions, and strategic planning processes. In particular, the findings will inform:

- Identification of priority sectors requiring enhanced monitoring and engagement
- Refinement of sectoral exposure strategies in higher-emitting segments
- Development of portfolio-level decarbonisation pathways
- Alignment of future lending growth with lower-carbon and climate-resilient activities

We intend to use the outputs of this scenario analysis, together with our financed emissions baseline, to guide the formulation of our portfolio decarbonisation strategy. While formal emission reduction targets have not yet been established, the analysis provides directional insight into potential transition vulnerabilities and opportunities to support clients in their decarbonisation journeys.

Over time, we aim to enhance our approach by incorporating more granular borrower-level emissions data, strengthening scenario calibration, and aligning with evolving regulatory and supervisory expectations, including IFRS S2 climate disclosure guidance. The year 2025 therefore represents a foundational step in embedding forward-looking climate risk analysis into our enterprise risk management and long-term strategic decision-making processes.



09 ESG Disclosures and Reporting Development

Materiality Assessment aligning with SASB and IFRS S1 and S2

We have undertaken a comprehensive review and update of our material topics to ensure alignment with the requirements of IFRS S1 and S2 and to reflect evolving sustainability, climate, and governance considerations relevant to our business model. This process was designed to identify sustainability-related risks and opportunities that could reasonably be expected to affect our financial performance, position, and long-term resilience.

In revamping our materiality assessment, we aligned our methodology with relevant SASB standards for commercial banks and conducted peer benchmarking against regional and international financial institutions to ensure consistency with leading market practices. This external perspective was complemented by internal stakeholder engagement, including Board, Senior management and Middle Management surveys and structured prioritising exercises, to assess the relative significance of sustainability topics based on potential financial impact, risk exposure, and strategic relevance to our organisation.

As a result of this process, we identified and prioritised a set of material topics, from which the top six were determined based on their assessed significance and relevance to our risk profile and business strategy. In line with IFRS S1 and S2, we further assessed these top six material topics to identify the associated sustainability-related risks and opportunities (ROIs), considering both current and forward-looking impacts. This assessment focused on how these topics may influence our governance, risk management, lending activities, operational resilience, and capital planning over the short, medium, and long term.

Priority Rating Book	Material Topics	Sub-topics
1	Governance, Ethics, Compliance	Business Ethics Compliance with laws Tax Anti-competitive Behaviour Anti Bribery and Corruption
2	Risk Management	ESG Risk Management Physical Impacts of Climate Change
3	Digitalisation and AI	Digital Technology / AI
4	Data Privacy and Cyber Security	Data Governance Financial Crime
5	Climate Change	Operational GHG Emissions Financed GHG Emissions Water, Waste
6	Sustainable Finance	Green Projects / Water, Waste, Biodiversity Conflict-affected high-risk areas Innovation / Green Products Incorporation of ESG Factors in Credit Analysis
7	People	Non-discrimination and equal opportunity Female Empowerment Child Labour Freedom of association and collective bargaining Occupational health and safety Employment Remuneration and work time Significant changes for workers
8	Sustainable Procurement	Green suppliers Supplier screening Local suppliers
9	Responsible Banking	Economic Impacts Community Welfare (Supporting Social Enterprises and Community) Access & Affordability (SME Lending and Fintech) Selling Practices & Product Labelling (GRI – Marketing and Labelling) Customer

The identification of risks and opportunities for the top six material topics supports the integration of sustainability considerations into our enterprise risk management framework, strategic planning, and decision-making processes. The outcomes of this work are presented in the table below and will continue to inform our policies, targets, and disclosures as we enhance our alignment with IFRS S1, IFRS S2, and SASB requirements.

The resulting insights will be incorporated into our credit risk analysis and portfolio monitoring processes, allowing us to assess how ESG factors may influence credit quality, risk concentrations, and overall portfolio resilience. This approach enables us to better understand how ESG risks and opportunities could impact financial metrics such as projected cash flows, profitability, asset values, and potential changes in credit risk indicators.

Looking ahead, we will continue to enhance our methodologies and data capabilities to strengthen the integration of ESG considerations into our financial risk assessments. By adopting a forward-looking perspective, we aim to improve our ability to identify emerging risks and opportunities early, support more informed decision-making, and ensure that our portfolio remains resilient in an evolving economic and regulatory environment.

Top 6 Material Topics – Risks and Opportunities (IFRS S1 & S2 Aligned)

Material Topics	Impact	Risk	Financial impact categories	Opportunities
Governance, Ethics, and Compliance	<p>Ethical Culture and Decision-Making A strong governance and ethics framework promotes responsible decision-making across all levels of Ahlibank. This reduces the likelihood of misconduct, supports consistent application of policies, and reinforces a culture of accountability that underpins long-term financial performance and organisational resilience.</p> <p>Financial Custodianship and Stability Effective compliance and governance practices support Ahlibank's role as a trusted financial custodian. By ensuring adherence to regulatory, tax, and competition laws, the Bank protects depositor funds, strengthens balance sheet integrity, and contributes to overall financial system stability.</p> <p>Stakeholder Confidence and Reputation High standards of ethical conduct enhance trust among regulators, investors, customers, and counterparties. This trust supports franchise value, reduces reputational volatility, and positively influences funding access, partnership opportunities, and long-term enterprise value.</p>	<p>Regulatory and Legal Exposure Weak governance or compliance failures may result in regulatory sanctions, fines, or legal actions. These outcomes can directly impact profitability and capital adequacy while increasing supervisory scrutiny and compliance costs.</p> <p>Reputational Damage from Misconduct Incidents of fraud, bribery, or unethical behavior could significantly damage Ahlibank's reputation. Reputational harm may lead to customer attrition, loss of investor confidence, and reduced competitiveness in domestic and regional markets.</p> <p>Operational Inefficiencies and Control Failures Inadequate internal controls or governance oversight may result in operational inefficiencies, control breakdowns, or delayed risk identification, negatively affecting decision-making and increasing financial and non-financial losses.</p>	<ol style="list-style-type: none"> Litigation costs, penalties, regulatory fines (OPEX) Customer attrition (Revenue loss) Investor confidence loss (Liquidity Risk) License restrictions (Regulatory Risk) Increased capital requirements (Regulatory Risk) 	<p>Enhanced Investor and Regulatory Confidence Strong governance and ethical standards improve transparency and predictability, supporting favorable assessments by regulators and investors. This may reduce the Bank's cost of capital and enhance access to long-term funding.</p> <p>Improved Risk Management and Performance Embedding ethics and compliance into business processes strengthens risk management and internal controls. This supports more stable financial performance, reduced loss events, and improved strategic execution.</p> <p>Differentiation as a Trusted Institution A robust ethical framework positions Ahlibank as a trusted and responsible financial institution. This differentiation supports customer loyalty, long-term relationships, and sustainable growth.</p>
Digitalisation and AI	<p>Operational Efficiency and Scalability Digitalisation and AI improve process automation, reduce manual intervention, and enhance scalability. These efficiencies support cost optimisation, faster service delivery, and improved operating margins, directly influencing enterprise value.</p> <p>Customer Experience Transformation Digital platforms enable seamless, personalised, and accessible banking services. Improved customer experience enhances satisfaction and retention, supporting revenue stability and long-term growth.</p> <p>Data-Driven Decision-Making AI-driven analytics enhance credit assessment, fraud detection, and strategic planning. Improved data utilisation strengthens risk management and supports more informed capital allocation decisions.</p>	<p>Technology and Execution Risk Poorly implemented digital initiatives or system failures may disrupt operations and customer services. Such disruptions can result in financial losses, reputational damage, and reduced customer trust.</p> <p>AI Governance and Ethical Risks Inadequate oversight of AI models may lead to biased outcomes, lack of transparency, or regulatory non-compliance. These risks could expose the Bank to legal, reputational, and financial consequences.</p> <p>Third-Party Dependency Risk Reliance on external technology providers increases exposure to vendor failures, cybersecurity vulnerabilities, and contractual risks, potentially affecting service continuity and data security.</p>	<ol style="list-style-type: none"> System failure losses (OPEX) Wrong credit decisions (Credit risk) Customer churn (Revenue loss) Stranded tech investments (CAPEX) Competitive disadvantage (Revenue loss) 	<p>New Digital Products and Revenue Streams Digitalisation enables the development of innovative products and services, expanding revenue opportunities and enhancing competitiveness in a rapidly evolving banking environment.</p> <p>Enhanced Risk and Fraud Management AI-powered monitoring tools improve fraud detection and risk identification, reducing losses and strengthening operational resilience.</p> <p>Agility and Market Responsiveness Advanced digital capabilities allow Ahlibank to respond quickly to market changes, regulatory developments, and customer needs, supporting long-term strategic flexibility.</p>
Data Privacy and Cyber Security	<p>Protection of Customer Trust Strong data security safeguards customer information and financial assets. This protection is essential to maintaining trust, supporting customer relationships, and enabling sustainable digital growth.</p> <p>Operational Continuity and Integrity Robust cybersecurity systems reduce the risk of operational disruptions caused by cyber incidents. This supports business continuity and stable financial performance.</p> <p>Regulatory Compliance and Governance Effective data governance ensures compliance with privacy and cybersecurity regulations, reducing regulatory exposure and supporting transparent, well-controlled operations.</p>	<p>Cybersecurity and Data Breach Risk Cyberattacks or data breaches could result in financial losses, regulatory penalties, and reputational damage, adversely affecting enterprise value and customer confidence.</p> <p>Regulatory and Legal Liabilities Failure to comply with data protection laws may lead to fines, litigation, and increased supervisory scrutiny, raising compliance costs and operational complexity.</p> <p>Erosion of Customer Confidence Misuse or loss of customer data may undermine trust, leading to customer attrition and reduced adoption of digital services.</p>	<ol style="list-style-type: none"> Incident response + recovery cost (OPEX) Regulatory fines (OPEX) Legal settlements/compensation payouts (OPEX) Customer attrition (Revenue loss) Higher cyber insurance premiums (OPEX) Service downtime (Revenue loss) 	<p>Competitive Advantage Through Trust Demonstrating strong data protection standards differentiates Ahlibank as a secure and reliable institution, supporting customer loyalty and digital adoption.</p> <p>Secure Digital Expansion Strong cybersecurity enables the safe expansion of digital channels and products, supporting innovation while managing risk.</p> <p>Improved Risk Intelligence Advanced security systems enhance threat detection and response, strengthening overall risk management capabilities.</p>

Material Topics	Impact	Risk	Financial impact categories	Opportunities
Climate Change	<p>Operational Environmental Footprint Ahlibank's energy use and resource consumption contribute to its environmental footprint. Managing these impacts supports operational efficiency and alignment with climate expectations.</p> <p>Exposure Through Financing Activities Climate change affects the Bank indirectly through financed emissions and borrower exposure, influencing credit quality and portfolio resilience.</p> <p>Alignment with National and Global Goals Climate management supports alignment with national climate commitments and global sustainability objectives, influencing regulatory and stakeholder expectations.</p>	<p>Physical Climate Risks Extreme weather events may disrupt operations or impact borrower assets, increasing credit risk and operational costs.</p> <p>Transition Risks Policy changes, carbon regulations, or shifts in market demand may affect the value of financed assets, increasing credit and market risk.</p> <p>Regulatory and Disclosure Risk Evolving climate disclosure requirements may increase compliance costs and expose gaps in data or risk management practices.</p>	<ol style="list-style-type: none"> 1. Loan defaults in vulnerable sectors (Credit Risk) 2. Collateral devaluation (Credit Risk) 3. Portfolio repricing losses (Market Risk) 4. Sector concentration risk (Market Risk) 5. Capital adequacy pressure (Regulatory Risk) 	<p>Climate-Resilient Portfolio Integrating climate risk into credit and investment decisions enhances portfolio resilience and long-term financial stability.</p> <p>Growth in Climate-Aligned Finance Financing renewable energy and low-carbon projects creates new revenue opportunities and supports sustainable growth.</p> <p>Enhanced ESG Positioning Strong climate management improves ESG ratings and investor attractiveness, supporting access to sustainable capital.</p>
Sustainable Finance	<p>Financial Inclusion and Economic Growth Providing finance to SMEs and underserved communities supports inclusive economic development and long-term customer base expansion.</p> <p>Responsible Lending Practices Integrating ESG considerations into credit assessment improves risk evaluation and portfolio quality.</p> <p>Positive Environmental and Social Outcomes Sustainable finance supports projects that deliver measurable environmental and social benefits, aligning financial performance with broader societal value.</p>	<p>Credit Risk in Emerging Segments Financing underserved segments may involve higher credit risk if not supported by robust assessment frameworks.</p> <p>Greenwashing Risk Misalignment between sustainability claims and actual outcomes may expose the Bank to reputational and regulatory risk.</p> <p>Data and Methodology Limitations Limited ESG data availability may hinder accurate risk assessment and decision-making.</p>	<ol style="list-style-type: none"> 1. Regulatory sanctions (Regulatory Risk) 2. Investor withdrawal (Liquidity Risk) 3. Product mis-selling claims (OPEX) 4. Fund outflows (Liquidity Risk) 5. Structured product losses (Market Risk) 6. Brand damage affecting deal pipeline (Revenue loss) 	<p>Expansion of Sustainable Products Developing green and sustainable finance products opens new markets and revenue streams.</p> <p>Portfolio Resilience ESG-integrated lending supports long-term portfolio stability and reduced downside risk.</p> <p>Alignment with Global Standards Sustainable finance strengthens alignment with international frameworks and investor expectations.</p>
Responsible Banking	<p>Customer Wellbeing and Trust Responsible banking practices promote fair treatment, transparency, and customer wellbeing, supporting long-term relationships.</p> <p>Economic and Community Development Ahlibank's services contribute to economic activity and community welfare, reinforcing its role in national development.</p> <p>Reputational Strength Responsible conduct enhances brand value and social license to operate.</p>	<p>Mis-selling and Poor Outcomes Inadequate product governance or disclosures may result in customer harm and regulatory action.</p> <p>Reputational Risk Negative customer experiences or misleading communications could damage trust and brand equity.</p> <p>Regulatory Scrutiny Failure to meet conduct expectations may increase supervisory oversight and compliance costs.</p>	<ol style="list-style-type: none"> 1. Customer complaints and remediation costs (OPEX) 2. Compensation payouts (OPEX) 3. Regulatory action (Regulatory Risk) 4. Cross-sell revenue loss (Revenue loss) 5. Customer lifetime value decline (Revenue loss) 6. Brand erosion (Reputational Risk) 	<p>Customer Loyalty and Retention Responsible practices strengthen trust, supporting stable revenues and customer retention.</p> <p>Product Differentiation Transparent and customer-centric products differentiate Ahlibank in competitive markets.</p> <p>Long-Term Value Creation Strong stakeholder relationships support sustainable growth and resilience.</p>

10 Appendices

S&P Global calculated our Scope 1 and Scope 2 emissions using operational data on fuel consumption, electricity usage, and refrigerant leakage across the Bank's facilities. Emissions were estimated using internationally recognised emission factors sourced primarily from the UK Department for Environment, Food & Rural Affairs (DEFRA) and the International Energy Agency (IEA).

Scope 3 emissions were assessed across the categories most relevant to the Bank's operations (Categories 1–7). Where available, activity-based data provided by the Bank was used to calculate emissions. In cases where such data was unavailable, expenditure-based estimates were applied using recognised modelling approaches.

For purchased goods and services and capital goods, supplier expenditure data and industry emission factors were used, supplemented where possible with supplier-specific emissions information. Other categories—including fuel- and energy-related activities, upstream transportation, waste management, business travel, and employee commuting—were calculated using established emission factors and methodologies aligned with the GHG Protocol.

Methodology used for Financed Emissions of Loan book, Equity and Fixed Income Portfolios (SASB FN-CB-410b.4)

S&P Global assessed the greenhouse gas (GHG) emissions associated with our loan book as well as our equity and fixed income investment portfolios as part of our Scope 3, Category 15 (investments) emissions. This assessment reflects a point-in-time calculation aligned with our financial reporting period as of 31 December 2025.

To conduct the analysis, S&P Global used portfolio exposure data including outstanding loan balances, industry classifications, revenue and company valuation data for lending exposures, as well as instrument identifiers, counterparties and holding values for investment portfolios. This methodology follows two key steps: first, determining company-level emissions, and second, attributing these emissions to our financial exposure. Where company-specific emissions data were available, we incorporated them directly into the assessment. Where such data was not available, we estimated emissions using industry-level emission factors based on sub-industry classifications.

S&P Global then attributed financed emissions to our exposures using an attribution factor that reflects our share of financing relative to the counterparty's value. This is calculated as the ratio of the outstanding exposure to the company's valuation (Enterprise Value Including Cash for listed companies, or total capital or total assets for unlisted entities). The attributed emissions are subsequently aggregated across portfolios to determine total financed emissions, broken down by Scope 1, Scope 2 and relevant Scope 3 categories, enabling us to calculate portfolio- and sector-level emissions and emission intensities.

Methodology used for Financed Emissions of Sovereign Debt (SASB FN-CB-410b.4)

S&P Global assessed the greenhouse gas (GHG) emissions associated with our sovereign debt exposures as part of our Scope 3, Category 15 (investments) emissions. This assessment reflects a point-in-time calculation aligned with our financial reporting period as of 31 December 2025.

To conduct this analysis, we used data on our sovereign exposures, including instrument identifiers (such as ISINs), the value of holdings and outstanding sovereign loans, currency information, and the relevant assessment date.

Sovereign emissions include those associated with bonds and loans issued by national governments. For sovereign entities, we consider national greenhouse gas inventories covering Scope 1, Scope 2 and Scope 3 emissions. These include domestic territorial emissions, emissions associated with domestic energy consumption, and emissions related to imported goods and services.

Financed emissions are attributed to our sovereign exposures using an apportionment factor reflecting our share of financing relative to the size of the sovereign economy. This factor is calculated as the ratio of the Bank's holding value to the country's GDP adjusted for purchasing power parity (PPP). The attributed emissions are then aggregated across sovereign exposures to determine total portfolio-level financed emissions.

The assessment also considers emissions and removals from land use, land-use change and forestry (LULUCF), which capture the impact of land-based activities such as deforestation, restoration and afforestation on national emissions balances.

Consistent with PCAF guidance, sovereign emissions can be measured using both production-based and consumption-based approaches. Production emissions reflect emissions generated domestically from goods and services produced within a country, while consumption emissions capture demand-side impacts by accounting for imports and exports. Our assessment primarily reflects production-based emissions, while consumption-based metrics provide additional context for understanding national emissions profiles.



SASB Index For Commercial Banks

Topic	SASB Code	Accounting Metric	2025 Disclosure
Data Security	FN-CB-230a.1	Number of data breaches,	Pages 32-33
		Percentage that are personal data breaches	
FN-CB-230a.2	Number of account holders affected		
	Description of approach to identifying and addressing data security risks		
Financial Inclusion & Capacity Building	FN-CB-240a.1	Number of loans outstanding that qualify for programmes designed to promote small business and community development	Pages 35-37
		Amount of loans outstanding that qualify for programmes designed to promote small business and community development	
	FN-CB-240a.2	Number of past due and non-accrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development	
		Amount of past due and non-accrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development	
	FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	
FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers		
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	FN-CB-410a.2	Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis	Pages 52-55 and 64-65
Financed Emissions	FN-CB-410b.1	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	Pages 60-63 and 72-73
	FN-CB-410b.2	Gross exposure for each industry by asset class	
	FN-CB-410b.3	Percentage of gross exposure included in the financed emissions calculation	
	FN-CB-410b.4	Description of the methodology used to calculate financed emissions	
Business Ethics	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Page 31
	FN-CB-510a.2	Description of whistleblower policies and procedures	
Systemic Risk Management	FN-CB-550a.1	Global Systemically Important Bank (GSIB) score, by category	Not Applicable
	FN-CB-550a.2	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	Pages 52-55 and 64-65
ACTIVITY METRIC	FN-CB-000.A	Number of personal checking and savings accounts	Page 37
		Value of personal checking and savings accounts	
		Value of personal checking and savings accounts	
		Number of small business checking and savings accounts	
	FN-CB-000.B	Value of small business checking and savings accounts	
		Number of personal loans	
		Value of personal loans	
		Number of Small business loans	
		Value of small business loans	
		Number of corporate loans	
Value of corporate loans			

ISSB IFRS S1 and S2 Progressive Alignment

S-1 Sustainability Disclosure

Refer.	Disclosure Requirements	Category	2025 Disclosure
S1.27	a) Governance body b) Management role	Governance	Pages 11-12
S1.30	Sustainability-related risks and opportunities a) Describe sustainability-related risks and opportunities expected b) Define time horizon – short/ medium/ long c) Explain time horizon selection and link to planning horizons and strategic decision-making	Strategy	Pages 64-65 and 68-71 describes thoroughly risks and opportunities. Time horizon and linking to planning is work in progress completion date 2026
S1.32	Business model and value chain a) Describe current/ anticipated sustainability-related risks and opportunities on business model and value chain b) Specify concentration of risk and opportunities		Pages 52-53, 68-71 and 64-65
S1.33	Strategy and decision-making a) Response, and plans to respond, to sustainability-related risks and opportunities b) Progress on activity plans reported earlier c) Explain trade-offs between sustainability-related risks and opportunities		ongoing completion date in 2026
S1.35	Financial position, financial performance and cash flow a) Identify effects on financials for reporting period b) Positions with significant impact on financials c/d) Expected financial change across time horizons due to sustainability-related strategy implementation		ongoing completion date in 2026
S1.41	Resilience a) Describe resilience of strategy and business model in relation to sustainability-related risks	Risk Management	Pages 11-12 and 52-55
S1.44	Risk Management a) Processes/ related policies to identify, assess, prioritise and monitor sustainability-related risks b) Processes/ related policies to identify, assess, prioritise and monitor sustainability-related opportunities c) Describe integration into the overall risk management process		
S1.46	Metrics and targets: Disclose Sustainability-related risk and opportunity a) Required metrics by applicable IFRS Sustainability Disclosure Standard b) Metrics used to measure and monitor sustainability-related risk and opportunities		
S1.51	Targets and monitor progress a) Disclose information about the targets, which enable monitoring the progress towards achieving strategic goals and targets required by law/ regulation	Pages 24-27 and on-going target setting completion 2026	

ISSB IFRS S1 and S2 Progressive Alignment

S-2 Climate Disclosure

Refer.	Disclosure Requirements	Category	2025 Disclosure
S2.6	a) Governance body b) Management role	Governance	Pages 11-12
S2.10	Climate-related risks and opportunities a) Describe climate-related risks and opportunities expected b) Climate-risk differentiation: physical or transition risk c) Define time horizon for each climate-risk/opportunity d) Explain time horizon selection and link to planning horizons and strategic decision-making	Strategy	Pages 52-55 and 64-65. Points c&d ongoing completion in 2026.
S2.12	Industry-based Disclosure IFRS S2 Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis		Pages 52-55, 64-65 and 70
S2.13	Business model and value chain a) Describe climate-related risks and opportunities on business model and value chain b) Specify concentration of risk and opportunities		Pages 52-55, 10 and work in progress completion date 2026
S2.14	Strategy and decision-making a) Response to climate-related risks and opportunities b) Funding of response actions to climate-related risks and opportunities c) Information on progress		Pages 22-27 with some on-going work completion date 2026
S2.15	Financial position, financial performance and cash flows a) Identify effects on financials for reporting period b) Identify anticipated effects on financials for reporting period		ongoing completion date in 2026
S2.16	Financial position, financial performance and cash flows – Quantitative and Qualitative information a) Identify effects on financials for reporting period b) Positions with significant impact on financials c/d) Expected financial change across time horizons due to climate-related strategy implementation		
S2.22	Climate resilience a) Climate resilience for reporting period b) Climate-related scenario analysis		Pages 64-65
S2.25	Risk Management a) Processes/ related policies to identify, assess, prioritise and monitor climate-related risks b) Processes/ related policies to identify, assess, prioritise and monitor climate-related opportunities c) Describe integration into the overall risk management process	Risk Management	Pages 11- 12 and 52-55
S2.29	Metrics and targets a) Scope 1/2/3 GHG (Scope 3 operational) b/c/d) Climate-related transition/ physical risks and opportunities	Metrics and Targets	Pages 58-63 and 71
S2.B62	Financed emissions a) Classification by assets b) Classification by industry	Data	Pages 60-63
S2.33	Climate-related targets – Quantitative and qualitative climate-related targets	Metrics and Targets	ongoing completion date in 2026
S2.34	Climate-related targets – Approach of setting, reviewing each target and monitoring progress		
S2.35	Climate-related targets – Performance against each climate-related target		
Appendix B	Financed emissions by Industry	Financed Emissions	Page 63

