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HIMMA TRANSFORMATION
SPECIAL REPORT







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DOHA BANK HIMMA TRANSFORMATION *Special Report*

Doha Bank is undergoing a profound transformation, dubbed the "Himma Transformation," under the leadership of Sheikh Abdulrahman Bin Fahad Bin Faisal Al Thani, who took over as Group CEO in October 2023. The term "Himma," which translates to "determination" or "resolve," aptly encapsulates the spirit of this ambitious change. With over 45 years of banking experience, Doha Bank is embarking on this transformative journey to align with the Qatar Central Bank Third Financial Sector Strategic Plan and the broader Qatar National Vision 2030, which aims to create a diversified and competitive economy.

The Himma Transformation is multifaceted, touching upon every aspect of the bank's operations, from technological innovation and digitalization to human resource development and ESG integration. This report features interviews and insights from key leaders within the bank, showcasing how each department is contributing to this determined push toward modernization.

Doha Bank's financial health serves as a strong

foundation for this transformation. The bank reported QAR101.3 billion in total assets in 2023, reflecting a 3.7% growth compared to the previous year, along with significant growth in private sector lending and its investment portfolio. Indeed, Doha Bank was the sixth-largest bank in Qatar at end-2Q24 with a 5% share in sector assets. Overall, Qatar has the third-largest banking sector in the GCC by total assets, coming in just behind the UAE and Saudi Arabia.

On this solid sovereign foundation, Doha Bank's robust financial performance and expansion into digital banking services, alongside strategic partnerships like that with Mastercard, have enabled it to build on its strengths while staying aligned with the national goals of enhancing Qatar's financial market infrastructure.

Through its Himma Transformation, Doha Bank is set to play a crucial role in advancing Qatar's financial sector, with a focus on efficiency, innovation, and sustainability. This report explores how the bank's leadership and strategic initiatives are positioning it to remain a key player in the region's financial landscape. ✦

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MAJOR *moves*

Sheikh Abdulrahman Fahad Al Thani
GROUP CEO,
DOHA BANK

Doha Bank is implementing an ambitious transformation that will position it firmly as a leading financial institution in the region and a key supporter of Qatar's economic diversification and growth.

What are the main distinctive features of Doha Bank's transformation, and in which areas has the bank made the most progress?

Doha Bank has embarked on an ambitious and comprehensive transformation called the Himma Program, a 360-degree transformation initiative that aims to establish a stable, sustainable, and innovative bank that delivers significant value for shareholders and the Qatari economy. The program is structured around three core areas: stability and sustainability, core business, and digital IT, with over 80 high-priority initiatives. Under stability and sustainability, the bank has optimized its credit and investment portfolios, enhanced risk management, and strengthened liquidity strategies to ensure resilience and growth. Under core business, the bank is enhancing retail banking with innovative products and improved customer service. Wholesale banking is transforming to better serve corporate clients, while the international business strategy is expanding globally to impact Qatar's economy. In the last area digital and technology, we focus on transforming the customer experience through digital innovation, automation, and self-service options to offer seamless, intuitive, and personalized banking experiences. Core systems are being upgraded to support new digital capabilities, enhance security, and leverage big data for better decision-making. Additionally, the bank is fostering a culture of innovation, agility, and customer-centricity, while ensuring compliance with regulatory requirements through robust governance and controls.

Doha Bank recently celebrated its 45th anniversary as a banking institution in Qatar. What main strengths has the bank developed over these years to accelerate its current transformation?

Over the past 45 years, Doha Bank has cultivated several key strengths that underpin our current transformation efforts, among them a robust financial foundation and a strong capital base, providing a solid foundation for our transformation initiatives. Our resilient risk management frameworks allow us to effectively navigate financial uncer-

ainties effectively, while our customer-centric approach and personalized services have fostered strong relationships, building trust and loyalty over the years. Additionally, our agility in adapting quickly to changing market conditions and technological advancements keeps Doha Bank competitive and relevant. We are committed to maintaining high standards of regulatory compliance and governance, earning the trust of regulators and stakeholders alike. Furthermore, our investment in developing a skilled and knowledgeable workforce has been crucial to our success. By providing continuous learning and development opportunities, we ensure our employees are equipped to drive our transformation initiatives forward. Our dedicated and talented employees are our greatest asset, and their commitment to excellence and customer service drives our strategic initiatives and ensures the successful execution of our transformation goals. These strengths, combined with our strategic vision and execution capabilities, position us well to accelerate our transformation and continue delivering exceptional value to our stakeholders.

How does Doha Bank plan to integrate the Third Financial Sector Strategic Plan by the Qatar Central Bank and ultimately contribute to positioning Qatar's financial sector in a leading position in the region?

Doha Bank is fully aligned with the Qatar Central Bank's Third Financial Sector Strategic Plan, and we are committed to supporting its mission to elevate Qatar's financial sector. Our integration strategy includes numerous key initiatives, including innovation and digital transformation and investing in digital banking platforms to provide seamless, secure, and innovative financial services. This includes the implementation of cutting-edge technologies such as blockchain, AI, and machine learning to improve efficiency and customer experience. The bank is also expanding its digital outreach to underserved and underbanked segments of the population, promoting financial inclusion and providing access to essential banking services for all. Furthermore, Doha Bank prioritizes green financing initiatives that support environmental sustainability. These include financing renewable energy projects, sustainable infrastructure, and environmentally friendly businesses. Its social responsibility programs meanwhile focus on education, healthcare, and community development in alignment with Qatar's broader social and economic goals. In governance, Doha Bank is committed to maintaining the highest standards of corporate governance, ensuring transparency, accountability, and ethical business practices. It also invests heavily in the continuous development of its workforce through training and development programs that align with the latest industry trends and technologies. At the same time, its leadership development initiatives are designed to cultivate the next generation of leaders who will drive the bank's strategic vision and

BIO

Sheikh Abdulrahman bin Fahad bin Faisal Al Thani is the Group CEO of Doha Bank. He brings a wealth of knowledge to his role, with over 15 years of experience in the Qatari banking industry. Throughout his career, he has dealt with diverse portfolios across retail, corporate banking, as well as international and governmental relations. Prior to this, he served as Deputy CEO of Doha Bank. Before joining Doha Bank, Al Thani held senior positions at Dukhan Bank, Barwa Bank, and Qatar International Islamic Bank. In addition to his professional achievements, Al-Thani actively contributes to corporate social responsibility initiatives and community development efforts, reflecting his commitment to making a positive impact beyond the banking sector.

growth. The bank actively seeks strategic partnerships and collaborations with leading financial institutions, technology firms, and other stakeholders to drive innovation and create synergies within the financial sector. As well, it engages in public-private partnerships to support national development initiatives and contribute to the overall economic growth of Qatar. By aligning our strategic initiatives with the goals of the Third Financial Sector Strategic Plan, Doha Bank aims to contribute significantly to positioning Qatar's financial sector as a regional leader, fostering economic growth and stability.

What is the strategic importance of ESG criteria for Doha Bank, and how does it contribute to the broader economic goals of Qatar?

Doha Bank is deeply committed to integrating ESG principles into its core business operations to drive value creation and shared prosperity for our stakeholders. Our first report, published in 2011, is a testament to our leadership and commitment to sustainability. Throughout our reporting journey, we have been consistent in our approach and policies that govern our actions. In fact, Doha Bank was the first bank in the GCC to launch a recycled plastic credit card that became an industry practice many years later. In 2023, the bank added ESG transition as one of its key strategic pillars, formalized its commitment through a Group ESG Policy, and established a dedicated ESG team to drive implementation and training across the organization. We further expanded our sustainable finance offerings by launching a sustainable finance framework. In 2023, we established sustainable finance framework to embark on sustainable financing and increase our finance portfolio to green and social causes. This year, we are refining our ESG strategy to align with the Third National Development Strategy, thereby contributing to the realization of Qatar National Vision 2030. Our approach incorporates global best practices and adheres strictly to the guidelines issued by the Qatar Central Bank. Our goal is to contribute to Qatar's economic growth while upholding the highest ESG standards.

What strategic changes can we expect from Doha Bank in the coming years, and how do they align the current prospects for the Qatari economy?

Doha Bank is set to implement several high-im-

“Doha Bank is fully aligned with the Qatar Central Bank’s Third Financial Sector Strategic Plan.”

pact strategic changes in alignment with Qatar's economic goals. We will continue our digital transformation by integrating AI, blockchain, and data analytics to enhance operational efficiency and elevate the customer experience. Through omnichannel banking options, we aim to provide seamless access across online, mobile, and in-branch services to ensure convenience and satisfaction for all customers. In the area of environmental, social, and governance integration, we are deepening our commitment to sustainability by offering green financial products and services and expanding our range of green bonds, sustainable loans, and environmentally friendly investment options. To further drive market expansion, Doha Bank will target regional and international growth through strategic partnerships and alliances with global financial institutions. We will also tailor our financial solutions to better serve SMEs, high-net-worth individuals, and underserved communities, providing specialized offerings that meet their unique needs. To further enhance the customer experience, we will leverage data analytics to offer personalized customized banking solutions that meet specific customer needs while investing in training programs to ensure exceptional service delivery across all customer touchpoints. Additionally, we will continue to identify and implement cost-saving opportunities to maintain financial stability and profitability, streamlining operations and reducing costs through automation and lean management practices. Our talent management strategy emphasizes continuous learning and investing in training programs, equipping our employees with the skills needed to drive strategic initiatives. By focusing on digital innovation, sustainability, customer-centricity, operational excellence, and talent development, Doha Bank is poised to support Qatar's economic diversification and growth, positioning itself as a leading financial institution in the region. ✖

Himma Program will propel Doha Bank into 360-degree transformation

1st sustainability report released in 2011

Refining Doha Bank's ESG strategy in alignment with the Third National Development Strategy

THE DETERMINATION to Succeed

Doha Bank has embarked on a transformation program known as “Himma,” meaning enthusiasm or determination in Arabic. It is a strategic initiative aimed at redefining the bank's operations and how it serves its clients.

The Himma Transformation Across 10 Dimensions

- 1** Credit & investment portfolio
- 2** Risk, liquidity, and funding
- 3** Retail and private banking
- 4** Wholesale banking
- 5** International business
- 6** Digital & Information Tech
- 7** Cost optimization
- 8** Critical processes
- 9** Organization and culture
- 10** Governance and control

Key highlights from 1H2024 Source: Doha Bank Investor Presentation Q2 2024 Results

BUILDING HIGH-QUALITY ASSETS & LIABILITIES

- QAR+300 million of CASA growth, QAR+900 million loan disbursements, QAR+800 million in FI lending
- Healthy pipeline of lending for 2H24/1H25

STRENGTHENING DIGITAL & IT

- Critical updates including launch of revamped mobile app and internal systems and platforms
- The bank launched an upgraded mobile app to customers at the end of April 2024

STRENGTHENING RETAIL PROPOSITION

- Revamped sales approach across the network to enhance retail value proposition
- Launched new products such as Al Dana Savings, Fawran payments, Himyan card

IMPROVING KEY RATIOS & METRICS

- Improving funding mix and key ratios
- Successful EMTN issuance of USD500 million, 5Y USD bond, 4X over subscription
- Stabilization of key ratios such as LDR and NSFR, etc.

STRENGTHENING GOVERNANCE CONTROL AND CAPABILITIES

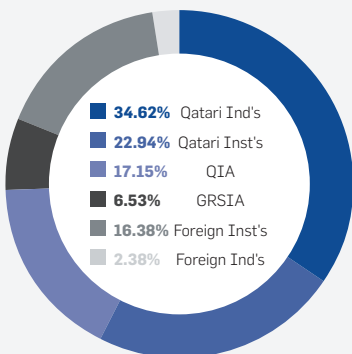
- Increased transparency in reporting
 - Key executives have been appointed across the bank to enable growth

DRIVING COST EFFICIENCIES

- Implemented key initiatives to drive annual recurring impact across Opex and Fees categories

Doha Bank In Numbers

SHAREHOLDER STRUCTURE



SHARE PRICE (2Q2024)

	QAR MN	USD MN
Current MCap	4.514	1.240

	Date	Value
Last price	Jun 30, 2024	1.456
52-week high	Dec 31, 2024	1.865
52-week low	May 30, 2024	1.333

MOODY'S

Bank Deposit Ratings LT **BAA1** **STABLE**

FitchRatings

Issuer Default Rating LT **A** **STABLE**

RATINGS PROFILE

Key Results 2Q2024

Net operating income increased 1.5% QoQ

CET1 ratio of 13.43% and Total CAR of 19.71%

Customer deposit increased by +17.0% YoY

Net Profit increased by +10.3% YoY

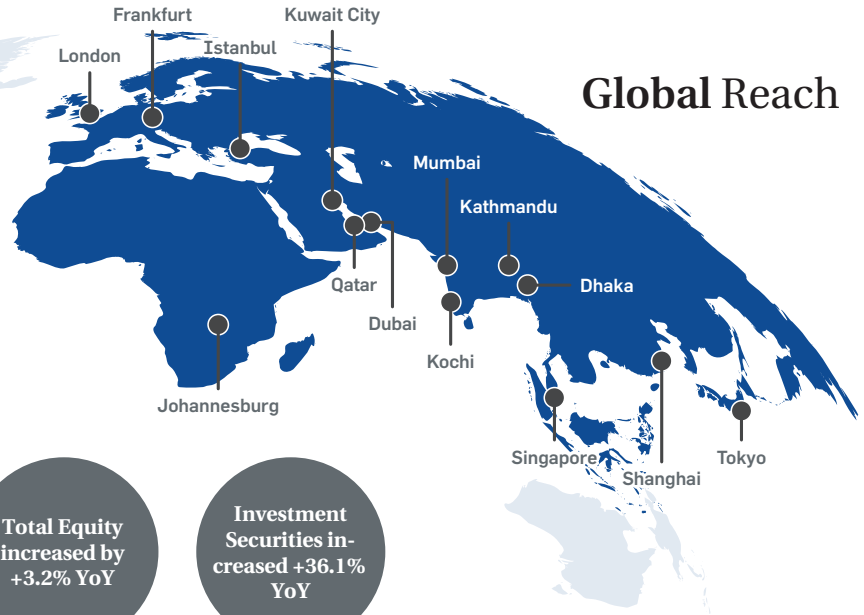
Non-interest income +9.3% YoY

NPLs flat vs 1Q24

Total Equity increased by +3.2% YoY

Investment Securities increased +36.1% YoY

Global Reach



Digitalization

Doha Bank is dedicated to using digital technologies to improve its customers' experience, raise efficiency, and diminish its environmental impact. As of December 31, 2023, 90% of all retail customers' comparable financial transactions are performed through Doha Bank's digital and self-service channels and in line with the Bank's digital strategy. Aimed toward providing better banking solutions, Doha Bank will continue investing in digital and adding new services for individuals and corporate customers.

TRANSACTIONS

	2020	2021	2022	2023	%YoY
Online/Mobile	2.55M	2.7M	2.88M	2.87M	%0
Doha Pay	607	38,942	190K	360K	%89

DIGITAL VISION

As part of its digital vision, Doha Bank is focusing on building three main streams and aims to:

A – BUILD SOLID FOUNDATIONS

- Modular loosely coupled architecture
- Strong ownership of security integration and customer touch points
- Data-driven automation by design
- Provision end to end managed cloud services
- Use of emerging technologies to accelerate customer experience

B – PROTECT REVENUES AND EXPLORE NEW OPPORTUNITIES

- Add intelligence and automation to every single service
- Master service design to superior customer experience
- Offer competitive pricing for emerging services
- Develop new product and service configurations (multi-bundling)
- Implement smart pricing & product engine

C – JOIN DIGITAL ECOSYSTEM(S)

- Use open industry standards and open-source technologies
- Adopt open-banking principles
- Build platform and tools for partners (extranet)
- Attract Fintech and start-ups engagement and team up with regulators, where possible
- Blockchain capabilities

ESG & Sustainability

Source: Doha Bank Sustainability Report 2023

ESG LINKED SME LENDING

Doha Bank recognizes the importance of supporting SMEs. As financial providers, it is committed to assisting Qatar in enhancing its Global Entrepreneurship Indicator ranking and boosting the role of SMEs in non-oil & gas GDP.

SME LOAN PORTFOLIO (QAR MN)

	2020	2021	2022	2023
Funded	489	799	755	703
Non-funded	176	387	340	373
Total exposure	665	1186	1095	1076
No of SME clients	273	425	387	333



CLIENT-CENTRIC offerings

Dimitrios Kokosioulis
DEPUTY CEO,
DOHA BANK

Doha Bank's vision is to seamlessly integrate cutting-edge technology with its deep-rooted commitment to customer service, creating a future where banking is a seamless experience for its customers.

Enhancing customer experience with AI chatbots, self-issuance kiosks, and a streamlined mobile app

Part of the BIT 24 Doha FinTech Innovation Lounge program

BIO

Dimitrios Kokosioulis is a results-oriented leader with more than three decades of work experience with successful management participation in major banking institutions. He has extensive international experience in both emerging and developed markets, including Middle East & North Africa region, Southeast Europe, Central Eastern Europe, the US, UK, Italy, Singapore, and China. He previously held the position of deputy CEO, global head of operations & technology with National Bank of Kuwait – Kuwait.

How would you define Doha Bank's approach to embracing digital transformation?

With a rich legacy spanning 45 years, Doha Bank has always been synonymous with exceptional customer service and unwavering trust among our esteemed clients. As we navigate the digital age, our commitment to these core values remains steadfast. Our approach to digital transformation is deeply rooted in enhancing the customer experience, putting our clients at the center of our strategic initiatives. In May 2024, we embarked on a significant journey by revamping our retail mobile application. This update introduced a modern, user-friendly interface designed to provide an intuitive and seamless user experience. We also expanded our transaction capabilities and integrated new security features, empowering our customers to personalize their security settings according to their needs. July 2024 marked another milestone with the introduction of new features to our mobile app. Customers can now effortlessly apply for insurance products, top up their loans, or divide their credit card purchases into instalments. Looking ahead, our customers can expect even more innovative features by the end of this year, designed to make managing their banking needs more convenient and secure. Our digital transformation journey is structured in two phases: optimization and comprehensive transformation. The first phase focuses on achieving quick wins by improving the customer experience using our existing systems and infrastructure. The second phase involves a complete overhaul of our core systems, aimed at introducing new digital products built on a component-based digital architecture and open banking for future scalability. Doha Bank is not merely keeping pace with the digital revolution; we are setting the standard.

How is Doha Bank enhancing its customer experience?

Customer experience is at the heart of everything we do at Doha Bank. Our commitment to enhancing customer experience and ease of banking is evident in every product and process we design. We pride ourselves on offering Doha Bank credit cards with some of the best benefits and customer value propositions in the market, including bespoke

concierge services, free valet services at prime locations across the country, and complimentary gym memberships. Recognizing that the modern banking experience is defined by the ease of doing business, we have implemented the Himma transformation program. This initiative involves a comprehensive re-evaluation of our existing processes to align with industry best practices. These key enhancements include AI-powered chatbots to provide instant, efficient customer support, ensuring queries are resolved promptly, self-issuance kiosks that allow customers to receive their bank cards swiftly and conveniently, and a revamped mobile app that offers an intuitive, user-friendly interface that simplifies banking operations. Customers can now apply for insurance products, top up their loans, and manage credit card instalments seamlessly through the app. These innovations are part of our strategy to increase customer adoption of digital banking services. We are committed to not only meeting the evolving needs of our existing clients but also expanding our market share by attracting new customers with our superior service offerings.

How will Doha Bank's partnership with Mastercard enhance leadership in the local market?

As one of the largest issuers in Qatar, Doha Bank's strategic partnership with Mastercard marks a significant milestone in our journey to revolutionize the digital payments space and foster financial inclusion in the region. This collaboration allows us to leverage Mastercard's global expertise in digital payments, thereby enhancing our product propositions and expanding market share. Our partnership with Mastercard is aligned with the Qatar Central Bank's objective of enhancing the digital payments ecosystem. By introducing a new product line across various segments within the country, including specialized offerings for our privileged customers, we aim to set new standards in the market. Additionally, we are committed to being the regional champion of financial inclusion by offering tailored solutions for underserved segments, providing them with more reasons to bank with Doha Bank. This multi-faceted partnership also focuses on the growth of our corporate payments business. ✖



THE RIGHT *people*

Sheikh Mohamed Fahad Al-Thani
ACTING CHIEF HUMAN RESOURCE
OFFICER,
DOHA BANK

Doha Bank's human resources operation is not only ensuring that the company finds the right people, but that it continues to upskill them for a changing world.

Can you elaborate on Doha Bank's Qatarization strategy and how it aligns with the bank's overall goals for talent development, as this is recognized as one priority under the Third Qatar National Development Strategy?

Doha Bank's Qatarization strategy is deeply embedded in our commitment to national development and is fully aligned with the Third Qatar National Development Strategy. Our approach is comprehensive, focusing on both the immediate integration and long-term development of Qatari nationals within our workforce. This strategy is supported by several targeted programs designed to nurture Qatari talent from entry-level positions through to leadership roles. For instance, our Kawader Al Mostaqbal Program focuses on equipping Qataris with the specific skills needed for critical roles such as tellers and customer service representatives. In parallel, our Leadership Development Program is tailored to build leadership competencies among Qatari employees, preparing them for future senior positions within the bank. Additionally, recognizing the importance of global experience in today's interconnected world, we are developing a program that offers Qatari nationals both short and long-term assignments at our international branches. This initiative is designed to enhance their global exposure, broaden their understanding of international markets, and accelerate their professional development. By providing these opportunities, we are not only investing in their growth but also strengthening the future leadership of the bank, with leaders who have a global perspective. Furthermore, our Succession Planning initiative systematically identifies high-potential Qatari nationals and develops them for key leadership roles. We have also enhanced our learning and development (L&D) offerings to include the latest learning interventions, such as

micro-learning and e-learning platforms, ensuring that our Qatari employees have access to cutting-edge training and development resources. Through these initiatives, we are not only fulfilling our national obligations but also ensuring that our talent pool is well-prepared to drive the bank's future growth, both locally and globally, as we continue to consolidate and expand in key international markets.

In the context of succession planning, what steps is Doha Bank taking to identify and nurture internal talent, ensuring a robust leadership pipeline for key roles within the organization?

Succession planning is a strategic priority at Doha Bank, particularly as we navigate a rapidly changing business environment. We are planning a new approach to build a robust pipeline of internal talent that is ready to step into key leadership roles as needed. We will achieve this through a structured succession planning process that begins with identifying high-potential employees across all levels of the organization. These individuals will be placed on personalized development plans that include formal training, mentorship, and cross-functional assignments designed to broaden their experience and prepare them for leadership roles. Our Leadership Development Program will be integral to this process, providing participants with the skills and knowledge they need to succeed at the highest levels of the organization. Additionally, we have enhanced our Learning and Development (L&D) offerings to include cutting-edge technologies and interventions, ensuring that our employees have access to the latest training resources. By integrating these advanced L&D tools, we are better equipped to develop our internal talent and ensure continuity within the bank's leadership. Furthermore, our focus on global exposure through short and long-term assignments

in international branches will ensure that our future leaders have a well-rounded understanding of the global banking environment, which is critical as Doha Bank continues to expand its international presence.

Moving forward, how do you envision the evolution of Doha Bank's Human Resources policies to support the bank's ongoing transformation?

As Doha Bank continues its transformative journey, our Human Resources policies must evolve to support the bank's strategic objectives and the changing needs of our workforce. We are focusing on several key areas of development. First, we are committed to enhancing our talent management practices to ensure that we attract, retain, and develop the best talent in the market. This includes modernizing our recruitment processes, expanding our leadership development programs, and strengthening our performance management systems. Second, we are placing a greater emphasis on diversity and inclusion, not only in terms of gender and nationality but also in embracing diverse perspectives and experiences that drive innovation. Third, as part of our digital transformation, we are integrating advanced HR technologies that will allow us to better manage our workforce data, improve employee engagement, and deliver more personalized development opportunities. ✕

BIO

Sheikh Mohamed Fahad Al-Thani has been leading Human Resources at Doha Bank since 2017. With a BA in general business from Anglia Ruskin University (UK) and over 12 years of experience in the financial sector, Sheikh Mohamed has been a key figure in transforming the bank's human capital strategies.

TRANSFORMATION *time*

As part of the Himma transformation of Doha Bank, the company's digital offering and capacity are being revamped, with the new and improved mobile app highlighting this innovation.

Doha Bank is one of the largest commercial banks in Qatar. Established in 1979, it offers a wide range of banking services, including personal banking, corporate banking, and investment banking. More recently, the bank has embarked on a transformative mission, known as the Himma program, aimed at enhancing its operational efficiency and customer service through digital transformation and innovation. The Himma transformation focuses on leveraging advanced technologies such as machine learning and big data analytics to improve banking processes and offer personalized services to customers. The initiative also emphasizes sustainability and environmental responsibility, aligning with global trends towards green banking and eco-friendly practices.

"Doha Bank has embarked on an ambitious and comprehensive transformation journey named the Himma program. This 360° transformation initiative aims to establish a stable, sustainable, and innovative bank that delivers significant value for shareholders and the Qatari economy," Group CEO Abdulrahman Fahad Al Thani told TBY. As per Al Thani, the initiative is structured around over 80 high-priority initiatives, categorized into three core focus areas: core business, stability, and digital IT.

In terms of core business, this means enhancing retail banking offerings by introducing innovative products and services, such as personalized banking solutions, improved customer service channels, and leveraging data analytics for better customer insights. The company's wholesale banking segment is also undergoing significant transformation to better serve the bank's corporate clients, including enhanced advisory services and an expanded product portfolio. The bank plans to improve its resilience by undertaking a meticulous review and optimization of the bank's credit and investment portfolios to enhance stability and returns, as well

as implementing robust risk management frameworks and liquidity strategies, to ensure the bank's resilience against financial shocks. This focus on stability also incorporates elements of sustainability, with initiatives to reduce the bank's carbon footprint and promote sustainable financial products. "We are proactively identifying and addressing cost efficiency opportunities to optimize our operations and spending. A cultural shift within the organization is being fostered to embrace innovation, agility, and customer-centricity. Moreover, we are implementing best-in-class governance and controls to meet emerging regulatory requirements, ensuring robust compliance and risk management practices," said Al Thani.

Perhaps the focus area most noticeable to Doha Bank customers is the digitalization initiatives. In this regard, the bank aims to improve customer service through technological advancements. This includes increased system security and better data management on the back-end, leveraging data analytics to gain better decision-making insights, as well as improvements in user-friendly mobile and online banking platforms. Deputy CEO Dimitrios Kokosioulis spoke to TBY about the company's digitalization efforts, saying, "In May 2024, we embarked on a significant journey by revamping our retail mobile application. This update introduced a modern, user-friendly interface designed to provide an intuitive and seamless user experience. We didn't stop there; we also expanded our transaction capabilities and integrated new security features, empowering our customers to personalize their security settings according to their needs." And July 2024 marked another milestone for the mobile banking app, with the introduction of new features, including the ability to divide credit card purchases into installments, top up loans, and to apply for insurance products—a first in Qatar, and a good sign

that the regulator, the Qatar Central Bank, is keen on innovation and working closely with Doha Bank.

Via the Himma transformation program, Doha Bank aims to make doing business easier and more enjoyable for its customers. The revamped mobile app is a key component of this overarching strategy, aimed at improving the way customers interact with Doha Bank.

Doha Bank credit cards also offer some of the best benefits and customer value propositions in the market, including concierge services, free valet services at locations across the country, and complimentary gym memberships. "By consistently prioritizing customer experience and leveraging innovative measures, Doha Bank is setting a new standard in the banking industry, ensuring our clients receive the best possible service now and in the future," said Kokosioulis.

According to Kokosioulis, the bank's digital transformation has been split in two phases: optimization, which involved improving the customer experience using our existing systems and infra-

structure, and comprehensive transformation, which necessitated a complete overhaul of the bank's core systems, aimed at introducing new digital products built on a component-based digital architecture and open banking for future scalability. "Doha Bank is not merely keeping pace with the digital revolution; we are setting the standard. Our vision is to seamlessly integrate cutting-edge technology with our deep-rooted commitment to customer service, creating a future where banking is not just a service, but a seamless experience woven into the fabric of our customers' lives," he said.

Overall, the Himma transformation represents Doha Bank's commitment to staying competitive in the rapidly evolving financial landscape while also contributing to sustainable development. As GCEO Al Thani told TBY, "By focusing on digital innovation, sustainability, customer-centricity, operational excellence, and talent development, Doha Bank will support Qatar's economic diversification and growth, positioning itself as a leading financial institution in the region." ❌



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A FLYING *start*

Baiju Samuel
CHIEF OF STRATEGY & TRANSFORMATION,
DOHA BANK

The Himma Transformation positions Doha Bank as a leader in stability, sustainability, and digital innovation, aligning with Qatar's Vision 2030 to enhance customer experience, financial inclusion, and competitiveness through fintech partnerships.

What are the primary drivers behind the Himma Transformation, and how will these factors contribute to the bank's long-term strategic goals?

The Himma Transformation is a strategic initiative we launched at the beginning of the year, identifying 10 key dimensions across the bank that translate into 87 distinct programs, supported by a clear three-year roadmap. This initiative is driven by our commitment to stability, sustainability, core business enhancement, and digital innovation. Together, these factors will help us achieve our long-term goal of becoming a leading, digitally enabled financial institution in Qatar. By prioritizing stability and sustainability, Doha Bank aims to build a resilient and responsible organization. Our focus on enhancing core business operations will improve efficiency, profitability, and customer satisfaction. Additionally, our emphasis on digital innovation will enable us to deliver innovative products and services, enhance customer experiences, and strengthen our competitive position in the market. As of September 2024, we have successfully launched 80% of the initiatives.

BIO

Baiju Samuel is a seasoned leader with over two decades of experience in the financial services sector, specializing in strategic initiatives and digital transformations. He has a proven track record of successfully managing complex projects from concept to execution, leveraging his expertise in banking and technology. He has held multiple positions at Capital Bank Group, Mashreq, and Emirates NBD. Currently, he leads the Doha bank's Himma Transformation initiative aimed at enhancing organizational excellence for future readiness.

What changes will the Himma Transformation bring to improve customer experience at Doha Bank, and what specific changes can customers expect to see in their experience?

As part of the Himma Transformation initiative, we are dedicated to significantly enhancing the customer experience at Doha Bank. This will be achieved through streamlined processes, advanced digital innovations, and personalized services. Customers can expect faster transactions with our new mobile banking app, which offers user-friendly features and tailored financial insights. In addition to our digital advancements, we are modernizing our branches to reduce wait times, ensuring that knowledgeable staff are available to create a welcoming and efficient in-person banking environment. Our commitment to the training of branch personnel and call center agents will further enhance customer interactions, guaranteeing knowledgeable and responsive support.

As financial institutions increasingly turn to digital innovation, the integration of fintech solutions has become a key driver of growth and competitiveness. How does the Himma Transformation plan to integrate fintech solutions into Doha Bank's offerings, and what benefits do you expect this will bring?

The financial institutions are investing heavily in the technology space to make sure they are ahead of the competition. Doha Bank is also leveraging fintech solutions to enhance customer experience, improve operational efficiency, and drive innovation. We have already established a partnership with Mastercard and are in the evaluation phase to collaborate with prominent technology partners for product integration, as well as with smaller fintech firms that offer tailored solutions

in areas such as payments, wealth management, and artificial intelligence. Our goal is to co-create innovative products alongside these fintech partners. We are also actively participating in the accelerator program and are one of the key banks involved in the QCB's Fawran initiative. Additionally, we plan to launch a super app that will enable our customers to access a variety of services through a single platform.

How does the Himma Transformation align with Qatar's National Vision 2030 and the Third Financial Sector Strategic Plan? What specific initiatives are you focusing on to ensure this alignment?

We are closely aligned with Qatar's National Vision 2030 and the Third Financial Sector Strategic Plan by prioritizing sustainable economic development, digital innovation, and the enhancement of the financial ecosystem as part of our transformation. Our key initiatives include implementing advanced fintech solutions to improve customer experience and operational efficiency, committing to ESG principles for responsible financial practices, and developing innovative, customer-centric services that promote financial inclusion. A notable example of our commitment to inclusion is the Al Dana product, which has become one of Qatar's most popular and rewarding savings programs, creating over 81 millionaires in the past. We also launched DPay, designed specifically for blue-collar workers, to enhance financial inclusion among lower-income groups. Furthermore, we are fostering partnerships with technology firms and fintech companies to drive innovation while emphasizing talent development to ensure our workforce is well prepared for these changes. ✖

HE Sheikh Joaan bin Hamad Al Thani, President of the Qatar Olympic Committee, honored Doha Bank, represented by the CEO, Sheikh Abdulrahman bin Fahad bin Faisal Al Thani, for sponsoring the Global Champions Arabian Tour





SOURCE *of excellence*

Dr. Fawad Ishaq
CHIEF TREASURY AND INVESTMENT
OFFICER,
DOHA BANK

Doha Bank's treasury and investment department is enhancing liquidity management, diversifying funding sources, and expanding investment products, including the launch of public and private market funds and initiatives to attract both local and international investors.

Working on establishing a center of excellence in wealth and asset management

Engaging international investors through deal and non-deal roadshows

BIO

A senior banker with over 25 years of global experience in treasury, capital, and financial markets, Dr. Fawad Ishaq is presently the chief treasury and investment officer of Doha Bank. His expansive knowledge covers trading, sales, structuring, DCM syndicate, ALM, funding, and portfolio management. He has relationships with various players in MENAT, including financial institutions, SWF, large corporates, NBFI, hedge funds and asset managers. He has a PhD in economics from Georgetown University.

Can you discuss recent developments or trends within Doha Bank's Treasury and Investment operations that you believe will have a significant impact on Qatar's economy and investment landscape?

The treasury and investment department has kept a strong focus on managing liquidity, funding gaps and regulatory ratios by introducing new products like structured repos and dual currency deposits etc. We are also upgrading the technology within treasury to be able to provide an end-to-end treasury management system and introduce the investment platforms for PB/HNW clients. We are diversifying our sources of funding so we can leverage international capital markets for getting longer term liquidity and are able to establish a yield curve for creating liquid benchmark. In the investment space, we are the only institution with a listed conventional ETF on Qatar stock exchange called QETF, that gives exposure to the Qatari equity market. In addition, there are multiple initiatives that treasury and investment at Doha Bank have taken to develop global and regional investment products. We are also in regular discussions over developing funds to create investments with multiple strategies and make it more attractive for local and international investors rather than long only strategy. We are also looking to expand the mandate of the investment portfolio to be able to co-invest along with our institutional clients and work on asset allocation models specific to their needs.

What measures has Doha Bank implemented to attract international investors to Qatar's capital markets, and how do you assess their impact on market liquidity and trading activity?

Doha Bank has been extremely active in engaging international investors through the deal and non-deal roadshows to introduce Doha Bank's credit, as well as to explain Qatar's growth story and the attractiveness of our local capital markets. We are working with entities like QSE to be able to assess the needs for financial instruments in order to attract international investors to Qatar. There is also an on-going dialogue with

international investors regarding QAR bond issuances to understand their risk appetite, as well as operational and market related challenges that impact the ability to invest and trade in Qatar's capital markets. While equity market is accessible through QSE and the related funds/ETFs, the domestic fixed income market is non-existent. There are some hurdles, mainly the inability to hedge currency exposure that would require regulatory approval, and the lack of liquidity providers. Doha Bank is looking to play an active role in enabling future potential transactions.

How is Doha Bank improving the overall investor experience in Qatar's capital markets, particularly through leveraging technology for enhanced accessibility and transparency?

Doha Bank is working on a strategy for establishing a center of excellence in wealth and asset management that will play an active role in the developing the local expertise in managing local and global assets. A part of the strategy is to develop a platform that will enable Doha Bank's clients to access a variety of assets across both public and private markets digitally. We are working with multiple global asset managers to assess state of the art technologies available so we can leverage their expertise in developing technology for local capital markets. In addition, we are considering digitizing assets so they can be distributed to larger retail clients without the restriction of large ticket sizes.

What initiatives has Doha Bank introduced to support the participation of SMEs in Qatar's capital markets, and how are these initiatives easing access to capital and providing regulatory support?

The bank has recently set up a capital markets unit. One of the mandates of the newly established unit is to identify opportunities within the mid-cap (medium-sized enterprises) to guide and bring them into capital markets either through the domestic debt capital market or through syndicated loans. ✕



Image: Q world

A GREEN *approach*

As part of its Himma transformation, Doha Bank is focusing on maximizing its ESG efforts and committing to comprehensive sustainability.

Established in 1979, Doha Bank is one of Qatar's largest commercial banks, offering a variety of banking services, from personal to corporate and investment. The bank has long been known for its innovative approach to products and services, being one of the first to enter online and mobile platforms, as well as providing a wide range of loans and credit facilities. In keeping with this innovative spirit, the bank has recently embarked on a transformative journey, known as the Himma program, aimed at enhancing its operational efficiency and customer service. The Himma transformation is largely focused on digitalization and utilizing advanced technologies to improve banking processes and offer personalized services to customers, however, a key component of this program also emphasizes sustainability and environmental responsibility, aligning with global trends towards green banking and eco-friendly practices.

In 2023, Doha Bank added ESG as one of its key strategic development pillars, establishing a sustainable finance framework to increase the presence of green and social causes in the bank's finance portfolio, and a dedicated ESG team to drive implementation and training across the organization. In the company's sustainable finance framework, numerous eligible environmental project types are outlined, including green buildings, renewable energy, energy efficiency, and clean transportation. And regarding social projects, these include healthcare, education, and support to related SMEs, particularly those headed by female entrepreneurs.

Since the framework's implementation, the bank has been involved in several sustainability initiatives, focusing on ESG principles. It has emphasized green banking practices and participated in various community programs focused on education, health, and social welfare, particularly ones designed to promote sustainable development, financial inclusion, and responsible banking practices. The

bank is also preparing the first green bond issuing, though details at the time of publication remained private. Doha Bank has also implemented various other green practices to minimize its environmental impact, including promoting digital banking to reduce paper usage, using energy-efficient lighting and HVAC systems on its premises, and supporting renewable energy projects and sustainable infrastructure. The company was also the first bank in the GCC to launch a recycled plastic credit card, which has since become a standard industry practice. As Abdulrahman Fahad Al Thani, Group CEO told TBV, "Doha Bank is deeply committed to integrating ESG principles into our core business operations to drive value creation and shared prosperity for our stakeholders. Our first report published in the year 2011 is the testament to our leadership and commitment on sustainability."

Guided by the Qatar Stock Exchange, the aforementioned report is a yearly publication, highlighting Doha Bank's commitment to maintaining high standards of transparency and accountability. "Conscious of the fast-paced advancements in sustainability, we adopt best practices that elevate Doha Bank as a prominent financial institution. We are committed to Qatar Nation Vision 2030, the United Nations' Sustainable Development Goals, collectively offer a well-defined roadmap for realizing a sustainable future. These initiatives establish explicit targets for greenhouse gas emission reduction, resource conservation, fostering social and economic development, and laying the groundwork for collaboration among governments, businesses, and civil society," the most recent report covering the calendar year 2023 states in its opening message to shareholders. That year, the bank noted a 7% reduction in paper consumption since 2022, a 6% decrease in greenhouse gas emissions per full-time employee over the last five years, and a 7% decrease in absolute emissions over the same time

period. The company also highlighted its employee ESG training programs, noting that the number of training courses delivered has increased by 54% year-on-year. The bank also places a high priority on employee well-being, offering various programs for a healthy work-life balance as well as continuous professional development through training programs that align with the latest industry trends and technologies. The company's various leadership development initiatives are designed to cultivate the next generation of leaders that will drive the bank's strategic vision and growth.

In addition to taking care of its employees, the company also hosts a number of various initiatives and social programs throughout the year, including planting trees, beach cleanups, and blood drives, further strengthening community ties. Abdulrahman Fahad Al Thani told TBY, "We are refining our ESG strategy to align with the Third National Development Strategy, thereby contributing to the realization of Qatar National Vision 2030. Our approach incorporates global best practices and ad-

heres strictly to the guidelines issued by the Qatar Central Bank. Our goal is to contribute to Qatar's economic growth while upholding the highest ESG standards." To that end, Doha Bank is committed to supporting the Qatar Central Bank's mission to elevate country's financial sector, by expanding its digital outreach to underserved and underbanked segments of the population, promoting financial inclusion and providing access to fundamental banking services for all.

Doha Bank's ESG initiatives align well with global sustainability goals and demonstrate the bank's commitment to responsible banking. And the bank's social responsibility programs focusing on education, healthcare, and community development, likewise track with Qatar's broader social and economic goals. Adherence to strict ethical guidelines in its operations, ensuring fair practices, transparency, accountability, and ethical business practices in line with regulatory requirements are positioning Doha Bank for even more stable, sustainable growth in the years ahead. ✖



STRONG *values*

Moza Ghaith Alkuwari
CHIEF COMPLIANCE OFFICER,
DOHA BANK

Part of Doha Bank's core values are upholding data security and integrity, with strict compliance adherence guidelines. Regular training, access controls, data encryption, and continuous monitoring of the technology environment ensure that data is maintained completely, accurately, consistently, and safely.

Reviewing and enhancing the AML, CFT, and CFP measures

What would be your overall assessment of Doha Bank's control and compliance environment, and how has the bank integrated international standards in this regard such as IFRS 9?

Doha Bank maintains a robust control framework and compliance environment, consistently aligning with the overall strategy, fundamental principles and standards, and requirements established by local competent authorities and international standards such as IFRS 9. Our proactive approach includes rigorous risk assessment, advanced monitoring systems, and continuous staff training with a cordial relationship with regulators to ensure adherence to global best practices. Doha Bank maintains adequate internal control over financial reporting (ICFR). The bank's ICFR has been designed and implemented pursuant to the governance regulations to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the bank's financial statements for external reporting purposes in accordance with International Financial Reporting Standards (IFRS). ICFR includes disclosure of the controls and procedures designed to prevent misstatements. By integrating IFRS 9, we have enhanced our financial reporting, risk management, and transparency.

give high attention to awareness and compliance culture by increasing the frequency and depth of staff training program.

How does Doha Bank ensure safety and integrity of its data and information management systems?

Doha Bank upholds data security and integrity as part of its core values with strict adherence to compliance guidelines on it. For example, strict access controls, data encryption, and continuous monitoring of the technology environment is observed. We also ensure our all employees are well trained on security aspects of the bank systems and processes. Doha Bank ensures that data is maintained complete, accurate, consistent, and safe, and can only be accessed and used by authorized applications or individuals.

What is Doha Bank's standpoint in the use of technology to make compliance more efficient?

Technology has become a lifeline of current compliance landscape; however, with dynamically evolving challenges, technology must also mature up to match those challenges from time to time. From a compliance efficiency standpoint, we at Doha Bank are working towards further improving our compliance technology ecosystem through automations to reduce the risk of errors and false positives. Additionally, our focus is also on automating end-to-end workflows and building dynamic reports framework under the new compliance ecosystem.

What would be your message about the potential of women in the banking sector, and how would you encourage young female students to follow this career path?

Women possess immense potential in driving innovation and success in all sectors, including the banking sector, specifically in Qatar, because we are inspired by Sheikha Muza. We encourage women to embrace growth opportunities, leverage their unique perspective, and believe in their abilities to excel in this dynamic industry. Doha Bank is committed to fostering diversity and inclusion, empowering the next generation of female leaders to excel and thrive in this dynamic and rewarding industry. ✖

BIO

Moza Ghaith Alkuwari brings with her more than a decade of banking experience garnered from her tenure in Qatar National Bank and Qatar Islamic Bank where she worked as head of financial crime compliance and MLRO. She has successfully navigated complex regulatory landscapes and implemented robust compliance frameworks in her previous roles. Her commitment to upholding the highest standards of integrity and ensuring regulatory compliance aligns seamlessly with the values of Doha Bank.

Inspiring the next generation of female leaders to excel in banking



Image: Q world



TOP to bottom

Fadi Fattal
ACTING CHIEF OF WHOLESAL
BANKING,
DOHA BANK

Doha Bank is undergoing a radical transformation, whereby digitalization and upgraded technological solutions will aid clients looking for a one-stop-shop approach to banking in Qatar and other markets where the bank operates.

Launched Tadbeer, Doha Bank's corporate online banking platform

Tadbeer represents 85% of Doha Bank's local fund transactions and 49% of international fund transactions

Can you elaborate on how features such as bulk transfers, transaction limit increases, and cross-currency payments are benefiting your corporate clients?

Doha Bank has embarked on the bank-wide "Himma" transformation plan. Digitization, payments and cash management are a key part of Himma. During the year, Doha Bank successfully completed various enhancements and upgrades to the existing payments and cash management solutions offered to wholesale banking clients. One such solution is Doha Bank's corporate online banking platform, known as Tadbeer, whereby we launched Doha Bank-to-Doha Bank bulk transfer, bulk approval option, transaction limit increases, cross-currency payments, corporate cards payments, self-reset passwords, and multiple transaction approvals, to name a few. These enhancements have already led to a significant uptick in online banking volumes and usage, as we have seen increased local and international fund transfers. Worth noting that as of mid-2024, corporate transactions processed through Tadbeer represent 85% of Doha Bank's local fund transactions and 49% of international fund transactions.

With the conversion of some branches into dedicated corporate service centers, how has Doha Bank improved its service excellence and convenience for wholesale banking customers?

The main objective of having dedicated service centers is to provide better and more efficient customer service to our corporate clients by having a dedicated team of experts who can handle their specific needs and requirements. Dedicated corporate service centers reshape the bank's client relationship model and improve our wallet share with existing wholesale banking customers. It relieves the servicing activities burden from retail branches, enhances customer experiences, and reduces processing time. These dedicated corporate service cen-

ters provide a one-stop-shop solution, manage the bulk of customer interactions, support key customer requests, and are responsible for complaints management.

How is Doha Bank leveraging its extensive international network to support and enhance its wholesale banking operations?

As part of the Himma transformation plan, we are well into the process of reviewing all our international networks based on certain KPIs. The wholesale banking international business is unique with few Qatari banks competing with us in UAE, Kuwait, and India. Our main focus is on our right to win by supporting Qatari clients venturing into these markets and vice versa—clients banking with Doha Bank in those markets and looking to enter the Qatari market. Our wholesale banking network offers a full suite of products and services, which are also being enhanced and upgraded. Doha Bank is keen on supporting our global clients under a global relationship manager structure. We have a healthy pipeline of deals in the form of bilaterals, syndications, and club deals on greenfield and brownfield projects in the private and public sectors, which are planned to close by the end of 2024.

How is Doha Bank positioning its wholesale banking division to navigate and capitalize on Qatar's economic diversification?

LNG is an important economic contributing sector to the Qatar economy. Doha Bank is keen on doing its share in supporting the Qatari government develop and grow the LNG sector. In this regard, and as part of the Himma transformation plan, Doha Bank is growing its business in the public sector and corporate finance, of which LNG and the overall energy sector form a key part. A number of solutions have been introduced with a few more in the works, expected to be launched in the near future. ✖

BIO

Fadi Fattal is a seasoned corporate banker with 27+ years of experience working with global banks in both MENA and NAM. He holds a degree in business administration from the University of Wollongong. Straight out of university, he joined Citibank, Dubai, and later joined HSBC Qatar, working there until 2013, when he transferred to HSBC Canada. In 2024, he returned to the region to join Doha Bank

Doha Bank sponsors Al-Arabi Sports Club



Image: Doha Bank



ONGOING *digital transformation*

Charif El Baba
DEPUTY HEAD OF RETAIL BANKING,
DOHA BANK

Doha Bank's ongoing transformation program highlights its dedication to leveraging technology to create a better banking experience for all its customers.

Motor and travel insurance can be purchased online or via app

Credit cards with CVVs valid for a limited time for secure online transactions

Doha Bank has been offering a suite of innovative banking and bancassurance products. How do its partnerships with insurance providers like Metlife, Sharq Insurance, and Al Khaleej Takaful enhance the bank's offerings?

We have developed a clear understanding to the needs of every customer segment we serve, be it the locals, expats, high net worth, ultra-high net worth, and also the blue-collar segments. This helped us develop a solid strategy that was translated into a comprehensive customer value proposition, and we partnered with the right insurance companies to deliver these specialized solutions. These value propositions are targeted to offer our customers tailored solutions based on their individual needs. In addition, our own bancassurance department with seasoned and trained staff offer hands-on experience, making the process smooth and comfortable. This helped Doha Bank become a one-stop shop for all their financial and business needs.

What is Doha Bank's approach to implementing new technologies in its retail banking services, and how do these innovations meet the needs of tech-savvy consumers?

Doha Bank has always been synonymous with exceptional customer service and unwavering trust among our esteemed clients. As we navigate the digital age, our commitment to these core values remains solid. Our approach to digital transformation is firmly rooted in enhancing the customer experience, placing our clients at the heart of our strategic initiatives. Our transformation program is guided by a commitment to achieving quick wins and enhancing the customer experience. As part of this strategic effort, we have prioritized the revamp of our mobile banking app to deliver immediate value and superior service to our customers in the GCC region. The redesigned mobile banking app significantly improves the user experience by reducing the number of taps and clicks required for transactions. Each input field in the user journeys has been carefully re-evaluated to ensure its necessity, resulting in a more efficient and intuitive interface. We have introduced new features, including instant savings account openings, motor and travel insurance

payments, loan applications, and loan top-up services. These offerings provide our customers with greater convenience and flexibility in managing their finances. While the mobile banking revamp is a significant milestone, it is part of a broader strategy to continuously enhance our digital services. We are also preparing a corporate mobile app and a dedicated app for blue-collar customers, further demonstrating our commitment to meeting diverse customer needs. These initiatives represent a significant step in our ongoing digital transformation journey aimed at providing seamless and innovative banking solutions. Through these efforts, we have not only improved our service delivery but also reinforced our dedication to innovation and customer satisfaction.

How has Doha Bank developed a robust security structure for its retail banking services, and what steps have been taken to ensure that these security measures are user-friendly for customers?

At Doha Bank, security is a top priority, and we understand the importance of protecting our customers' financial information while also providing a seamless user experience. Our security framework is designed to meet all regulatory requirements and goes beyond by incorporating innovative features that cater to the diverse needs of our customers. One of our key strategies is optimizing security by balancing it with convenience. We have simplified login process for mobile banking that ensures robust protection without compromising ease of access. This approach helps customers access their accounts quickly and securely. We also offer customers the ability to personalize their security settings. For instance, they can set their own transaction limits for money transfers, providing them with greater control over their finances. Additionally, we have introduced a new card security feature that allows customers to select which credit cards to use and digitalize the CVV. These measures are available through our mobile banking platform, giving customers the flexibility to customize their security according to their preferences and needs. By empowering our customers to tailor their security settings, we ensure they can confidently and securely manage their banking activities. ✖

BIO

Charif El Baba is an MBA graduate with a bachelor's degree in computer science. His retail banking experience spans over 25 years across the Middle East and Europe. He assumed several executive positions with multinational banks across the region in addition to his consulting experience with Big 4, where he lead and managed key strategic projects and advisory services for retail banks across EMEA.



SECURE & *stable*

Salman Mustafa Siddiqui
CHIEF RISK OFFICER,
DOHA BANK

One of the largest commercial banks in Qatar, Doha Bank was incorporated in 1978. Doha Bank leverages technology and data analytics to stay up-to-date with the latest trends, goals, and cybersecurity best practices, ensuring its customers, partners, and families stay protected.

How is Doha Bank enhancing its risk management framework to align with the goals set out in the Third Financial Sector Strategic Plan?

Doha Bank promotes a robust risk culture, with active participation from the board and senior management in overseeing risk management. A well-defined risk appetite, harmonized with strategic objectives is in place, with regular monitoring of established limits. We have implemented an integrated risk management framework, promoting cross-functional collaboration for a comprehensive risk assessment. We prioritize the identification, assessment, and mitigation of risks while strictly adhering to all regulatory requirements and best industry practices. We routinely conduct stress tests and scenario analyses, maintaining dynamic models to adapt to evolving conditions. As risk managers, we carefully balance business expansion with prudence, promoting sustainable growth and providing stakeholders with a sense of confidence and security in the long-term stability and success of our operations. Maximizing operational efficiencies is our top priority. To enhance these efficiencies and improve our ability to predict and manage risks, we employ a range of advanced tools and technologies.

What are the primary challenges you face in managing risks associated with Doha Bank's expanding operations, both domestically and internationally?

Most of the challenges we encounter can be classified into three major areas: people, processes, and systems. In terms of people, there is a continuous need for skilled personnel adept at navigating complex financial landscapes while ensuring compliance with evolving regulations. At Doha Bank, we hire the right individuals for the appropriate positions, matching their skills and expertise with the job requirements to optimize performance and achieve our organizational goals. Modernizing processes while maintaining alignment with overall strategy can often involve monumental efforts. We constantly overhaul processes consistent with strategic objectives and regulatory expectations, ensuring both efficiency and compliance. From a systems perspective, risk management plays a critical role in all major upgrades. This involvement

ensures that potential risks are identified and mitigated, maintaining system integrity and security throughout the transformational process.

Can you discuss the key strategies Doha Bank is implementing to strengthen corporate governance?

Doha Bank established a robust corporate governance framework, including board committees, internal and external audits, risk management frameworks, compliance programs, codes of conduct, performance metrics, stakeholder engagement, whistleblower policies, training programs, IT systems, succession planning, board evaluations, and ESG integration. These measures enhance our transparency, accountability, and risk mitigation, ultimately propelling us towards achieving our goals. As a Qatari financial institution, the bank is committed to contributing to the country's ambitions for an inclusive and sustainable economy. Our sustainability strategy focuses on enhancing the bank's business resilience and operational practices while leveraging opportunities to assist our customers, partners, and families in their decarbonization journey.

How is Doha Bank addressing cybersecurity risks?

We are well-prepared and have strengthened our cybersecurity posture, ensuring robust defenses against potential threats. Doha Bank has adopted a proactive approach by deploying state-of-the-art threat detection systems and incident response protocols, enabling rapid identification and mitigation of cyber threats. Multi-layered security measures, such as firewalls, encryption, intrusion detection systems, and multi-factor authentication, are utilized to protect sensitive data and systems. Frequent security audits and vulnerability assessments are conducted to identify and address potential weaknesses in our cybersecurity infrastructure. Dynamic crisis management and disaster recovery plans have been developed to ensure business continuity in the event of a cyber-attack. Additionally, we focus on comprehensive employee training and awareness programs to equip our staff with the knowledge and skills necessary to recognize and respond to cyber threats effectively. ✖

Integrated risk management framework

Focused on performing real-time analytics

BIO

A result-oriented leader, with well-rounded 20+ years' experience in risk management at the senior management level, Salman Mustafa Siddiqui is the CRO of Doha Bank. He has delivered successful transformations of enterprise risk management organization-wide, and is considered a subject matter expert for, enterprise risk management, Basel, IFRS-9, ICAAP, market & liquidity risk, funds transfer pricing, operational risk, and fraud risk management.

Doha Bank
successfully
issued
USD500mn
under its
EMTN
program

Welcomes
Doha Bank



LONDON
STOCK
EXCHANGE



LONDON
STOCK
EXCHANGE



2024 ACHIEVEMENTS AT A GLANCE

2024 marks a year of transformation for us, with each achievement reflecting our commitment to innovation, growth, and customer-centric solutions.



Formed a long-term partnership with Mastercard



Became the first bank to introduce the Himyan Debit Card



Issued a successful EMTN programme



Launched a new mobile banking application



Achieved strong financial performance in 2024

