



LESHA BANK

ANNUAL SUSTAINABILITY REPORT

2024

Theme Statement

The theme for this year's report was "Empowering Sustainable Growth Through Inclusion, Integrity, and Innovation". The years continue to prove that ESG is more than just a reporting framework, and more of a strategic lens through which we shape value, guide leadership, and cultivate a resilient future.

In 2024, our journey was marked by inclusive talent development, climate-conscious operations, and trusted

community partnerships. From reducing emissions and expanding wellness programs to embedding diversity into leadership accountability, we have taken deliberate steps to move from policy to practice.

Recognized as a "Great Place to Work" and an ESG market leader, we remain committed to integrating sustainability at the core of how we operate, invest, and serve.

ABOUT THIS REPORT

Introduction

We are proud to present **Lesha Bank Sustainability Report for the year 2024**. This report demonstrates and showcases our deepening commitment to **responsible banking, inclusive growth, and climate-conscious innovation**, providing stakeholders with a transparent and comprehensive overview of our Environmental, Social, and Governance (ESG) performance.

In 2024, Lesha Bank transitioned from a purely awareness-focused implementation of ESG principles in operations to more practical applications. Our recognition by **Euromoney, Great Place to Work®**, and ongoing partnerships with national stakeholders are a testament to our progress in becoming a trusted, values-driven financial institution.

This report reflects how we are strengthening the foundations for long-term value **for our people, clients, communities, and the environment**.

Reporting Scope and Alignment

This report covers sustainability activities and ESG metrics for the period **1 January to 31 December 2024**, focusing on operations based in **Qatar**, with oversight from our headquarters in **West Bay, Doha**.

We align our disclosures with the **Global Reporting Initiative (GRI) Standards**, following the principles of **Accuracy, Balance, Clarity, Comparability, Completeness, Context, Timeliness, and Verifiability**. Where relevant, we reference previous-year benchmarks (2023) to ensure year-on-year comparability.

We also align our efforts with:

- The **Qatar National Vision 2030**
- The **United Nations Sustainable Development Goals (SDGs)**
- Emerging ESG practices in regional and global financial sectors

This report emphasizes the ESG issues **material to our business and stakeholders**, particularly in the context of financial services, workforce equity, data privacy, energy use, and community impact.

Stakeholder Engagement

We are committed to publishing this report **annually** to ensure consistency, transparency, and engagement.

For inquiries or feedback regarding this report or our broader ESG strategy, please contact:

information@leshabank.com



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INTRODUCTION

ESG Performance Summary 2024

At Lesha Bank, sustainability is no longer an initiative - it is a way of operating. As we present our **ESG and Sustainability Report for 2024**, we highlight the tangible progress made in embedding **Environmental, Social, and Governance (ESG)** principles into the core of our strategy, operations, and workplace culture.

This report provides a transparent, structured, and forward-focused view of how we are addressing the needs of our

stakeholders, supporting national and global goals, and evolving as a values-driven, responsible financial institution.

Throughout this document, we share the significant milestones, programs, and impact metrics that reflect our transformation - from ESG awareness to **operational integration and accountability**.

Our Commitment Moving Forward

This report reflects more than performance - it is a record of our **ambition and alignment** with global frameworks such as the **GRI Standards**, the **UN Sustainable Development Goals (SDGs)**, and **Qatar National Vision 2030**.

We remain committed to publishing this report annually, refining our ESG goals, and delivering meaningful, measurable impact.



ESG Performance Summary 2024



Economic

- **Net Profit* of QAR 128.2 million** for the year ended 2024, reflecting a **36% year-on-year growth**
- Year end 2024 **AUM QAR 8.6 Bn.**
- Continued strategic partnerships in real estate, including collaborations with Barwa Real Estate and Waseef, contributing to the bank's diversified investment portfolio.

* attributable to the equity holders



Environmental

- **13.6 tons of CO₂** linked to direct fuel use
- Continued redirection of recyclable waste, saving **0.44 tons of CO₂e** through paper and plastic recycling
- Implementation of low-flow water systems and water recycling initiatives
- Ongoing efforts toward 15% water reduction by 2026



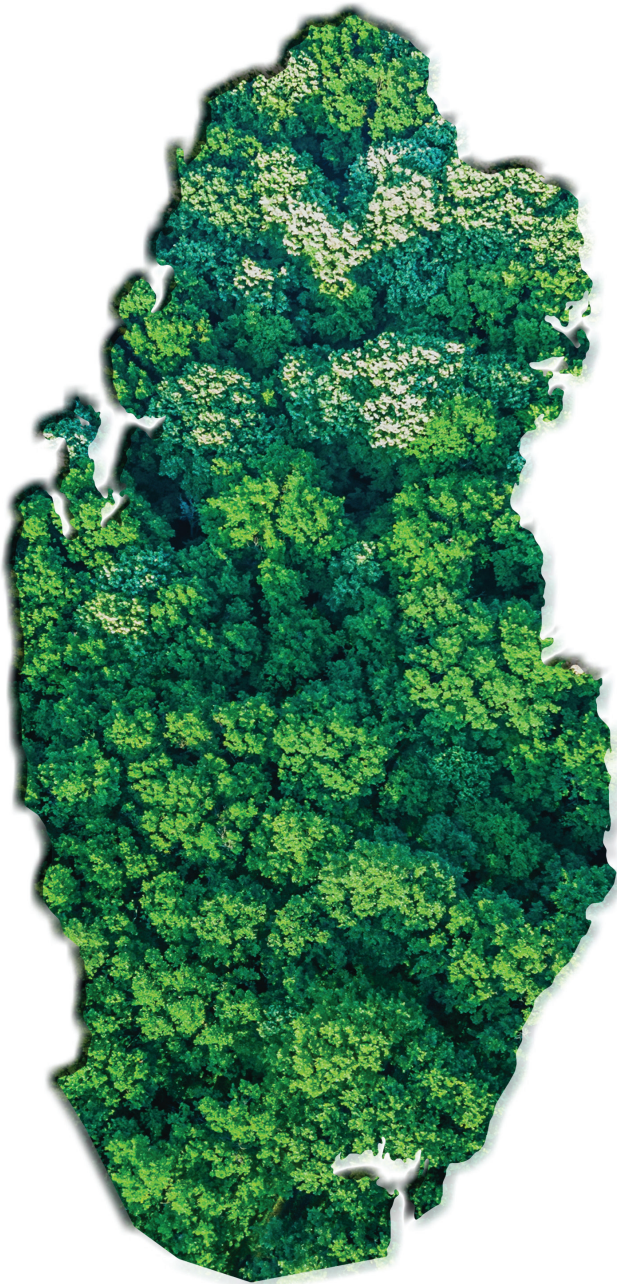
Social

- **40% female workforce** across departments and leadership
- **21 nationalities** represented across staff
- **Zero injuries** and **zero discrimination** incidents in 2024
- Mental health prioritized via Employee Assistance Programs, well-being days, and awareness campaigns
- ESG training now integrated into bank-wide learning via Euromoney Learning



Governance

- Strong IT-led **data protection and cybersecurity practices**
- ESG oversight embedded in performance review processes for HR and leadership
- Recognized by **Euromoney**, **Great Place to Work®**, and other global institutions





WHO WE ARE

Lesha Bank (Public) is the first independent Shari'a-compliant investment bank authorized by the Qatar Financial Centre Regulatory Authority (QFCRA) and is publicly listed on the Qatar Stock Exchange (QSE: QFBQ). Established in 2008, the bank has evolved into a premier financial institution offering innovative, Shari'a-compliant investment solutions to a diverse clientele, including high-net-worth individuals, corporates, and institutions.

Headquartered in Doha, Lesha Bank serves as a strategic gateway to investment opportunities across Qatar, the MENA region, Europe, and Southeast Asia. The bank's comprehensive suite of services encompasses:

- **Private Wealth**
- **Asset Management**
- **Fixed Income & Money Market**
- **Investment Banking Advisory**
- **Private Equity Investments**
- **Real Estate Investments**

Lesha Bank is committed to delivering excellence through a combination of deep market expertise, adherence to Shari'a principles, and a focus on sustainable growth. The bank's strategic initiatives are aligned with Qatar's National Vision 2030, emphasizing economic diversification and the development of a knowledge-based economy.

Our Purpose

At Lesha Bank, we believe that ethical finance can be a catalyst for inclusive growth, economic resilience, and intergenerational wealth. Our role is not only to generate value but to do so in a way that is transparent, equitable, and sustainable.

By integrating Shari'a principles with ESG-aligned strategies, we deliver purpose-driven performance—ensuring that our impact resonates not just within portfolios, but across communities and future generations.

Our Vision

“To become a global leader in Shari'a-compliant investment banking by offering innovative investment opportunities to achieve sustainable growth” ”

This vision underscores Lesha Bank's dedication to pioneering ethical banking practices and delivering value-driven financial solutions that contribute to long-term prosperity.

Our Values

Lesha Bank's operations are guided by five core values that reflect its commitment to stakeholders and society:

Longevity

Fostering enduring partnerships by providing personalized banking and wealth management services tailored to clients' long-term financial goals.

Excellence

Delivering bespoke investment opportunities through a team of highly experienced professionals, ensuring the highest standards of service and performance.

Sustainability

Aligning financial solutions with clients' aspirations for financial freedom and lifelong success, while promoting responsible investment practices.

Honesty

Maintaining transparency and integrity in all dealings, upholding rigorous Shari'a compliance, and adhering to robust governance standards.

Adaptability

Embracing innovation and leveraging cutting-edge technologies to enhance operations and meet the evolving needs of clients in a dynamic financial landscape.



CEO MESSAGE

Dear Stakeholders,

As we close another transformative chapter in Lesha Bank's journey, I am proud to present our 2024 ESG and Sustainability Report, a reflection of how purpose and performance have converged to shape a more resilient, ethical, and forward-thinking financial institution.

This past year, Lesha Bank achieved its strongest financial performance to date, reporting a net profit of QAR 128.2 million attributable to the equity holders - a 36% year-on-year increase - and expanding Assets Under Management to QAR 8.6 billion year end 2024. These milestones are more than numbers; they represent the trust our clients place in us, the dedication of our teams, and our commitment to long-term value creation.

At the core of our success lies a deepening integration of Environmental, Social, and Governance (ESG) principles into every layer of our business. From strategic investments in LEED-certified real estate and water efficiency, to our enhanced data protection and cybersecurity frameworks, we are actively shaping a bank that is as responsible as it is ambitious.

In 2024, we continued to build on our people-first culture, now recognized by Great Place to Work® for the second consecutive year. With a workforce comprising 21 nationalities and 40% women, we have taken tangible steps to advance diversity, inclusion, and employee well-being - introducing mental health initiatives, flexible work models,

and ESG training across all teams.

Equally, our commitment to the Qatari community remains strong. Through strategic partnerships and grassroots engagement, such as our third annual blood donation campaign. We are contributing not only to financial growth, but to societal wellbeing and shared prosperity.

Governance remains one of our most important foundations. We continue to uphold strict Shari'a compliance and have strengthened board oversight, internal controls, and reporting discipline. ESG accountability is now embedded in leadership performance, aligning our ambitions with transparency and integrity.

Looking ahead, we will continue to evolve - driven by digital innovation, committed to climate responsibility, and anchored in ethical banking. Lesha Bank stands ready to serve as a responsible financial partner for our clients, our country, and our planet.

To our stakeholders - thank you. Your trust, partnership, and expectations challenge us to be better each year. Together, we will continue building a bank that delivers not only financial returns, but enduring impact.

Sincerely,

Mohammed Ismail Al Emadi
Chief Executive Officer (CEO)

RECOGNITION & MARKET POSITIONING

At Lesha Bank, external recognition is not a goal in itself-it is a reflection of the trust we build, the innovation we lead, and the impact we make. In 2024, our commitment to performance, sustainability, and workplace excellence was validated through several prestigious accolades from regional and international bodies. These honors reinforce our role as a purpose-driven, people-first institution that leads with values and delivers with discipline.

Banking & Investment Excellence

Our financial expertise and Shari'a-compliant investment model continued to garner recognition in competitive industry categories:

- Forbes Middle East's Top 30 Asset Managers**
Lesha Bank CEO, Mr. Mohammed Ismail Al Emadi, has been named among Forbes Middle East's Top 30 Asset Managers for 2024.
This honor is a testament to the Bank's robust asset management capabilities and its success in managing a diversified portfolio across real estate and private equity assets.
- Best Real Estate Investment Manager**
Euromoney's Real Estate Awards celebrate the very best of the commercial real estate market. Showcasing excellence at not only country, but also regional and global level, the Awards recognize those organisations that are truly shifting the dial in the real estate market.
- Best Investment Bank - Qatar 2024**
Global Banking & Finance Review honored Lesha Bank for its strategic leadership, risk-adjusted returns, and innovation in delivering tailored investment banking solutions to regional and international clients.
- Most Effective Investment Service Offering**
At the MEED MENA Banking Excellence Awards 2024, Lesha Bank was recognized for excellence in structuring dynamic, client-centric investment solutions that balance financial performance with ethical integrity.
- Qatar Deal of the Year - IFN Awards**
Awarded by Islamic Finance News, this recognition highlights Lesha Bank's role in executing a landmark QAR 500 million transaction that set a benchmark for Islamic finance in the region.

These awards affirm our ability to create long-term value through focused advisory, disciplined deal-making, and trusted partnerships.

Sustainability & Environmental Stewardship

In 2024, Lesha Bank took a formal step forward in systematizing its environmental efforts:

- ISO 14001:2015 Certification**
This internationally recognized certification validates our Environmental Management System (EMS), confirming that we meet global best practices in tracking, managing, and minimizing environmental impacts across our operations.
This certification complements our internal targets for reducing energy consumption, waste, and emissions-enhancing accountability and transparency in our sustainability commitments.

Workplace Culture & Employee Empowerment

Our people-first culture remains a cornerstone of our ESG strategy. In 2024, Lesha Bank was once again celebrated for cultivating an inclusive, equitable, and empowering workplace:

- Great Place to Work® Certified - 2024**
Lesha Bank became the first and only bank in Qatar to be certified as a Great Place to Work® for two consecutive years-an achievement built on employee trust, professional growth, and inclusive leadership.

These recognitions mirror our internal belief: when our people flourish, our performance follows.

Strategic Relevance of Recognition

Together, these awards and certifications do more than celebrate achievement-they reinforce our positioning across three strategic dimensions:

- Trust:** Demonstrating to clients and partners that we operate with reliability, governance, and accountability
- Talent:** Attracting and retaining top-tier professionals who seek a purposeful and empowering workplace
- Sustainability:** Validating that our ESG efforts are not only operationally embedded but externally endorsed



OUR ESG APPROACH & STRATEGY

Our Commitment to Sustainability

Lesha Bank recognizes that as a financial institution, it plays a pivotal role in shaping the sustainable development landscape both within Qatar and globally. Our approach to sustainability is built on the integration of environmental, social, and governance (ESG) principles into our core strategy, operations, and corporate culture.

This section outlines Lesha Bank's enhanced approach to sustainability in 2024, emphasizing our commitment to responsible banking, community engagement, climate and environmental stewardship, and transparent governance.

We are dedicated to aligning our financial activities with the United Nations Sustainable Development Goals (UN SDGs) and Qatar National Vision 2030, ensuring that our growth is inclusive, equitable, and sustainable.

In 2024, we continued to refine our ESG strategy by:

- Advancing responsible investment practices that support sustainable, Shari'a-compliant economic development.
- Embedding ESG factors into our risk management and compliance frameworks to proactively manage environmental, social, and reputational risks.
- Strengthening our governance standards, privacy practices, and accountability through external certifications and board oversight.
- Committing to measurable action in reducing our environmental footprint through an ISO 14001-certified Environmental Management System.
- Enhancing our social contribution, through employee well-being, inclusive hiring, and local community programs.

By integrating these ESG considerations throughout our decision-making and day-to-day operations, we aim to generate long-term value-not only for our shareholders but for our employees, customers, and society at large.

Sustainable Approach

At Lesha Bank, sustainability is a foundational principle that informs every layer of our business. It shapes how we serve our clients, manage our people, assess risks, and partner with the communities where we operate.

Our sustainability model is structured around three interdependent pillars:

• Environmental Stewardship:

We are committed to reducing our operational carbon footprint by implementing energy-efficient technologies, reducing waste generation, and adopting resource-conscious practices. Our ISO 14001:2015 certification reflects our robust environmental management framework

• Social Responsibility:

We actively cultivate an inclusive workplace, with employees representing 21 nationalities and women comprising 40% of our team. Mental health support, career development, and flexible work practices are embedded into our HR model. Externally, we support community initiatives focused on education, health, and financial inclusion

• Governance & Integrity:

We maintain high standards of corporate governance, transparency, and compliance. Our systems are designed to safeguard data privacy, manage risk, and uphold ethical conduct in line with both Shari'a and global best practices

Through this holistic approach, Lesha Bank continues to evolve as a responsible, agile, and forward-thinking institution-one that balances profitability with purpose

Stakeholder Engagement and Materiality Assessment

Lesha Bank's ESG strategy is underpinned by a structured and inclusive stakeholder engagement process. Recognizing that sustainability is a collective effort, we actively collaborate with key internal and external stakeholders to identify, prioritize, and address the ESG topics most relevant to our business and the communities we serve.

In 2024, our engagement framework expanded to include:

- **Investors:** Through regular sustainability disclosures and performance updates
- **Customers:** Via satisfaction surveys, feedback loops, and educational initiatives (e.g., financial literacy and internship programs)
- **Regulators:** Through compliance reporting and alignment with national ESG mandates and frameworks
- **Employees:** Through formal and informal feedback mechanisms on workplace culture, well-being, and development
- **Community Representatives:** Through participation in local social and environmental initiatives aligned with Lesha Bank's ESG goals

Materiality Assessment Process

Our materiality assessment follows a structured, multi-step methodology consistent with GRI Standards:

• Stakeholder Surveys

Internal stakeholders are invited to rate ESG topics on two dimensions:

- o Importance to Stakeholders (scale of 1-10)
- o Impact on Business (scale of 1-10)

• Internal Analysis

We evaluate sector trends, regulatory expectations, and operational risks and opportunities related to ESG performance

• Peer Benchmarking

A review of leading financial institutions in the MENA and global BFSI sector help identify emerging topics of importance and best practices

• Materiality Matrix Development

Insights from these sources are synthesized into an updated Materiality Matrix, categorizing issues by priority level across four pillars: Economic, Environmental, Social, and Governance



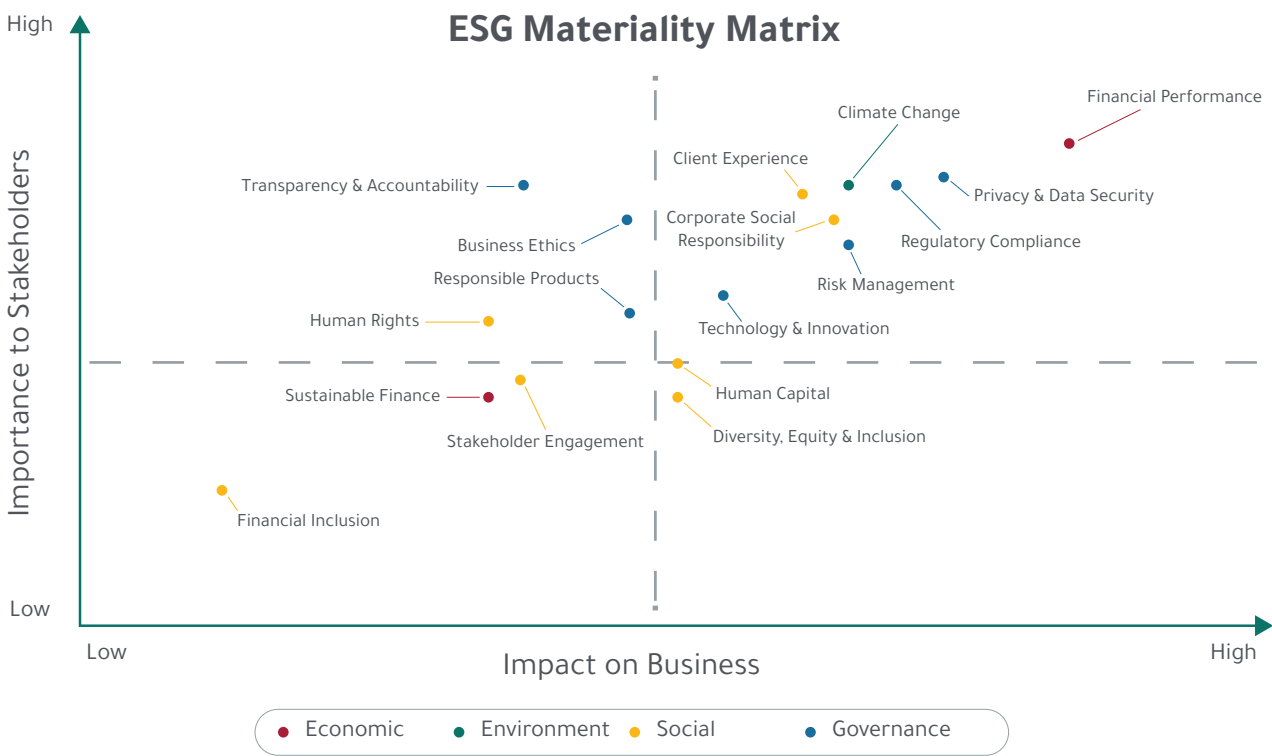
Key Material ESG Topics - 2024

Lesha Bank's 2024 Materiality Matrix (see illustration) highlighted the following high-priority topics:

ESG Pillar	High-Priority Topics
Economic	Financial Performance
Environmental	Climate Change
Social	Client Experience, Corporate Social Responsibility
Governance	Privacy & Data Security, Regulatory Compliance, Risk Management, Technology & Innovation

Additional topics of rising importance include Diversity & Inclusion, Human Capital, and Business Ethics-all of which guide the evolution of our sustainability roadmap.

The materiality matrix below illustrates the significance of each material topic, ranging from low to high importance to stakeholders and low to high impact on the business.



ENVIRONMENTAL STEWARDSHIP



Introduction

As a conscientious financial institution operating at the intersection of ethical finance and sustainability, Lesha Bank remains steadfast in its commitment to environmental stewardship. We recognize that the financial sector holds significant influence in fostering sustainable development, not only through responsible investments but through our own operational practices.

In 2024, we reinforced our environmental efforts with focused employee initiatives, measurable progress in reducing emissions, and enhanced internal sustainability education. Our goal is not simply compliance-but leadership and positive influence.

To mark World Environment Day, Lesha Bank hosted a series of internal awareness sessions aimed at deepening our teams’ understanding of environmental challenges and solutions. These sessions culminated in a symbolic tree planting drive, reinforcing collective responsibility while cultivating greener mindsets among employees. The initiative exemplifies how small but consistent actions can build a broader culture of sustainability-both in and beyond the workplace.

Climate Change

Lesha Bank acknowledges the increasing urgency of climate change and the need for sustained action to mitigate its risks. In 2024, we continued to implement measures aimed at reducing our carbon footprint. Our focus has been on monitoring direct emissions from fuel use (Scope 1), managing electricity consumption (Scope 2), and establishing systems to improve overall energy efficiency.

Internally, we encourage energy-conscious practices and have adopted more efficient transport and utility management protocols. While our emissions are relatively limited in scale due to the nature of our business, we are committed to continuous improvement and transparency in reporting. We also continue to explore opportunities for future investments in low-carbon and resource-efficient technologies.

Energy Consumption

Lesha Bank remains committed to sustainable energy management, focusing on both fuel and electricity consumption across its operations. In line with our transparency principles, we actively track and disclose our energy usage as part of our broader climate responsibility.

In 2024, we implemented targeted measures to improve energy efficiency, including facility-level monitoring systems and reduced dependency on fossil fuels. The total electricity usage reached 151,207 kWh, a modest increase compared to 2023 that reflects operational expansion managed under controlled conditions. In contrast, fuel consumption decreased to 5,518.14 liters, translating to 58,713.01 kWh - a meaningful reduction driven by improved fleet efficiency and mobility planning.

We also promote energy-saving behaviors within our workforce and implement energy-efficient technologies where feasible. This ongoing optimization reflects our resolve to minimize emissions while supporting operational excellence.



Material Use and Waste Management

Lesha Bank continues to prioritize resource efficiency and responsible waste practices as part of its sustainability strategy. In 2024, we advanced our tracking systems and recycling partnerships to better manage material use and reduce environmental impact.

During the year, the Bank successfully diverted the following from disposal:

- **Paper recycled: 95 kg**
- **Plastic recycled: 150 kg**

These actions contributed to the diversion of 0.165 tonnes of material, preventing approximately 0.44 tonnes of CO₂e from entering the atmosphere. Materials were processed through certified recycling partners, with formal agreements covering plastic, paper, batteries, and e-waste-including hard drives and IT assets.

Lesha Bank supports these efforts through internal collection systems, secure shredding of sensitive documents, and awareness initiatives. Recycling bins are maintained in common areas, and battery and electronics drop-off points are available across office locations. Regular internal reporting ensures visibility and accountability, reinforcing a culture of environmental responsibility.

Together, these measures reflect our broader commitment to a circular economy and a lower-carbon future.

Water Management

Water stewardship remains an important part of Lesha Bank’s environmental responsibility, even as a service-based organization with relatively modest water needs. In 2024, we refined our water management practices, focusing on efficiency, tracking, and conservation across all locations.

Key measures included the installation of low-flow fixtures and the launch of a water recycling system at our headquarters, which repurposes water for irrigation and cooling. These initiatives helped achieve a 10% reduction in water use compared to 2023.

Lesha Bank aims to cut water consumption by an additional 15% by 2026, focusing on reuse and staff awareness. These steps reflect our broader commitment to environmental responsibility and long-term resource resilience.

FOSTERING A BETTER WORKPLACE



Introduction

In an increasingly dynamic global landscape, cultivating a supportive, inclusive, and empowering workplace is integral to sustainable business success. At Lesha Bank, our workforce is our most valuable asset, driving innovation, fostering trust with clients, and advancing our long-term objectives. We believe that by investing in our people and embedding human-centric practices, we enable the organization to thrive while building a meaningful social impact.

Our approach to workplace development focuses on five core principles: employee well-being, inclusive culture, professional development, engagement, and safe working conditions. This reflects our commitment to not only meeting international labor and human rights standards but also going beyond compliance to create an environment where employees feel valued, motivated, and heard.

We continuously update our policies to align with evolving expectations and market standards, ensuring they reflect the needs of a multi generational and multicultural workforce. From transparent communication and meaningful recognition to structured development pathways and inclusive leadership, our strategy is foundational to how we do business.

Through structured frameworks and ongoing internal dialogue, we are actively fostering a workplace where everyone has the opportunity to contribute, grow, and succeed.

Human Capital

Lesha Bank's workforce is the foundation of our success, reflecting both the strength of our business and our commitment to excellence. We continue to attract, develop, and retain talented professionals who align with our values and support our long-term vision.

We are committed to employee well-being through comprehensive benefits, career development opportunities, and workplace flexibility.

Key Employee Benefits Provided:

- **Group Health Insurance**
- **Life Insurance**
- **Retirement Provision**
- **Parental Leave**
 - **Maternity Leave:** 14 weeks
 - **Paternity Leave:** 5 days
- **Transportation Support (Cab Facility)**

These offerings reflect our ongoing effort to support employees both personally and professionally throughout their time with the Bank.

Health & Safety

At Lesha Bank, safeguarding the health, safety, and overall well-being of our employees is not just a regulatory obligation-it is a core value deeply embedded in our culture. We view a safe, respectful, and supportive work environment as essential to enabling our people to perform at their best and thrive professionally and personally.

We take a proactive and structured approach to occupational health and safety, integrating industry best practices and continuous improvement into our operations. In 2024, we proudly maintained a zero workplace injury record-an outcome that reflects our consistent adherence to risk mitigation and employee training protocols.

Emergency Preparedness

To strengthen our internal safety infrastructure, we maintain a certified First Aid Responder Team, comprising three trained employees. Each member has completed the internationally recognized BLS/AED First Aid Course through Hamad International Training Center. Their competencies include:

- Cardiopulmonary resuscitation (CPR)
- Safe operation of automated external defibrillators (AEDs)
- Administering emergency first aid techniques
- Placing victims in the recovery position
- Immediate assessment of medical emergencies

Our head office is also equipped with first-aid kits and defibrillators in accessible locations, with clear signage and protocols for emergencies.

Wellness Integration

Health and safety at Lesha Bank goes beyond the absence of hazards-it encompasses holistic wellness. We integrate health awareness into our culture through:

- **Annual health screening drives**
- **Awareness sessions** on critical health topics (e.g., breast cancer, prostate health, diabetes)
- **Mental health observances**, such as World Mental Health Day and Meditation Day
- **Wellness activities** supported through internal clubs (Cricket, Art, Volleyball, and Wellness)

This dual approach-combining structured safety protocols with broader well-being programming-ensures that our people feel both protected and supported, contributing to Lesha Bank's reputation as an employer of choice in the financial services sector.

Employee Engagement

At Lesha Bank, we recognize that employee engagement is not just about job satisfaction-it is about creating an inclusive, participatory culture where individuals feel motivated, heard, and empowered. Engaged employees are the cornerstone of innovation, productivity, and long-term business success, especially within a dynamic sector like investment banking.

In 2024, we strengthened our internal engagement ecosystem by promoting open dialogue, well-being, creativity, and a shared sense of purpose.

Two-Way Communication

We maintain transparent and consistent communication with employees through:

- Town halls and departmental meetings
- Employee surveys and feedback mechanisms
- Open-door policies and direct dialogue with management

These platforms ensure that employee voices shape organizational strategies and that concerns are addressed promptly.

Holistic Well-being

As part of our broader health and engagement framework, we hosted numerous awareness sessions in 2024, focusing on issues such as:

- Breast cancer and prostate health
- Diabetes prevention and nutritional wellness
- Mental health awareness campaigns

To support physical and emotional well-being, the Bank offers access to employee-led clubs and initiatives that provide both recreation and community building:

- Wellness Club
- Volleyball Club
- Art Club
- Cricket Club
- Weight Loss Challenge, with incentives to promote a healthy lifestyle

These programs are designed to build camaraderie, promote fitness, and support work-life balance.

Celebrating Culture and Community

We actively foster a culture of belonging and celebration through internal events such as:

- Qatar National Day
- Employee Sports Day
- Potluck Day (coinciding with World Food Day)
- World Meditation and Happiness Days

Such events not only boost morale but also enhance cross-cultural appreciation within our diverse workforce.

Through these multidimensional engagement strategies, Lesha Bank continues to create a workplace that values people, nurtures their potential, and strengthens organizational cohesion.



Career Advancement and Training

Lesha Bank views the professional growth of its employees as an essential pillar of both individual success and organizational resilience. We are committed to creating a high-performance culture that nurtures talent, encourages learning, and aligns personal development with strategic business goals.

Learning and Development Framework

Our training programs are designed with a dual focus: building technical expertise and developing soft skills that support leadership, collaboration, and innovation. In 2024, the Bank delivered a diverse portfolio of learning opportunities, including:

- **Job-specific technical training** tailored to department needs (e.g., risk, compliance, wealth management)
- **Digital skills workshops**, supporting transformation and upskilling
- **Leadership development programs** for mid- and senior-level managers
- **Soft skills and behavioral competencies** (communication, negotiation, emotional intelligence)

All training offerings are supported by needs assessments and performance evaluations conducted jointly between HR and department heads.

Measurable Outcomes

- **100% of employees** received formal career development reviews in 2024
- **Personal Development Plans (PDPs)** were implemented across all teams, ensuring a tailored approach to learning
- Training impact is assessed through post-session evaluations and follow-up surveys to ensure continued relevance and improvement

Internal Mobility and Advancement

To retain top talent and support internal progression:

- We promote from within whenever possible, ensuring clear visibility of internal job postings
- Career pathing is provided during performance reviews, outlining potential trajectories within the Bank
- High-potential employees are offered mentorship and fast-track leadership development opportunities

This proactive approach to career progression helps us attract, develop, and retain top-tier professionals in a competitive industry.

By continually investing in our employees' growth, Lesha Bank reinforces a workplace culture that is agile, future-ready, and aligned with our strategic vision.

Diversity, Equity & Inclusion (DEI)

At Lesha Bank, Diversity, Equity, and Inclusion (DEI) are more than principles - they are embedded into the very fabric of our organizational culture and strategic decision-making. We recognize that a diverse and inclusive workforce is not only a reflection of our values but a critical enabler of innovation, employee engagement, and sustainable growth.

A Multinational Workforce

In 2024, our workforce proudly reflected representation from 21 nationalities, showcasing the multicultural identity of our institution. This diversity enhances our understanding of local and international markets and enables us to serve a broad range of stakeholders with cultural awareness and respect.

Women continue to play an important role in shaping our success, accounting for 40% of our total workforce. Lesha Bank continues to work toward balanced representation in leadership and technical roles, creating avenues for women's career advancement and skill development.

Equitable Policies and Practices

We maintain a strong foundation of equity by embedding fair practices into our recruitment, development, and reward systems. Our policies include:

- Merit-based hiring and promotions, emphasizing skills and performance
- Equal pay for equal work standards
- Accessible grievance mechanisms to report and address bias or discrimination

In 2024, there were zero reported incidents of workplace discrimination, reinforcing the effectiveness of our preventive strategies and inclusive policies.

Inclusion in Practice

Inclusion is an ongoing commitment. We cultivate an environment where employees of all backgrounds feel seen, heard, and empowered. Practical initiatives include:

- Cross-functional team-building activities and cultural awareness days
- DEI awareness campaigns and inclusive leadership training for managers
- Safe channels for employee feedback to inform policy evolution

Through these measures, Lesha Bank strives to create a workplace where everyone can thrive, contribute meaningfully, and realize their full potential-regardless of gender, nationality, background, or belief.

Our commitment to DEI is not only a moral imperative-it is a strategic advantage in building a sustainable, high-performing organization in a globalized financial sector.





Human Rights

At Lesha Bank, the respect and protection of human rights is a fundamental pillar of our ethical and operational framework. Our commitment extends beyond compliance - it reflects our core belief in dignity, equality, and justice for all individuals impacted by our business, whether directly or indirectly.

We align with international human rights frameworks and national labor laws, embedding these principles across our policies, operations, and stakeholder engagement. Our approach emphasizes not only adherence to codes of conduct but also active promotion of a culture of respect and accountability.

In 2024, Lesha Bank continued to emphasize awareness and capacity-building. Human rights principles were integrated into employee orientation and training programs, with a particular focus on security personnel and staff in roles with operational oversight. These efforts aimed to ensure all team members understand their role in upholding ethical standards and are equipped to identify and respond to potential human rights risks.

We also extend our human rights due diligence to thirdparty vendors and suppliers, applying ethical screening protocols during procurement and partnership processes. This proactive stance is part of our strategy to build a responsible supply chain that reflects our values and risk mitigation priorities.

Child Labor

Eliminating and preventing child labor is a nonnegotiable commitment of Lesha Bank's ethical obligations. We view the protection of children's rights as not just a legal mandate but a moral responsibility that contributes to broader social sustainability.

In 2024, Lesha Bank continued to enforce strict due diligence across all operational and supplier-related activities. Our vendor onboarding process includes clear screening for age compliance and documentation to ensure alignment with applicable labor laws. All internal teams are informed of these requirements, and procurement staff are trained to recognize red flags in supply chain practices.

We are proud to report that, for the second consecutive year, there were:

Zero reported incidents of child labor were identified across Lesha Bank's operations or supply chain in 2024.

This outcome reflects the effectiveness of our preventative controls, supplier due diligence, and internal monitoring systems. While we are encouraged by this result, we recognize that sustaining a child-labor-free environment requires continued vigilance, routine assessments, and a strong culture of ethical accountability across all levels of the organization.

REACHING OUT TO OUR COMMUNITY



Introduction

At Lesha Bank, community engagement is a cornerstone of our corporate responsibility. We believe in forging meaningful relationships built on respect, transparency, and mutual benefit. Through open dialogue and targeted initiatives, we aim to co-create value, foster local resilience, and contribute to sustainable development. Our community efforts are not mere acts of compliance, but strategic commitments to social impact and shared growth. In 2024, we deepened this commitment through targeted CSR initiatives, cross-sector partnerships, and ongoing support for national development priorities.

Health and Humanitarian Impact

As part of our commitment to public health, Lesha Bank hosted its third consecutive blood donation drive in partnership with Hamad Medical Corporation (HMC). Held at our Tornado Tower headquarters, the initiative mobilized both Lesha Bank employees and staff from other firms in the building. This effort not only supports the country's healthcare system by replenishing vital blood supplies but also underscores our role as a corporate citizen engaged in lifesaving community efforts.

Strategic Partnerships for Community Development

In a landmark move during Cityscape Qatar 2024, Lesha Bank signed two memorandums of understanding (MoUs) with Barwa Real Estate and its subsidiary Waseef. These agreements aim to explore opportunities for collaboration in the investment and real estate sectors. The focus includes enhancing asset management capabilities and delivering services that align with national goals for infrastructure and urban development. These partnerships reinforce our position as a bank that not only invests in the market but also contributes to the physical and economic landscape of Qatar.

Recognition for Responsible Business Practices

Lesha Bank's proactive approach to CSR has earned external recognition. In Euromoney's Market Leaders 2023, the Bank was designated as "Highly Regarded" in the Corporate Social Responsibility category. This acknowledgment reflects our ongoing work in aligning operational impact with ethical values and community development.

Financial Contributions and Philanthropy

In compliance with Qatar Law No. 13 of 2008, and subsequent regulatory clarifications, Lesha Bank contributes 2.5% of its annual net profit to the Social and Sports Fund (DAAM). This national fund supports a wide range of initiatives in health, education, and youth development across the State of Qatar.

We also contribute to the Qatar Charity Tayf Program, which provides targeted support to individuals and families facing economic hardship. These contributions reflect our enduring commitment to creating positive social outcomes and bridging the gap between financial performance and social value.

Future Outlook

Looking ahead, Lesha Bank intends to further integrate community engagement into its strategic planning. We are exploring long-term partnerships with local NGOs, expanding employee volunteering opportunities, and introducing measurable impact frameworks to track the effectiveness of our CSR efforts.

Financial Inclusion

At Lesha Bank, financial inclusion is not merely a principle but a critical pillar of our broader strategy for sustainable economic development. As a leading Shari'a-compliant investment bank, we remain committed to ensuring that our financial services are accessible, inclusive, and aligned with the diverse needs of the communities we serve.

In 2024, we continued to enhance the accessibility of our investment offerings through customized private banking solutions that cater to clients with varying financial capacities. These solutions include a diverse portfolio of investment products that range across different risk profiles and entry levels, empowering clients to build wealth in a manner that aligns with both their financial goals and personal values.

Our Shari'a-compliant approach enables us to extend ethical, interest-free investment solutions that reflect Islamic financial principles while also promoting socioeconomic development. Clients can choose from a spectrum of opportunities that adhere to stringent ethical guidelines, ensuring transparency, shared prosperity, and responsible use of capital.

Furthermore, we are committed to fostering financial literacy and participation among underrepresented groups. In 2024, we expanded our client engagement initiatives, including onboarding support, product briefings, and personalized advisory services, to help clients make informed financial decisions.

Lesha Bank also continues to incorporate Environmental, Social, and Governance (ESG) considerations into its investment strategies. This integration not only aligns our services with sustainable development goals but also ensures that our financial activities contribute meaningfully to the communities in which we operate.

By aligning financial access with values of equity, transparency, and social impact, Lesha Bank reinforces its role as a responsible financial partner in the journey toward inclusive and sustainable growth.

Delivering Exceptional Value

At Lesha Bank, creating long-term value for our stakeholders transcends financial performance. Our commitment lies in offering holistic benefits that serve our clients, employees, shareholders, and the wider community. By aligning our investments and operations with sustainability, ethical governance, and Islamic finance principles, we work to ensure our actions generate meaningful and enduring impact.

Environmental Site Assessments in Real Estate

Environmental responsibility remains a core pillar of our investment decision-making process. For our U.S. real estate portfolio, we conduct Phase I Environmental Site Assessments (ESA), which evaluate potential environmental risks associated with each asset. These assessments involve rigorous reviews of federal, state, and local environmental records and are essential prerequisites for obtaining financing. They reflect our commitment to mitigating environmental risks while supporting sustainable investment practices.

Responsible Investment Framework

Lesha Bank's Responsible Investment Guidelines govern how we integrate environmental, social, and governance (ESG) factors into our asset selection and management. This framework ensures that all investment decisions balance profitability with ethical considerations, social impact, and long-term resilience. These principles are applied across portfolios to promote financial performance that is aligned with our values and stakeholder expectations.

Sustainable Finance and Innovation

Our investment philosophy emphasizes value creation through sustainability. We assess not only the financial potential of new products and services but also their broader societal and environmental consequences. In 2024, our financial innovation focused on expanding offerings that promote inclusive growth, sustainability-linked opportunities, and client access to purpose-driven investment vehicles.

This forward-looking approach ensures that our offerings contribute to global sustainable development agendas, including climate action, inclusive economic growth, and responsible consumption.

Islamic Finance and Ethical Compliance

As a Shari'a-compliant financial institution, all our operations adhere strictly to Islamic banking principles. Oversight by our Shari'a Supervisory Board (SSB)-comprising distinguished jurists-ensures that products avoid prohibited activities and that any non-compliant income is cleansed and redirected toward charitable causes.

The foundation of our practice lies in the Maqasid al-Shari'a, or objectives of Islamic law, which emphasize human dignity, community welfare, economic justice, and sustainability. This framework aligns closely with the United Nations Sustainable Development Goals (SDGs), enabling us to channel investment into areas such as education, healthcare, affordable housing, and poverty alleviation.

By fostering responsible lending, minimizing excessive risk, and promoting real-economy financing, our Shari'a-based model reinforces the essence of sustainable development.

RESPONSIBLE INVESTMENT AND FINANCIAL PERFORMANCE

Responsible Investment Guidelines

At Lesha Bank, responsible investment lies at the heart of our long-term strategy. We integrate rigorous environmental, social, and governance (ESG) assessments into our investment decision-making to ensure alignment with our ethical values, client interests, and financial objectives.

- Environmental Considerations:**

We evaluate potential investments based on their environmental impact, including energy efficiency, carbon footprint, and sustainability practices. This ensures our portfolio supports a low-carbon transition and promotes environmental resilience.
- Social Considerations:**

We assess how investments impact societal well-being, reviewing labor rights, community engagement, inclusivity, and employee welfare. Our approach ensures our investments contribute to equitable and inclusive development.
- Governance Considerations:**

Governance factors such as board structure, transparency, ethical conduct, and regulatory compliance are central to our due diligence. Strong governance reduces risk and reinforces long-term accountability and investor confidence.
- Long-Term Value Creation:**

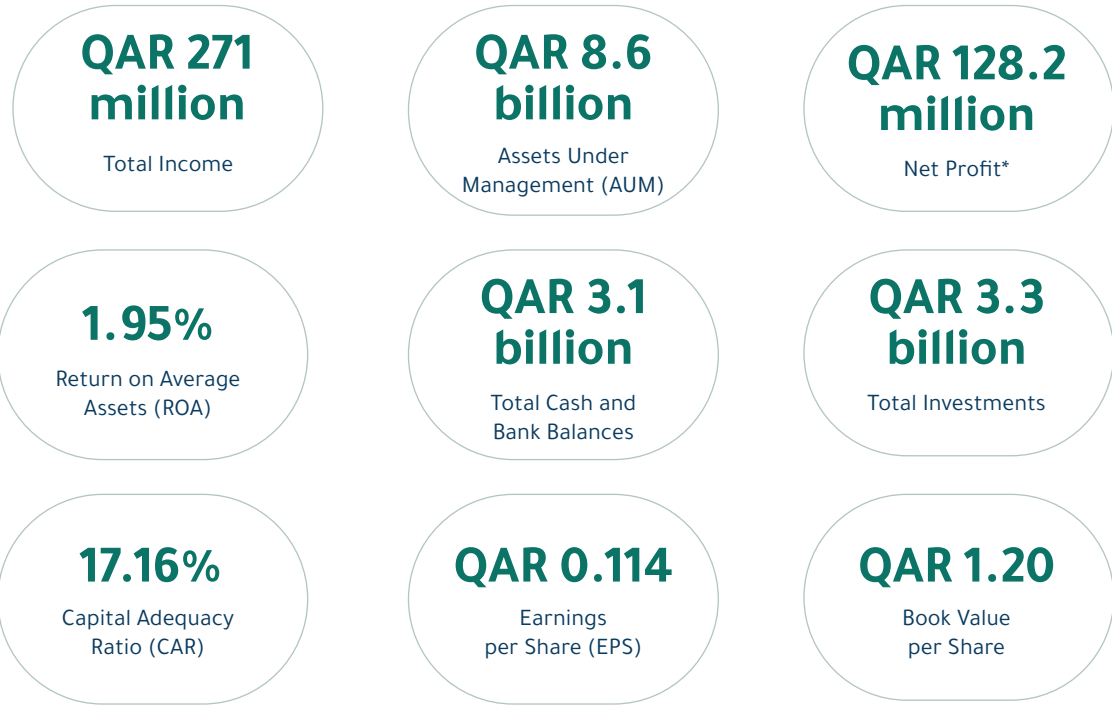
By embedding ESG principles across our investment portfolio, we position ourselves to deliver sustained financial performance while creating broader societal value. We believe businesses with strong ESG fundamentals are better equipped to manage risk and drive innovation in a changing global landscape.

2024 Financial Performance Highlights

In 2024, Lesha Bank continued to deliver robust financial results, underscoring the success of its responsible finance strategy and growing market presence.

Metric	QAR ("000")
Revenue (Core Business)	270,613
Personnel Expenses (Wages + Benefits)	75,553
Economic Value Added	195,060

Additional Performance Highlights:



*(Attributable to the equity holders of the bank)

Our performance reflects disciplined financial stewardship, successful diversification of our investment base, and growing demand for tailored Shari'a-compliant financial solutions. As we scale, we remain firmly committed to delivering consistent value for all stakeholders-financially, socially, and environmentally.



CLIENT EXPERIENCE

At Lesha Bank, delivering an exceptional client experience remains a core strategic priority. Since 2022, we have institutionalized a robust client feedback process that captures insights through structured tools such as our Annual Client Satisfaction Survey and Onboarding Survey. These platforms provide clients the opportunity to assess their experience across key touchpoints-including relationship management, service delivery, product offerings, and overall satisfaction.

In 2024, we continued to strengthen our client-centric approach by enhancing feedback analysis systems and optimizing our response protocols. Our Complaint Policy & Procedure ensures that all grievances related to regulated activities are handled fairly, efficiently, and transparently. This policy outlines clear guidelines, escalation mechanisms, and monitoring standards, fostering trust and accountability.

We also prioritize digital accessibility to ensure seamless client interactions. Our Lesha Bank Mobile App and online platforms offer secure, convenient access to banking services-from account management to investment oversight-enhancing engagement across demographics and geographies.

Through these initiatives, Lesha Bank reinforces its commitment to providing responsive, inclusive, and high-quality service that meets evolving client expectations.



STRATEGIC GOVERNANCE

Governance Framework

Lesha Bank’s governance approach is aligned with the Qatar Financial Markets Authority (QFMA) Corporate Governance Code, the Qatar Stock Exchange (QSE) listing requirements, and international best practices. Our Board of Directors and executive management are committed to maintaining a governance culture that balances strategic growth, regulatory compliance, and stakeholder trust.

In 2024, the Bank’s governance journey remained anchored in transparency and proactive disclosure. Notable governance actions included timely updates on capital changes, shareholder meetings, financial performance, and regulatory filings, particularly during the bank’s ongoing strategic transformation-encompassing a rebrand and relocation of its headquarters.

Principles of Good Governance

- Relationship Management**
We emphasize fostering strong internal and external relationships. Our leaders are equipped to build collaborative networks, manage conflict constructively, and negotiate outcomes that align with organizational goals.
- Ethical Practice**
Integrity, accountability, and consistency between values and actions underpin our ethical foundation. Employees are expected to act with honesty, uphold confidentiality, and prioritize the long-term interests of the Bank and its stakeholders.
- Communication, Transparency & Honesty**
Open and timely communication is fundamental to our governance ethos. Across all levels, we encourage clarity in goal setting, transparent decision-making, and responsible information sharing to build a culture of trust.

As Lesha Bank evolves, our strategic governance framework continues to ensure sound decision-making, effective oversight, and long-term value creation-paving the way for sustainable growth in a dynamic financial environment.



BOARD COMMITTEES AND ESG OVERSIGHT

To ensure focused oversight across critical strategic and operational areas, Lesha Bank’s Board of Directors has established three specialized subcommittees. These committees are empowered through formal terms of reference approved by the Board and are instrumental in executing the Bank’s governance agenda, including its Environmental, Social, and Governance (ESG) commitments.

The three standing committees of the Board are:

- Audit, Risk, and Compliance Committee (ARCC):**
Oversees financial integrity, regulatory compliance, risk management, internal controls, and the whistleblowing framework.
- Nomination, Remuneration, and Corporate Governance Committee (NRCGC):**
Responsible for Board composition, succession planning, executive remuneration, and strengthening corporate governance practices.
- Executive Committee (EXCOM):**
Supports strategic decision-making, especially in matters related to operational oversight, investment strategy, and execution of Board directives.

ESG Accountability and Delegation

The Board holds ultimate responsibility for the governance and implementation of ESG strategies in alignment with Lesha Bank’s corporate vision. To support this, the Board may delegate authority to the Chief Executive Officer (CEO) for the operational rollout of ESG-related initiatives. The CEO, in turn, is empowered to appoint specific individuals or cross-functional teams to manage, implement, or monitor sustainability-related programs.

When specialized knowledge or technical expertise is required, the Board or its committees may approve the engagement of external consultants to design or evaluate ESG and Corporate Social Responsibility (CSR) initiatives. This ensures high-quality execution while maintaining accountability through progress reporting and Board-level oversight.

This layered approach - from Board committees to executive delegation and specialist engagement - exemplifies Lesha Bank’s structured and agile governance model. It enables the Bank to respond effectively to evolving ESG risks and opportunities, while remaining aligned with its values of transparency, stewardship, and long-term value creation.

Governance Structure and Leadership Responsibilities

Lesha Bank’s corporate governance structure is designed to promote transparency, integrity, and accountability across all tiers of the organization. The governance framework integrates oversight from the Board of Directors, operational leadership by Executive Management, and implementation support from dedicated committees. This framework ensures sound strategic direction and consistent alignment with regulatory, ethical, and Shari’a standards.

Lesha Bank Governance Overview (2024)

Category	Entity/Role	Key Responsibilities
Board of Directors	Chairman: HE Sheikh Faisal bin Thani Al Thani Vice Chairman: Mohammed Yousef Al Mana Board Members: Ibrahim Mohamed Ibrahim Jaidah Nasser Ali Al Hajri Mohammad Nasser Al Faheed Al Hajri Mohammed Ali Al Sulaiti Meshaal Mohamed Al Mahmoud Eisa Mohamad Al Mohannadi Abdulrahman Irfan Totonji	- Strategic Oversight - Policy Setting - Corporate Governance
Executive Management	CEO: Mohammed Al Emadi CIO: Glenn Johnstone CFO: Muhammad Tauseef Malik CRO: Fulya Plas CLO: Rita Helo DCOO: Mohammed Mohammed	- Execute Board strategy, lead daily operations, ensure regulatory compliance - Investment strategy and portfolio management - Financial reporting, planning, and economic value management - Enterprise risk oversight and controls - Provide strategic legal guidance to the Board and executive leadership - Operational efficiency and infrastructure management
Board Committees	Audit, Risk & Compliance Committee (ARCC) Nomination, Remuneration and Corporate Governance Committee (NRCGC) Executive Committee (EXCOM)	- Risk oversight, audit coordination, whistleblower process, internal control reviews - Board nominations, executive remuneration, governance code adherence - Strategic decision-making and operational alignment
Risk Management	Cross-functional teams coordinated by the CRO	- Risk identification, mitigation, monitoring, business unit reporting
Compliance & AML	Compliance Unit	- Ensure legal and regulatory compliance, prevent financial crimes
Shari’a Compliance	Shari’a Supervisory Board (SSB)	- Approve Islamic finance products, oversee Shari’a governance, guide charity distributions
Stakeholder Engagement	Leadership & Communications Team	- Regular dialogue with shareholders, clients, regulators; promote transparency
Future Governance Goals	Board & Management	- Emphasize ethical practices, long-term strategy, alignment with ESG and Shari’a principles

Board-Approved Governance Policies

Lesha Bank’s Board of Directors has ratified a comprehensive suite of governance policies to ensure robust oversight, ethical conduct, and alignment with both regulatory requirements and internal standards. The following table outlines these policies:

Policy Name	Purpose
Board Governance	
Board Charter	Defines the roles, responsibilities, and authority of the Board
Board Code of Conduct	Establishes ethical standards and expectations for Board members
Board Induction and Training Policy	Ensures new directors are adequately oriented and trained
Terms of Reference for the Chairman	Outlines the specific duties and responsibilities of the Chairman
Terms of Reference for the Chief Executive Officer	Details the CEO’s roles and accountability
Terms of Reference for the Board Secretary	Specifies the functions and obligations of the Board Secretary
Board/Board Committees Performance Policy	Provides a framework for evaluating the performance of the Board and its committees
Board Committees	
Executive Committee Charter	Guides the operations of the Executive Committee
Audit, Risk, and Compliance Committee Charter	Defines the scope and responsibilities of the ARCC
Nomination, Remuneration, and Corporate Governance Committee Charter	Outlines the NRCGC’s mandate and functions
Nomination and Remuneration	
Nomination Policy for Board Members	Sets criteria and procedures for nominating Board members
Nomination of Senior Executive Management Policy	Establishes guidelines for appointing senior executives
Remuneration Policy	Details the compensation structure for directors and executives
Succession Planning Policy	Ensures continuity in leadership through planned succession
Ethics and Compliance	
Conflict of Interest Policy	Addresses potential conflicts to maintain integrity
Insider Trading Policy	Prevents misuse of confidential information for trading
Whistle-Blowing Policy	Provides a mechanism for reporting unethical behavior
Related Parties Transaction Policy	Regulates transactions with related parties to avoid conflicts
External Audit Appointment Policy	Governs the selection and appointment of external auditors
Disclosure and Stakeholder Engagement	
Disclosure, Communication, and Investor Relations Policy	Ensures transparent and timely communication with stakeholders
Stakeholders’ Policy	Promotes fair and equitable treatment of all stakeholders
Sustainability and ESG	
Corporate Social Responsibility & Environmental, Social, and Governance Policy	Integrates CSR and ESG considerations into business practices
Operational Policies	
Internal Audit Charter	Defines the internal audit function’s role and responsibilities

REGULATORY COMPLIANCE AND ETHICAL OVERSIGHT

Lesha Bank maintains a steadfast commitment to regulatory compliance and ethical banking practices, ensuring alignment with both local and international standards:

- **Regulatory Bodies:** The Bank operates under the supervision of key regulatory authorities, including the Qatar Financial Centre (QFC), Qatar Financial Centre Regulatory Authority (QFCRA), and Qatar Financial Markets Authority (QFMA).
- **Compliance Department:** A dedicated Compliance Department ensures that all banking activities and policies adhere to applicable laws and regulations. This includes a focus on anti-money laundering (AML) efforts to prevent illicit financial activities.
- **Shari'a Compliance:** The Shari'a Supervisory Board oversees adherence to Islamic law principles across all operations, products, and services, ensuring that the Bank's activities align with ethical and religious standards.
- **Legal and Compliance Department:** This department collaborates across the organization to maintain alignment between internal regulations and external regulatory frameworks, actively identifying and mitigating risks of non-compliance that could impact the Bank's reputation.
- **Audit, Risk, and Compliance Committee (ARCC):** The Head of Compliance regularly reports to the ARCC to assess business status, evaluate compliance risks, and develop strategies to address potential issues.

Transparency and Accountability

Lesha Bank is committed to transparency and accountability, aligning its operations with global sustainability and ethical standards:

- **UN Principles for Responsible Banking:** The Bank integrates the UN's Principles for Responsible Banking into its core strategies, decision-making processes, lending practices, and investments, aligning with the UN Sustainable Development Goals and the Paris Climate Agreement.
- **Global Reporting Initiative (GRI):** Lesha Bank adheres to GRI standards for reporting on its financial performance, environmental impact, social initiatives, and governance practices.
- **Annual Corporate Governance Report:** The Bank publishes an annual Corporate Governance Report, detailing its governance framework and compliance with applicable rules and regulations, demonstrating its commitment to transparency and stakeholder engagement.

Privacy and Data Security

In the digital age, Lesha Bank prioritizes the protection of customer and stakeholder data through robust privacy and security measures:

- **Privacy Statement:** Lesha Bank's Privacy Statement outlines how personal data is collected, used, shared, and protected, ensuring compliance with data protection laws and regulations.
- **Cybersecurity Measures:** The Bank employs advanced cybersecurity tools and protocols, including:
 - Barracuda Email Defense Gateway
 - Microsoft 365 Advanced Threat Protection
 - Azure Sentinel
 - Endpoint Protection and Patch Management using Microsoft Intune
 - Microsoft Multi-Factor Authentication
 - Robust Firewall & Security System based on Cisco Technologies
- **Employee Training:** Regular training sessions and updates are provided to staff to ensure awareness and adherence to data security and privacy protocols.
- **Continuous Improvement:** Lesha Bank continuously assesses and enhances its data protection strategies to address emerging cyber threats and maintain the highest standards of information security.

Cybersecurity & Data Protection at Lesha Bank

Lesha Bank is committed to maintaining a robust cybersecurity framework to protect client data and ensure operational resilience. Key components of this framework include:

Advanced Security Infrastructure

- **Regular System Maintenance:** All systems undergo meticulous maintenance, receiving regular updates to stay current with the latest security patches, ensuring a resilient defense against potential vulnerabilities.
- **Multi-Factor Authentication (MFA):** MFA is enforced across all entry points to our Cloud Services. This additional layer of security enhances protection against unauthorized access attempts.
- **Web Application Firewall (WAF):** Acts as a barrier against various online threats, bolstering the security of critical systems to safeguard internet-facing applications.
- **Advanced Email Defense:** Our email defense gateway boasts advanced capabilities to detect and counter

sophisticated attacks, such as spear phishing attempts and URL-based threats. This proactive defense mechanism enables us to promptly identify and neutralize potential risks posed by malicious emails and URLs.

Integrated Cybersecurity Tools

To mitigate cybersecurity risks and ensure robust data protection, Lesha Bank employs various tools, technologies, and processes, including:

- **Microsoft 365 Defender:** Identifies vulnerabilities within our environment.
- **Azure Sentinel & Security Center:** Utilized for detecting potential vulnerabilities in our servers.
- **Endpoint Protection and Patch Management:** Managed through Microsoft Intune, further enhancing our cybersecurity measures.
- **Mobile Banking Application:** Hosted on Microsoft's Azure cloud, ensuring optimal security and compliance with data protection standards for users in Qatar and worldwide.

Compliance and Ethical Standards

Lesha Bank's comprehensive data protection policy, aligned with Qatar Financial Centre's guidelines, serves to prevent breaches and outlines procedures for customer complaint management, thereby bolstering our commitment to safeguarding sensitive information.

As part of our compliance manual, to prevent any breaches, we regulate matters related to gifts and inducements, as well as anti-fraud and anti-corruption measures. Compliance with gift regulations, anti-fraud, and anti-corruption measures ensures the implementation of stringent policies and controls, which contribute to data security by minimizing potential risks of unauthorized access or misuse of sensitive information.

Performance and Assurance

We are pleased to declare that Lesha Bank has maintained a flawless record with zero data security breaches over the last three years.

Technology & Innovation

Lesha Bank continues to position itself at the forefront of digital transformation in the region, reinforcing its commitment to operational excellence and client-centric services. In 2024, the Bank made substantial strides by integrating advanced technology platforms and tools, elevating both internal efficiencies and client experience.

Temenos Core Banking Upgrade

In a landmark achievement, Lesha Bank became the first financial institution in the Middle East and Africa to launch the Temenos Transact R23 upgrade-a cutting-edge, cloud-native core banking solution. This platform is designed to streamline operations through open APIs and real-time processing, ensuring seamless scalability and flexibility. The upgrade enhances the Bank's agility in delivering tailored financial products while fortifying compliance and operational resilience.

CRM Transformation

The Bank successfully rolled out a new cloud-based Customer Relationship Management (CRM) system in 2024. This solution streamlines customer service workflows, consolidates client data, and enables the delivery of highly personalized experiences. The CRM's analytics capabilities empower relationship managers with data-driven insights to deepen client engagement and optimize cross-selling strategies.

SAP Solution Enhancement

Lesha Bank upgraded its SAP ecosystem to leverage enhanced Extract, Transform, Load (ETL) and Management Information System (MIS) capabilities. This system now supports more sophisticated financial reporting, scenario analysis, and real-time performance monitoring, aligning with evolving regulatory and operational requirements.

These technological advancements underscore Lesha Bank's ongoing investment in digital innovation, ensuring that it remains a modern, agile financial institution equipped to meet the dynamic needs of clients and stakeholders.

Business Ethics

Lesha Bank maintains a steadfast commitment to ethical conduct, anchored in its comprehensive corporate governance framework. Guided by the Qatar Financial Markets Authority (QFMA) Corporate Governance Code and the Qatar Financial Centre Regulatory Authority (QFCRA) standards, the Bank ensures its operations uphold principles of integrity, transparency, and accountability. The Board of Directors plays a central role in promoting ethical practices across all levels of the organization. Business ethics are not confined to compliance alone-they form the foundation of the Bank's Shari'a-compliant operating model, which emphasizes fairness, responsible conduct, and stakeholder trust.

To maintain a culture of integrity, the Bank enforces policies related to anti-corruption, conflict of interest, insider trading, and whistleblower protections. These policies are regularly reviewed to adapt to emerging risks and evolving best practices, ensuring robust ethical oversight across all business activities.

QUALITY CONTROL

Lesha Bank upholds high standards of quality and professional responsibility through strict adherence to international and regulatory ethical frameworks. The Bank aligns its operations with the Code of Ethics for Professional Accountants, including the International Independence Standards issued by the International Ethics Standards Board for Accountants (IESBA). These frameworks emphasize the core principles of:

- Integrity
- Objectivity
- Professional competence and due care
- Confidentiality
- Professional behavior

The Bank also complies with the International Standard on Quality Control 1 (ISQC 1), maintaining a system of quality control that encompasses documented policies and procedures to ensure ethical conduct, regulatory compliance, and continuous improvement.

These ethical and quality control commitments are reinforced by oversight from the QFCRA, ensuring that all professional services provided by or on behalf of the Bank meet the highest levels of transparency, reliability, and ethical governance.

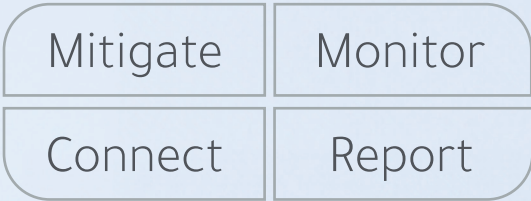
RISK MANAGEMENT

In a rapidly evolving financial environment, Lesha Bank maintains a proactive and dynamic risk management approach to safeguard its operations, clients, and stakeholders. As a Shari'a-compliant, investment-led institution, the Bank has developed a robust, integrated Risk Management Framework that supports long-term sustainability while meeting regulatory expectations and investor confidence.

Our strategic risk program is designed to anticipate and mitigate emerging threats—including financial, operational, technological, and regulatory risks—ensuring resilience across all business functions.

Objectives of the Risk Management Program:

- Mitigate:** Identify and proactively reduce exposure to material risks.
- Monitor:** Track risk indicators through real-time systems and periodic reviews.
- Connect:** Align risk appetite with business strategy and cross-functional objectives.
- Report:** Ensure timely communication to executive leadership and the Audit, Risk, and Compliance Committee (ARCC).



This holistic approach not only limits potential disruptions but also fosters a strong risk-aware culture that supports agile decision-making and institutional integrity.

Risk Management Framework

Lesha Bank's Risk Management Framework outlines the methodologies, systems, and governance structures used to identify, assess, control, and report risks across the institution. It is designed in alignment with the Board's approved risk appetite and strategic direction, incorporating both qualitative and quantitative controls.

Key Components:

- Governance:** The Board of Directors and its subcommittees, particularly the ARCC, provide strategic oversight. Risk governance structures ensure accountability, independence, and transparency in risk-related decision-making.
- Leadership:** The Chief Risk Officer (CRO) leads the independent Risk Management Division and is responsible for developing, executing, and evolving the Bank's risk infrastructure. The CRO reports directly to the ARCC and submits detailed quarterly risk assessments to inform the Bank's governance bodies.
- Tools and Systems:** Lesha Bank continuously invests in advanced risk monitoring tools, scenario analysis, and predictive modeling capabilities to evaluate market, credit, liquidity, and operational risks. This is complemented by ongoing staff training to build risk management capacity across departments.
- Strategic Integration:** Risk appetite is embedded in business planning and capital allocation processes, ensuring that risk-taking remains within acceptable parameters set by the Board.

Through this framework, Lesha Bank maintains vigilance over its risk exposures while supporting growth and innovation. The alignment of risk management with ESG objectives and digital transformation initiatives ensures that the Bank can navigate volatility while meeting its fiduciary and ethical responsibilities.



INTERNAL AUDIT AND COMPLIANCE

Lesha Bank upholds rigorous internal audit and compliance standards to ensure the integrity of its operations and alignment with international best practices. These functions form a core component of the Bank's governance structure, reinforcing its commitment to transparency, accountability, and regulatory adherence.

Internal Audit Function

The Bank's Internal Audit operates independently and is strengthened through a co-sourcing model with Deloitte, ensuring deep expertise and objectivity. Operating under the oversight of the Audit, Risk & Compliance Committee (ARCC), the function is responsible for:

- Executing a risk-based internal audit plan approved by the ARCC
- Conducting regular and ad hoc audits across all functional areas
- Identifying operational and control deficiencies and recommending corrective actions
- Ensuring the implementation and monitoring of remedial measures by management

The internal audit scope includes financial, operational, IT, and regulatory compliance, ensuring that the Bank's practices remain resilient, ethical, and well-aligned with both its strategic objectives and regulatory obligations.

Compliance and Anti-Money Laundering (AML)

Lesha Bank's Compliance Department ensures strict adherence to legal and regulatory standards established by key authorities, including:

- Qatar Financial Centre Authority (QFCA)
- Qatar Financial Centre Regulatory Authority (QFCRA)
- Qatar Financial Markets Authority (QFMA)

Regular compliance reviews are reported to the ARCC, with a special emphasis on anti-money laundering (AML) and counter-terrorism financing protocols. The Bank's AML framework includes customer due diligence, transaction monitoring, suspicious activity reporting, and staff training—all conducted in alignment with Qatar's AML regulatory regime.

INTERNAL CONTROLS

Lesha Bank's Internal Control Framework is an integral part of its Corporate Governance ecosystem, embedded in operational processes, decision-making systems, and strategic oversight mechanisms.

Key attributes of the framework include:

- Clearly defined policies and procedures tailored to each department's operational needs
- A control environment monitored by the Board of Directors and executed through ARCC
- Independent audits and ongoing evaluations of internal controls for their effectiveness, relevance, and alignment with the Bank's risk appetite
- Consistent reporting from internal control functions (audit, compliance, risk) to senior leadership and the Board

The framework aligns with the Bank's Articles of Association, which define the scope of authority delegated to the Board and matters requiring General Assembly approval.

ARCC regularly evaluates the internal control system's performance in conjunction with findings from the External Auditor, ensuring robust oversight and compliance with statutory and financial reporting requirements.



PROJECT MANAGEMENT FOR ESG AND CSR INITIATIVES

Lesha Bank applies a structured project management approach to Environmental, Social, and Governance (ESG) and Corporate Social Responsibility (CSR) initiatives. Each proposal undergoes thorough review and approval by the Board or designated representatives, and is managed with the same rigor as any strategic project.

Key project components include:

- Defined activities and deliverables
- Time-bound milestones
- Budgetary allocations
- Expected impact metrics

This ensures transparency, efficiency, and strategic alignment of ESG programs with corporate objectives.

Periodic updates are shared with internal and external stakeholders to demonstrate measurable progress and sustain engagement with key audiences, reflecting the Bank's dedication to long-term ESG leadership and stakeholder trust.

Responsible Products

Lesha Bank remains steadfast in its commitment to delivering financial products that are not only Shari'a-compliant but also rooted in the principles of sustainability, ethics, and long-term societal value. In 2024, the Bank continued to expand its product portfolio to meet evolving market needs while addressing environmental, social, and governance (ESG) concerns and emerging global megatrends.

ESG-Aligned Financial Offerings

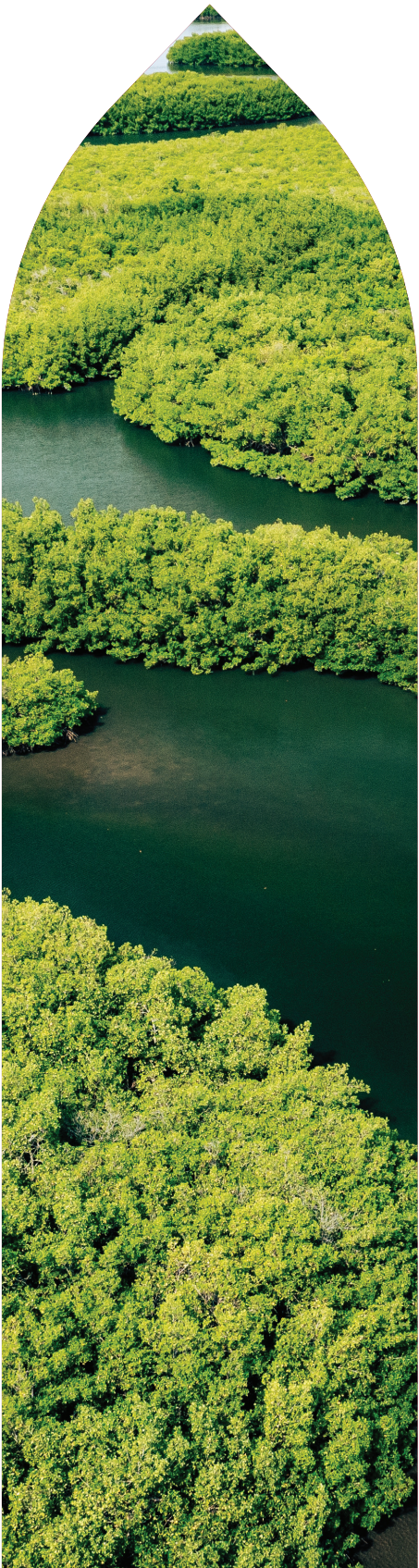
Our product development is guided by a responsibility to both clients and society. This means designing offerings that align with:

- Sustainable Development Goals (SDGs)
- Shari'a principles and Maqasid al-Shari'a
- Environmental and climate-related considerations
- Social equity and ethical governance

By embedding these dimensions into our financial solutions, we aim to support clients in achieving their investment goals responsibly.

Key Features of Lesha Bank's Responsible Products

- **Anticipating and Addressing Megatrends:**
We proactively monitor emerging global trends-such as climate change, digitalization, demographic shifts, and geopolitical realignments-and incorporate these insights into product design. This allows our clients to manage risks and seize opportunities presented by these changes.
- **Shari'a Compliance with Strategic Integrity:**
As a trusted Shari'a-compliant investment bank, we uphold Islamic finance values in every offering. Our products avoid interest-based or speculative instruments and are structured to ensure transparency, fairness, and shared risk in line with Shari'a jurisprudence.
- **Digital Innovation and Secure Access:**
Lesha Bank continues to lead in fintech advancement, having modernized its digital infrastructure through platforms such as Temenos Transact R23 and a new cloud-based CRM. These systems offer clients streamlined access to products while ensuring the highest standards of data protection and privacy.
- **Sustainable Investment Stewardship:**
Our investment vehicles consider the carbon intensity and sustainability performance of underlying assets. Where feasible, we favor green investments, such as renewable energy projects, ESG-screened equities, and social impact bonds, enabling clients to align their portfolios with broader climate and social goals.
- **Empowering Inclusive Financial Growth:**
Through tailored private banking solutions, we offer wealth management strategies for clients across different financial brackets. Our offerings are designed to be both inclusive and scalable, contributing to financial empowerment and regional economic development.
- **Thought Leadership in Sustainable Finance:**
Lesha Bank actively contributes to industry discourse on responsible finance by engaging with policymakers, peers, and financial market stakeholders. This includes participating in sustainability panels, contributing to ESG policy formulation, and aligning with initiatives such as the UN Principles for Responsible Banking.



ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS (SDGs)

At Lesha Bank, we are deeply committed to advancing the United Nations Sustainable Development Goals (SDGs), recognizing them as a strategic framework for promoting inclusive economic growth, environmental stewardship, and social equity. These 17 interconnected goals serve as a global blueprint to address pressing challenges such as poverty, inequality, climate change, and governance, and we view them as an essential guide for our long-term business strategy and stakeholder engagement.

By embedding SDG-aligned principles into our operations, products, and corporate culture, Lesha Bank seeks to deliver measurable impact while generating sustainable value for clients, communities, and shareholders.

Core Contributions Across SDGs

1. Sustainable Value Creation (SDG 8, SDG 9, SDG 12)

We are focused on creating long-term economic value by promoting innovation, supporting responsible industrial practices, and encouraging sustainable consumption and production. Our commitment to responsible banking ensures that financial decisions consider both financial return and broader social and environmental impacts.



2. Human Rights and Inclusive Growth (SDG 5, SDG 10, SDG 16)

We actively promote diversity, equity, and inclusion in the workplace. Our policies strictly prohibit discrimination and forced labor. Lesha Bank is committed to:

- A zero-tolerance approach to any form of discrimination
- Annual recruitment targets of at least 20% women across all organizational levels
- Ongoing labor rights awareness and staff education programs
- Engagement in local community initiatives to enhance education, health, and economic empowerment



3. Environmental Stewardship (SDG 7, SDG 11, SDG 13)

We are taking proactive steps to reduce our environmental footprint by:

- Minimizing transportation-related emissions through improved logistics and travel policies
- Supporting remote work and digital engagement to reduce commuting impacts
- Implementing waste minimization and recycling programs to promote circular economy principles
- Evaluating emissions and resource use in investment decisions under our ESG guidelines



4. Ethical Conduct and Transparency (SDG 16, SDG 17)

Lesha Bank upholds the highest standards of integrity through its corporate governance framework, which includes:

- A robust zero-tolerance policy on bribery and corruption
- Transparent disclosures on ESG performance, risk, and impact through sustainability reporting aligned with global frameworks such as GRI and UN Principles for Responsible Banking
- Regular stakeholder engagement, including clients, regulators, employees, and shareholders, to ensure collaborative progress toward sustainability goals



APPENDICES

GRI Index

The 2024 index of sustainability indicators for Lesha Bank’s Sustainability Report has been prepared in accordance with the internationally recognized Global Reporting Initiative (GRI) Standards, using the most current GRI Standards available as of 2024.

GRI Standard	Disclosure	Page number
GRI 1: Foundation	Statement of Use, GRI 1, and Applicable GRI Sector Standard	4
GRI 2: General Disclosures	2-1 Organizational details	4, 5, 20
	2-2 Entities included in the organization's sustainability reporting	
	2-3 Reporting period, frequency and contact point	
	2-4 Restatements of information	
	2-6 Activities, value chain, and other business relationships	
	2-7 Employees	30-34
	2-9 Governance structure and composition	
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-14 Role of the highest governance body in sustainability reporting	
	2-19 Remuneration policies	
	2-27 Compliance with laws and regulations	
	2-29 Approach to stakeholder engagement	11
GRI 3: Material Topics	3-1 Process to determine material topics	12
	3-2 List of material topics	
	3-3 Management of material topics	
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	28
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	36
	205-2 Communication and training about anti-corruption policies and procedures	
GRI 207: Tax	207-1 Approach to tax	27, 37, 38
	207-2 Tax governance, control, and risk management	
GRI 302: Energy	302-1 Energy consumption within the organization	16
GRI 303: Water	303-3 Water recycled and reused	18
GRI 305: Emissions	305-4 GHG emissions intensity	16
	305-5 Reduction of GHG emissions	
GRI 306: Waste	306-2 Management of significant waste-related impacts	17

GRI 401: Employment	401-1	New employee hires and employee turnover	20, 21
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
GRI 403: Occupational Health & Safety	403-1	Occupational health and safety management systems	19
GRI 404: Training & Education	404-1	Average hours of training per year per employee	21
	404-2	Programs upgrading employee skills and transition assistance programs	
GRI 405: Diversity & Equal Opportunity	405-1	Diversity of governance bodies and employees	22
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments and development programs	24

QSE Index - Lesha Bank Sustainability Report

#	Category	ESG Key Performance Indicator	Section/ Chapter	Page No./ Reference
1	Environment	Environmental Policy	Strategic Governance	31-34
2		Environmental Impacts	Environmental Stewardship	15-18
3		Energy Consumption	Environmental Stewardship	15-18
4		Energy Intensity	Environmental Stewardship	15-18
5		Carbon/GHG Emissions	Environmental Stewardship	15-18
6		Primary Energy Source	Environmental Stewardship	15-18
7		Water Management	Environmental Stewardship	15-18
8		Waste Management	Environmental Stewardship	15-18
9	Social	Full Time Employees	Fostering a Better Workplace	20
10		Employee Benefits	Fostering a Better Workplace	20
11		Employee Training Hours	Fostering a Better Workplace	22
12		Health	Fostering a Better Workplace	19
13		Injury Rate	Fostering a Better Workplace	19
14		Human Rights Policy	Fostering a Better Workplace	22, 33, 34
15		Human Rights Violations	Fostering a Better Workplace	22, 23
16		Child & Forced Labor	Fostering a Better Workplace	23
17		Women in the Workforce	Fostering a Better Workplace	40
18		Qatarization	Fostering a Better Workplace	8, 11
19		Community Work	Fostering a Better Workplace	24-26
20		Local Procurement	Fostering a Better Workplace	8, 11, 40
21	Governance	Board - Diversity	Strategic Governance	30-34
22		Board - Independence	Strategic Governance	30-34
23		Board - Separation of Powers	Strategic Governance	30-34
24		Ethics Code of Conduct	Strategic Governance	30, 31, 36, 37
25		Bribery/Anti-Corruption Code	Strategic Governance	30, 31, 36, 37
26		ESG Reporting Sustainable Reporting Frameworks	About the Report	4



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