



MCB Bank Limited

Corporate Briefing Session

April 09, 2026



Corporate Profile - MCB

One of Pakistan's leading financial institution with a diversified banking franchise



Established: 1947
Privatized: 1991
Credit Rating: AAA / A1+ (PACRA)

Ownership: The Bank is one of the flagship entities of Nishat Group, a prominent business conglomerate, having diversified interests in Textiles, Cement, Banking, Insurance, Power Generation, Hotel Business, Asset Management, Agriculture, Dairy, Auto Manufacturing and Paper Products. The Nishat Group is one of the largest private-sector employers, exporters and tax contributor in Pakistan.

Strategic Partnership: Maybank holds 18.78% shareholding.

Subsidiaries



MCB Holding – 100%

Foreign currency dealing and exchange services



MCB Holding – 99.94%

Leasing of automobiles, industrial and healthcare equipment



MCB Holding – 81.42%

One of the leading AMC, with an AUM of PKR 550 Billion+



MCB Holding – 100%

Offering Shariah compliant banking with +300 branches

Associates



MCB Holding – 20%

Maintains a leading position in general insurance segment



MCB Holding – 30%

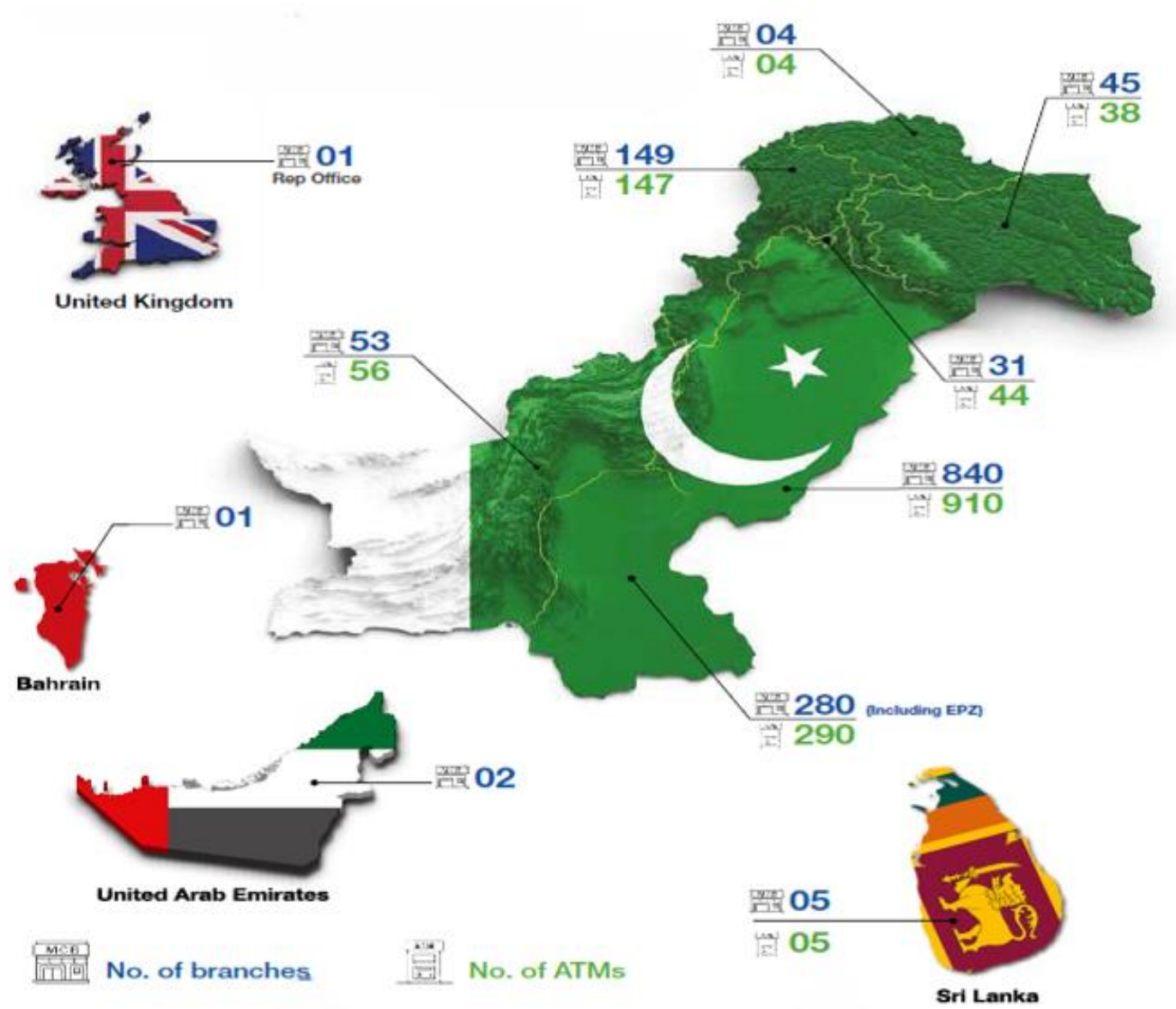
Outsourcing ATM and POS managed services to banks

Footprint across Pakistan

covering **130+** Districts & **700+** Cities / Towns / Villages

Branch Network

Punjab	840	59.9%
Sindh Incl. EPZ	280	20.0%
Khyber Pakhtunkhwa	149	10.6%
Balochistan	53	3.8%
Azad Jammu & Kashmir	45	3.2%
Federal Capital Territory	31	2.2%
Gilgit-Baltistan	4	0.3%
Total Domestic Incl. EPZ	1,402	100%



MCB - At a Glance



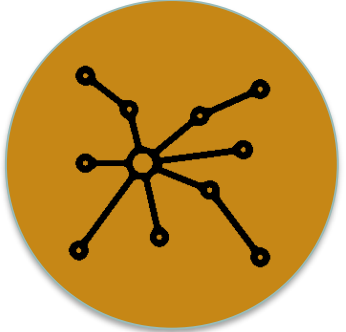
Branches

Domestic : 1401
EPZ : 01



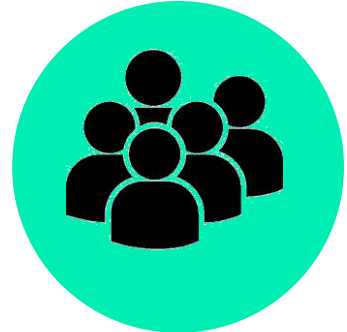
Global Presence

8 Foreign branches
➤ Sri Lanka – 5
➤ UAE – 2
➤ Bahrain – 1
1 Rep Office in the UK



Network

2nd largest Branch network on Consolidated basis



Customers

Over 9.5 million customer accounts



MCB Live

Over 1.9 Million MCB Live users



ATMs

1489 ATMs across the country



Deposits

5.53% Market Share



Advances

4.64 % Market Share



Home Remittance

10.94 % Market Share



Dividend

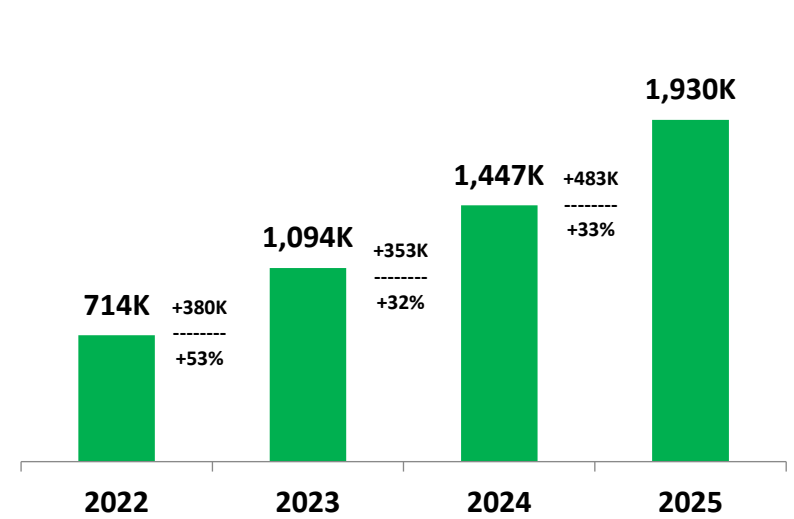
Rs. 36/share CY-2025
Highest dividend per share in the Banking industry

MCB Digital Snippet

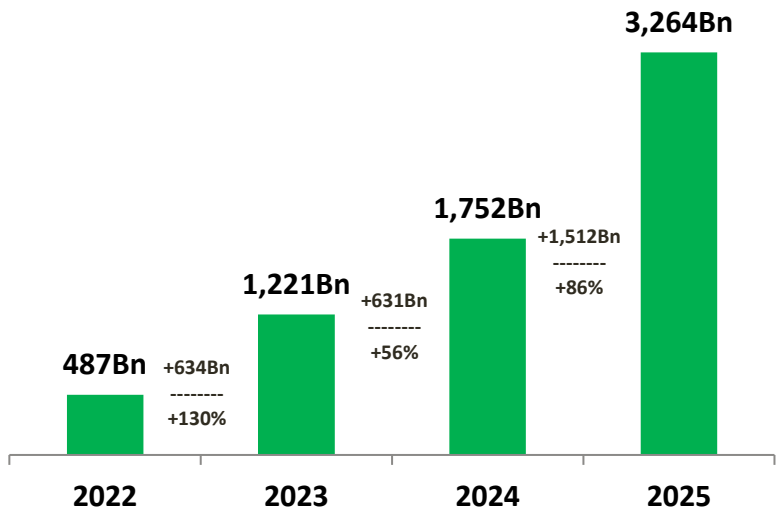


Digital adoption surges; strengthening scale, efficiency, and market reach

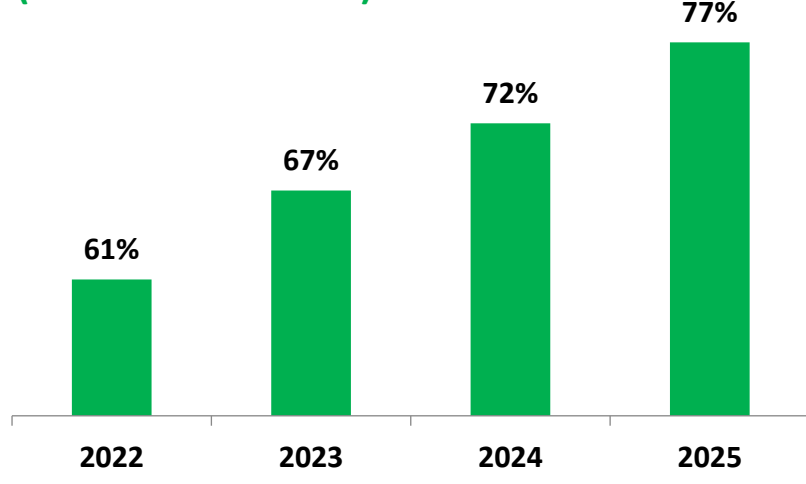
MCBLive Registered Users



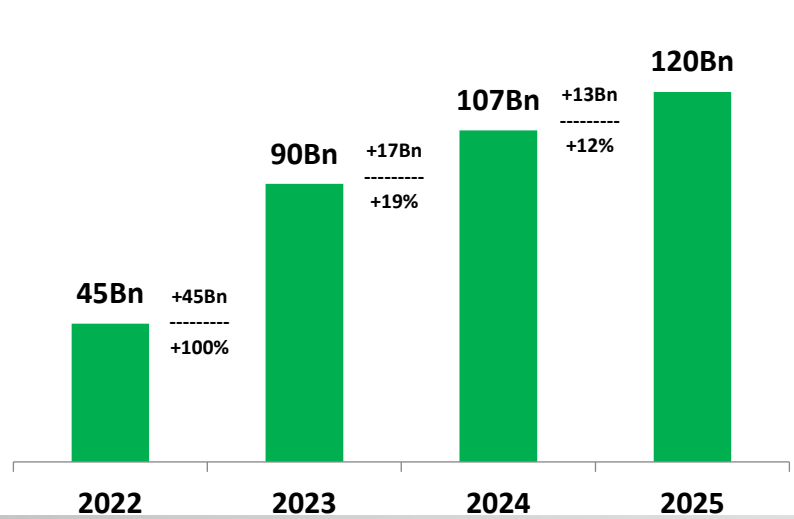
MCB Live Throughput Volume



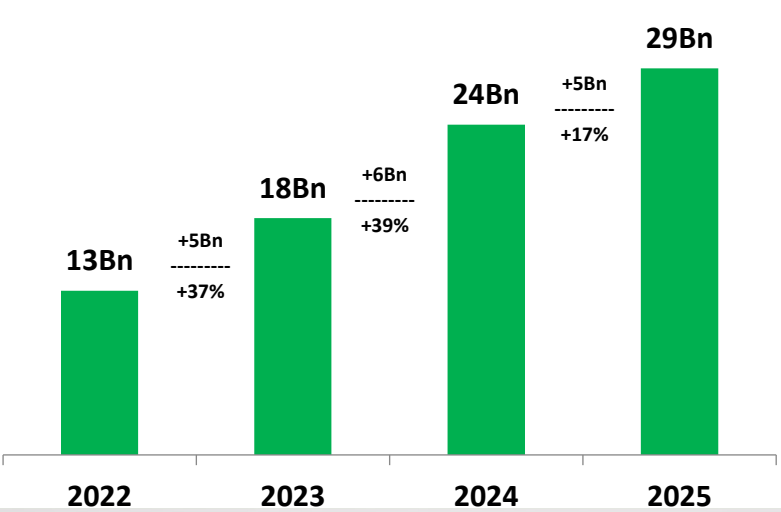
Digital Transaction Mix (based on No of Trx)



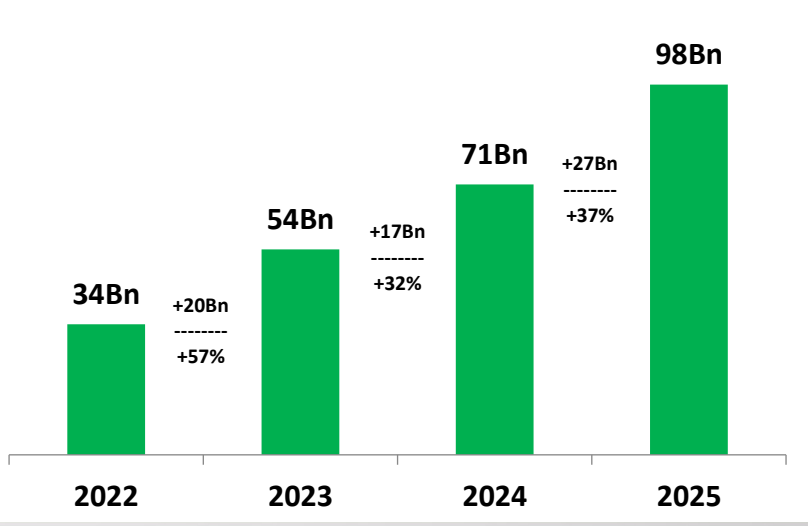
POS Acquiring Volume



E-Commerce Acquiring Volume



Debit Card Spend



Robust Asset Growth Fueling Future Earnings



Rs. in Billions	Dec 2025	Dec 2024	Var.	% var.
	ASSETS	3,247.06	2,703.34	543.72
Advances - net	690.32	1,041.63	(351.31)	-33.73%
- Gross Advances	736.33	1,094.82	(358.49)	-32.74%
Investments	1,947.22	1,167.45	779.77	66.79%
Cash and Balances with Banks	229.78	196.35	33.43	17.03%
Lending to Financial Institutions	99.05	55.66	43.39	77.97%
Others	280.68	242.26	38.43	15.86%
LIABILITIES	2,931.32	2,433.08	498.24	20.48%
Deposits	2,261.28	1,922.21	339.06	17.64%
Current	1,217.84	944.02	273.82	29.01%
Savings	984.54	925.08	59.46	6.43%
Term	58.89	53.11	5.78	10.89%
Borrowings	457.87	268.49	189.39	70.54%
Bills Payable	25.62	41.83	(16.21)	-38.75%
Others	186.55	200.55	(14.00)	-6.98%
TOTAL EQUITY	315.74	270.26	45.48	16.83%

Advances:

- Gross advances closed at Rs. 736 billion, declining by Rs. 358 billion, mainly in the corporate segment.
- Non-Performing Loans declined by Rs. 3.8 billion to Rs. 49.8 billion, supported by strong recoveries and charge-offs of Rs. 2.1 billion.
- Coverage and infection ratios stood at 92.47% and 6.76%, respectively. The domestic NPL ratio was reported at 5.04%, compared to the industry ratio of 6.07%.

Investment Portfolio:

- The investment portfolio increased from Rs. 1.2 trillion to Rs. 1.9 trillion, primarily driven by growth in government securities.
 - Floating-rate PIBs increased by Rs. 518 billion to close at Rs. 1.2 trillion
 - Fixed-rate PIBs increased by Rs. 154 billion to close at Rs. 404 billion
 - T-Bills increased by Rs. 36 billion to close at Rs. 113 billion
- The portfolio yielded 12.32% in 2025, compared to 18.60% in 2024.
- WA time to maturity of fixed rate PIBs stands at 2.28 years, with a purchase yield of 12.62%.

Deposit Mobilization:

- The Bank delivered strong deposit mobilization:
 - Total deposits increased from Rs. 1.9 trillion to Rs. 2.3 trillion, up 18% YoY
 - Current deposits increased by 29% to Rs. 1.2 trillion
 - Current account concentration improved to 54% at year end (vs. 49% in 2024), whereas average current account concentration also improved to 52% (vs. 47% in 2024)
 - CASA ratio strengthened to 97.4%
- The domestic cost of deposits declined significantly, from 9.98% to 4.88%, (down 510 bps YoY).

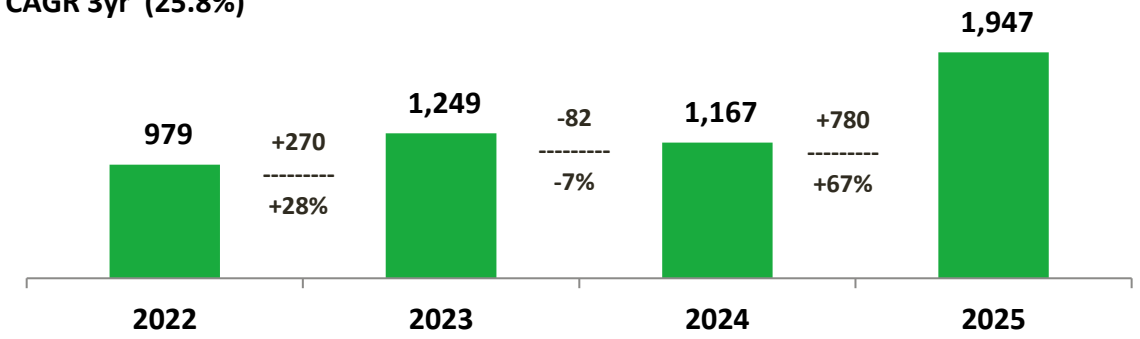
Summary of Balance sheet 2022-2025

Rs. in Billions	2022	2023	2024	2025	3yr CAGR
Cash & Treasury Banks	96.4	170.7	168.5	190.1	25.4%
Balances with banks	24.9	35.1	27.8	39.7	16.9%
Lending to FI	50.4	96.2	55.7	99.1	25.2%
Investments	978.7	1,249.4	1,167.4	1,947.2	25.8%
Advances	753.4	577.9	1,041.6	690.3	-2.9%
Others incl. Fixed Assets	181.6	297.9	242.3	280.7	15.6%
Total Assets	2,085.4	2,427.2	2,703.3	3,247.1	15.9%
Deposits	1,378.7	1,805.4	1,922.2	2,261.3	17.9%
Borrowings	340.2	216.6	268.5	457.9	10.4%
Others incl. Bills Payable	176.9	174.5	242.4	212.2	6.2%
Total liabilities	1,895.9	2,196.5	2,433.1	2,931.3	15.6%
Share capital	11.9	11.9	11.9	11.9	-
Reserves incl. Earnings	159.0	194.8	215.4	231.8	13.4%
Reval Surplus	18.6	24.1	43.1	72.1	57.0%
Total Equity	189.5	230.7	270.3	315.7	18.6%

Rs. in Billions

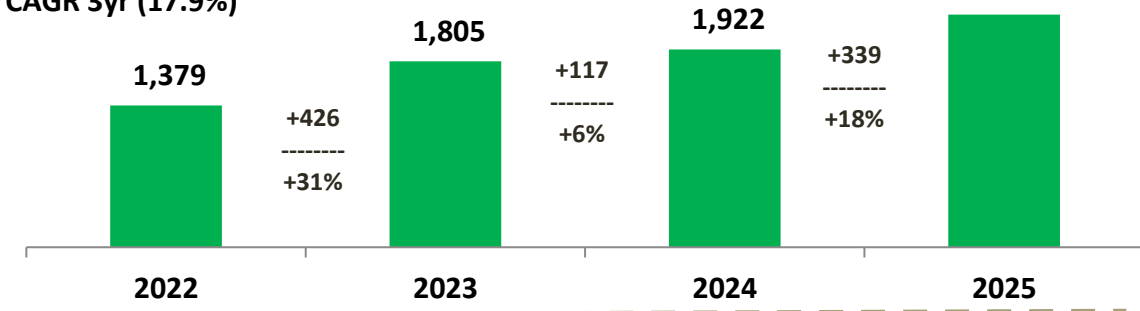
Investments

CAGR 3yr (25.8%)



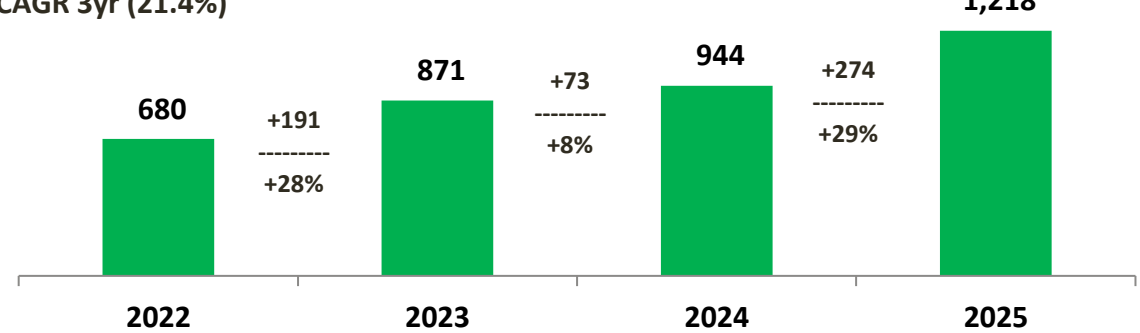
Deposits

CAGR 3yr (17.9%)



Current Deposits

CAGR 3yr (21.4%)



Sustained Profitability in a Declining Interest Rate Environment



Rs. in Billions	Dec 2025	Dec 2024	Var.	% var.
	Interest Income	293.83	367.02	(73.19)
Interest Expense	148.23	217.93	(69.70)	-31.98%
Net Interest Income	145.60	149.09	(3.49)	-2.34%
Non Interest Income	35.80	37.43	(1.63)	-4.36%
Fee and commission income	19.27	21.20	(1.92)	-9.08%
Dividend income	5.06	3.49	1.57	44.92%
Foreign exchange income	10.19	9.17	1.02	11.13%
Gain on securities	0.69	3.14	(2.46)	-78.20%
Other income	0.59	0.43	0.16	37.94%
Total Income	181.40	186.53	(5.12)	-2.75%
Non Interest Expense	71.21	63.78	7.44	11.66%
Operating expenses	68.44	60.96	7.48	12.26%
Other charges & WWF	2.77	2.81	(0.04)	-1.39%
Profit before Provision	110.19	122.75	(12.56)	-10.23%
Provisions	(5.26)	4.33	(9.59)	-221.45%
Profit before Tax	115.45	118.42	(2.97)	-2.51%
Taxation	61.26	60.81	0.45	0.74%
Profit after Tax	54.20	57.61	(3.42)	-5.93%
Earnings per Share - Rupees	45.73	48.62		

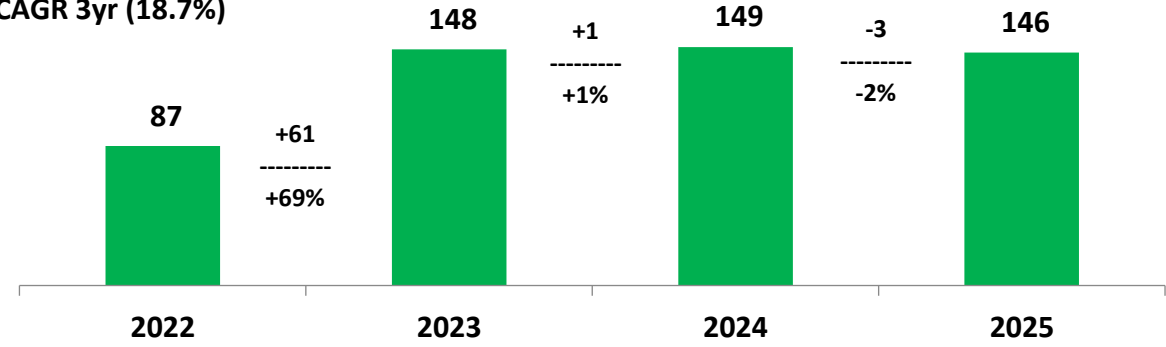
- Net interest income declined marginally by 2% to Rs. 146 billion, despite a sharp 42% reduction in the average policy rate from 19.38% in 2024 to 11.29% in 2025.
 - Non-markup income stood at Rs. 35.8 billion, down 4% YoY, primarily due to lower fee income and gain on securities:
 - Fee and commission income declined by 9%, mainly due to intensified competition in the home remittance segment, resulting in negative income of Rs. 3.3 billion during the year.
 - Card income increased by 18%
 - Branch banking fees increased by 13%
 - Dividend income increased by 45%
 - FX income increased by 11%
 - Operating expenses increased by 12%, primarily driven by:
 - Compensation expenses on account of merit adjustments and headcount expansion
 - Higher Technology expenses, impact of minimum wage on outsourced services, SMS cost and marketing outlays to support remittance flows.
- The cost-to-income ratio reported at 37.7%, compared to the industry average of 46.4%.
- On the provisioning side, the Bank recorded a net reversal of Rs. 5.3 billion, compared to a charge of Rs. 4.3 billion in 2024, supported by strong recoveries and reversal of general provision.
 - Standalone PBT was Rs. 115.5 billion (down 2.5%), PAT stood at Rs. 54.2 billion (down 5.9%), with EPS of Rs. 45.73 (2024: Rs. 48.62).
 - Consolidated PBT was Rs. 125.1 billion (down 4.6%), PAT stood at Rs. 58.8 billion (down 7.4%), with EPS of Rs. 49.29 (2024: Rs. 53.35).
 - Capital gains of Rs. 6.6 billion on FVOCI equity securities (2024: Rs. 3.9 billion) were recognized directly in SOCE, rather than in Profit & Loss, post implementation of IFRS-9.
 - The Bank reported ROA of 1.82% and ROE of 23.02%, reflecting strong profitability.

Summary of Profit & Loss 2022-2025

Rs. in Billions	2022	2023	2024	2025	3yr CAGR
Interest Income	200.8	328.1	367.0	293.8	13.5%
Interest Expense	113.6	180.4	217.9	148.2	9.3%
Net Interest Income	87.2	147.7	149.1	145.6	18.7%
Non Interest Income	24.6	32.9	37.4	35.8	13.3%
Total Income	111.8	180.6	186.5	181.4	17.5%
Operating expenses	41.5	51.8	61.0	68.4	18.2%
Other charges & WWF	1.7	3.2	2.8	2.8	17.9%
Non Interest expense	43.2	55.0	63.8	71.2	18.1%
Profit before Provisions	68.6	125.6	122.8	110.2	17.1%
Provisions	(2.8)	0.4	4.3	(5.3)	23.7%
Profit before taxation	71.4	125.2	118.4	115.5	17.4%
Taxation	38.6	65.6	60.8	61.3	16.6%
Profit after taxation	32.7	59.6	57.6	54.2	18.3%
Earnings per share - Rs.	27.63	50.32	48.62	45.73	
Dividend per share - Rs.	20	30	36	36	
Dividend Payout Ratio	72%	60%	74%	79%	

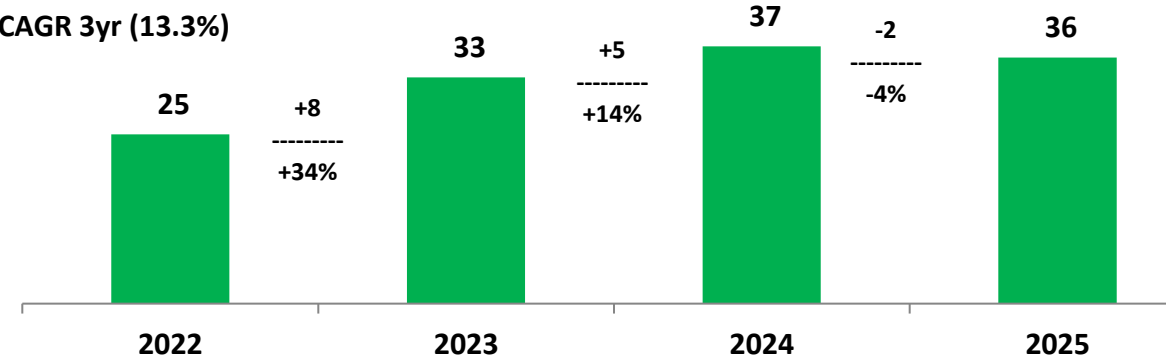
Net Interest Income

CAGR 3yr (18.7%)



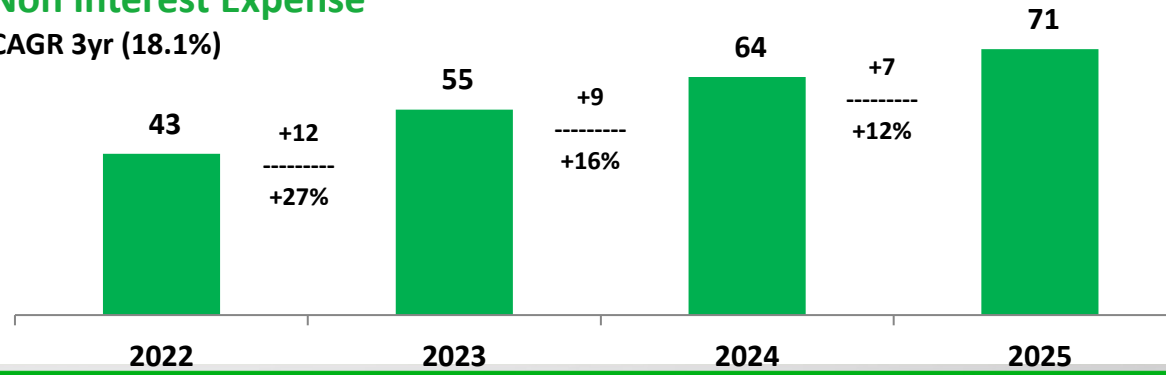
Non Interest Income

CAGR 3yr (13.3%)



Non Interest Expense

CAGR 3yr (18.1%)



Key Ratios 2022 - 2025



		2022	2023	2024	2025
Average Policy Rate	%	13.4%	20.8%	19.4%	11.3%
Net Interest Margin	%	4.6%	7.1%	6.2%	5.1%
YoY Deposit Growth	%	-2.3%	30.9%	6.5%	17.6%
YoY CA Growth	%	20.8%	28.0%	8.4%	29.0%
CA concentration Ratio	%	49.3%	48.2%	49.1%	53.9%
Cost of Deposits - domestic	%	6.5%	9.1%	10.0%	4.9%
Investments to deposits ratio	%	71.0%	69.2%	60.7%	86.1%
Advance to Deposit Ratio	%	57.9%	34.5%	57.0%	32.6%
Infection Ratio	%	6.4%	8.7%	4.9%	6.8%
Coverage Ratio	%	86.2%	82.7%	99.3%	92.5%
Cost to Income Ratio	%	37.1%	28.7%	32.7%	37.7%
Capital Adequacy Ratio	%	18.8%	20.4%	19.4%	19.5%
ROA	%	1.6%	2.6%	2.3%	1.8%
ROE	%	19.8%	31.6%	26.6%	23.0%
Deposits - market share	%	5.9%	5.9%	5.7%	5.5%
CA Deposits - market share	%	6.7%	6.5%	6.5%	6.6%
Advances - market share	%	6.5%	4.7%	6.6%	4.6%
Home Rem. - market share	%	11.6%	12.3%	13.3%	10.9%
BVPS (Incl. Reval. Surplus)	Rs.	160	195	228	266

- NIM declined from 6.2% in 2024 to 5.1% in 2025, primarily due to a sharp reduction in average policy rate by 809bps YoY.
- The Bank's market share of total domestic deposits decreased from 5.7% in 2024 to 5.5% in 2025, whereas its market share of current deposits improved from 6.5% to 6.6%.
- CA mix improved from 49% in 2024 to 54% in 2025, as the Bank is strategically targeting low-cost deposits.
- Infection ratio increased to 6.8% in 2025 (vs. 4.9% in 2024), driven by denominator impact from reduction in gross advances.
- Cost-to-income ratio rose to 37.7% (vs. 32.7% in 2024), reflecting normalization of operating expenses, though it remains comfortably below the industry average of 46.4%.
- Home remittance market share declined from 13.3% in 2024 to 10.9% in 2025 amid heightened competition; nevertheless, the Bank retains its position as the third-largest player in the segment.

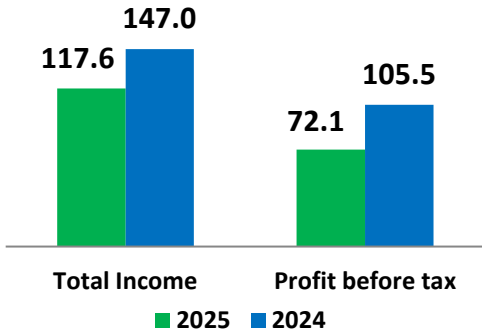
Operating Segments as per IFRS-8

Rs. in Billions



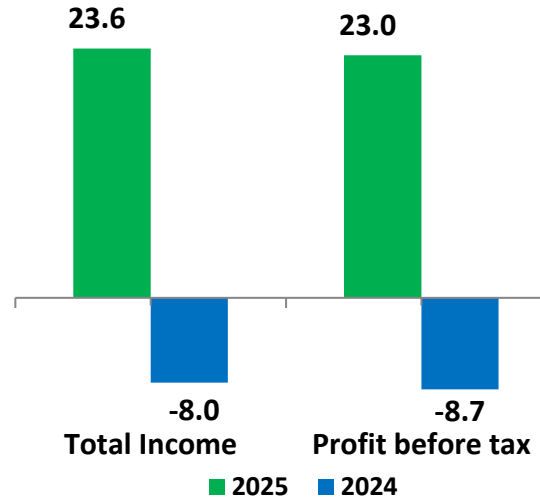
Retail Banking

This includes retail deposits and lending, branch banking services and debit cards.



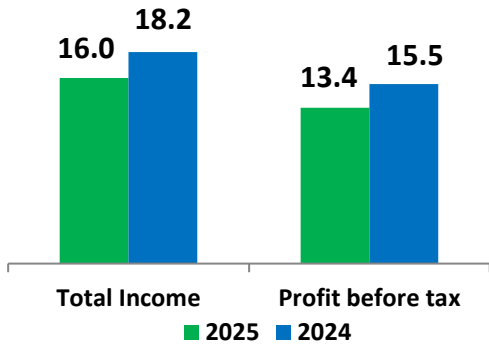
Treasury

This includes fixed income and equity securities, lending's and borrowings from financial institutions, foreign exchange and derivatives for hedging and market making.



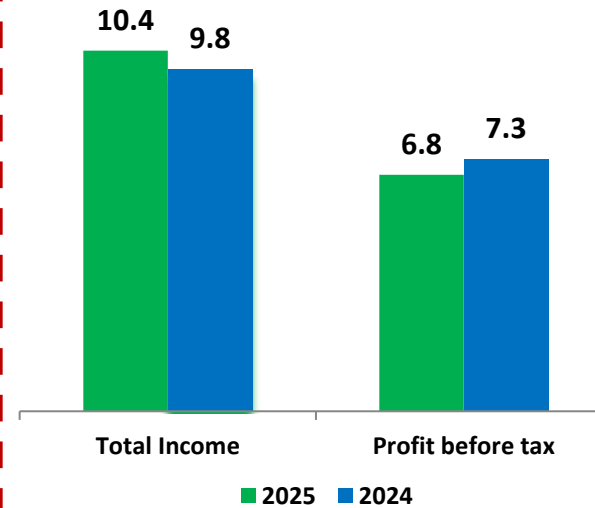
Corporate Banking

This comprises of loans, deposits, project financing, trade financing, investment banking activities with Bank's corporate and public sector customers.



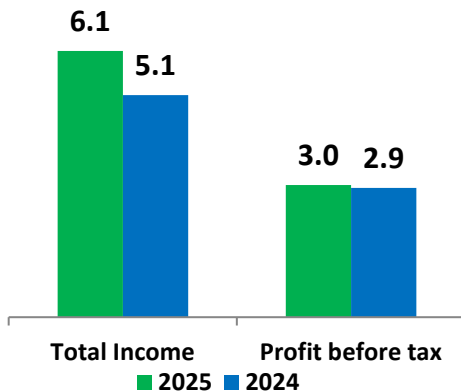
International

This comprises of loans, deposits, project financing, trade financing, investment banking and other banking activities by the Bank's overseas operations.



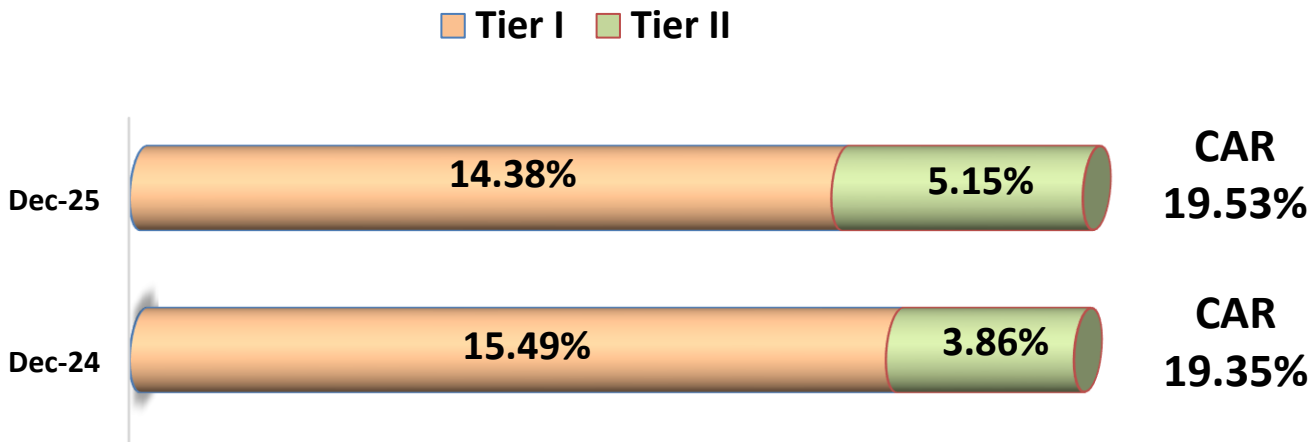
Consumer Banking

This segment primarily constitutes consumer financing activities with individual customers of the Bank. Product suites offered to these customers include credit cards, auto loans, housing finance and personal loans.



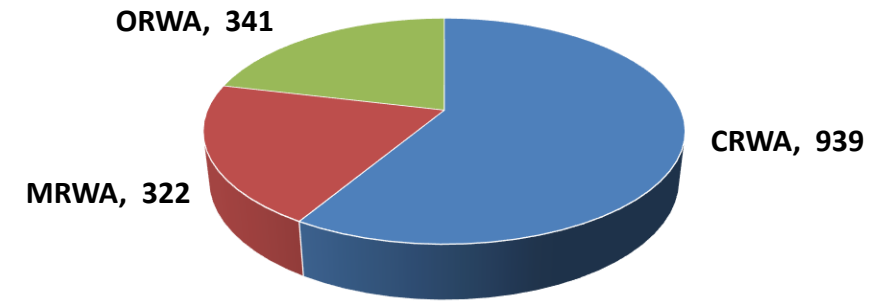
Strong Capital Position & Ratios

Buffer of 8.03% on top of regulatory CAR

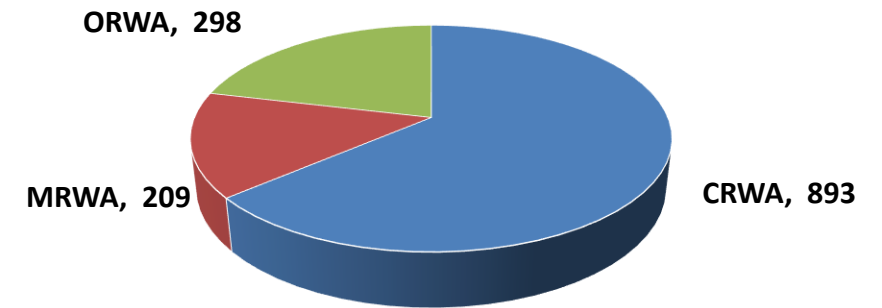


Risk Weighted Assets (RWA)

RWA Dec-25 : Rs. 1,602 billion



RWA Dec-24 : Rs. 1,400 billion



- Bank's total Capital Adequacy Ratio (CAR) is 19.53% against the requirement of 11.5% (including capital conservation buffer of 1.50% as reduced under the BPRD Circular Letter No. 12 of 2020).
- Leverage Ratio of 5.82% which is well above the regulatory limit of 3.0%
- Liquidity Coverage Ratio (LCR) of 267.35% and Net Stable Funding Ratio (NSFR) of 163.71% against requirement of 100%.

*Minimum Capital Adequacy Ratio (CAR) of 11.50%, Common Equity Tier 1 (CET 1) ratio of 6.0% and Tier 1 ratio of 7.50%.

MCB Islamic Bank - Snapshot



MCB is operating a wholly owned Islamic Subsidiary – MCB Islamic Bank

Islamic Business - SoFP Key Indicators

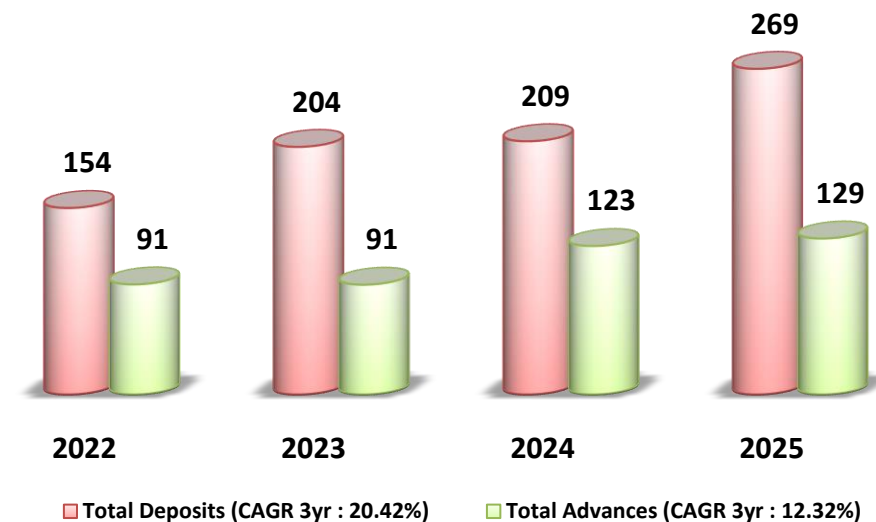
Rs. in Billions	2025	2024	Var.	% var.
Deposits	268.93	209.11	59.83	29%
Gross Advances	128.78	122.60	6.18	5%
Investments	155.82	146.60	9.23	6%
Net Assets	27.77	25.95	1.82	7%

Islamic Business - Profitability Indicators

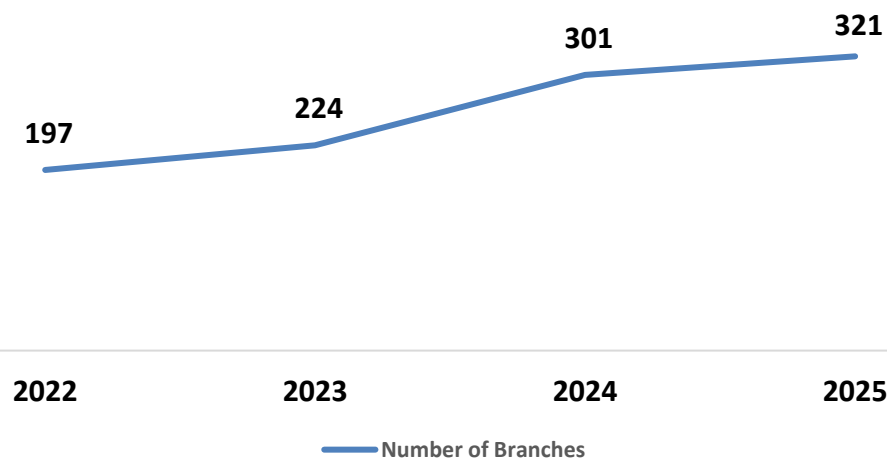
Rs. in Billions	2025	2024	Var.	% var.
Net Mark-up Income	14.73	17.94	(3.21)	-18%
Non Interest Income	2.64	1.97	0.67	34%
Total Income	17.37	19.91	(2.54)	-13%
Non Mark-up Expense	12.33	10.26	2.07	20%
Profit before Provisions	5.04	9.65	(4.61)	-48%
Provisions	0.13	0.54	(0.41)	-76%
Profit before Tax	4.91	9.11	(4.20)	-46%
Taxation	2.63	4.87	(2.24)	-46%
Profit after Tax	2.28	4.24	(1.96)	-46%

MCB Islamic – Deposits & Advances

Rs. in Billions



MCB Islamic Bank - Branches



Awards & Accolades - 2025

International Finance Awards

Fastest Growing Corporate Bank in Pakistan

ICAP and ICMAP

Best Corporate Report Award 2024 –
Runner-up (Banking Sector)

SAFA Awards

Silver Award for Best Presented Annual Report 2024
(Private Sector Banks)

Pakistan Stock Exchange

Top 25 Companies Award for 2024

Pakistan Remittance Initiative(PRI) Awards

3rd Largest Bank in Pakistan Remittance Market 2025

Key Business Risks

The Bank operates within a comprehensive risk management framework supported by robust governance, ensuring alignment with defined risk appetite and regulatory expectations.

Credit Risk

The Bank is exposed to credit risk arising from lending and investment activities. Risk is assessed and managed through a combination of financial and non-financial analysis, internal and external ratings, environmental risk assessments, and behavioral analytics.

Market Risk

Exposure arises from trading and investment portfolios. A well-defined structure is in place to ensure adherence to approved qualitative and quantitative risk limits.

Liquidity Risk

The Bank manages liquidity risk through active monitoring of funding sources, intraday liquidity, and structural balance sheet mismatches. Key metrics, including Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR), are regularly tracked alongside early warning indicators.

Operational Risk

Risk of loss due to inadequate or failed processes, systems, human error, or external events. The Bank employs Risk and Control Self-Assessment (RCSA) and maintains a strong risk awareness culture to ensure control effectiveness.

Country Risk

Exposure to geopolitical and macroeconomic instability, which may impact counterparties and investment opportunities. Country exposure limits are established for both trade and treasury activities.

Regulatory Risk

Risk of non-compliance with legal and regulatory obligations. Managed through proactive monitoring of regulatory developments and ensuring timely compliance.

Climate Risk

Includes both physical and transition risks affecting creditworthiness. The Bank integrates climate considerations into its risk framework, supported by its Green Banking Policy and adherence to SBP's ESRM guidelines.

70 Years



Thank you!



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