

BSF Strategy 2030

Better. Stronger. Faster.

February 16, 2026

Agenda

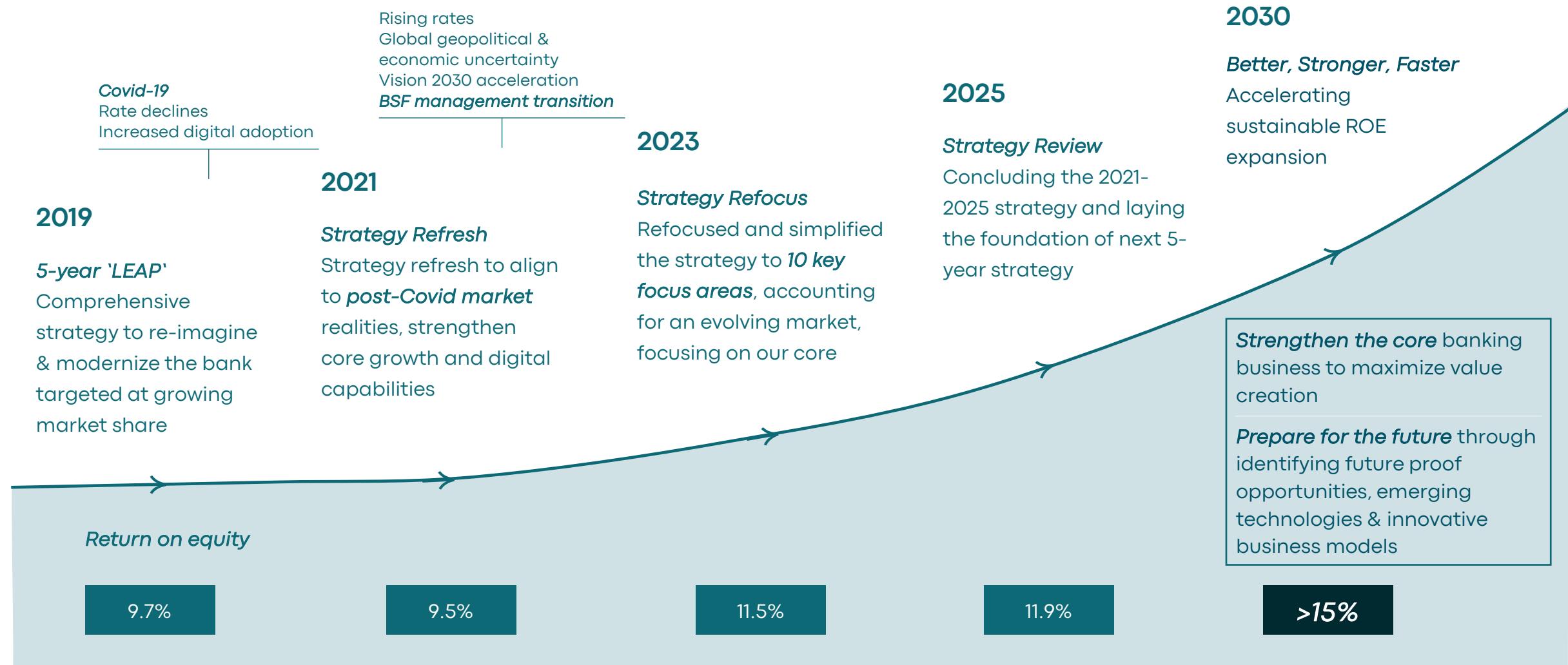


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	Q&A Session	

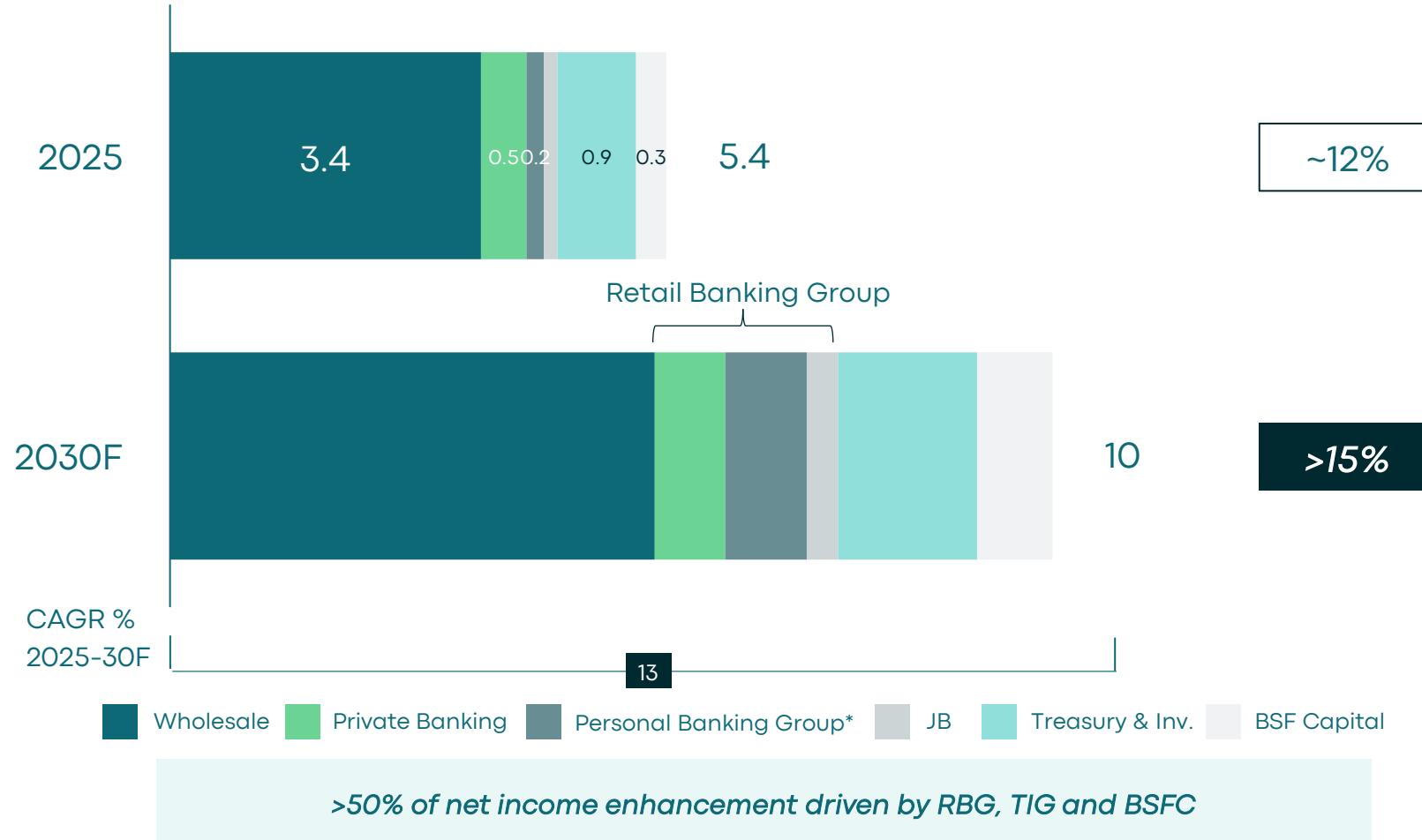
Group Strategy



Positioned to take the next leap - accelerating ROE through a Better, Stronger, Faster Bank....



BSF Group, Net Income, ₦ Bn

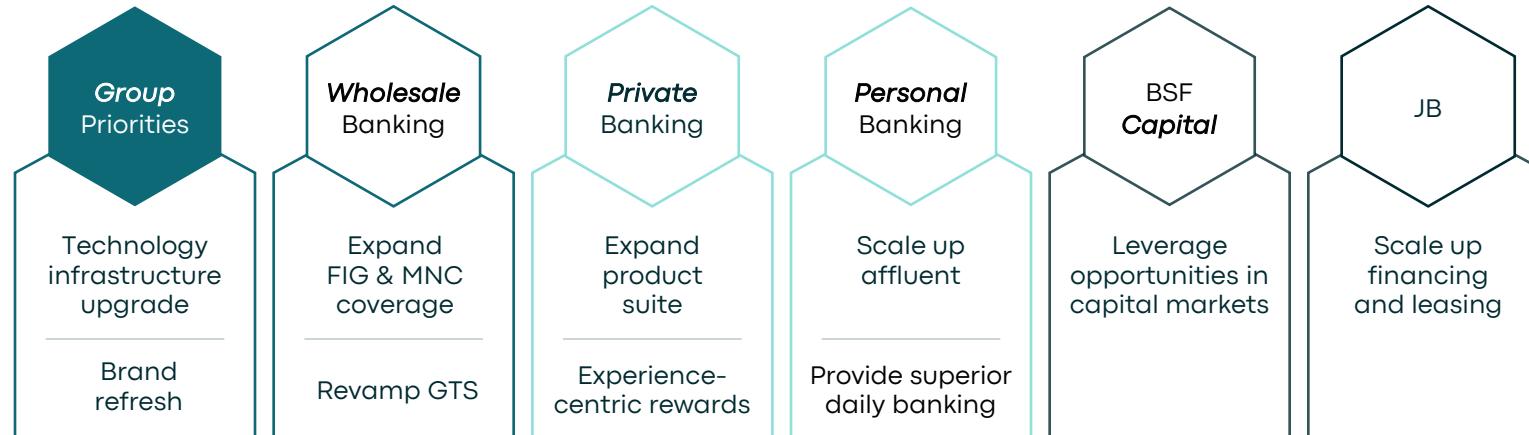


BSF Ambition

- *PBG* growth through differentiation in Affluent, channel revamp, growth in Business Banking & cost optimization
- *Private Banking* transformation to accelerate income generation
- Sustain *JB*'s lead in auto & focus on digital led private finance to capture growth
- *TIG* sales expansion & NIM enhancement
- Diversify *BSFC*'s product suite to expand fee-based income
- *Cross-sell* as a group-wide growth driver
- *Improved ROE* through revenue growth, cost efficiency & capital optimization

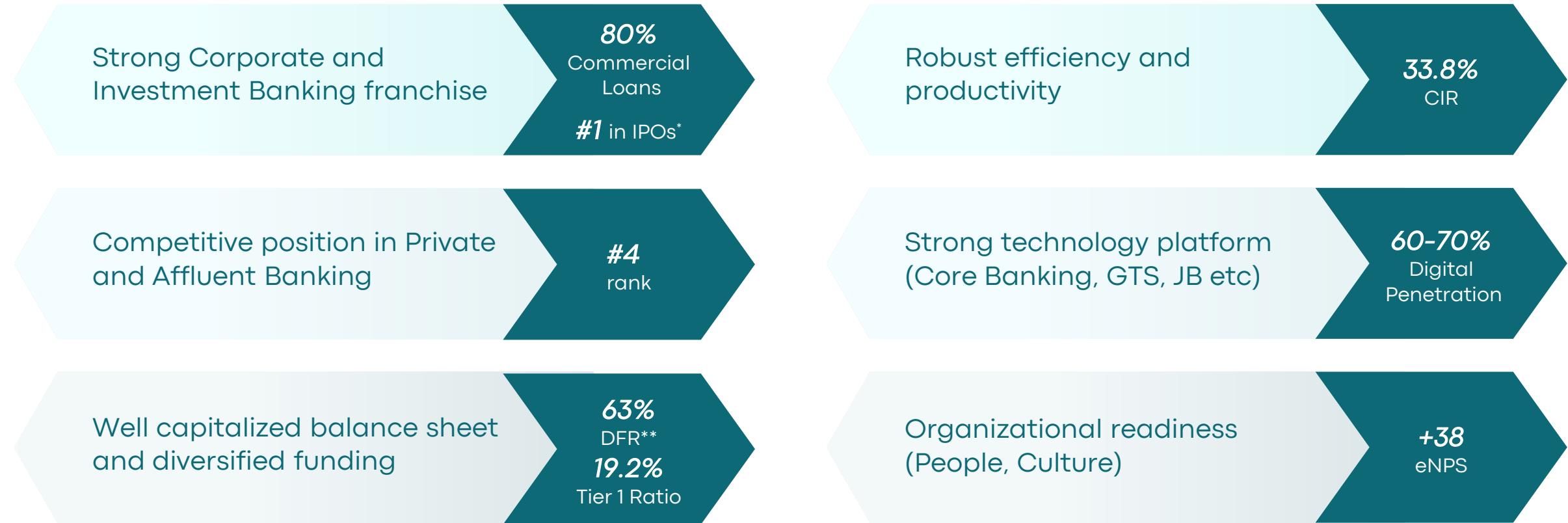
Our aspirations are supported by the meaningful progress in our last strategic cycle

Recap of previous strategy cycle



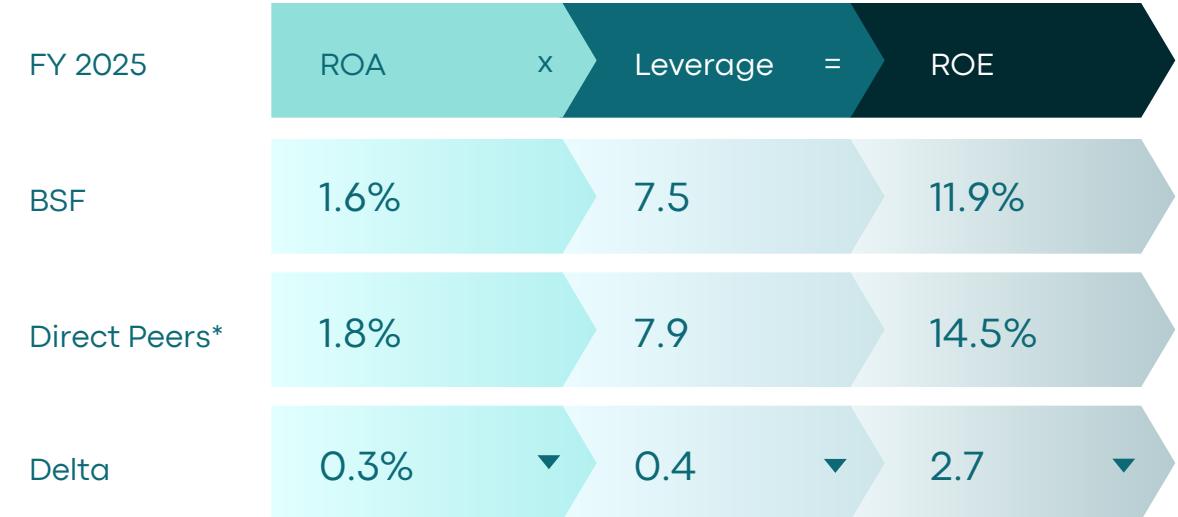
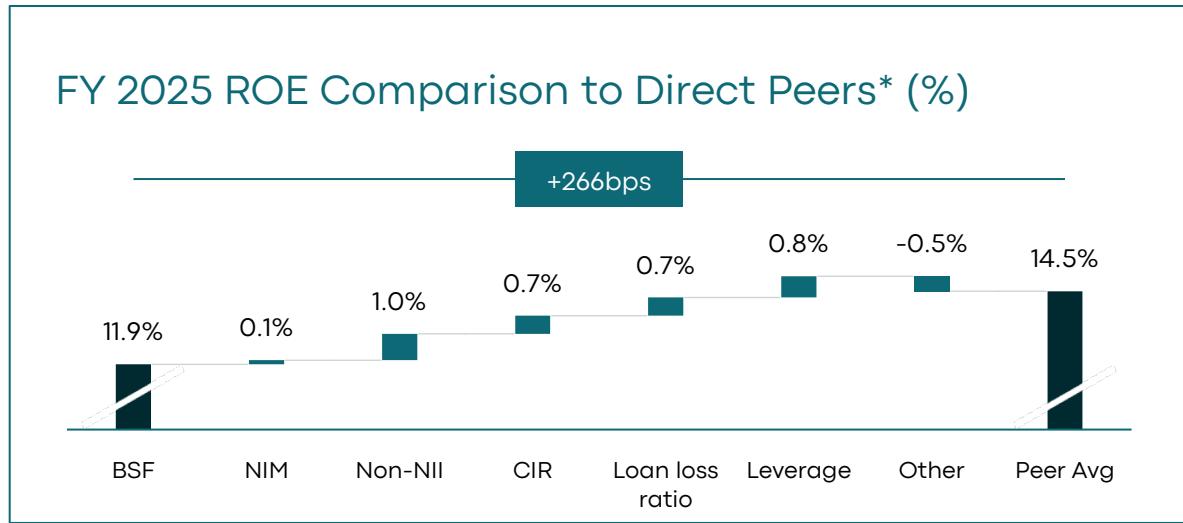
Key Highlights

- Assembled a **strong leadership** team to drive execution with agility
- Built the **foundation for sustainable growth** through strong governance and clear priorities
- Enhanced **infrastructure** by modernizing systems, strengthening risk and control frameworks, and streamlining operations
- Accelerated **digital transformation**, launched and enhanced digital channels across businesses
- Strengthened through diversification, balance sheet optimization, and customer-centric growth



*Financial advisor and bookrunner in terms of deal count **DFR: Deposit Funding Ratio calculated as Customer Deposits / Total Liabilities

....and will enable us to close the ROE and TSR gaps to our peers



Total Shareholder Return (TSR)



The evolving landscape presents scalable opportunities across key segments



Evolving macro sector outlook

- ➔ Slowing *GDP growth*
- ➔ Lower *interest rates*

Tighter liquidity conditions

- ➔ Credit demand outpaces deposits
- ➔ Low-cost deposits access constrained

The great Saudi wealth transfer

- ➔ ₩ 4Tn to younger generation in next 5 years

Emerging banking battlegrounds

- ➔ Youth, expats, private sector, and SMEs represent new growth opportunities

Evolving fintech landscape

- ➔ Global entrants bring tailored KSA offerings

Focus areas

Structured financing, risk management and fee-led income

- ➔ Wholesale Banking
- ➔ Treasury

Stable deposits/ Alternative funding

- ➔ Wholesale Banking
- ➔ Personal Banking Group
- ➔ Treasury

Offerings tailored to next-generation

- ➔ Affluent & Private Banking

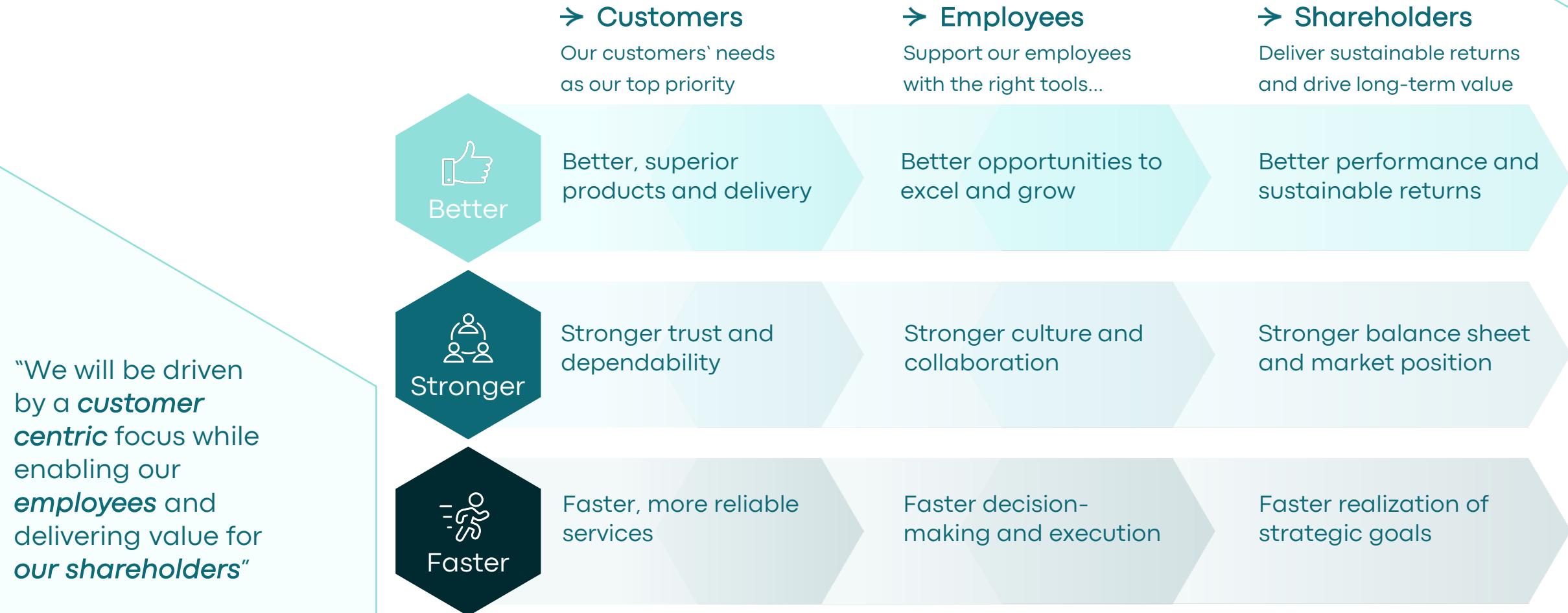
Tap under-served, high-potential segments

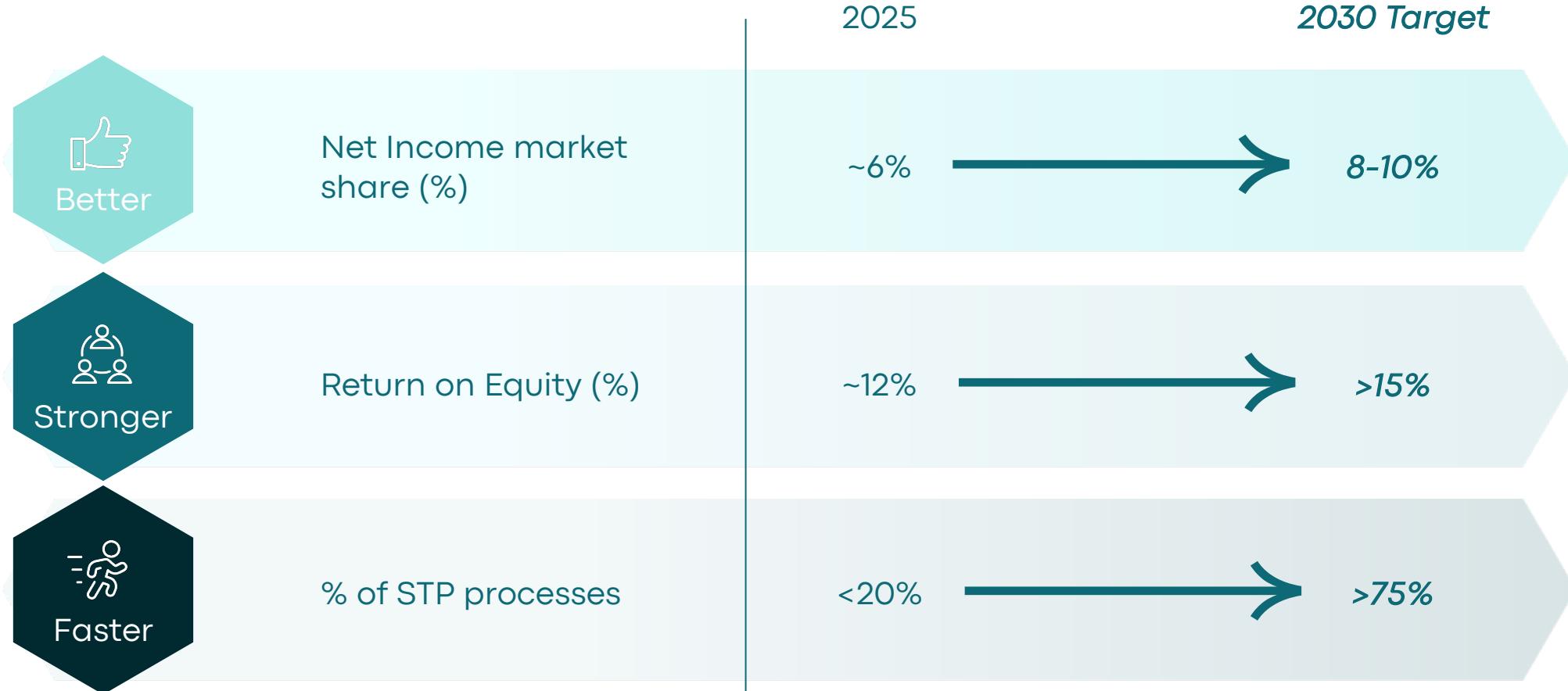
- ➔ Business Banking

Fintech-led distribution expansion

- ➔ JB

Our focus will be to build a Better, Stronger, Faster bank for our customers, employees and shareholders





This translates into a clear set of strategic priorities



Our strategy is built on core strengths to reinforce today and prepare for the future



Strengthen the core	Wholesale Banking	Private Banking	Retail & Affluent	Treasury	BSF Capital	Group Wide- Support Functions and Initiatives		
"Strengthen and strategically reposition our core banking business to maximize value creation- Bringing the core businesses to full potential"	Strengthen Global Transaction Banking	Expand products and services	Differentiation in Affluent	Treasury sales expansion	Wealth Management acceleration	IT/ Digital Tech transformation continuation	Power of the Group Culture Group-wide cross-sell	Marketing CX and Mkt at heart
	Expand Institutional Banking	Client acquisition and engagement	Revamping channels and increasing sales capacity	NIM enhancement	Upgrade brokerage ecosystem	People Culture, Performance and Rewards, BSF organization of future	Operations Scalable operations	Corporate Governance ESG implementation
	Enhance relationship coverage value	Sales and performance acceleration	Product optimization and client acquisition	Technology and Digital Readiness	Scale Investment Banking franchise and PI portfolio		Risk Excellence in risk	
Prepare for the future	JB		Business Banking		Group Wide- Support Functions and Initiatives			
"Identifying future-proof opportunities in adjacent businesses, emerging technologies, and innovative business models"	Accelerated distribution		Customer acquisition and CASA deposit gathering and lending		AI & Data innovation		Open banking	
	Digital-first agile organization		Expand into beyond banking offerings		Partnership and investment capabilities		BaaS/ Embedded finance	
					Capital optimization			



Segmental Strategy



Wholesale Banking

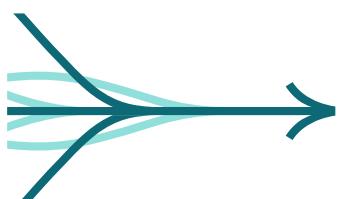


KSA transformation agenda and low credit penetration underpins a strong growth opportunity



Vision 2030

Financing and advisory opportunities across giga-projects and priority sectors



Fee and transaction led banking

Expanding fee income through trade finance, cash management, supply chain, FX, and liquidity solutions



MSMEs and NBFI

Higher-margin growth through MSMEs, supply-chain ecosystems, and NBFI engagement

Credit to GDP (%)



"Sustained credit demand momentum across key sectors, combined with KSA's relatively low credit-to-GDP penetration of 77%, underscores a multi-year runway for financial deepening and lending growth"

Wholesale Banking is our DNA supported by dominant position in project finance



Total WBG Assets
₳ 155 bn
Dec'25

Deposits
₳ 124 bn
Dec'25

Core Operating Revenue
₳ 5.5 bn
2025

NPS
~78
vs 39 in 2022



Competitive Advantages

- **Strong capital and liquidity position** enabling large-ticket and complex deals
- **Diversified sector exposure** aligned with Vision 2030 priorities
- **High relationship depth** (avg. 4 products per customer, avg. 13-year relationship)



Core strengths

- **Project and structured finance:** Proven leadership in debt arrangement, syndication and restructuring with strong execution capabilities across key Saudi sectors
- **Family conglomerates & middle market corporates:** Strong origination franchise driven by deep, long-standing relationships delivering tailored solutions to diversified family groups
- **Global Transaction Solutions:** End-to-end conventional and Islamic solutions

Primary operating bank for a majority of large corporate clients



Key aspirations

Revenue CAGR

~9%

2025-2030F

Net Income CAGR

+9%

2025-2030F

Assets CAGR

+8%

2025-2030F

Fees as a % of Revenue

16-19%

2030F

Strengthening GTS, expanding Institutional Banking and relationship management to drive next phase of growth in Wholesale Banking...



Strategy



Strengthen Global Transaction Banking

- *Scale core LCM products* via BSF Global/Mobile
- *Digitize Trade, Payments & Receivables*
- Launch BaaS to enable *embedded finance*
- *Leverage AI* to enhance operational efficiency across trade, payments and servicing



Expand Institutional Banking

- *Expand coverage* to engage key Government and financial institutional clients
- Scale up *correspondent banking relationships* in key *KSA export markets*
- Offer *tailored solutions* to increase institutional wallet share



Enhance Relationship Coverage Value

- Built a *holistic relationship value framework*
- Adopt *RAROC-led decision-making* and relationship-based pricing
- Strengthen *CVM analytics* and build and scale *OTD models* to drive execution
- Equip RMs with *AI-powered tools* to augment RM productivity and deepen client insights

Enablers



Cross-sell

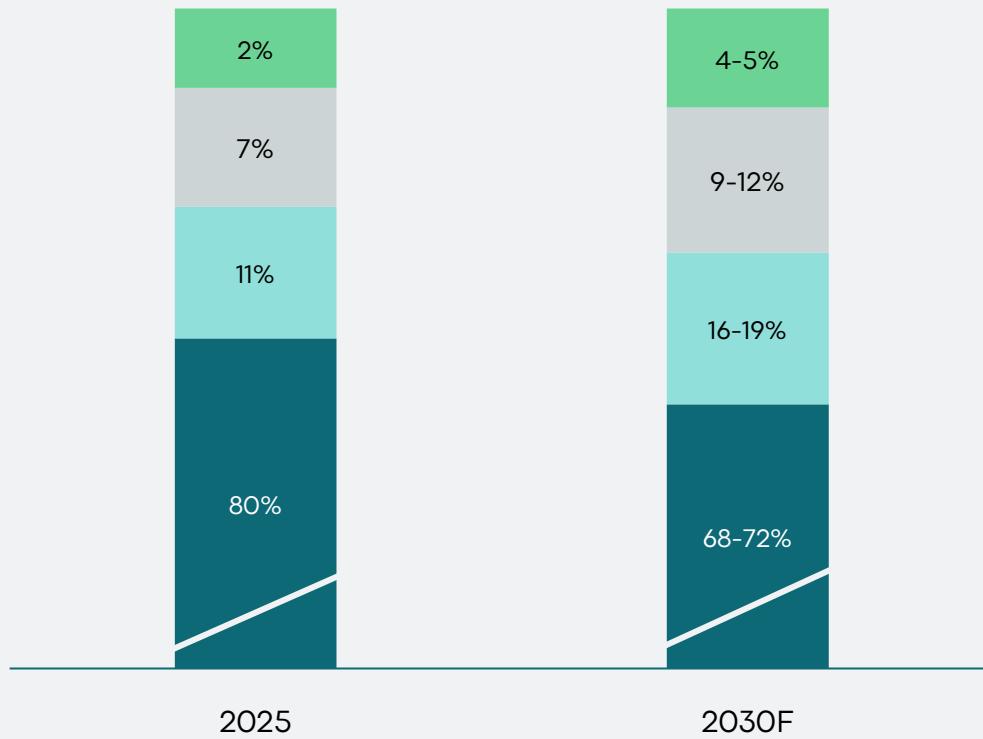


Technology

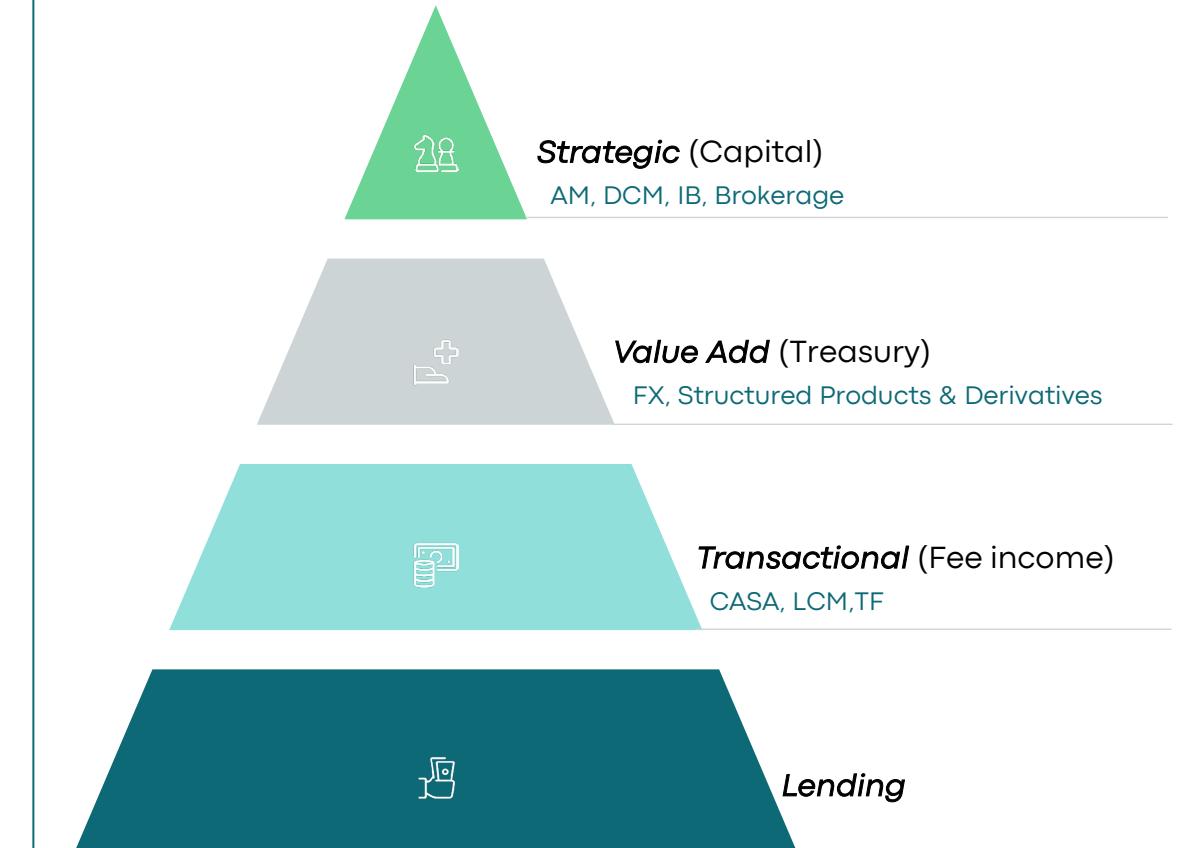


Risk

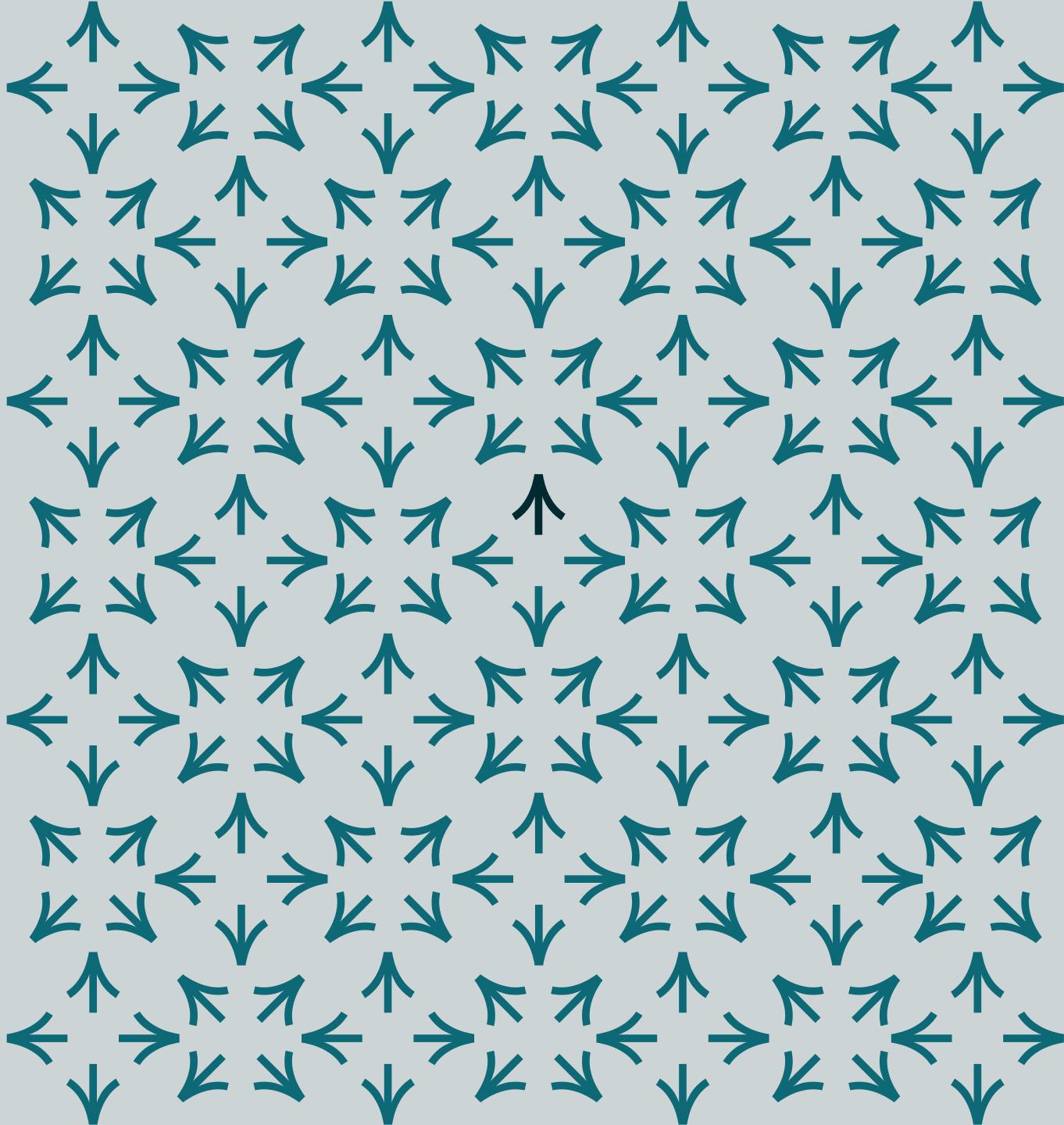
Breakdown of wholesale banking revenue by category %



Increasing contribution from value added products
Client Hierarchy of Needs



Treasury and Investment Group



Leadership in wholesale funding enables us to navigate the current liquidity environment effectively

Product offerings

- Balance sheet management
- Foreign exchange trading
- Market making & trading
- Hedging solutions & structured products
- Market insight & sales

Market trends

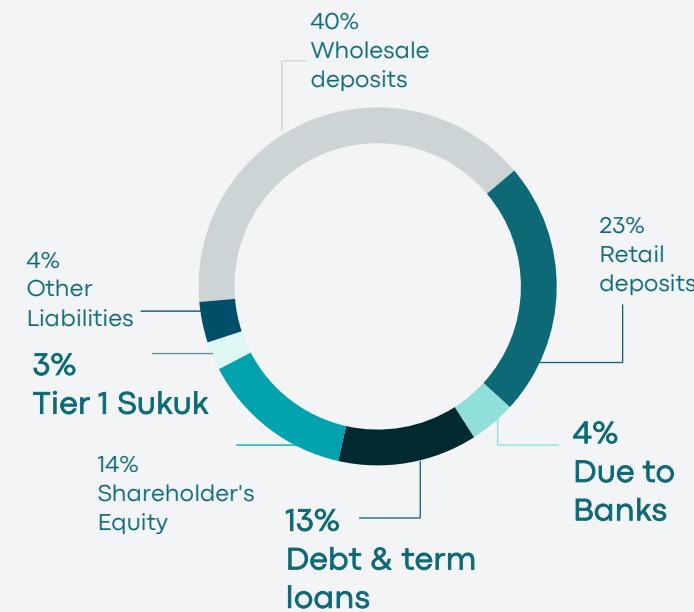
- **Tight liquidity** due to the **lower rate** environment
- Increased demand for **tailored** and **innovative products**
- **Stringent** capital requirements



KPIs

Diversified Funding Mix, 2025

Market Leader in wholesale funding



Strong execution capabilities

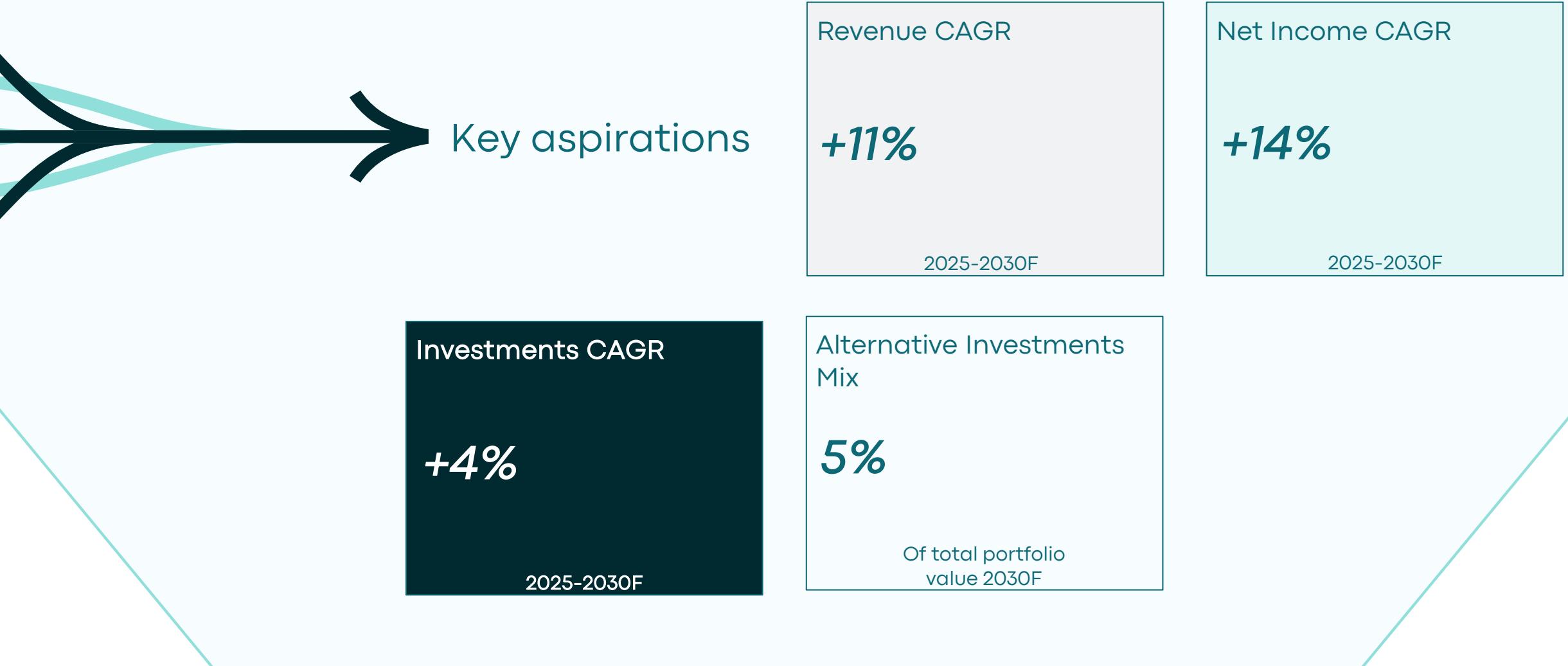
Successfully raised in 2025

₾ 35.0 bn

through CDs, syndicated & term loans, senior debt, sukuk, EMTN and capital instruments

Cashflow hedge notional value, ₾ bn





Strategy



Treasury Sales Expansion

- Drive *targeted campaigns* for *underpenetrated clients* and *strategic segments*
- Upskill RMs to improve *cross-sell* aligning RM incentives with TIG objectives
- Institutionalize *product penetration* through mandatory product requirements



Net Interest Margin Enhancement

- *Enhance monitoring and analytics* to understand sensitivities & preserve deposits
- Drive *higher yields* through dynamic investment, hedging strategies while utilizing existing risk limits



Technology and Digital Readiness

- *Modernize legacy systems* to enable customized products, accelerate delivery timelines, and improve operational efficiency
- Deploy *AI-powered pricing, client analytics and natural language tools*

Enablers



Cross-sell



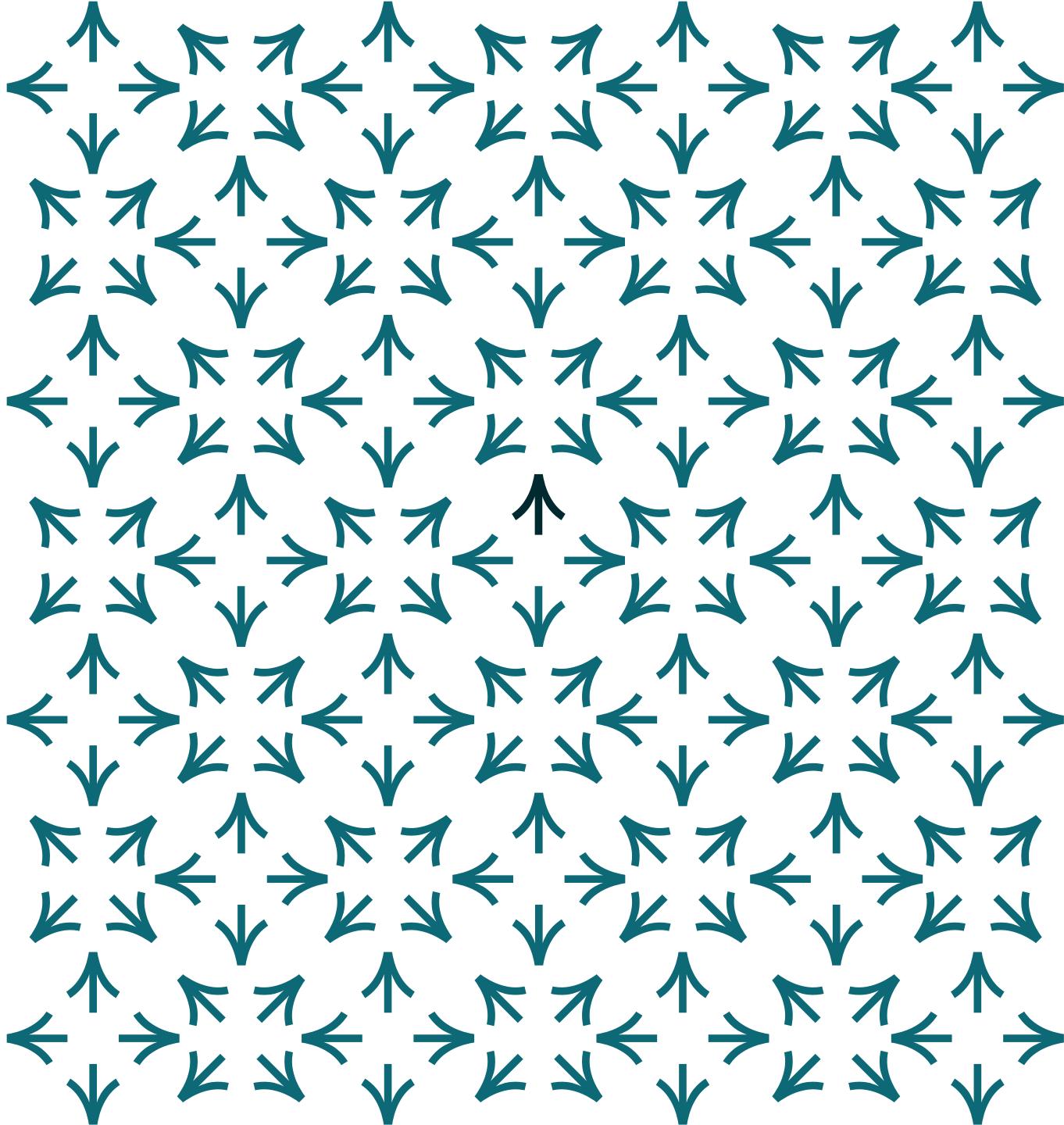
Technology



Capital Optimization



BSF Capital





Strengths

Top-tier universal investment house
Strategic partnership with Blackrock

Asset Management
#7 among bank affiliated peers

Full-suite offerings on par with top-3 peers, with distinctive in-house asset management

+50% CAGR 2019*-2024 in number of ECM/DCM transactions
#1 in IPOs**



Evolving market landscape

CMA's **positive regulatory** developments (e.g. market opening to foreign investors)

Growing private credit with tokenization

Digital flows dominated by young and mobile investors

Margin lending becoming a key to serve affluent and trading savvy clients

Increasing customer allocation to **fixed income** and **sukuk**

Capital raising by family businesses **migrating** to main market **from Nomu (Tadawul Secondary Market)**

Key aspirations

Revenue CAGR

+13%

2025-2030F

Assets CAGR

+10%

2025-2030F

#5

AuM in Asset Management

Asset Management to
remain primary revenue
contributor

34%

2030F



Strategy

→ Accelerate Wealth Management via BSFC WM transformation, scale AI-enabled Robo and core advisory platforms and strengthen capital product offerings

→ Upgrade to best-in-class brokerage ecosystem to support scalable growth, advanced trading capabilities and revenue diversification

→ Scale the Investment Banking franchise by government-led transactions participation, institutionalized M&A advisory, and deeper private-public value-chain capture

→ Advance Proprietary Investments portfolio through proprietary seed capital deployment, faster product launches, and expanded low capital-call products

Enablers



Tech and Digital



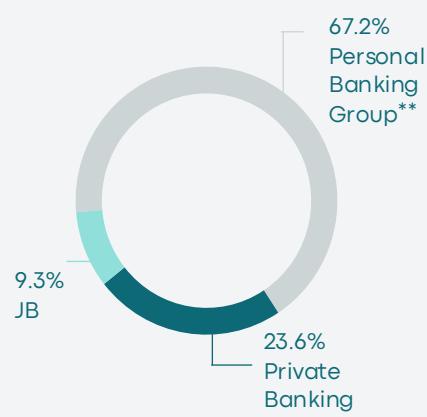
Retail Banking Group



A diversified retail franchise anchored in affluent & private banking, with significant growth headroom

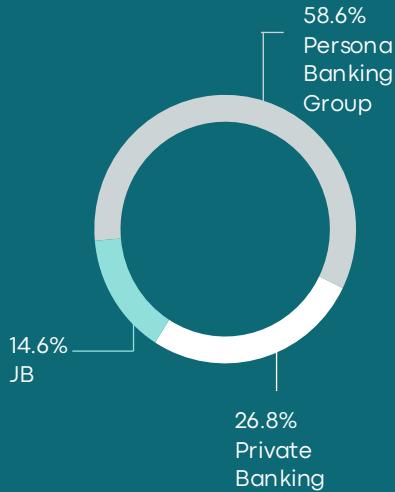
Total Assets Composition

61.4
(₹ Bn)



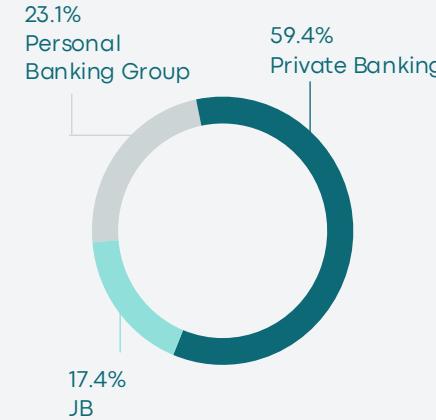
Revenue Composition

3,029
(₹ Mn)



Net Income Composition

843
(₹ Mn)



KPIs

Market share*, %

4%

Total number of clients, Mn

1.36

Net Promoter Score

83

Retail banking is well-positioned to capitalize on emerging market trends

Retail & Affluent

1.3 mn active customers

Opportunity to deepen **product penetration** in mass segment

Private Banking

Strong customer base of 4-5k

NPS 78 from 71 in 2020

99.3% Retention rate

Business Banking*

Modest market share

15k Active client base

JB

#2 in Auto Lease

~115k Active client base

305k App Registrations

#2 bank-affiliated entity to obtain SAMA license



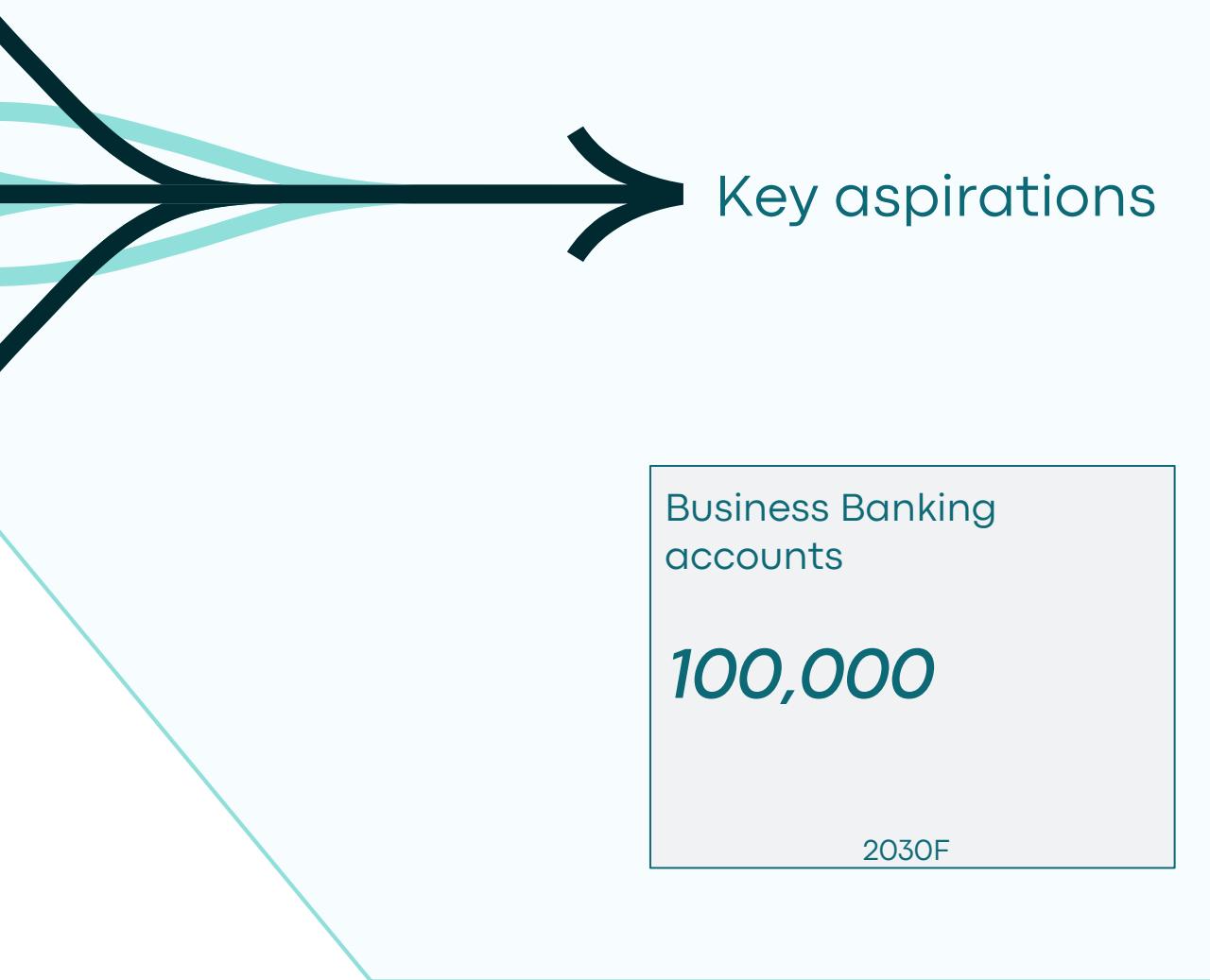
Key trends and opportunities

- **Increasing competition** for affluent clients
- **Consumer lending slowdown**
- **Market pressure** intensifying

- **Rising onshore wealth**
- More **sophisticated clients**
- **Deepening local** capital markets
- **SUR ~\$1.7bn** AuA opportunity

- **Deposits generator** with liabilities growing faster than assets
- **Profitability engine** offering ~4% net margin scalable across products

- Growth led by **influx of expats & digitally active customers**
- Rising demand for **customized solutions**



Key aspirations

Net Income CAGR

+21%

2025-2030F

Asset CAGR

+12%

2025-2030F

Business Banking
accounts

100,000

2030F

Become the *go-to*
Private Bank in KSA for
HNW families and
individuals

Strategy



Retail & Affluent

- Enhance *client experience* through customized offerings and revamping digital channels
- Reposition branches as *advisory centers* and use *tech and machine learning tools* to identify future affluent customers



Business Banking

- Scale up *digital ecosystems* and attract *deposits* through *targeted propositions*
- *Expand segment fit lending* underpinned by strong transaction history and risk alignment



Private Banking

- Build on existing relationships and *increase client share of wallet* from new products
- Expand *cross sell* of *BSFC* and *SUR* while improving *sales governance* through command center



JB

- Accelerated distribution through *newer product offerings* and *exploring partnerships* for acquiring customers at scale
- Digital first agile organization powered by *data and AI and improved app features*

Enablers



Tech and Digital



People and Culture



Cross-sell



Partnerships

JB complements our traditional retail offerings by serving under-penetrated market segments



Strategy - JB

Accelerated distribution

- JB 2.0 experience and product offering
 - *Scale up Personal and Fleet Finance* and launch *new hook products*
 - Use *embedded finance* as enabler to partnerships
- Explore *M&A and expand partnerships* for customer acquisition at scale

Digital first agile organization

- Group-wide *cross-sell*
- Improved *app features* for E2E digital journeys
- *Unlocking productivity* through sustainable scaling, powered by data and AI

Enablers



Cross-sell



Technology



Key Aspirations

Leading NBFI

Top 3

>10% market share by net income

Net income CAGR

+16%

2025-2030F

#1 one-click Personal Finance application in KSA

Assets CAGR

+23%

2025-2030F

Strategic Enablers

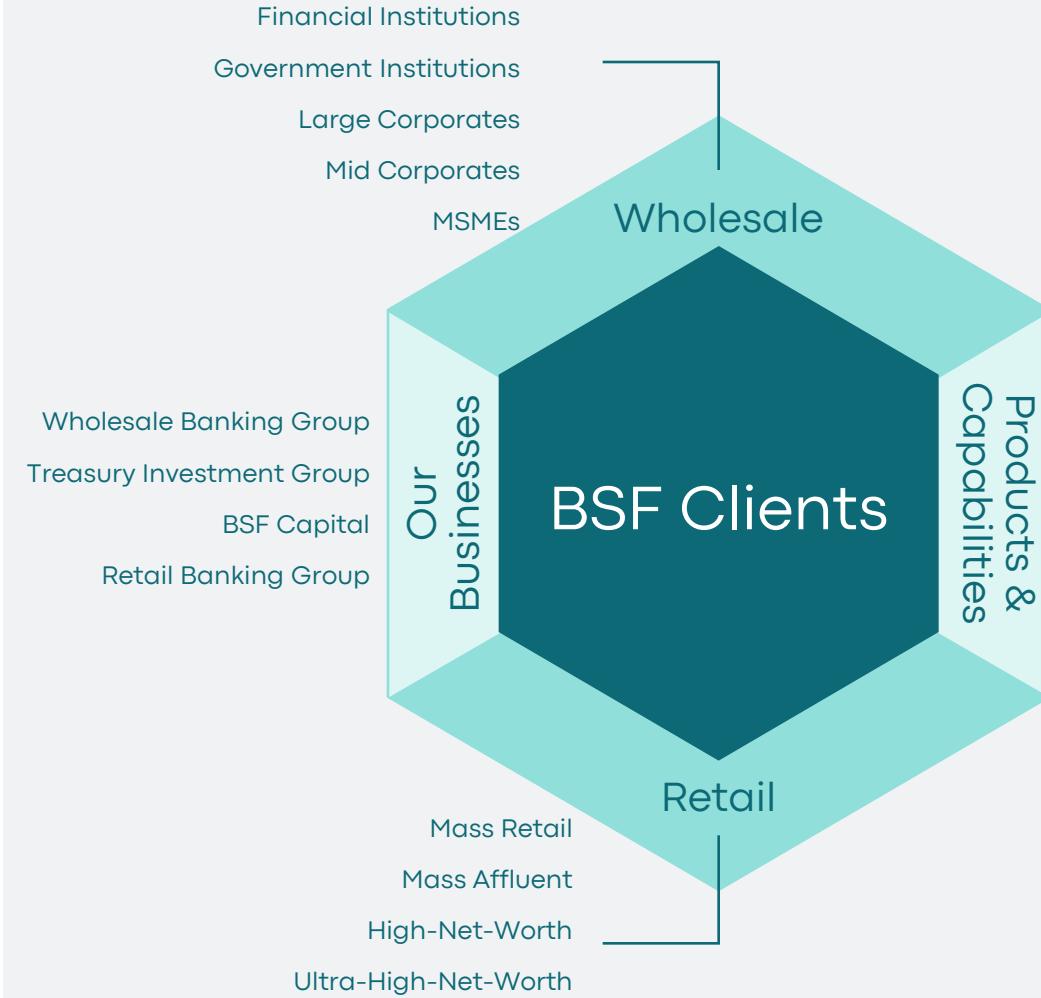


Our strategy is supported by group-wide enablers

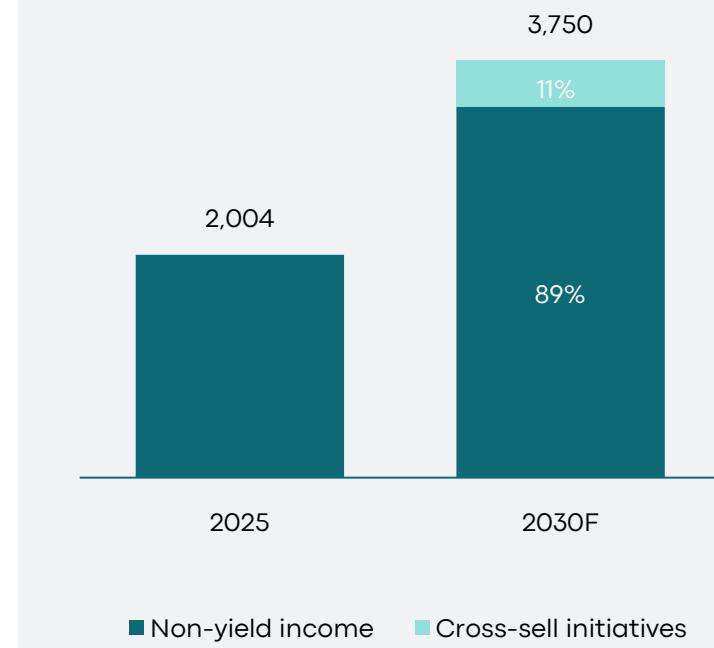


A centralized Cross-Sell initiative to drive client penetration, fee income growth and ROE expansion

Cross-Sell Ecosystem



Non-yield income 2025-2030F (₹ Bn)



Tech and transformation journey to drive seamless operations and enhance efficiency



Levers

Technology and Digitalization

Modernizing Technology powering best in class digital solutions

Reduce TATs by at least ~50% and improve customer experience through modern technology



Operations

Re-engineering operations for future process transformation

Reach zero ops, where transactions are automated and monitored in real-time

Innovation/Artificial Intelligence

Innovate and embed AI in BSF ecosystem
Accelerate value realization across the group by embedding AI and advanced data analytics into decision-making, customer engagement, and operational excellence

50+ AI and Analytics use cases by 2030



Strategy implications

- **Aligning with business** to ensure digital capabilities directly support BSF 2030 priorities and deliver measurable value
- **Reinforcing today while preparing for tomorrow** –addressing current business challenges while building scalable, future-ready digital foundations
- **Driving seamless operations– leveraging data, AI, and automation** to optimize processes, improve efficiency, and enable smarter decision making.

Why a resilient risk strategy matters for 2030?



Excellence in Risk

Operational Resilience

- Implement *robust recovery resilience* across the organization
- *Regularly test and update processes* to improve resilience
- Culture of *vigilance and rapid response* with minimum downtime

Corporate Credit Risk

- *Sustainable growth* aligned with risk appetite
- *Higher ROE and efficiency* through *capital-light lending and automation/AI*
- Improved asset quality with enhanced *NPL recovery strategies*

Retail Credit Risk

- *AI-led credit* origination and *predictive portfolio* monitoring
- Stronger control and consistency via a *robust quality assurance framework*
- *Scaled lending and collections* including data-led early collections.

Enablers



Technology

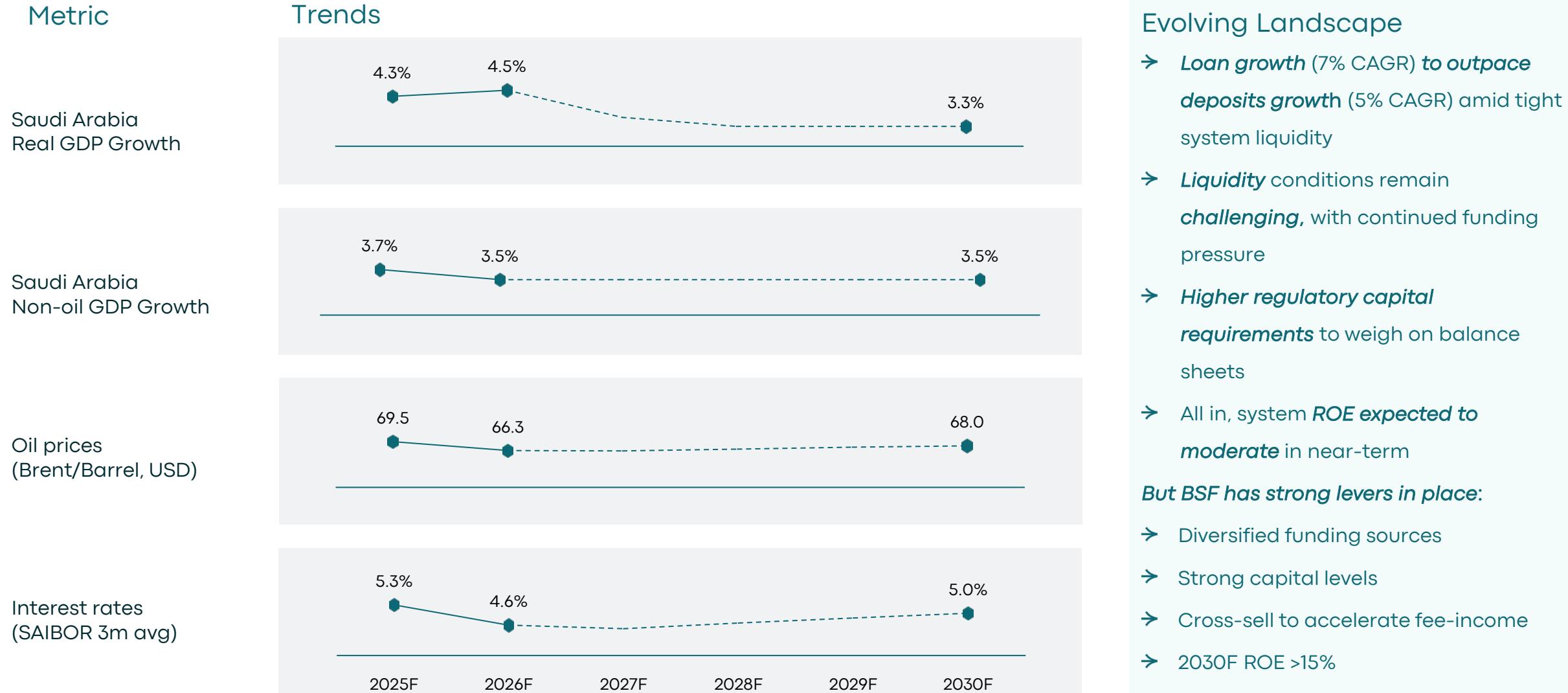


People and Culture

Financial Roadmap



An evolving macro landscape creates both challenges and new opportunities



BSF balance sheet growth to be led by loans while investment growth moderates

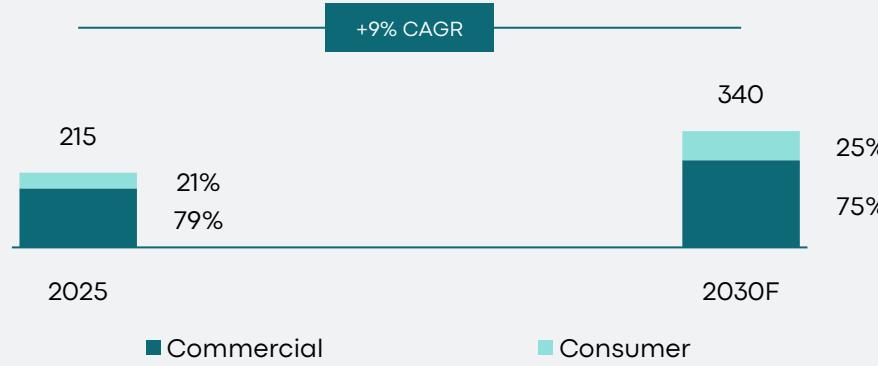


Total Assets (₹ Bn)



- Total assets to grow at an 8% CAGR between 2025-30F, driven primarily by loans
- We aim to grow our loan book 2% *ahead of the industry* at 9% CAGR
- Investment growth is expected to moderate to 4% CAGR

Total Net Loans (₹ Bn)



- *Commercial lending* to grow by 8% CAGR 2025-2030F supported by *Vision 2030* related opportunities and *deepening relationships* with existing *Wholesale Banking* clients
- *Consumer lending* to grow by 13% CAGR 2025-30F as focus remains towards increased lending across all Retail Banking segments
- Supported by *targeted efforts in Business Banking*, high margin *Personal Finance lending* under JB and *higher penetration in Private Banking*

Funding growth is expected to remain modest despite a tight liquidity backdrop with continued focus on preserving the CASA mix

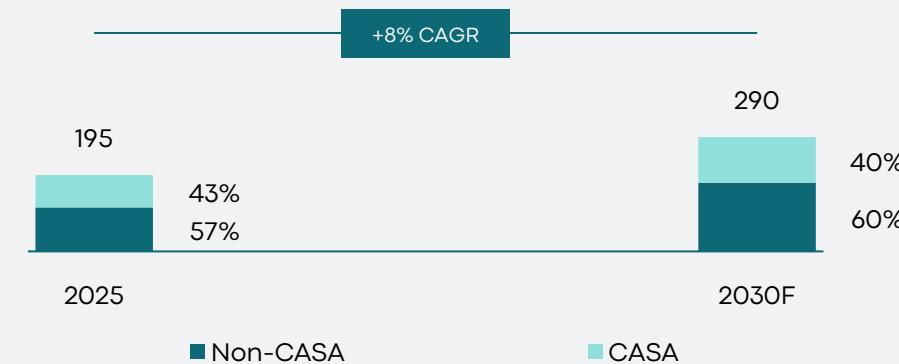


Total Liabilities (₹ Bn)

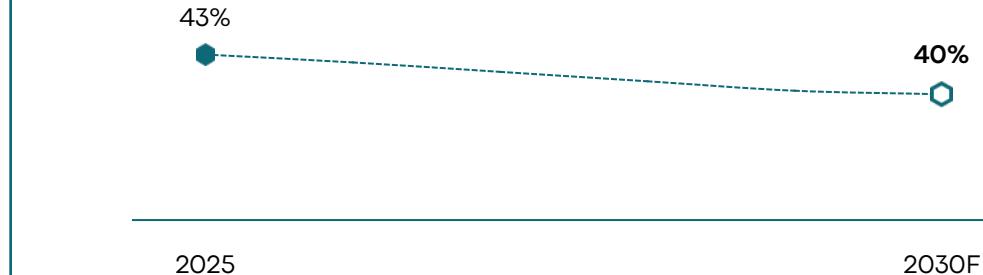


- Asset growth funding tilted towards *interest-bearing deposits*
- However, *CASA ratio to be maintained at ~40% levels* through:
 - Targeted segment penetration in *Affluent & Private Banking*
 - Increased penetration of cash management products
 - Liability driven growth in *Business Banking*

Customers' Deposits (₹ Bn)



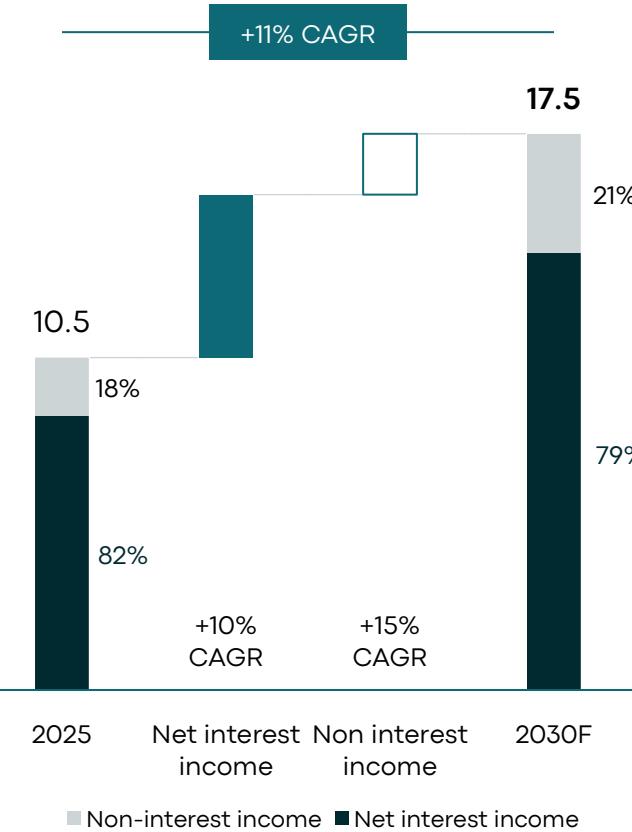
CASA Ratio (%)



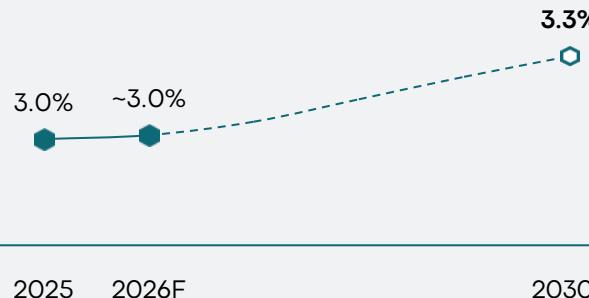
Net interest income growth driven by NIM expansion from high yield consumer segments and ~7% growth in interest earning assets



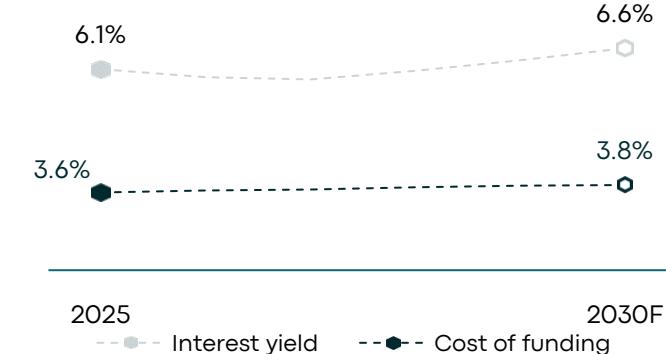
Operating Income Movement (₹ Bn)



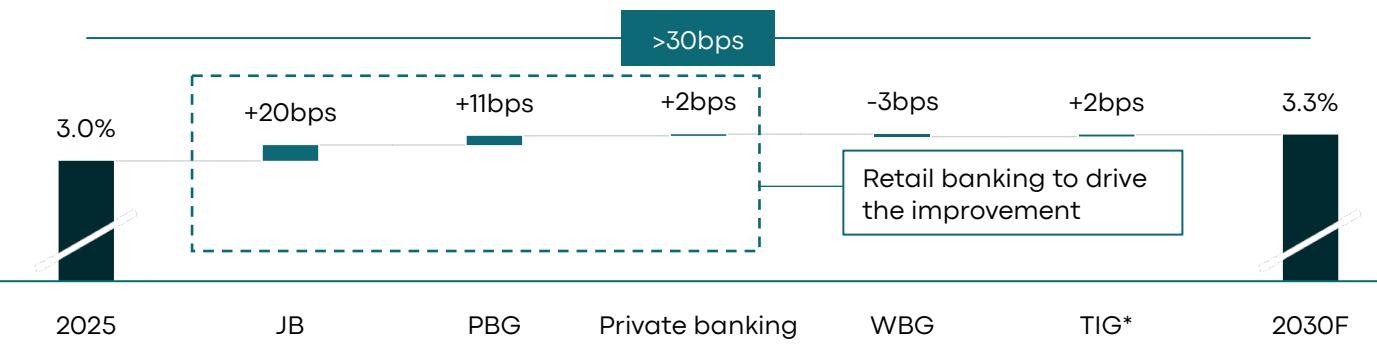
NIM (%)



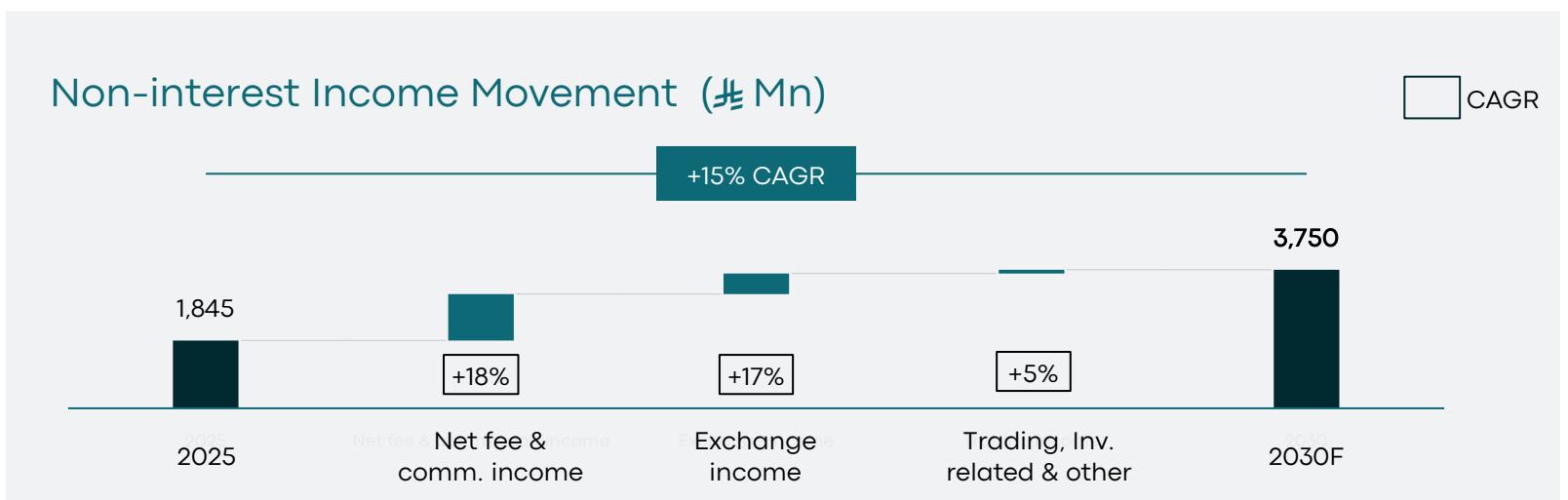
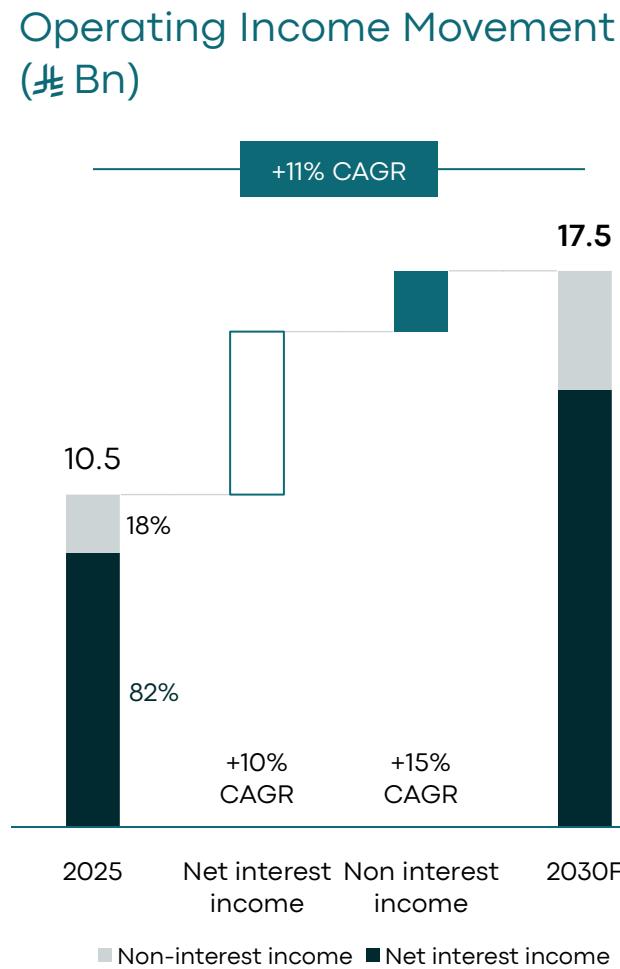
Yield and CoF (%)



NIM contribution by segment (%)



Scaling cross-sell and GTS penetration to accelerate fee-based revenue growth



- Deepen group-wide **cross-sell** to capture full customer lifetime value
- Enhance **GTS** offerings to drive fee income from **Wholesale** and **Business Banking** clients
- Accelerate sales of **treasury FX** and **rate products**
- Leverage **JB** and **Private Banking** customer base to expand the **credit card proposition**
- Strengthen **Brokerage** and leverage leadership in **Investment Banking** and **Wealth Management** to drive advisory and transaction fees

Targeted talent and technology investment, automation and income growth underpin a ~7ppt C/I improvement by 2030

Operating Expenses Movement (₹ Mn)

+6% CAGR

CAGR

3,559

+5%

2025

Staff related expenses

+8%

4,800

Non-staff expenses

2030F

Cost to Income Ratio (%)

34%

<33%

27%

2025

2026F

2030F

Cost to Income Ratio Movement (%)

34%

+12%

2025

27%

-18%

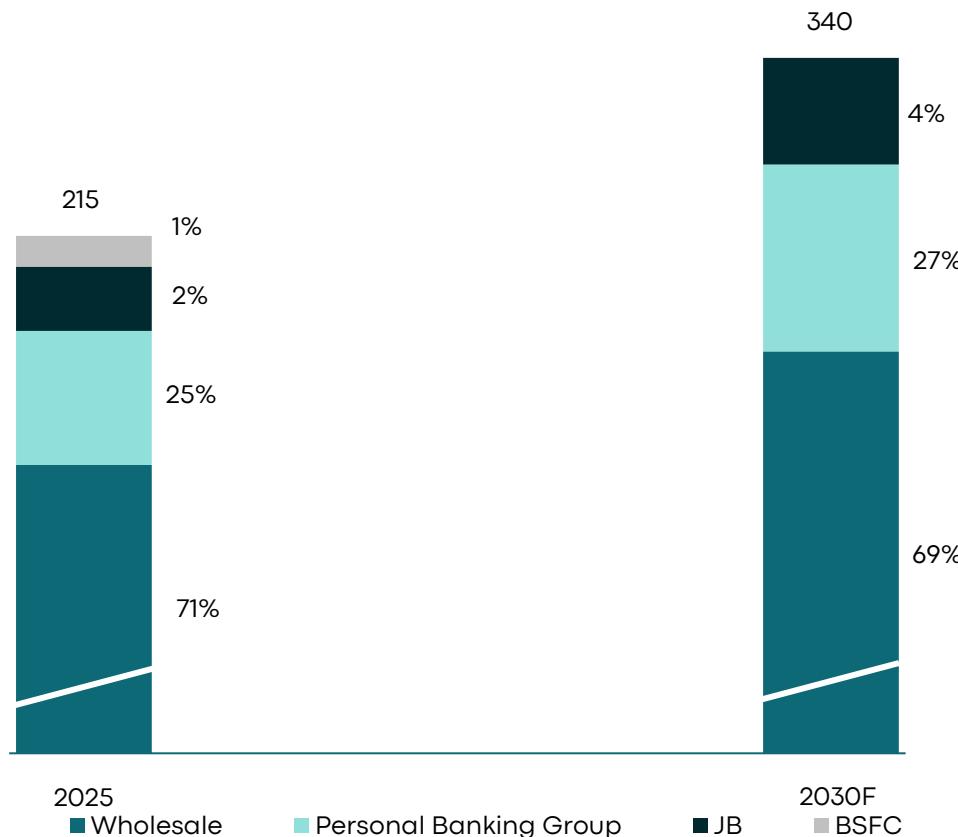
Opex
Net operating income

- Higher non-staff expenses driven by **technology** and investment in **strategic initiatives**
- Increase in **staff costs** driven by the migration of workforce from **back to front-office** roles, **inflationary** salary **increments** and the addition of **high skilled** talent to **support** technology, AI and automation **initiatives**
- Tighter **cost control** supported by **back-office automation** and enhanced execution delivery
- Faster **income growth** leading to positive jaws and a 7 ppts reduction in the cost-to-income ratio by 2030

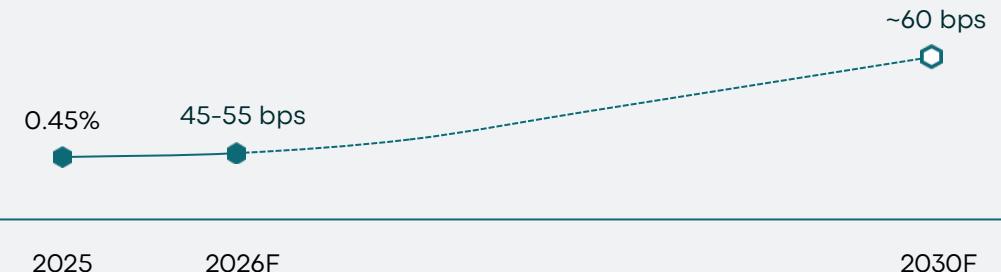
Cost of risk expected to rise toward normalized levels as portfolio mix evolves



Loan mix by segments



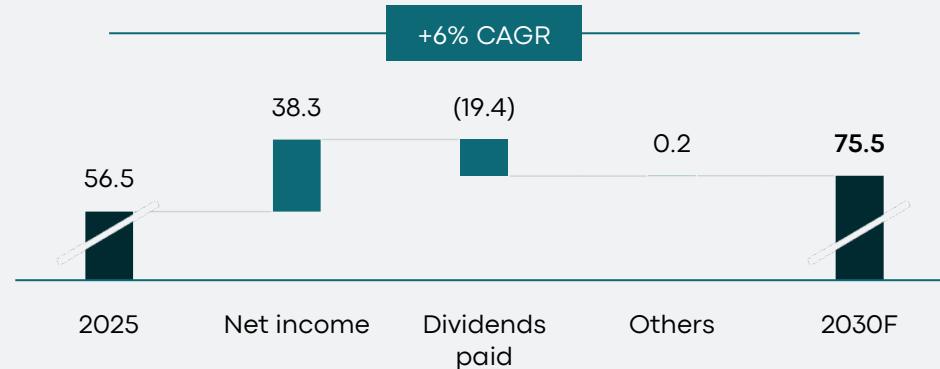
Cost of Risk (%)



- Cost of Risk for **corporate lending** expected to normalize toward historical *through-the-cycle average of ~60bps*
- Cost of Risk for **retail lending** assumed to trend up gradually from current low level, partly reflecting growth of *higher-margin personal finance book within JB*
- Enhanced *recovery strategies*, particularly for written-off wholesale exposures, to *support low Cost of Risk levels*
- *NPL ratio expected to stay broadly stable* during 2025-2030F

Robust capitalization will be sustained through earnings generation and capital optimization

Total Capital Movement (₦ Bn)



- Capital strength underpinned by *internal earnings*
- Flexibility *accessing capital markets* as balance sheet needs evolve
- *Capital optimization initiatives* to reinforce capitalization under tighter regulation

CAR

>19%

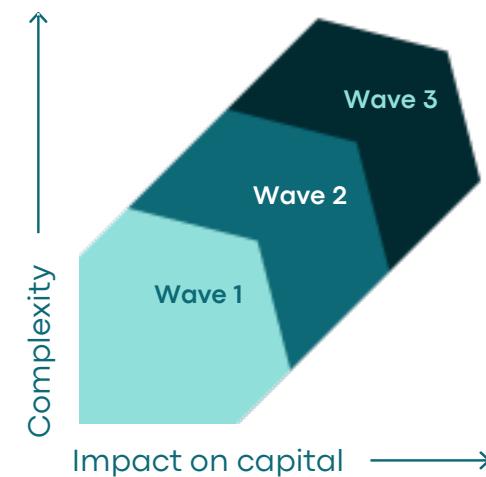
2030F

Capital Optimization Initiatives

Wave 1: Embed capital guardrails and return-led decision making

Wave 2: Align pricing, risk and capital to enhance efficiency

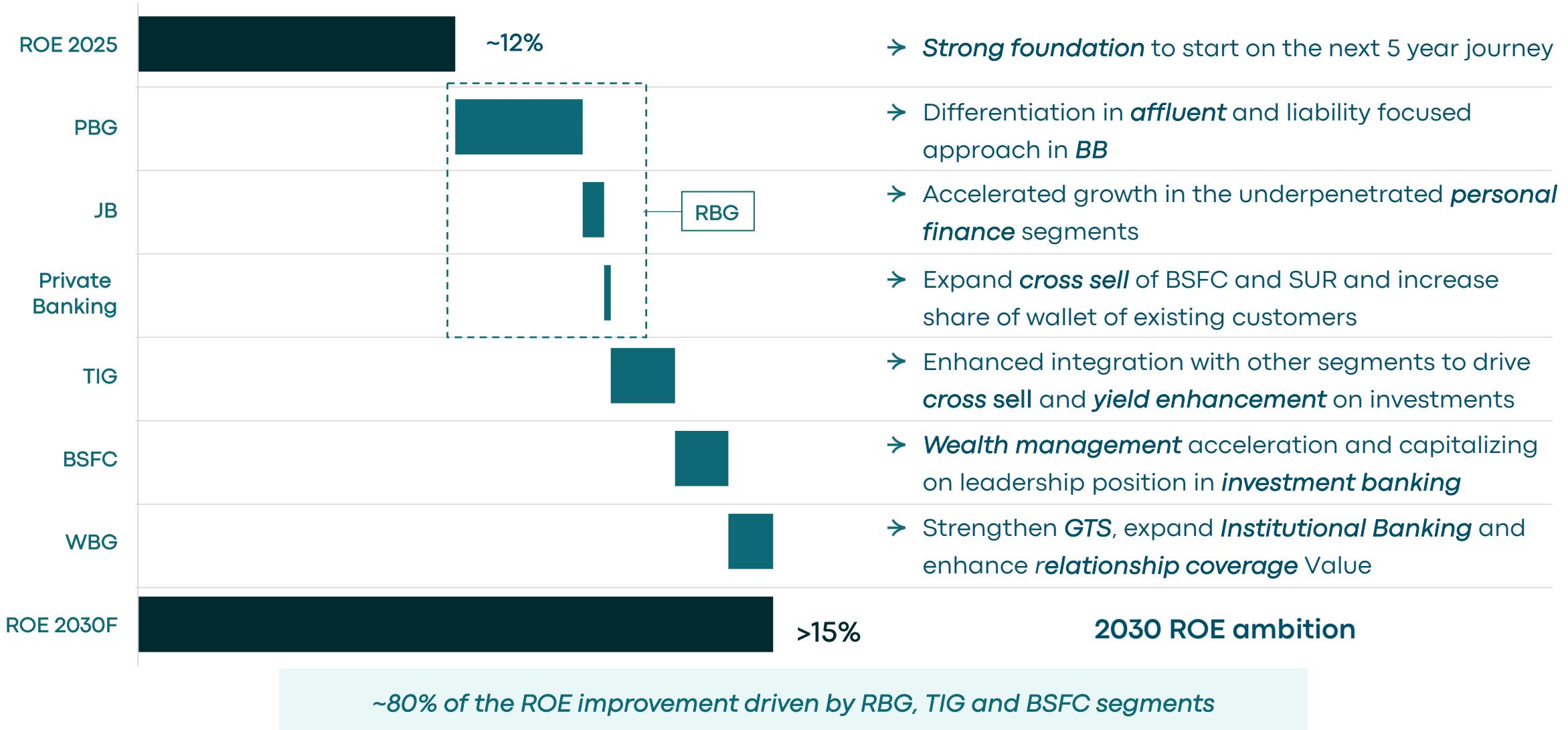
Wave 3: Unlock value from legacy exposures and evolve towards future ready business models

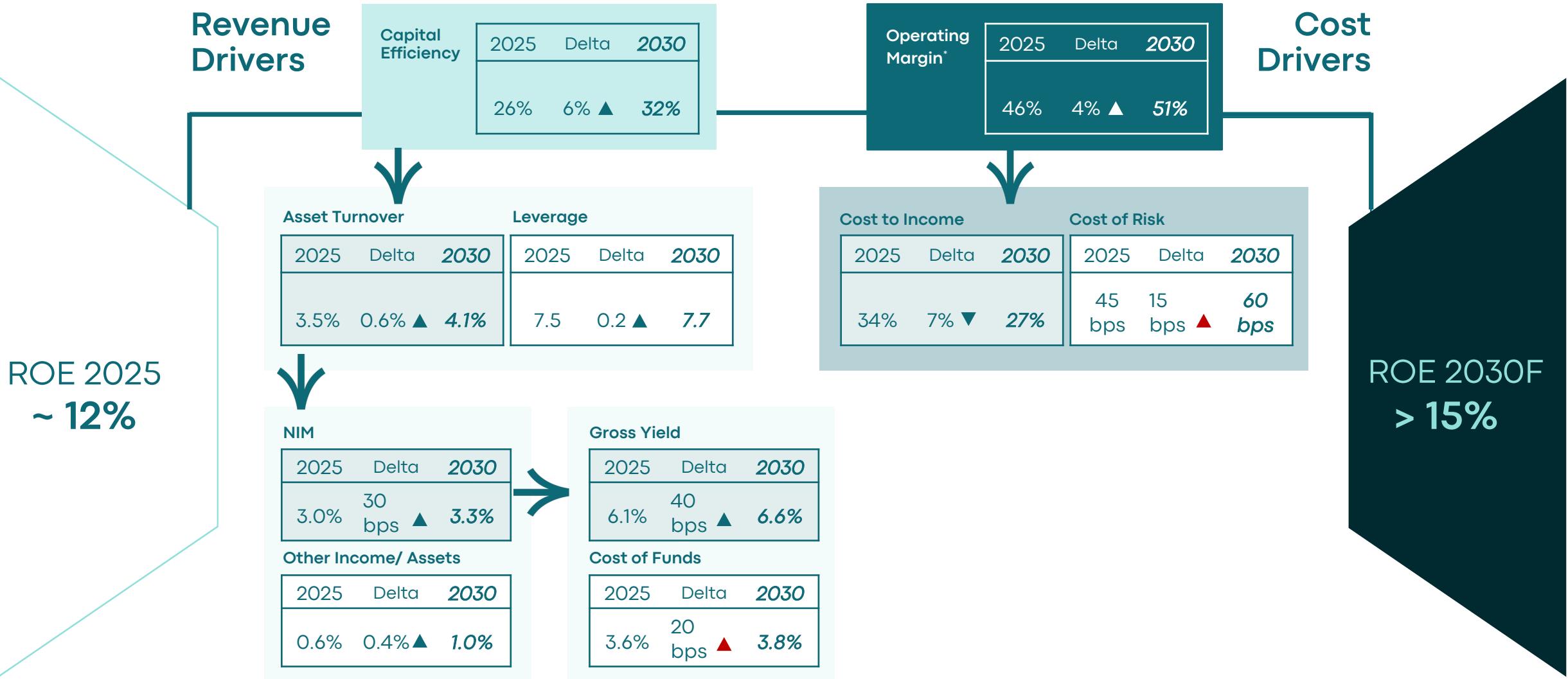


CET1 Ratio

>15%

2030F





We follow a disciplined and prudent capital allocation framework



Value accretive capital allocation

Disciplined deployment of capital into high return businesses



Strong capital positioning

Our *internal risk appetite* mandates a buffer of **75bps** above the regulatory requirements



Consistent payout to shareholders

Deliver sustainable dividend growth by maintaining a **50% payout ratio combined with net income growth**

Closing Remarks

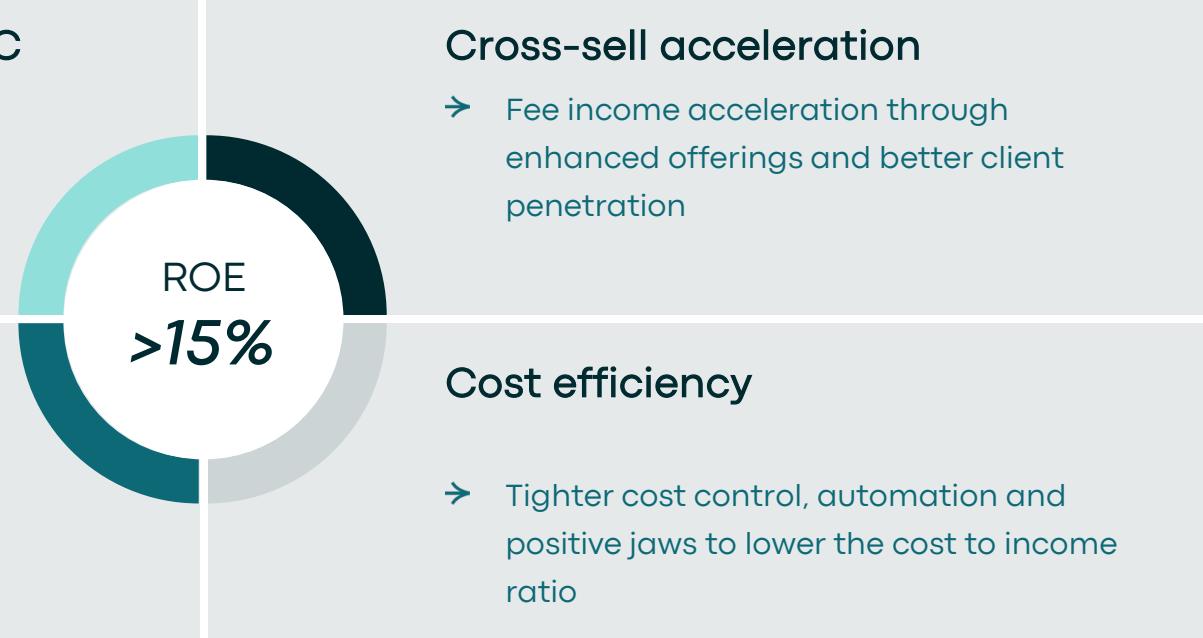


Intensified focus in RBG, TIG and BSFC

- Capture more share in **RBG** via better client segmentation and penetration
- Sales expansion in Treasury through **WBG**
- Accelerate Wealth Management in **BSFC**

Capitalize on existing strength in Wholesale Banking

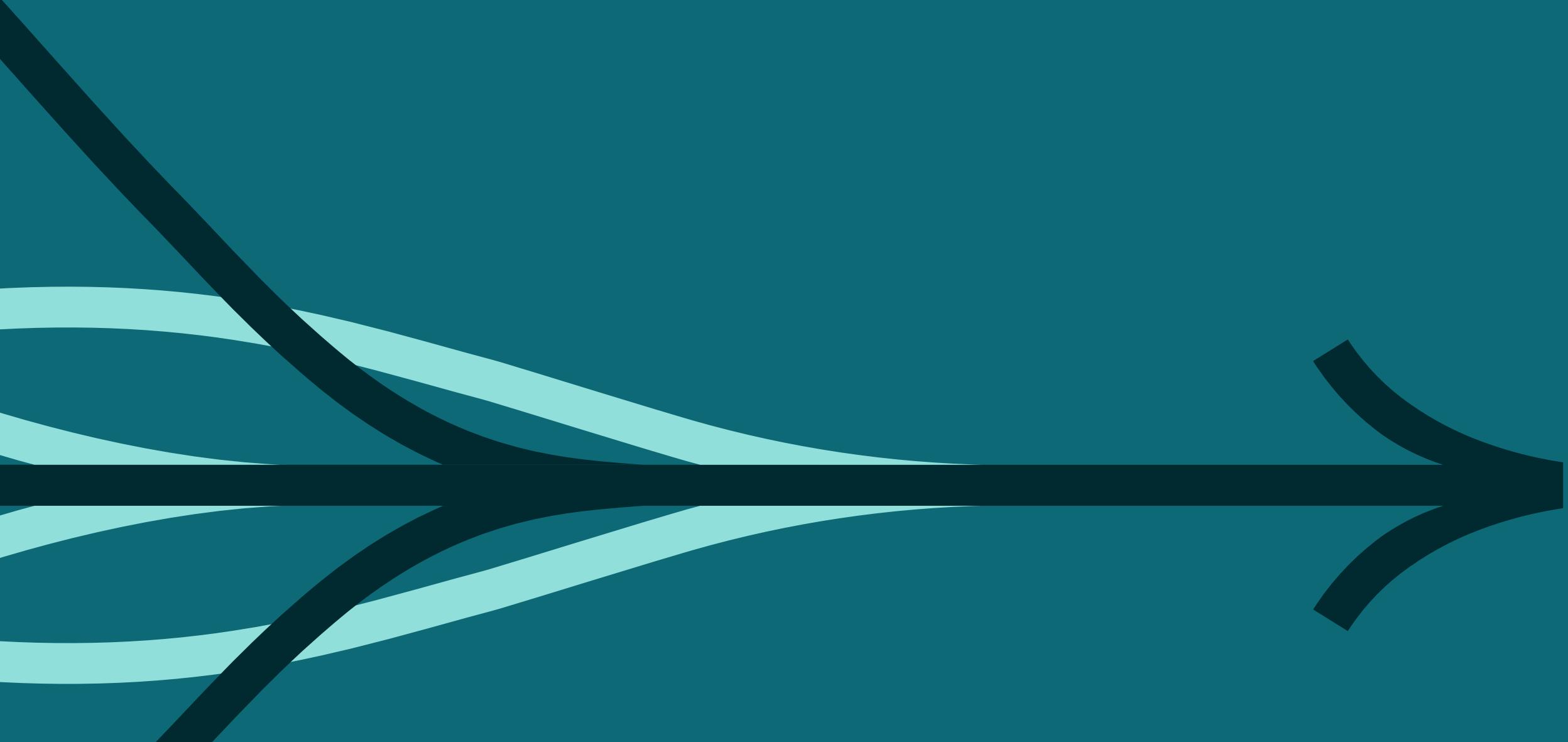
- Capturing growth by strengthening GTS, expanding Institutional Banking and enhancing relationship coverage value



Financial Resilience

Maintaining optimized capital position with CAR >19% and robust liquidity position

Q&A Session



Consistent growth

- Positive **demographic tailwinds** from expatriate and Affluent segment growth and the coming Saudi wealth transfer
- Sustained focus on **core segments** and **scaling JB** and **Business banking** to expand market share
- Tailwind from **Vision 2030** for the **Corporate and Investment Bank**

Attractive returns

- Attractive **returns above cost of equity**
 - ROE 2025 ~12%
 - ROE 2030F >15%
- Strong and **diversified balance sheet** supporting resilience of returns

Disciplined capital allocation

- Focus on **value accretive** growth
- **Solid capital position** with CAR ratio of >19%
- **Consistent return** to shareholders with a payout ratio of ~50%

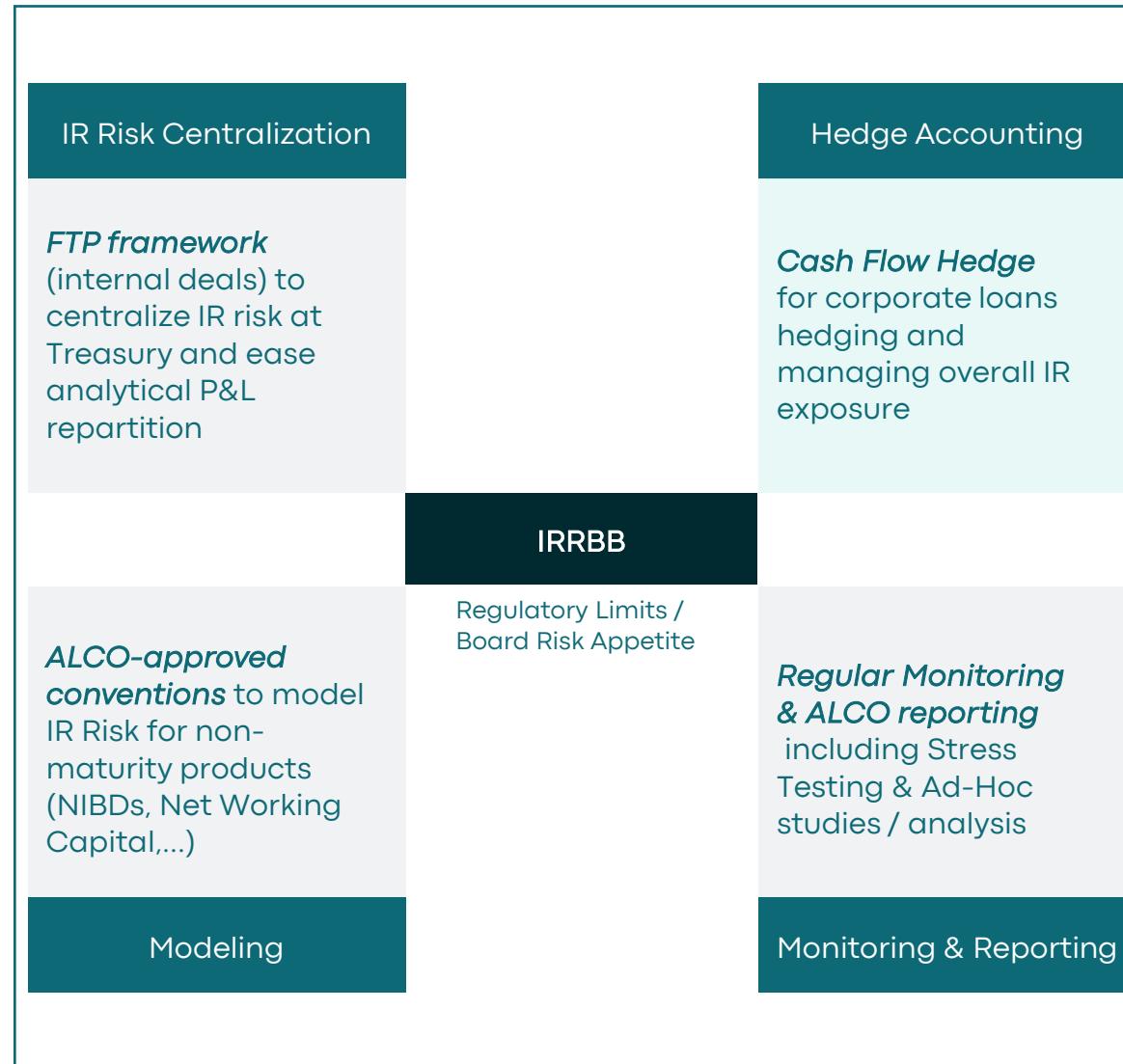
Building on our strengths

- **Traditional strength** in corporate banking
- Best in class **Affluent** and **Private Banking**
- Unique **digital consumer** finance proposition with **JB**

Committed to transparency and proactive investor relations

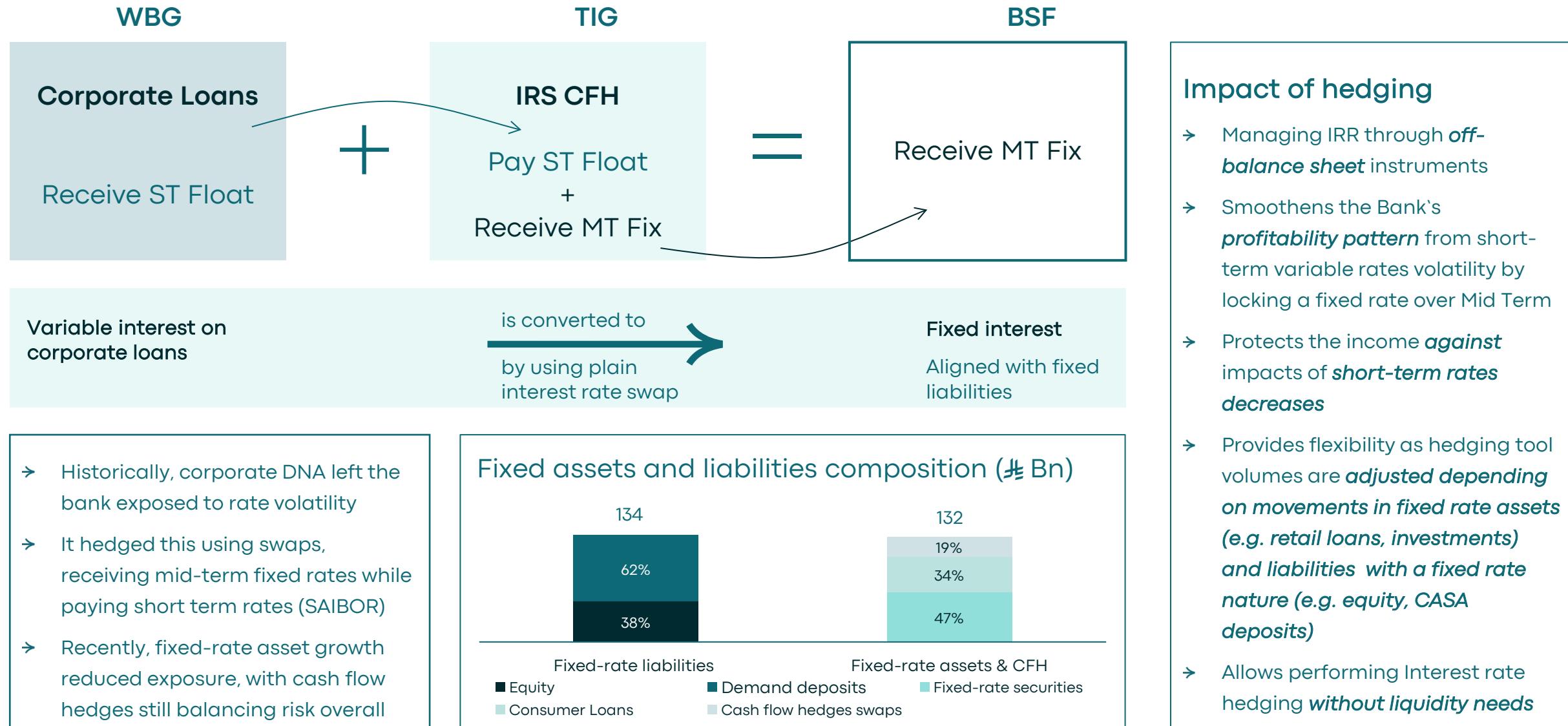
Appendices





IRRBB Strategy – Fixed rate Instruments

- ***Retail Loans*** (Personal & Home Loans)
natural fixed rate on balance sheet with repricing terms up to 15Y duration (30Y amortizing)
- ***Investments***
Government securities are prioritized due to 0% Risk Weights and HQLA nature which supports liquidity regulatory ratios
- ***Hedge Accounting***
Cash Flow Hedge used for:
 - Corporate loans hedging
 - Fixed/floating rate exposure managementwithin board risk appetite metrics and IFRS9/IAS39 hedge accounting norms

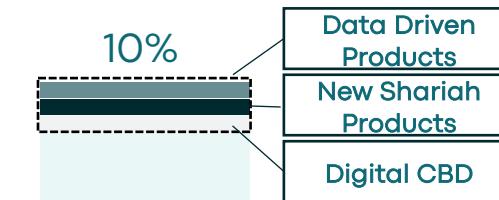


Dynamic funding sources amidst an uncertain environment and intense competition

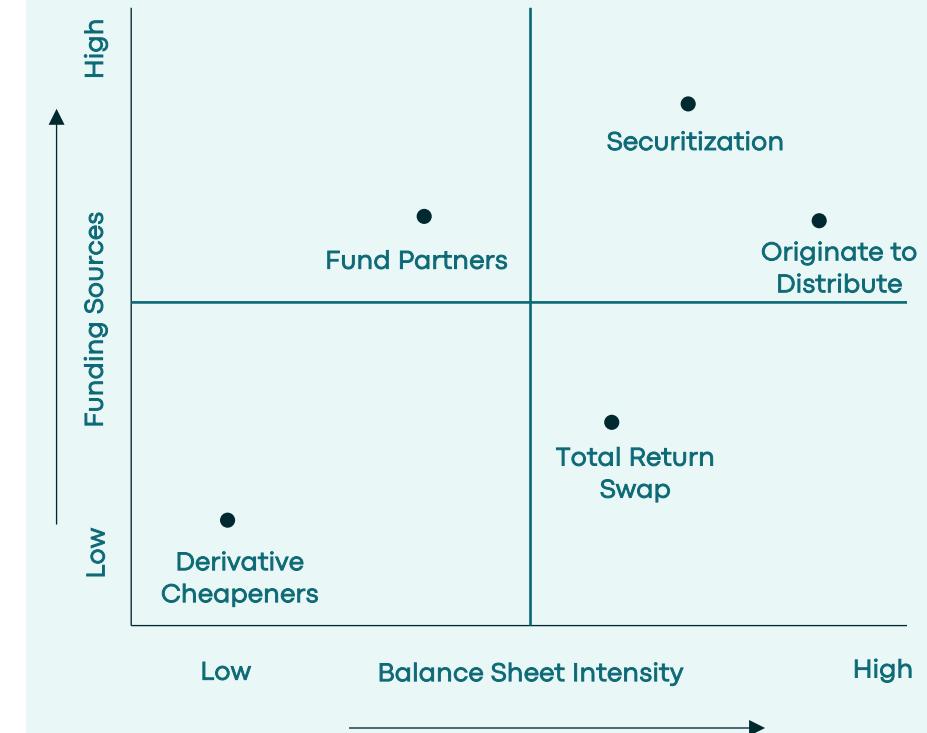
Early adopter of diversified funding with strong execution capabilities

2030 strategy supported by efforts to introduce innovative products and proactive liability management

More stable funding along with stable fresh deposits



2030 requires a push on all funding fronts



Our focus in **Retail & Affluent** is to enhance customer experience and maximize life-time value



Strategy - Retail & Affluent

Differentiation in Affluent

- *Enhance client experience* through customized products, unified rewards across business lines, advisory support and strategic partnerships
- Use *predictive analytics* to proactively identify and develop future affluent customers

Product optimization and client acquisition

- Develop *enhanced retail offerings* and activate JB and BSFC capabilities across digital, branch, and RM channels for *proactive customer engagement*
- Establish *risk-based credit limits* by product and segment to *drive profitable growth*

Revamping channels and increasing sales capacity

- *Reposition branches as advisory centers* and establish CX COE to drive best practices in customer experience
- *Revamp digital and innovative channels* to meet customer needs and unlock new sales capacity



Key Aspirations

Revenue CAGR

+10%

2025-2030F

Assets CAGR

+11%

2025-2030F

Increase share of wallet

Seamless progression into top tier segments for high-potential clients

Enablers



Partnerships



Tech and Digital



AI and Data

Adopt a liability-led approach in **Business Banking** with a focus on customer acquisition and tech integration to drive 2x deposit growth



Strategy - Business Banking

Customer acquisition and deposit gathering ('26-'27)

- Adopt a *liability-focused approach*
- *Anchor customer acquisition* through everyday transaction banking
- *Scale deposits* through targeted proposition and strategic partnerships

Expand into beyond banking offerings ('28 and beyond)

- *Revamp GTS*
- *Scale up digital ecosystem* and expand offerings through partnerships
- *Expand segment fit lending* underpinned by strong transaction history and risk alignment



Key Aspirations

Revenue CAGR

+9%

2025-2030F

Net income CAGR

+9%

2025-2030F

Customer deposits

~2x

2030F

No. of active accounts

~5x

2025-2030F

Enablers



Tech and Digital



People and Culture

We aim to deepen **Private Banking** relationships and become the go-to Private bank for the next generation



Strategy - Private Banking

Products & Services

- Expand **core banking portfolio** and further grow **beyond banking capabilities**
- Expand **cross-sell of BSFC and SUR** for wealth and family office offerings
- Deliver clear, **value-led marketing** and **communications** to clients

Client Acquisition & Engagement

- **Expand and diversify client base** through **New-To-Bank acquisition** and personalization
- Deepen existing client relationships and build on relationships with 2nd generation
- **Increase clients share of-wallet** from new products to grow P&L contribution

Sales and Performance Acceleration

- Enhance **sales governance** through a command centre to monitor regional sales performance
- **Broaden cross -sell** with TIG, BSFC, WBG, and SUR
- Master account planning capability across frontline to **deepen portfolio**



Key Aspirations

Increase Balance Sheet **market share** from **10% to 15%**

Become the **go-to Private Bank in KSA** for HNW families and individuals

Market leader in **client servicing and experience**

Best **Private Banking client advisor** in KSA

Enablers



Operating Model



People and Culture



Tech and Digital



AI and Data

Our People and Culture policies are evolving to support realization of 2030 goals



Strategy to become **customer first, talent led and execution driven** firm

Future ready workforce

- **Multisource hiring** from backgrounds beyond banking e.g. fintech, consulting
- Enhanced speed and quality by achieving 90-day time to productivity for new hires

Agility, productivity & execution discipline

- Quarterly review of operating model to **streamline processes** and **optimize layers**
- **Faster delivery** by **accelerating execution** on critical projects through cross-functional teams

Engaged, inclusive & attractive workplace

- Focus on **diversity, equity** and **inclusion** through inclusive leadership
- Promote **retention** through visible **growth paths** and internal **jobs marketplace**



Key aspirations

Digital/AI literacy

100%

Employee Net Promoter Score

Top 3 in KSA

Front office roles

60%

Enablers



Culture and Leadership



Rewards and Performance



Tech and Data

Sustainalytics Score

15.5

as of November 2025

S&P ESG Score

42.0

as of December 2025

MSCI ESG Rating

BBB

as of November 2025



ESG integration into 2030 strategy

- Continued focus on **developing and launching** innovative Sustainable Finance **products** in order to:
 - **Attract and retain** sustainability-focused **investors** and **clients**
 - **Reduce compliance risks** by adapting to changes in regulatory expectations on environmental sustainability
 - **Increased alignment with standards** set by external rating agencies and be ready to meet **evolving expectations**
- Explore the utility of **carbon credits** as a **commodity** for **Sharia compliant financing**
- Expand **funding footprint** in **preferred sectors** to realize **sustainable financing goal**



Key aspirations

Enhanced product suite

2025

~₦ 8 bn



2030F

₦ 10-15 bn

1.2x-2x

Sustainable finance

Improved funding exposure

2025

₦ <0.5 bn



2030F

~25% of total

Sustainable funding