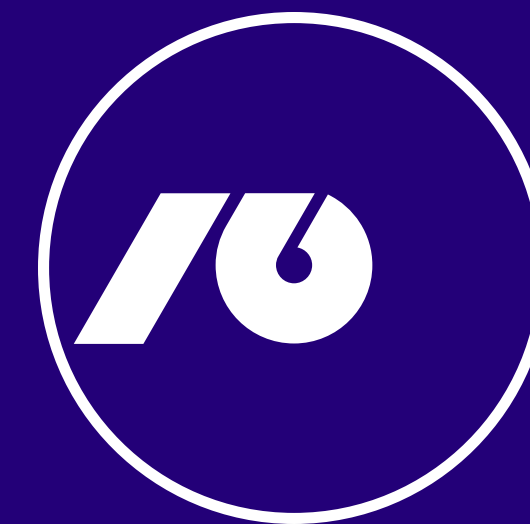


Corporate & Investment Banking



~EUR 500 m

Revenue target 2030

+4%

CAGR revenue growth delivered 2023-2025

~8%

CAGR revenue target 2025-2030



Delivery proven

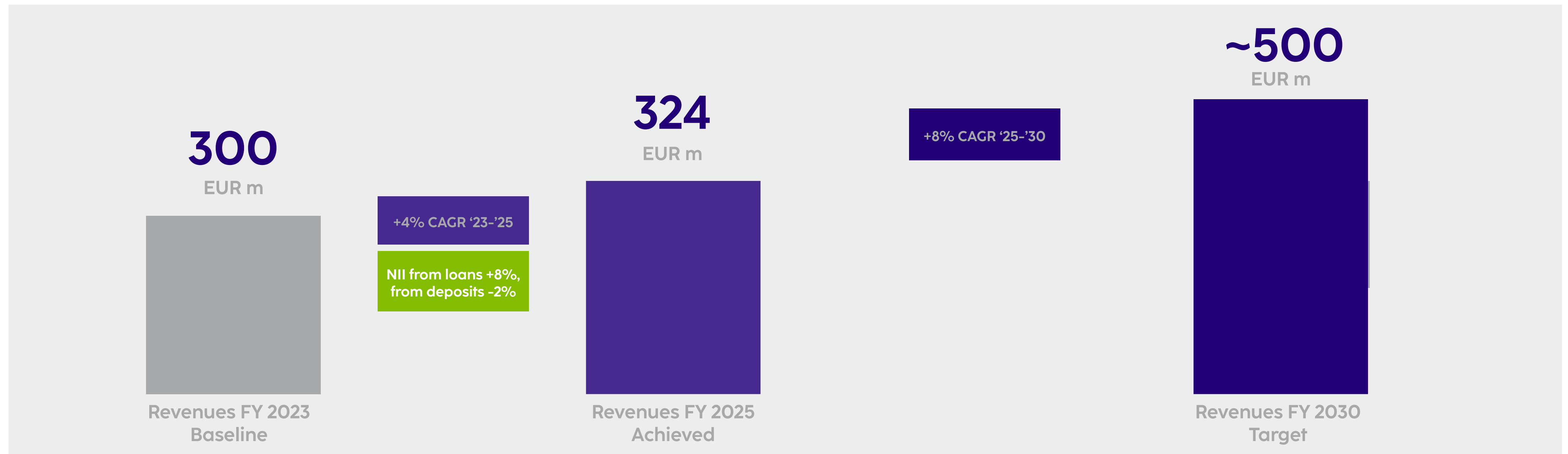
2024-2025

- 1. Business scaled & strong** market position in CEE
- 2. Green loan & Sustainability agenda**
- 3. Healthy credit** loan portfolio

Acceleration

2026-2030

- 1. Continuing profitable & diversified business growth**
- 2. e2e Digitalization & CX excellence**
- 3. Capital-light strategic product initiatives**





Delivering on our 2024 commitments

Metric	2023 baseline	YE2025 actual	Status	2030 target
> Scale & monetisation				
Revenue per active client	12.5k	15.4k	On track	20k
Share of NNII income	27%	28%	!Focus	>37% !
Cross-sell ratio	3.2 (SLO)	3.9 (SLO) Others 2.3-4.9	On track	4.0
> Customer experience				
NPS	33 *	35.5 (SLO) Others 26-54	!Focus	>50
Time to decision on financing Fast track for std. SME financing	3-10 days (SLO)	3 days (SLO) Others (4-10 days)	On track	<2 days
Time to onboard new clients For std. clients	5-15 days (SLO)	SME SLO 6 days KEY SLO 9 days	On track	<1 day
> Regional transition finance leader				
Total CIB stock loan volume	EUR 6 bn	EUR 8 bn	On track	> EUR 12 bn
CIB Green financing stock volume	EUR 0.3 bn	EUR 1.0 bn	On track	> EUR 1.3 bn
Reaching interim NZBA targets (Power - kg co2e/Mwh, Steel - kg co2e/t, CRE - share in new financing of buildings <50kg Co ² /m ²)	2030 Targets set on Dec23	Power: 0.169 Steel: 0.880 CRE: 24%	On track	Power: 0.165 Steel: 1.070 CRE new: >30%

NOTE: *SIMPLE AVERAGE OF ALL COUNTRIES, CHANGES OF METHODOLOGY IN 2025



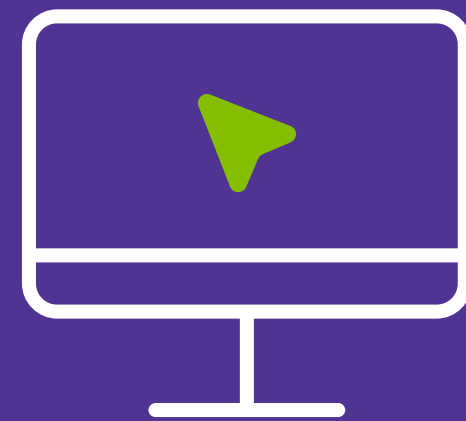
STRONGLY ON THE ROAD TO BE THE #1 CIB FRANCHISE IN THE SEE REGION



Profitable Growth

Sustained revenue expansion with disciplined cost and risk management across all CIB segments in SEE markets.

Growth



e2e Digitalization & CX

End-to-end digital transformation of client journeys — from onboarding, lending to trade execution — delivering superior client experience.

Digital



Capital-Light Product Innovation

Scaling trade finance business and fee-based revenue streams through innovative, capital-efficient product solutions across the SEE franchise.

Innovation



Balanced Double-Digit Expansion with Leading Market Positions

EUR 7.7 bn

Corporate Loan Portfolio

CAGR +14% (2023-2025)

EUR 5.4 bn

Corporate Deposit Portfolio

CAGR +10% (2023-2025)

Top-3

Market Ranking

Across majority of markets

7/7

Markets Growing Double-Digit

Loans & deposits up in all

Corporate Volume (EUR) | CAGR % | Market Share 2025

	CORPORATE LOANS			CORPORATE DEPOSITS		
	Volume	CAGR	MS	Volume	CAGR	MS
Slovenia	3,902 m	+9.4%	27.5%	2,666 m	+3.8%	24.9%
Serbia	1,841 m	+20.1%	9.0%	1,269 m	+24.7%	7.4%
N. Macedonia	610 m	+24.2%	13.7%	358 m	+20.2%	14.9%
Kosovo	537 m	+25.3%	16.6%	309 m	+21.4%	15.0%
BIH-FBIH	294 m	+13.9%	5.9%	377 m	+11.5%	5.0%
BIH-R. Srpska	262 m	+15.1%	15.0%	198 m	+13.3%	17.1%
Montenegro	207 m	+9.0%	10.5%	241 m	-2.4%	14.6%

1 Leading Market Positions
NLB in CIB holds top-3 ranking across majority of countries — driven by deep client relationships and full product suite.

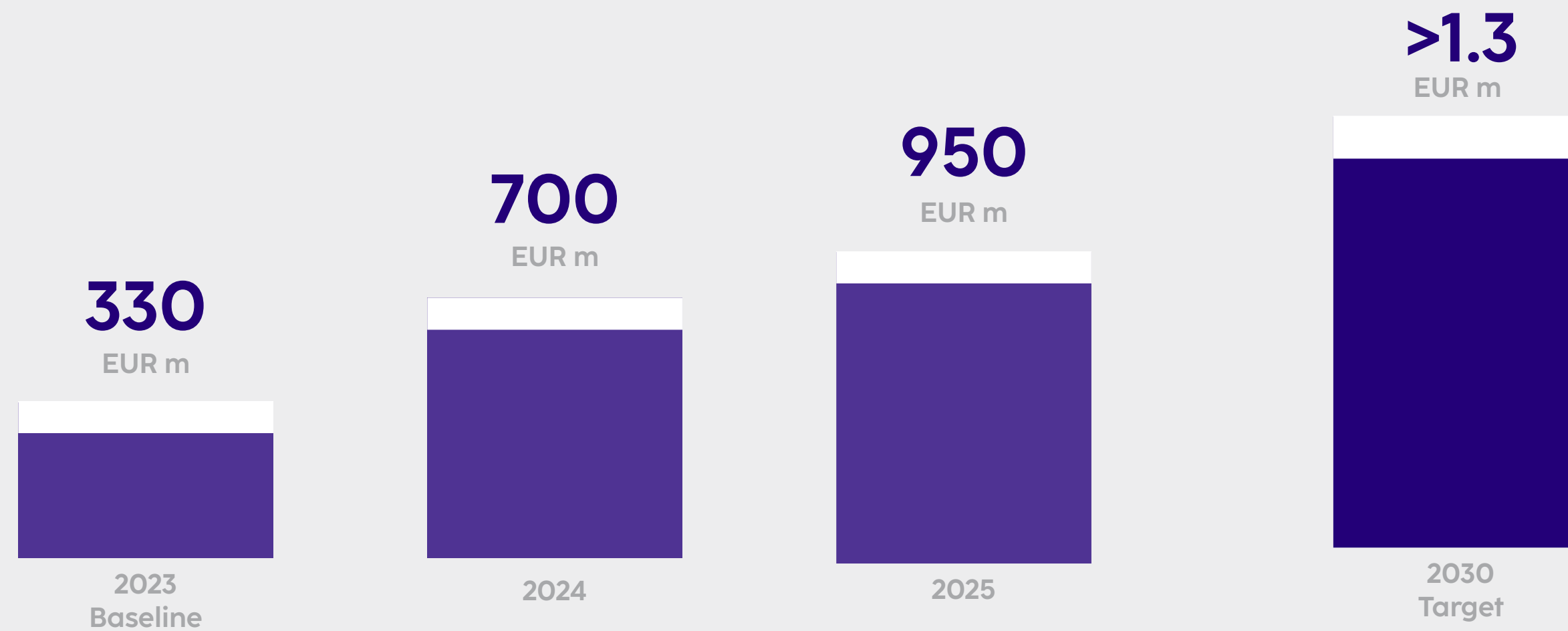
2 Market Share Gained
Loan and deposit market shares improved or remained strong in all countries — outpacing local banking sector expansion.

3 Volume Growth Across All Markets
Loan and deposit volumes grew strongly in every country. Slovenia is the anchor (~50% of portfolio); Serbia, N. Macedonia and Kosovo are fastest growing.

4 Diversified CEE Footprint
Seven-country presence provides revenue diversification and resilience across the region.



Green Loan Stock Volume Growth (EUR m)



1

Green Loan Book Tripled

Green loan stock grew from ~EUR 330 mio (baseline) close to EUR 1 bln in 2025, demonstrating our commitment to sustainable finance across CEE.

3

NZBA Targets on Track

All three priority sectors — Power, Steel and Commercial Real Estate — are progressing toward 2030 net-zero intensity targets in line with NZBA commitments.

3

ESG as a Business Driver

Sustainable finance is a key revenue and relationship driver. Green loans now represent ~12% of total CIB loan stock, with continued client demand across the region.

NZBA Sector Targets & Progress / Net-Zero Banking Alliance

Sector	2030 Target	2025	Status
Power	0.165 tCO ₂ eq/Mwh	0.169	On Track
Steel	1.07 tCO ₂ eq/t	0.880	On Track
Commercial Real Estate	New sales >30% (<50 kg CO ₂ /m ²)	24%	On Track



Single-name (top50) concentration decline

30% → 24% (2020-2025)

Portfolio mirrors regional GDP

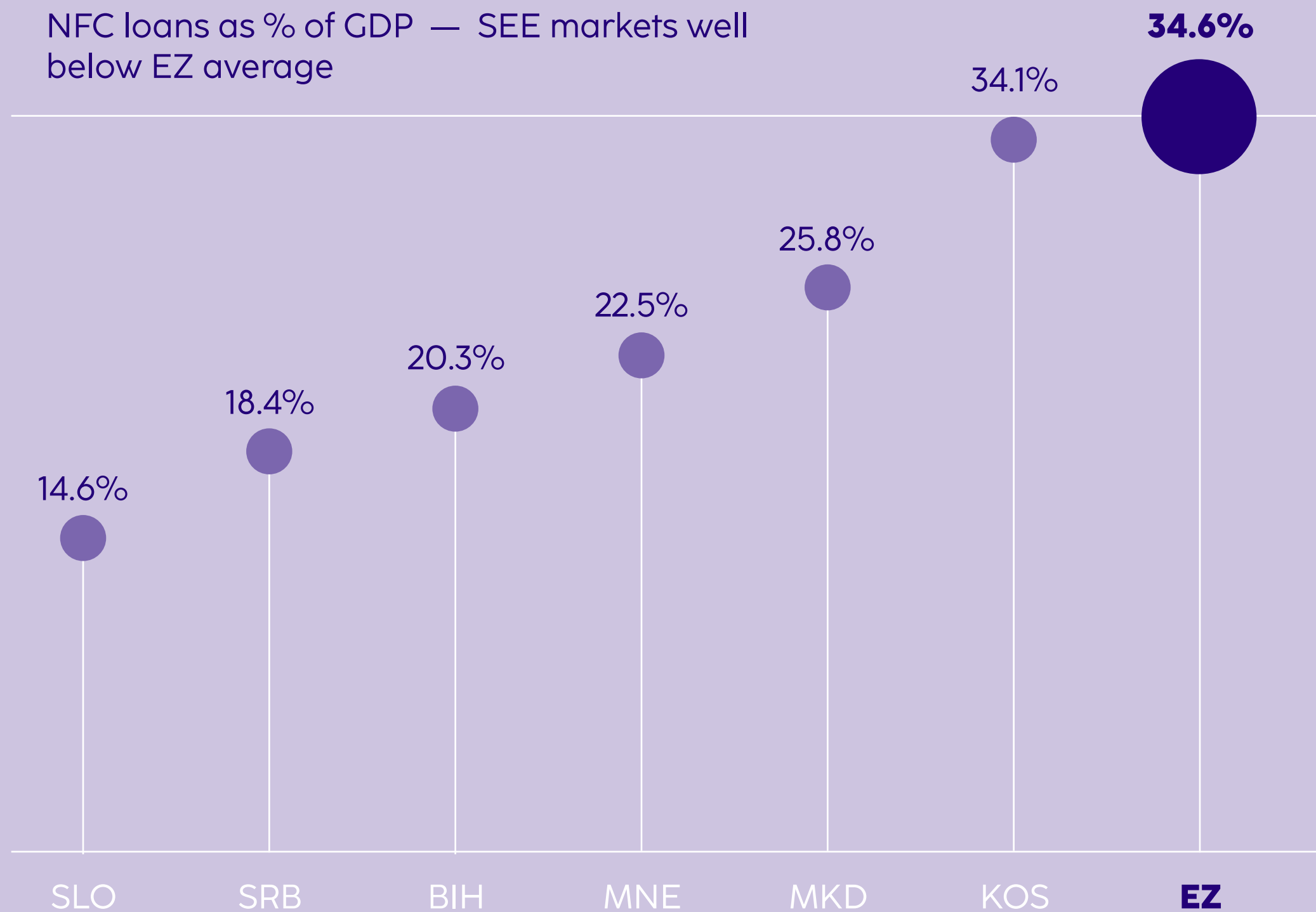
Balanced across all industries

7 markets

Geographic diversification

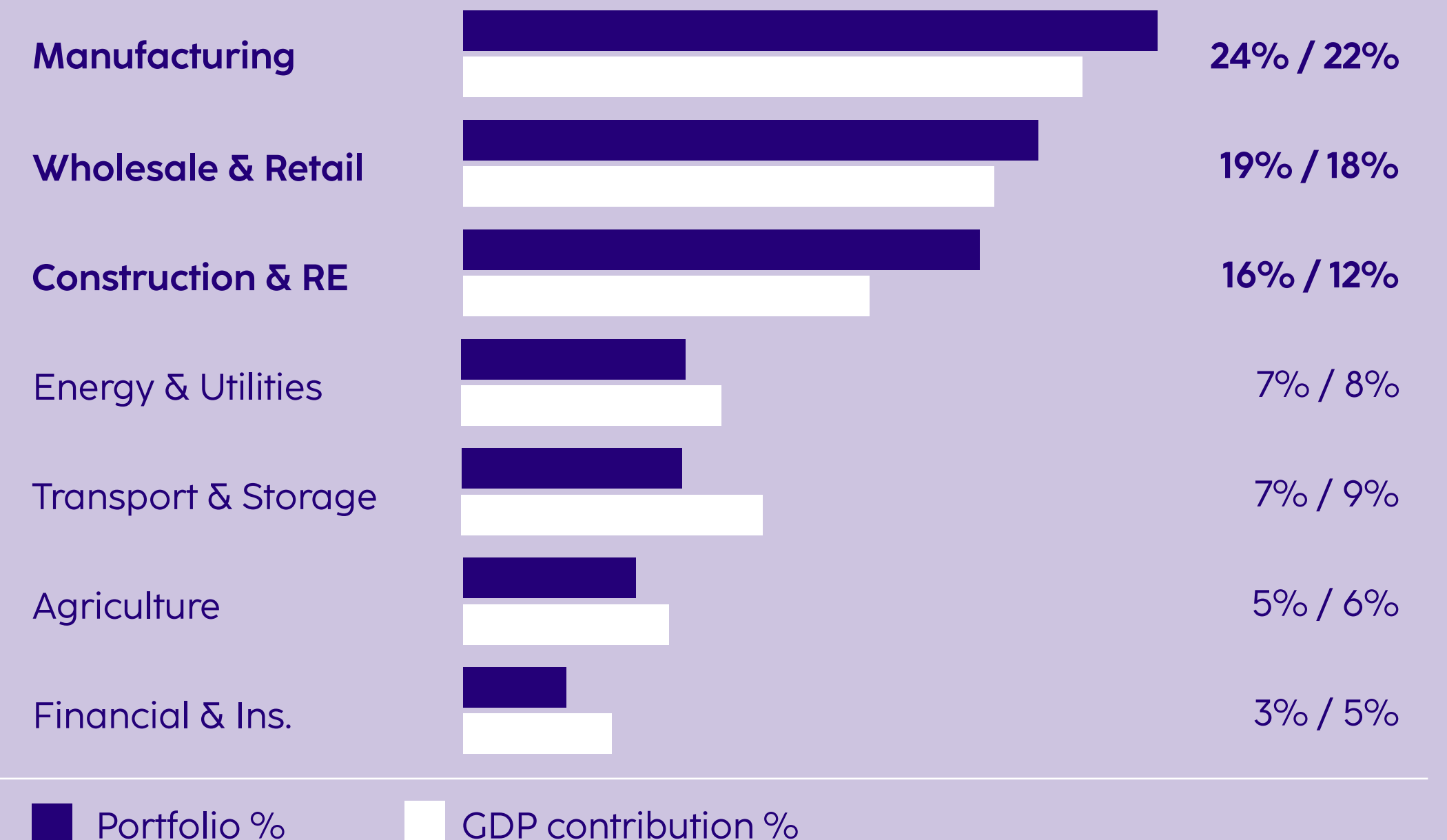
NFC Loan Penetration

NFC loans as % of GDP — SEE markets well below EZ average



Industry Mix — Portfolio Mirrors Economy

Portfolio % vs. GDP % · For Slovenia & Serbia

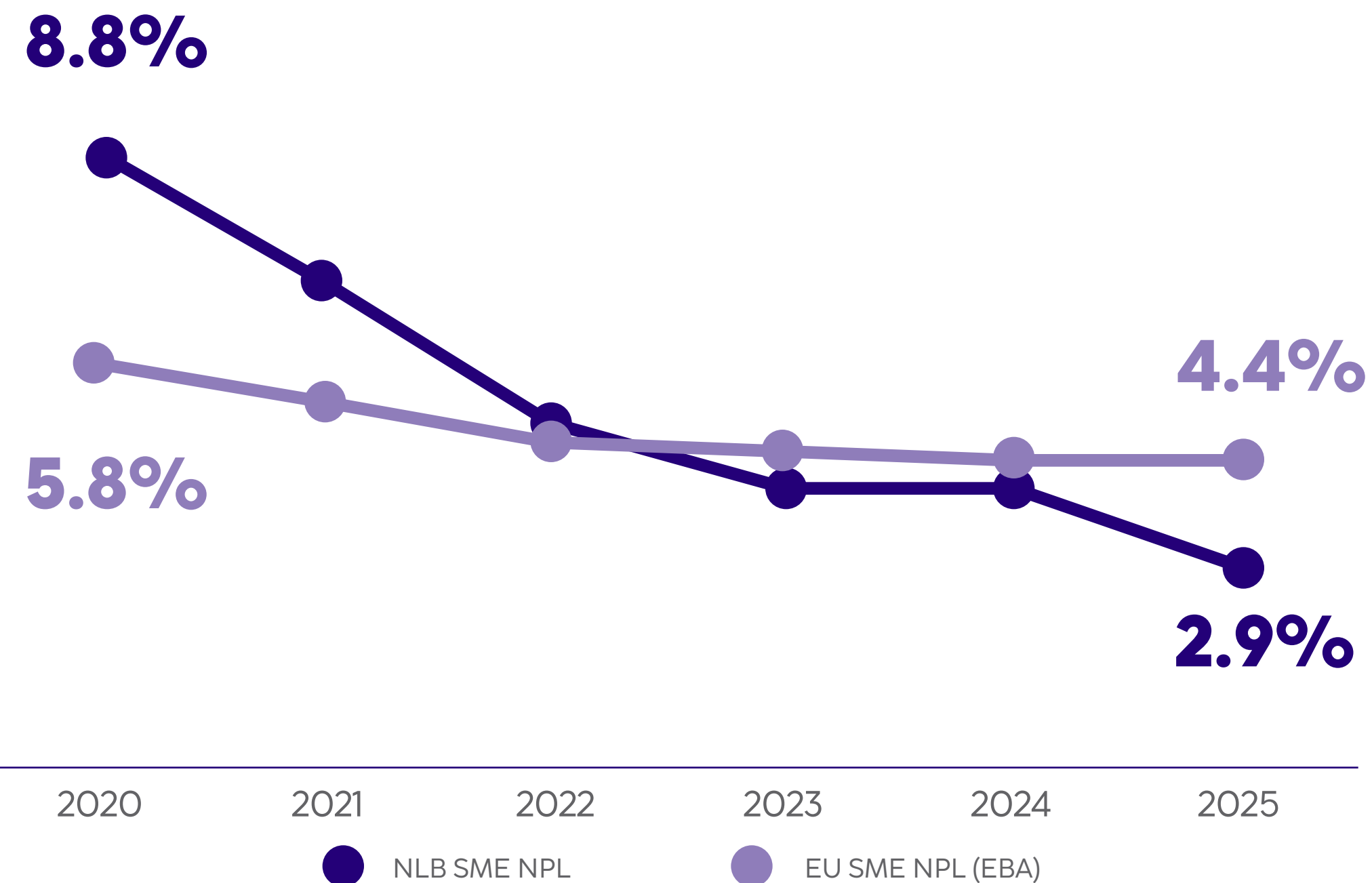




Structural NPL Improvement, Corporate Risk Known and Isolated

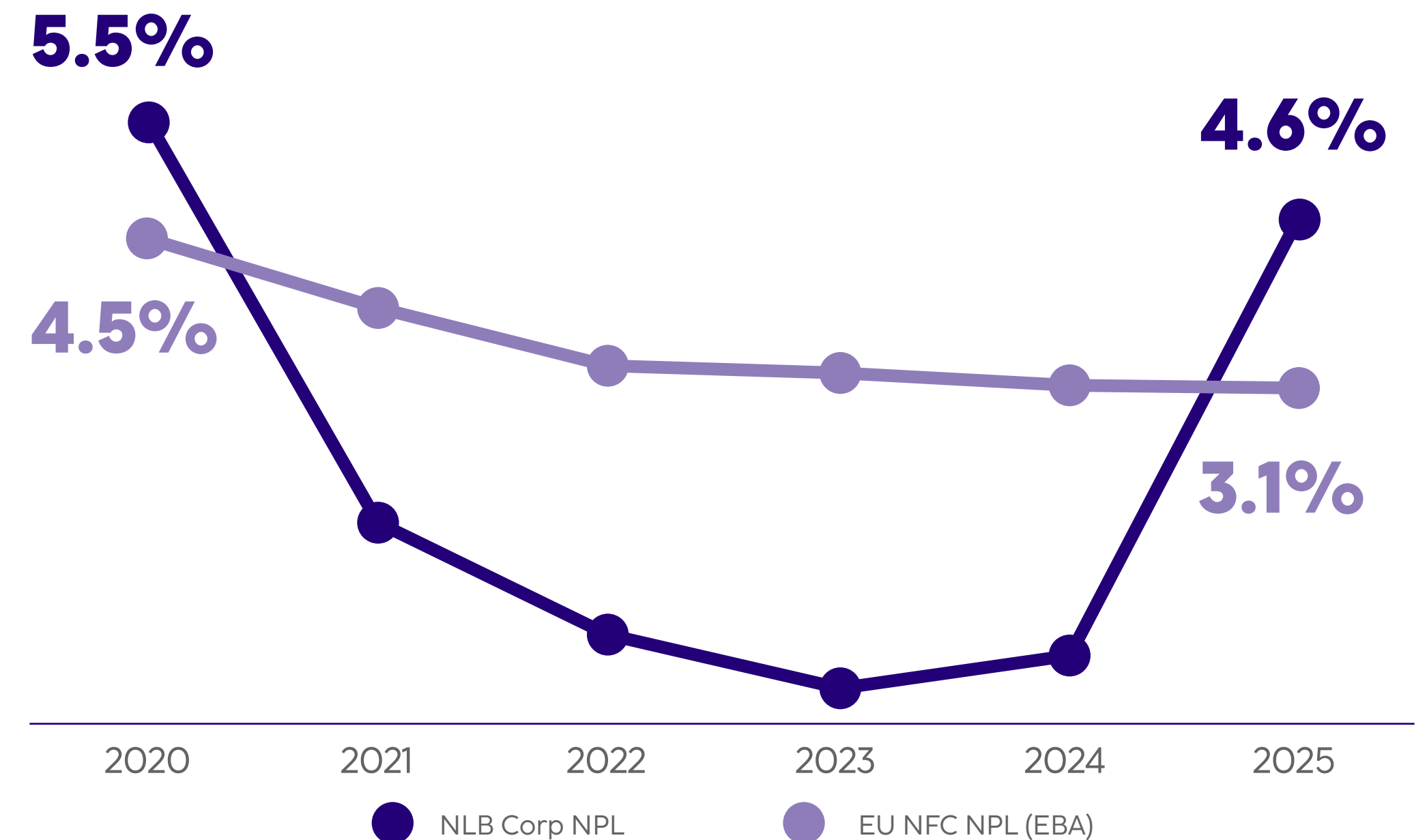
SME NPL: structural decline

From 8.8% (2020) to 2.9% (2025) — now well below EU SME average of 4.4%.



Corporate NPL increase in 2025

Increase concentrated in a limited number of Slovenian steel, metal & automotive exposures. Not a systemic trend.





Trade Finance: the capital-light compounder in our CIB franchise

WHY TRADE FINANCE MATTERS

Off-balance-sheet. Fee-heavy. High RORAC.

Trade finance sits at the top of the CIB relationship pyramid — the anchor product that pulls cash management, FX and payments behind it. Every TF euro of fee is roughly 2–3× more RORAC-accretive than an equivalent on-balance-sheet corporate loan

REVENUE 25→30

+ 50%

EUR 22 m → EUR 33 m net

FACTORING CAGR

>30%

EUR 1.2 m → EUR 5.6 m

FEE SHARE IN TF IN 2030

~ 80%

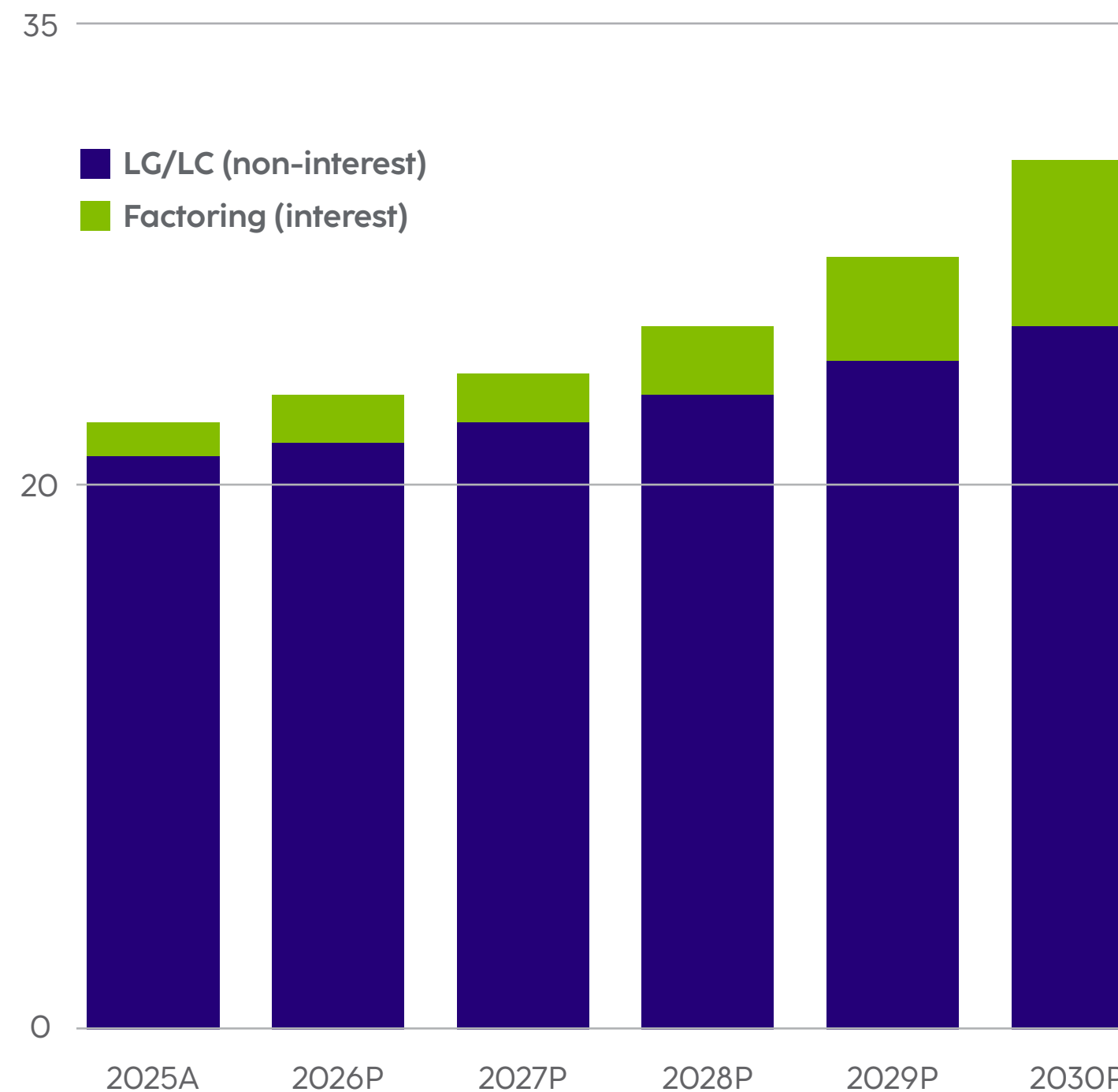
LG/LC non-interest

RORAC (LC/LG portfolio)

~ 40%

vs. ~15% CIB loan avg

TF revenue trajectory (EUR m, net)



WHAT THE NUMBERS SAY

- LG/LC is the stable anchor — 5% CAGR, pure fee
- Factoring is the growth rocket — 4.5× by 2030 (EUR 1.2 m → EUR 5.6 m)
- Fee share in TF ~80% — P&L de-risking

1 Both sides of the trade

Structural home-court advantage

NLB holds a leading, central role in multiple markets in Southeast Europe (SEE). Intra-SEE corridors (SLO-SRB, SRB-BiH, MKD-KOS) route through NLB accounts on both sides - developing new intragroup factoring solutions.

2 Factoring scale-up

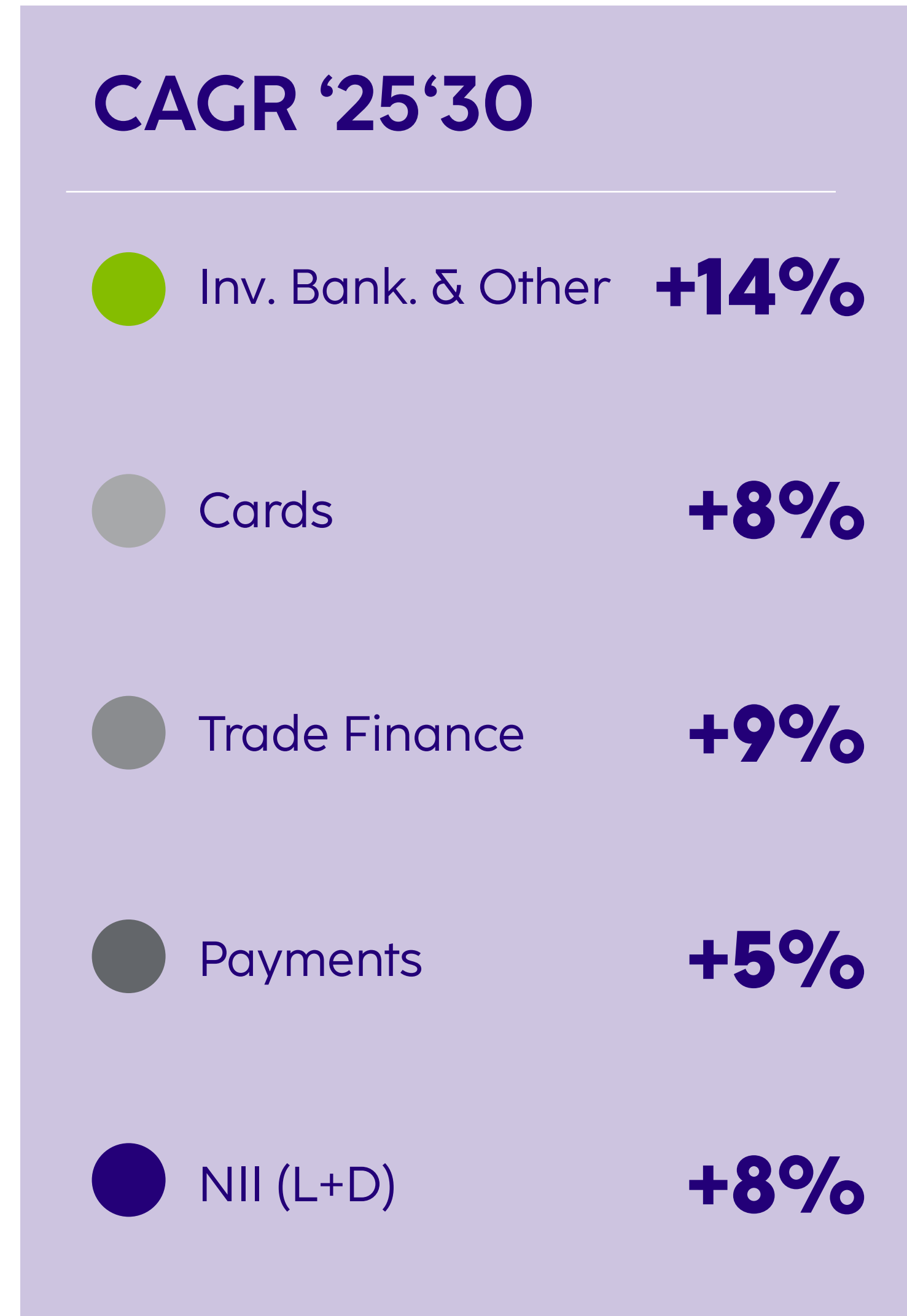
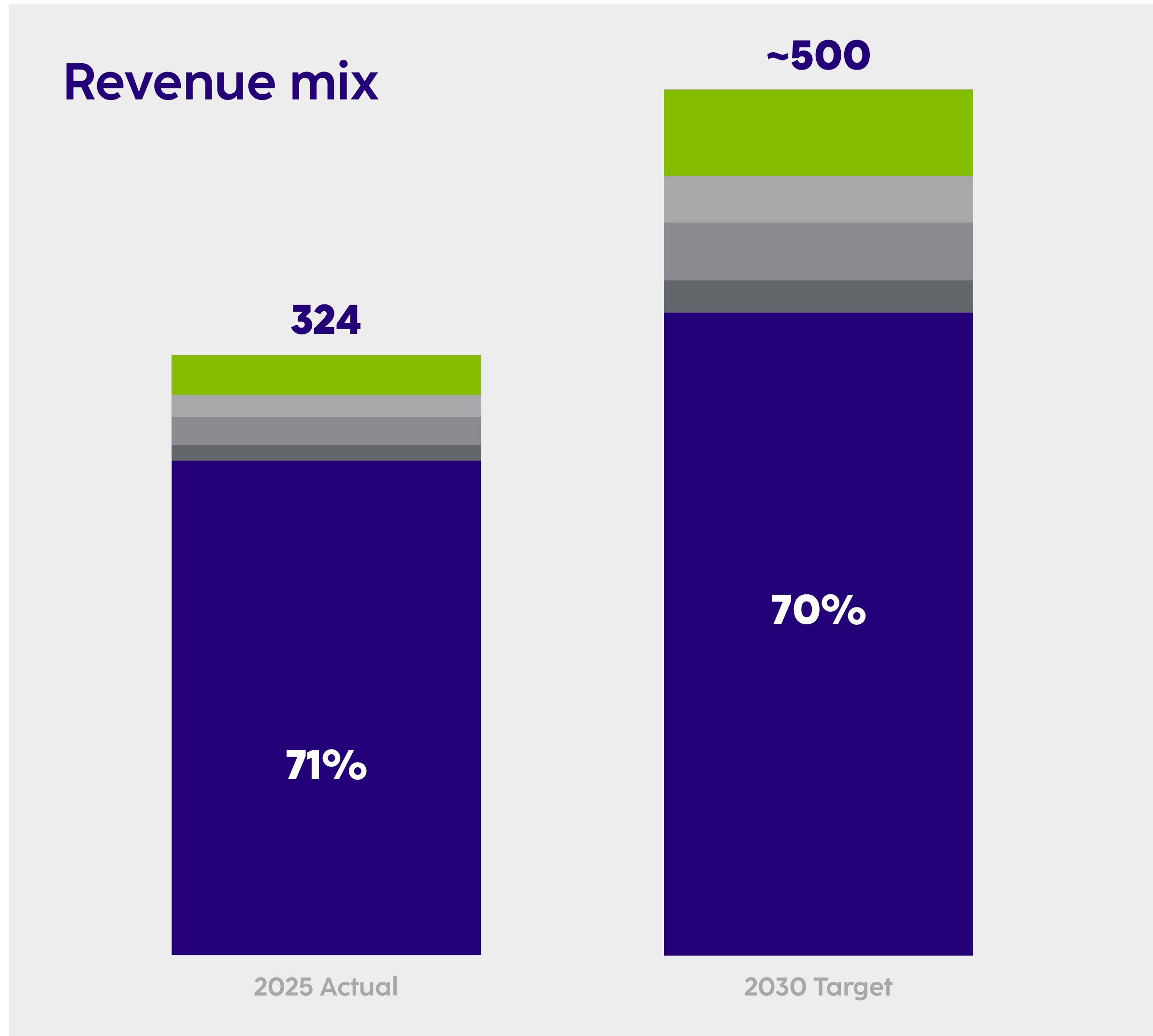
The underpenetrated growth leg

SEE factoring / GDP ratio is still ~2% vs. >10% in Western Europe. Cross-regional NLB factoring platform lets SMEs access WC finance once, used everywhere. 4× revenue by 2030.

3 Digitalization

Process excellence and digital platform

End-to-end automation for LoC, guarantees and SCF with improved CX / EX, reduces processing time and OpRisk through automated controls. Digital production already running in Slovenia and Serbia.





Investment banking: capitalising on the regional presence

~EUR 32 m

Net Non-Interest Income Target

NLB Group level by 2030

CAGR +9%

Revenue Growth 2025–2030

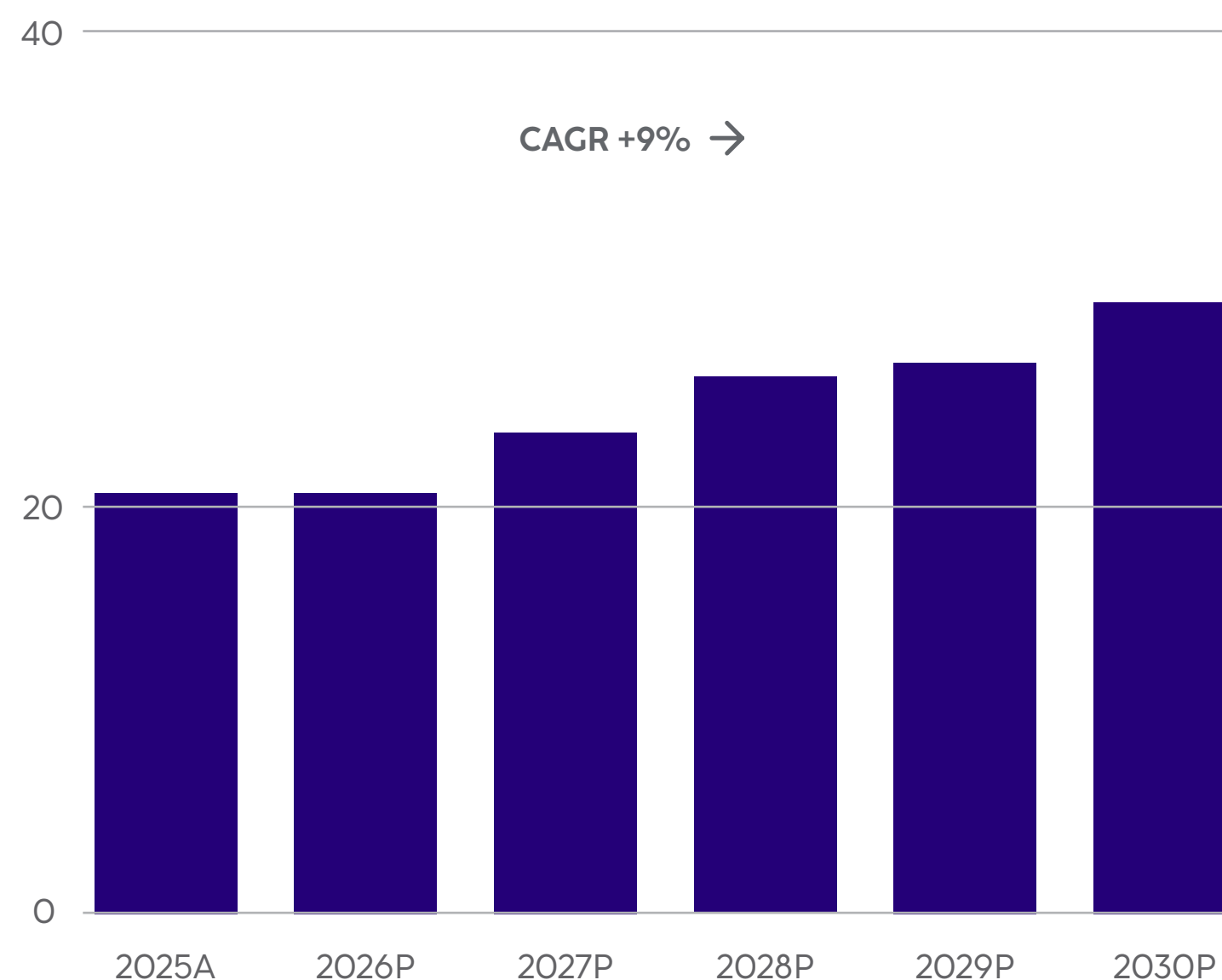
From EUR 20.6 m actual in 2025

5

Core Revenue Streams

Capital Mkts · M&A · PE · Synd · RE

NET NON-INTEREST REVENUE* (EUR m)
NLB Group IB segment · Actual 2025,



MAIN VALUE LEVERS / DRIVERS

- 1 Identified potential to generate additional non-interest income with capital-light operations across the region.
- 2 Capitalising on NLB Group regional presence to develop strategic dialogue with TOP corporates — advisory beyond lending.
- 3 NLB is lead arranger of syndication loans and equity/debt IPOs in Slovenia — with upside potential to expand regionally.

MAIN VALUE LEVERS / DRIVERS

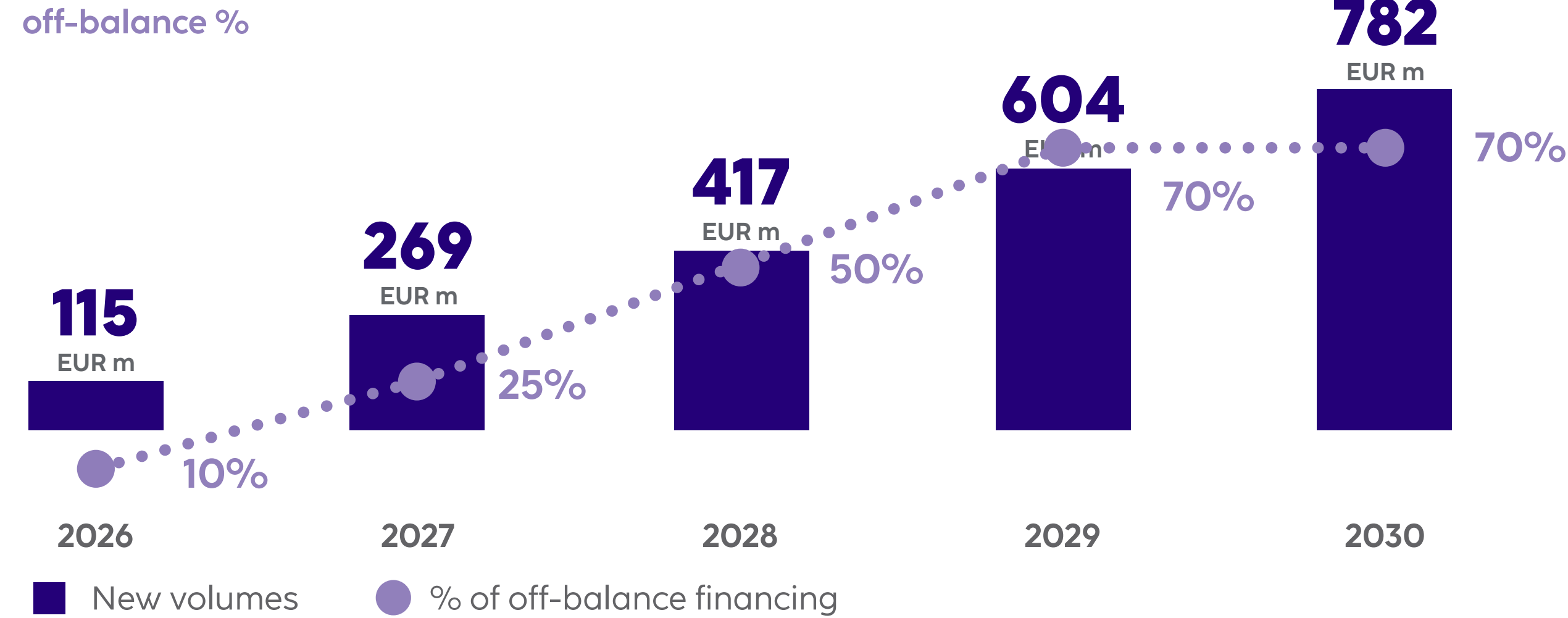
- 1 **Capital Market Development**
 - Introducing individual savings accounts (INR/ISA)
 - ECM/DCM: organizing IPOs on LJSE
 - Investment Gold: private & retail banking ('gold savings plans')
- 2 **Advisory / M&A**
 - Strategic dialogue with TOP regional corporates
 - Capital structure advisory
 - Regional M&A projects
- 3 **Private Equity Investments**
 - Supporting regional development
 - Investment potential & cross-selling opportunity
- 4 **Syndication / Distribution**
 - Developing regional distribution capacities
- 5 **Real Estate Hub**
 - Managing JV partnerships for bank's proprietary plots
 - Sourcing & structuring regional real estate deals

PRODUCT DEVELOPMENT PLAN 2026-2027

- 1 **INR (ISA) accounts** DONE
Introduced March 2026.
- 2 **Investment Gold** DONE
Expanded to retail regional centres.
- 3 **NLB Klik (digital onboarding & trading)** ACTIVE
Final testing phase; rollout planned Q2.
- 4 **Real Estate hub implementation** ACTIVE
Project set up in progress
- 5 **Regional syndication infrastructure** ACTIVE
Identification of infrastructure and legal requirements for local syndication desks.



Transition finance incremental volumes by years



KEY MESSAGES

1 Financing partner in the region

Becoming top transition finance partner for corporates in SEE region through targeted acceleration and standardization of off-balance-sheet distribution capabilities.

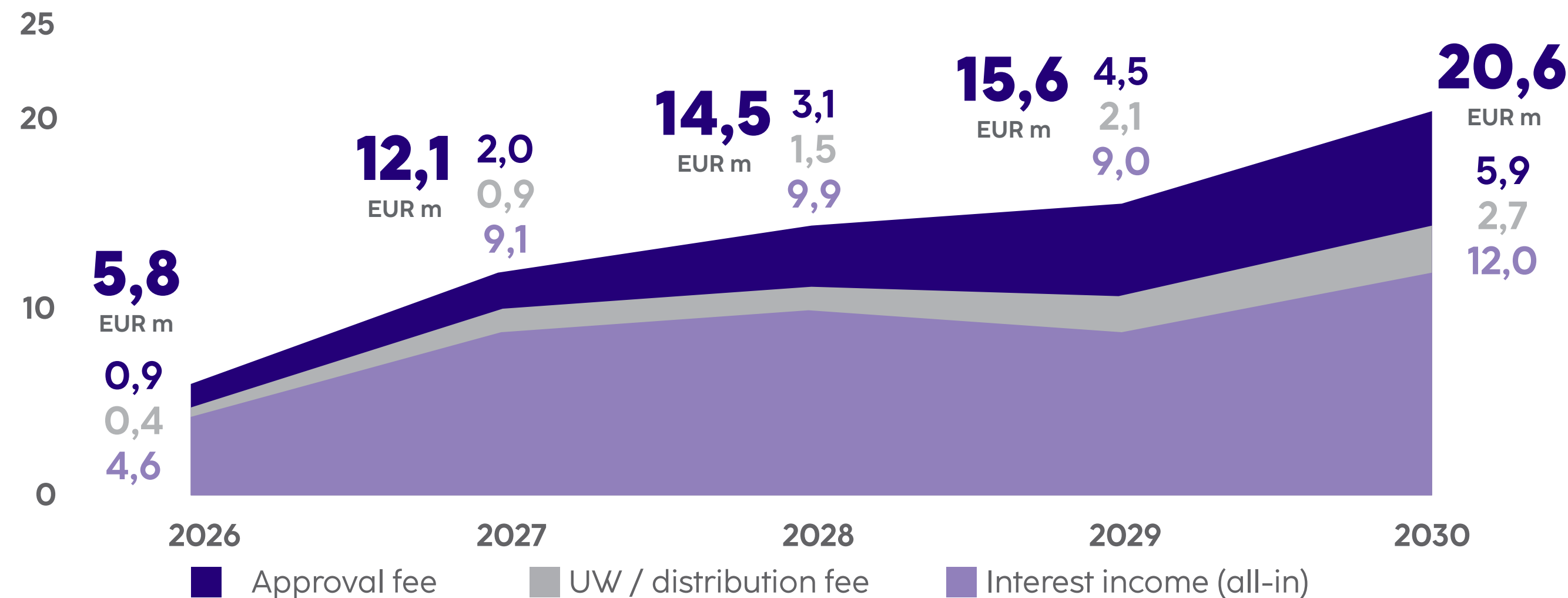
2 „Originate to distribute“ concept

Drive sustainability, modernize infrastructure, strengthen real estate markets and develop innovative financial products, enabling businesses to move toward long-term resilience and growth

3 Strong fee generator

Besides NII from on-balance a stronger off-balance underwrite & distribute concept targeting on capital light approach and strong fee generation from underwriting and distribution.

Transition finance incremental revenues by years





Standardized processes digitalized by 2027

Ready for full regional scale-up from 2028

~75%

>90%

Platform		Phase 1 2026 - 2027	Phase 2 2027+
Mobile and e-banking	RePlatform	Slovenia, Serbia	N. Macedonia, Kosovo, BiH, RS, Montenegro
Digital Onboarding	New	Slovenia	Serbia, N. Macedonia, Kosovo, BiH, RS, Montenegro
Client & Account Management	RePlatform	Slovenia, Serbia	N. Macedonia, Kosovo, BiH, RS, Montenegro
Loan Origination	RePlatform New	Slovenia, Serbia, N. Macedonia	Kosovo, BiH, RS, Montenegro
Digital Trade Finance	RePlatform New	Slovenia, Serbia	TBD

By 2030: Full regional rollout across 7 markets · +40 % people productivity step-change · NII acceleration + fee income growth across all CIB verticals



Active digital penetration

LE DIGITAL PENETRATION

40% → >90%

2025

2030

SHARE OF ACTIVE LE DIGITAL USERS

66% → >90%

2025

2030

LE DIGITAL LENDING SALES

0% → >50%

2025

2030

Process efficiency

ONBOARDING

Time to onboard (standard clients)

6-9d → <1d

gross · 2025
Slovenia only

2030 Group target

LENDING STP

Straight-through processing

~0% → >80%

2025

2030 Group target

TTY: 3d in 2025 → <1d in 2030 for standard cases
Slovenia only

DIGITAL TRADE FINANCE · CORE MARKETS

Digital adoption: 8% in 2025 → >90% in 2030

Factoring: 3h gross processing · Guarantees: 2d gross processing
2025 2025

People productivity

2025 → 2030 TARGET

REVENUE / FTE (CIB)

EUR 650k → EUR 900k

2025

2030

LOAN VOLUME / FTE (CIB)

EUR 15.4 m → EUR 22 m

2025

2030

CLIENT EXPERIENCE · NPS TOP 3 IN EVERY MARKET

uplift via digitalisation

Slovenia: NPS 35.5 (1st)

→ Stays 1st

Serbia: NPS 36

→ Top 3

N. Macedonia: NPS 26

→ Top 3



On the Road to be #1 CIB Franchise in the SEE Region

A CLEAR STRATEGY. A DISCIPLINED TEAM. A PROVEN TRACK RECORD. AND AN EXCITING ROAD AHEAD.



1

Grow Profitably

~ EUR 500+ m revenue with improving mix — more fees, less NII dependency.

2

Lead Digitally

Full digital platform across all 7 markets by 2030 — best CX in the region.

3

Innovate Capital-Efficiently

Scale advisory, trade and capital-light products to drive superior returns.