



NLB Group Payments

69%

contribution from payments, cards and accounts to Group Fees and Commissions in 2025

78%

issuing NNI improvement delivered YE25 vs YE23.

20k

acquiring merchants



The cornerstone of Daily banking and Customer stickiness

Delivery proven

2024-2025

1. Revenue growth and reaffirmed market position
2. Major leap in digital payment adoption
3. Regional **SEPA adoption** and significant **cash-to digital transition**

Acceleration

2026-2030

1. Best digital payments UX with high NPS
2. Structurally more efficient through digitisation
3. Profitable growth by capturing cash-rich region





Delivering on our 2024 commitments

Metric	YE 2023	YE 2025	Status	2030 target
> Revenue & Scale				
Revenue contribution*	€ 207 million	236.5 million	✓ On track	>320 million
Digital penetration (retail clients)	25-60%	61.8 %	✓ On track	>80%
> Digital & Wallet				
NLB Pay Mobile wallet penetration	10–15%	25.9%	✓ On track	>40%
NLB Pay Mobile wallet rating	4,5**	4,25***	!Focus	>= 4,5
Tokenized card transactions (% of total)	2.5%	13.8%	✓ On track	>25%
> Cash Transition				
Cash transactions in branches — retail (% of transactions)	32%	15.1%	✓ On track	<10%
> Partnerships & Ecosystem				
Acquiring payments partners	5	11	✓ On track	>20

NOTE: * REVENUES FROM PAYMENTS, ACCOUNTS AND PACKAGES IN RETAIL AND CIB
 ** BASED ON GOOGLE PLAY RATING (APP STORE RATING 3.7)
 *** RATING ON IOS AND ANDROID PLATFORMS FOR NLB GROUP



60–80+%

Cash share of transactions value

CASH DOMINANCE

60–80% of transactions are still cash — a massive displacement opportunity as digital rails arrive.

11–27%

Card CAGR 2019–25

SEPA CATALYST

More fees, stickier sight deposits, stronger customer loyalty & cross-sell — and a societal tailwind: broader financial inclusion, less grey economy, less corruption.

10–33%

NLB market shares

NLB'S MOAT

Market share (balance sheet) across 6 SEE markets — no other bank has this footprint at scale.



CARD ISSUING PROFITABILITY

78% NNII

improvement YE25 vs YE23

TOKENIZED CARD TX

2.5% → 18.3%

2023 → March 2026

AVERAGE VALUE SPENT PER CARD

+30%

YE25 vs YE23

01

Tokenized payments live — SEE

Apple Pay, Google Pay, Garmin Pay & NLB Pay — NLB was regional first-mover.

02

Digital-first card issuance

Instant activation at onboarding reduces time-to-revenue and lifts CX scores.

03

Value Added Services expansion

Insurance, instalments, travel benefits — deeper cross-sell, higher revenue per card.

04

Premium & business card offering

Affluent/Private Banking + Micro & SME upgrades launched 2026.

05

NLB PAY beyond payments

Unified Group platform embedding card issuing, loyalty, location services, and ecosystem partnerships.



Merchant Acquiring: Monetizing the Cash-Rich Opportunity

WITHIN-CORE-GROWTH STRATEGIC INITIATIVE · EVERY CASH-PAYING CUSTOMER IS AN UNTAPPED MERCHANT

TRANSACTION POOL

>EUR 120 bn

Addressable regional pool of transactions volumes

CASH PAYMENTS AT POS

64–80+%

Estimated share of cash transactions @ POS

ACQUIRING PAYMENTS
EST. CAGR '26-'30

aprox. 11–20%

#POS transactions in the region

Digital merchant onboarding live (SLO & SRB)

Instant onboarding for NLB merchants, improved CX. Expanding to remaining markets until 2030.

Additional partnerships & E2E POS–ECR integration

New fintech and processor partnerships extending reach across underserved verticals. E2E POS–ECR integrations digital tips, soft POS and others.

Net fees growing with double-digits — CIR improving

Strong net fee growth with low double digits. NNII margin improving, CIR improved YoY as acquiring scales on a largely fixed cost base.

VAS beyond acceptance with analytics & forecasting - New Merchant Portal – Cash Advance

VAS drives merchant stickiness and upsell through insights. Merchant portal live in Slovenia, more countries this year. Cash advance next, leveraging our data and market position.

Digitisation pays back across the P&L and beyond

More fees, stickier sight deposits, stronger customer loyalty & cross-sell — and a societal tailwind: broader financial inclusion, less grey economy, less corruption.



Cash Transition: Yes, It Is Happening — And NLB Is Driving It

DIGITAL PENETRATION

61.8%

2025

% CASH TRANSACTIONS IN BRANCHES

32% → 13.5%

2023

2026 March

OF NLB BANKS IN SEPA

1 → 4

2023

2026

SEPA expansion completed — Skopje & Podgorica, incl. Central bank of MKD

Faster, cheaper cross-border payments now live. SEPA is the single biggest catalyst for A2A payment growth in the region. Serbia to follow in May 2026. NLB also processing payments of Central bank of MKD.

Real-time remittances via Visa Direct & Mastercard MoneySend and big fintech players

Launch in progress. Targets the large remittance inflows to SEE, capturing flows that currently bypass formal payment rails.

Cash-at-POS rollout for improved convenience

Cash withdrawals move from branches to merchant tills — lowering cost-to-serve and improving customer service through longer hours and denser coverage, while keeping NLB central to cash flows.

ATM & CDS network upgrade at Group level driving cash out of branches

Moving cash transactions from branches to ATM & CDS. Upgraded ATMs and expanded CDS enable seamless deposits with instant visibility. ATM withdrawals flat YoY as customers shift digital.

Less cash transactions in branches — better efficiency and customer satisfaction

Share of cash transactions in branches decreasing — releasing branch capacity, reducing cost-to-serve and redirecting staff time to advisory and digital customer service.



UNIFIED DIGITAL LOYALTY PLATFORM

One unified digital loyalty program across banking, strengthening daily customer engagement

Connecting customer activity, data and digital channels into a single scalable loyalty platform.

POSITIVE BEHAVIOUR & RELATIONSHIPS

Driving positive transactional and non-transactional behavior and multi-product relationships

Encouraging repeat usage, active participation and deeper engagement through clearly defined earning mechanics.

PERSONALISATION & CUSTOMER ADVOCACY

Delivering highly relevant personalized offers to elevate interaction and customer satisfaction

Leveraging customer data and insights to provide timely, relevant benefits that reinforce long-term loyalty and advocacy.

PROGRAM DESIGN & VALIDATION

Core loyalty model aligned with the bank's Strategy 2030 and strategic priorities. Customer research, market trends, best-in-class benchmarks and data-driven insights integrated into program design. Final value proposition and program design in advanced refinement.

PHASED ROLLOUT APPROACH

Phased rollout approach defined across selected core markets. Features, benefits and partner ecosystem structured for progressive expansion. Multi-year roadmap established to evolve loyalty into a core relationship capability.



Technology



01

Accelerated

Platform renewal

3x

Large-scale IT deployments
2026 vs. 2023

- Digital channels, onboarding, CRM & core banking
- -15% change failure rate · +20% on-time delivery
- >99.5% run availability across core systems

02

Tech-enabled

Digital-first Processes

<10'

Time-to-Yes for consumer finance
(most Group banks, 2025)

- Consumer loans, credit cards & overdrafts
- Faster time-to-yes & time-to-cash across lending
- Digital onboarding for retail & corporate (2026)

03

Next-gen

AI & RPA

+120

RPA's in production across the Group

- Dedicated Center of Excellence driving efficiency
- 100% genAI adoption: co-pilot, ChatGPT, Claude; 80% AI-assisted code
- AI at scale: AML, retail credit risk, chatbots



01

Modern stake

One Architecture

>90%

Enterprise roadmap towards common architecture

- Microservices across 9 technology domains
- State-of-the-art DevOps toolchain & agile teams
- -20% technical debt since 2024

02

Continued

Best-in-Class Digital Experience

60

Transactional NPS across products

- App, web & trading modernisation; SME & merchant interfacing coming
- +60% digital engagement since 2024 in Slovenia
- Digital business banking for SMEs live & scaling

03

Leveraging scale

Group Effectiveness

>50%

Target architecture already implemented (2030+ target)

- Strategic vendor management
- >€15m operational efficiency gains re-invested in growth
- NLB DigIT: +60% headcount · 11 entities · 6 countries



Strategy 2030: EUR 160–200 m Investment Envelope

AREA	KEY SHIFTS BY 2030	KEY 2030 OUTLOOK
1 Operating Model	<ul style="list-style-type: none">• Cross-functional agile teams owning products & journeys end-to-end• Scale-up of digIT operating model	500+ deployments Per week
2 Architecture & Group Delivery	<ul style="list-style-type: none">• Centralized IT spend to best-practice >50%• Modern microservices architecture by product journey logic	–10% tech debt reduction Per annum
3 People & Talent	<ul style="list-style-type: none">• Skill profiles & recruiting comparable to tech companies• Vendors intergrated into cross-functional delivery model	2.5x output Per developer
4 Data & (Gen)AI	<ul style="list-style-type: none">• Value-backed AI use case roadmap across organisation• GenAI-ready data architecture & holistic operating model	2.5x AI use cases From 3 to 50+
5 Infrastructure & Cloud	<ul style="list-style-type: none">• Cloud adoption via automation & multi/hybrid set-up• IT Ops centralisation for cost efficiency	>60% cloud adoption From 20%