

# Retail Banking



More than

**2/3**

of total revenues in 2025

**2.8 m**

Retail clients across 7 markets

**40%**

RORAC delivered 2025

**7-8%**

Fee income CAGR to 2030



## Delivery proven

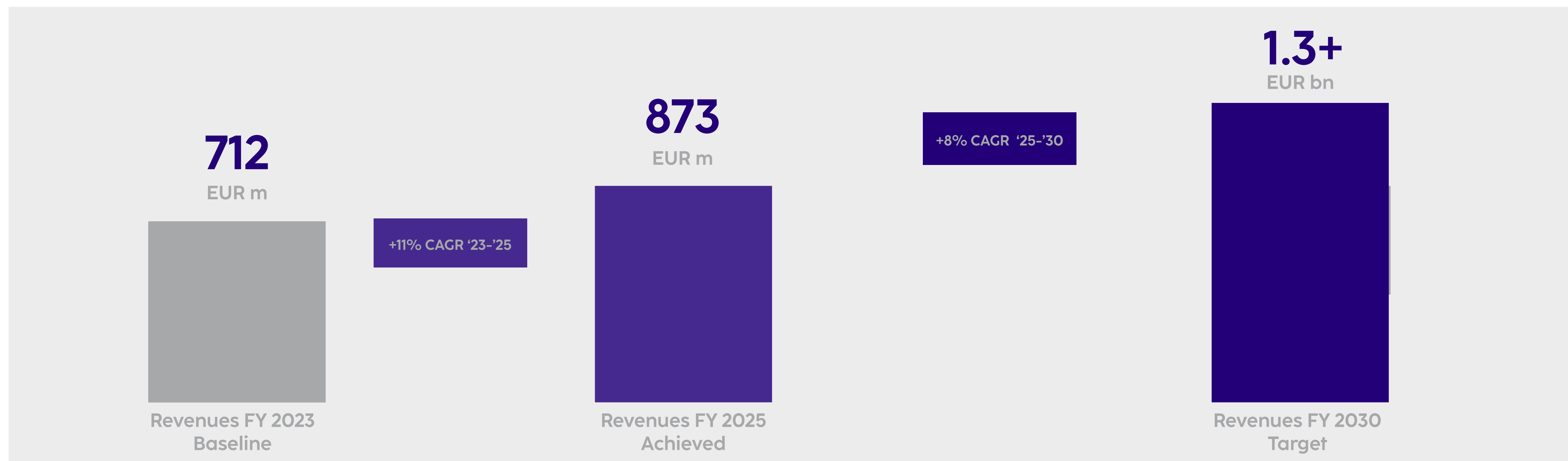
2024-2025

1. **Expanded loans and deposits**, offsetting margin pressure
2. **Fee income** diversification
3. Accelerating **digital adoption**

## Acceleration

2026-2030

1. Growth **above market**
2. Scaling **fees**, accelerating **digital**
3. AI: cutting **costs**, lifting **revenue**





Metric	2024 ID target	YE2025 actual	Status	2030 target
<b>&gt; Scale &amp; monetisation</b>				
Retail clients (incl. micro)	>2.7 million	<b>2.8 million</b>	<b>On track</b>	>3 million
Revenue per active client	EUR 270	<b>EUR 300</b>	<b>On track</b>	> EUR 400
<b>&gt; Customer experience</b>				
NPS (range across markets)	11–47	<b>11–44</b>	<b>!Focus</b>	>50
STP — consumer finance	47%*	<b>57%**</b>	<b>On track</b>	>90%
Mobile app rating (NLB Klik Slovenia)	4.4	<b>4.4</b>	<b>On track</b>	>4.5
<b>&gt; Digital-first bank</b>				
Digital penetration (active)	39–60%	<b>61.8%</b>	<b>On track</b>	>80%
Digital core product sales	2–6%	<b>15.8%</b>	<b>On track</b>	>50%
Digital acquisition	<1%	<b>0.4%</b>	<b>!Focus</b>	>30%

NOTE: \*SLOVENIA ONLY \*\* NLBGROUP



# Market Leader With Momentum - 7 Markets, One Strategy

## 12% and 14%

Retail loan growth 2024 and 2025

↑ vs. 8–9% strategic plan

## 9%

Retail deposit growth 2025

↑ vs. 5% in 2024

## 2.8 m

Retail clients across 7 markets

↑ vs. 2.7M in 2024

## EUR 270 → EUR 300

Revenue per customer

↑ Target €400 by 2030

### Slovenia

Clear market leader in both lending and deposits

In lending

**31% share**

Deposits

**34.7% share**

# 1

### North Macedonia

Achieved #1 position in retail lending

In lending

**23.4% share**

Deposits

**19.7% share**

# 1

### Serbia

Growing position — strong deposit franchise

In lending

**12.5% share**

Deposits

**14.5% share**

↑



**EUR 10 bn**

Retail portfolio (+14% YoY)

**1.6%**

NPL ratio (EU avg: 2.0%)

**0.6%**

NPL Ratio Mortgages (EU avg: 1.3%)



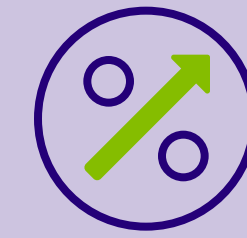
## Segmented Risk Appetite

Disciplined, market-tailored underwriting drives selective growth while keeping portfolio quality high.



## Early Warning & Monitoring

Early-warning systems and data-driven triggers catch deterioration early, keeping risk costs stable through the cycle.



## Portfolio Steering

Active portfolio steering across 7 markets keeps growth diversified and potential downside well-contained.



## Cyber Security & Digital Risk

Robust cyber and fraud frameworks protect clients and the bank across all digital channels, supporting confidence in digital growth.



# Fee Income: Structurally Decoupling From the Rate Cycle

~ **EUR 230 m**

Fee income 2025

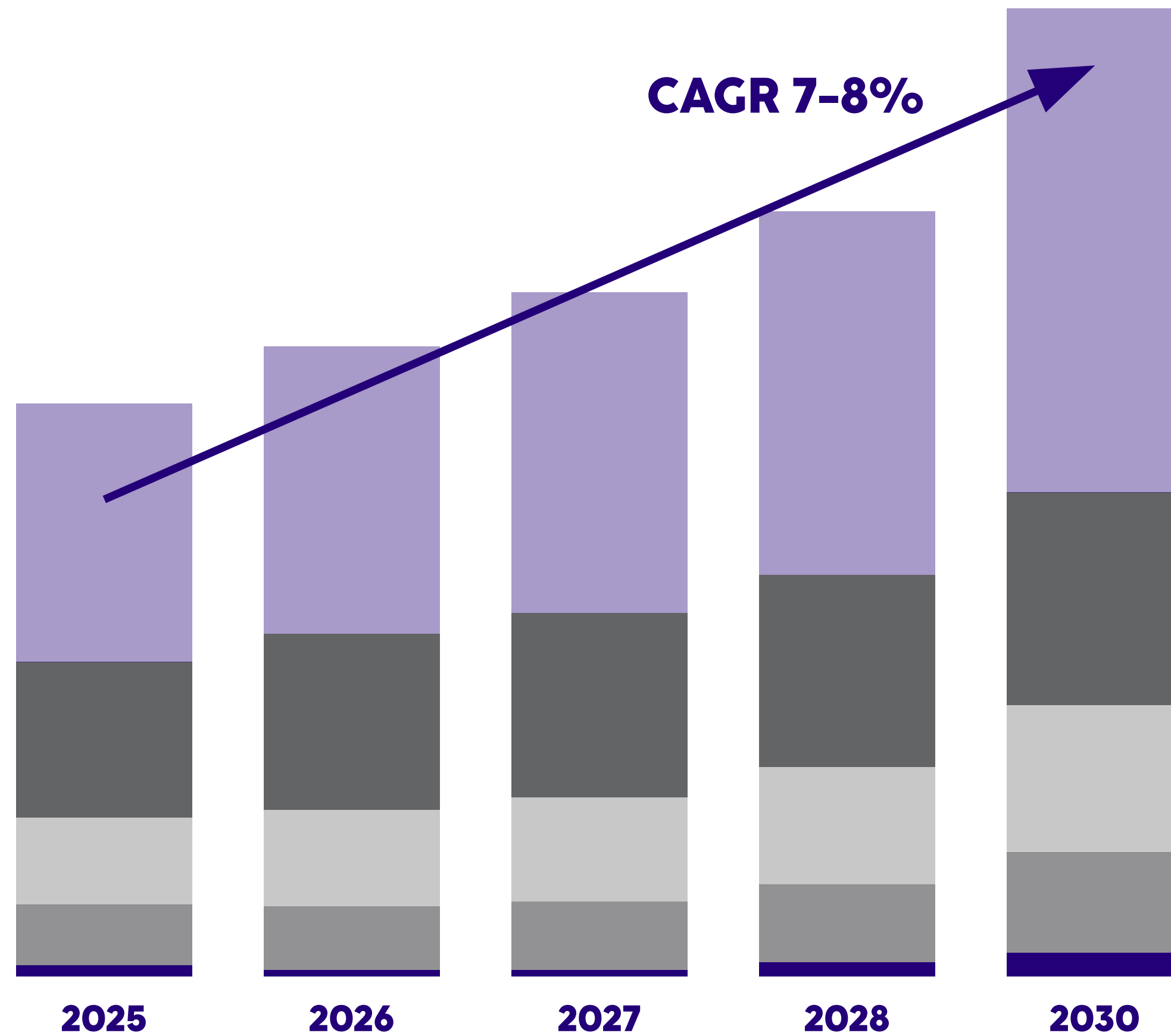
~ **EUR 330 m**

Fee income target 2030

**7-8%**

Fee CAGR 2025-2030

**CAGR 7-8%**



Accounts & Payments   Cards and ATMs   Bancassurance  
Other   Asset Management

## Diversified structure

Daily banking · Bancassurance · Asset management · Lending

## Reduced NII dependency

Fee share stable and rising

## Digital monetisation

Rising digital penetration directly supports fee growth trajectory



# 2023-2025

FOUNDATION

NLB Klik built in Slovenia

# 2026-2028

SCALING NOW

Group-wide rollout

## 61.8%

DIGITAL PENETRATION 2025

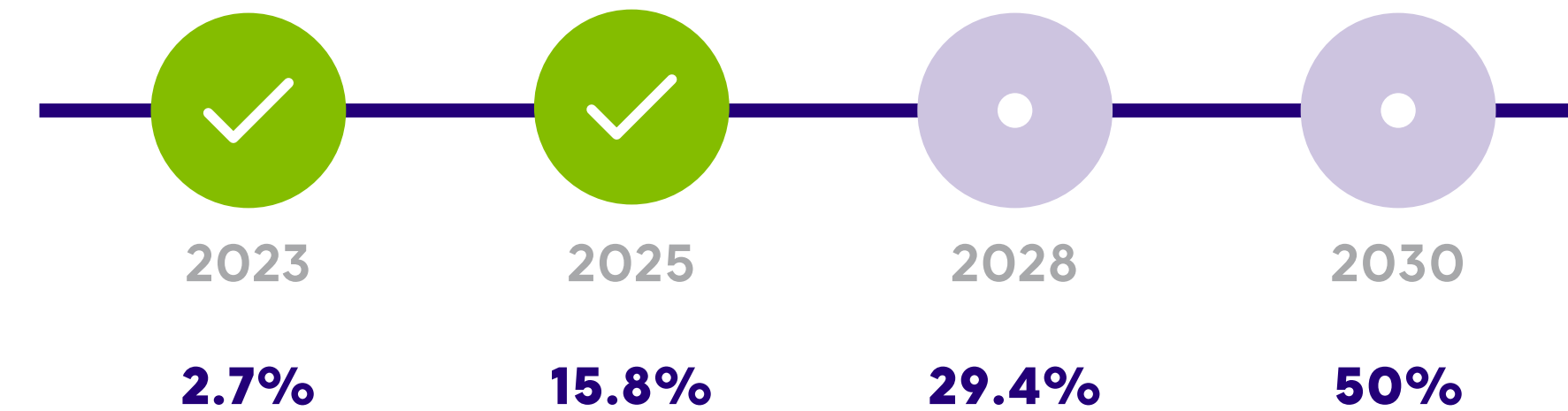
↑ +11.4pp vs. 2023

## 15.8%

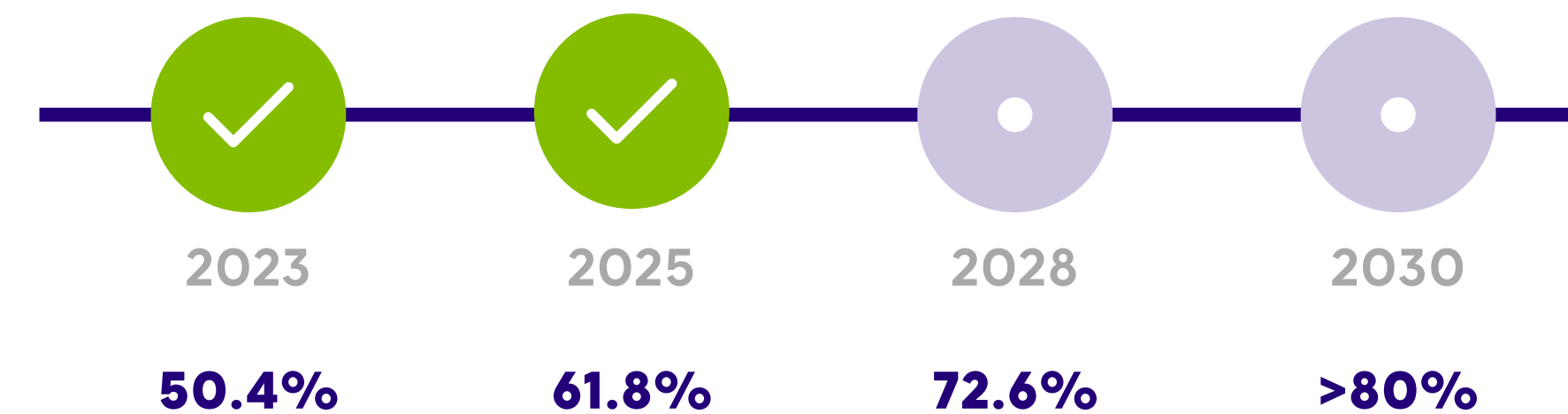
DIGITAL SALES 2025

↑ +13.1pp vs. 2023

### DIGITAL SALES TRAJECTORY — ACTUAL AND PLAN



### DIGITAL PENETRATION TRAJECTORY — ACTUAL AND PLAN





## AFFLUENT SEGMENT SCALE-UP

# 4-5X higher

Revenue/client vs Mass client

Higher cross-sell. Deployed Group-wide. Private banking app live in SLO.

## ASSET MANAGEMENT

# EUR 3.8 bn

Group AuM — above estimate

Capital-light, high-margin fee businesses gaining structural importance across the Group

## MICRO SEGMENT SCALE-UP

# 10-15%

Increase of lending

Fast-finance proposition live. Digital bank for SME in progress.

## BANCASSURANCE

# +25%

YoY fee growth 2025

14% above plan. E2E digitalisation progressing.

## GO-TO-MARKET · BRANCH OF THE FUTURE: DIGITAL ENABLEMENT

# -7.0%

FTE in branches YE25 vs. YE24

Omnichannel model live. AI 24/7 contact centre deployed. Advisory-first branch model rolling out.

## CONSUMER FINANCE

# 57%

Group STP achieved

Open banking pilot live.

## MORTGAGE TRANSFORMATION

# >EUR 6 bn

Target lending portfolio 2030

Semi-digital process design complete. AI/OCR model in planning.

## HOUSING ECOSYSTEM

# 35% conversion

From partner-generated leads

NLB Dom enhancements live, rollout on track. Partner programme active.



## DIGITAL-FIRST BANK

# >99,98%

Digital channel availability

## tNPS 61 → >75

2030 target (tNPS 11-47 in 2024)

# #1

Digital bank in SLO · NLB **Klik**

## DIGITAL-FIRST PROCESS

# 72%

Vs 6% in 2024 STP in Credit cards in NLB d.d.

## 5'-25' (2025) → 0' (2030)

Time to yes consumer finance (STP), banks ranges, 2030 target

## 18-71h (2025) → <24h (2030)

Time to cash consumer finance (STP, banks ranges, 2030 target)

## EFFICIENCY

# x2

Number of new 2030 consumer loans per distribution network employee vs 2025 across NLB Group

Via sales automation and distribution network efficiency levers

## 65 (2024) → 75 (2025) → 150 (2030)

Number of yearly new consumer loans per distribution network employee

## EUR 2.7 m (2024) → EUR 3.3 m (2025)

## → EUR 6 m (2030)

Gross retail loan exposure per each distribution network employee