

Earnings Presentation 4Q 2025

Highlights

FY 2025 Performance Highlights

Solid balance sheet growth 

₪ 519Bn

▲ +15% YOY
Total Assets

₪ 373Bn

▲ +17% YOY
Loans, Net

₪ 444Bn

▲ +16% YOY
Total
Liabilities

₪ 332Bn

▲ +8% YOY
Customer
DepositsSustainable profitability 

₪ 18.4Bn

▲ +6% YOY
Operating
Income, net

₪ 10.4Bn

▲ +12% YOY
Net Income

29.6%

▼ -1.0ppt YOY
Cost to
Income Ratio

16.9%

▲ +44bps YOY
Return on
EquityHealthy & resilient financial position 0.79% NPL Ratio
Proactive NPL
Management18.4% Total CAR
Strong
Capitalization150% NPL Coverage Ratio
Healthy Coverage81.8% SAMA weighted LDR
Comfortable
Liquidity

Strategy Update



Aspiration Achievements for 2025 Strategy

|  Strategic Pillars | Most Profitable  | Most Efficient  | Bank of Choice  | Most Innovative & Digitally Enabled  |
|---|---|--|---|---|
|  Definition | Sustainable profit growth and returns to shareholders | Highest return on spend and operational excellence | Best bank for customer, employees and society | Most innovative and digitally enabled bank |
|  Focus Area | Profitability Growth | Cost Efficiency Operational Efficiency | Customer People | Digital Innovation |
|  Achievements | <p>We strengthened profitability through disciplined growth, sustainable margins, and long-term value creation, reflected in strong returns, healthy profit growth, and shareholder value uplift.</p> | <p>We improved productivity and cost discipline by simplifying processes, reducing unit costs, and accelerating execution, driving a stronger cost-to-income position and faster delivery across the bank.</p> | <p>We reinforced our position as a trusted bank of choice by elevating customer experience, strengthening the brand, and improving engagement, resulting in higher confidence, loyalty, and satisfaction.</p> | <p>We advanced our digital and innovation agenda by expanding digital journeys, modernizing capabilities, and enabling smarter ways of working, strengthening our ability to innovate at speed and scale.</p> |

2025 Strategy Closure

Key Financial Achievements for 2025 Strategy

| 2020 | | 2025 | | CAGR Growth | |
|-----------------------|--|-----------------------|--|-----------------------|--|
| Total Assets |  310 | Total Assets |  519 | Total Assets |  +11% |
| Loans & Advances, net |  191 | Loans & Advances, net |  373 | Loans & Advances, net |  +14% |
| Net Income |  4.7 | Net Income |  10.4 | Net Income |  +17% |
| 2020 | | 2025 | | Change | |
| Cost to Income Ratio |  32.4% | Cost to Income Ratio |  29.6% | Cost to Income Ratio |  -2.8% |
| ROE |  11.1% | ROE |  16.9% | ROE |  +5.8% |

Amounts in \$bn



Strategic Ambition

2030 aspiration responds to the key shifts reshaping banking & sector dynamics, digital & customer evolution, and revenue diversification

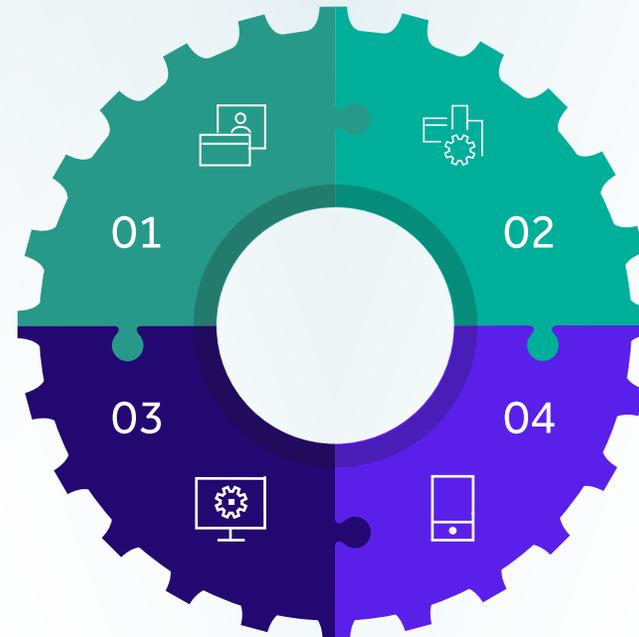
Our strategy is built on four themes:

Hyperscale Retail

Increase our current customer base through digital acquisition, embedding into third-party ecosystems, and customer stickiness powered by loyalty

AI to-the-core

Scale the full spectrum of AI (advanced analytics, GenAI, Agentic AI) across the bank including front, middle and back-office



From strength-to-strength in Wholesale

Maximize our MSME business via a digital attacker and become the leading transaction banking franchise in the region, driving fee income

Robust core technology foundation

Modernized application landscape, new core banking system and a leading-edge domain-based operating model between technology and business

Strategic Ambition

With the Board’s aspiration as our North Star, we have defined an exciting vision and strategic pillars for 2030



FY 2025 Financial Performance



Financial Performance Highlights

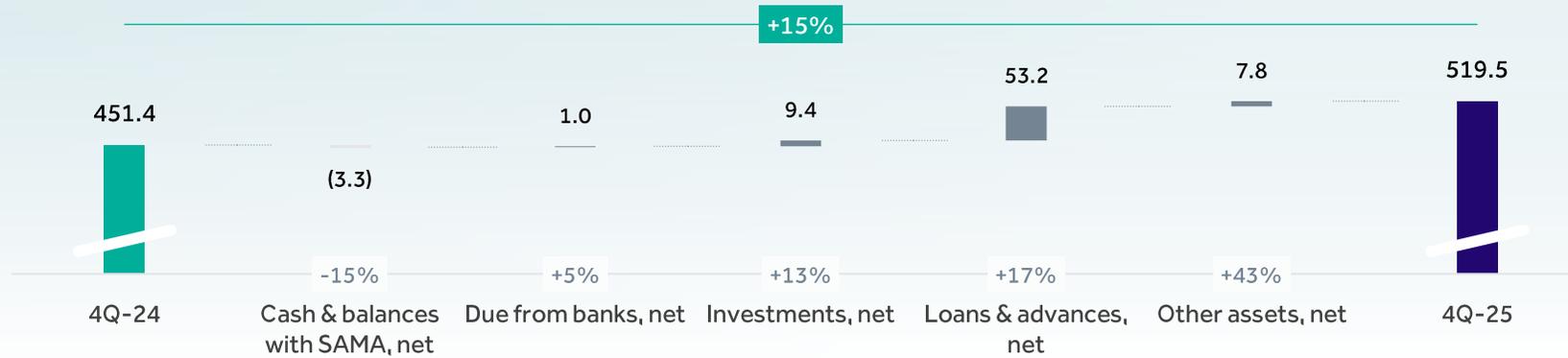
Solid growth in profitability boosted by operating income growth, improved efficiencies and normalized cost of credit risk



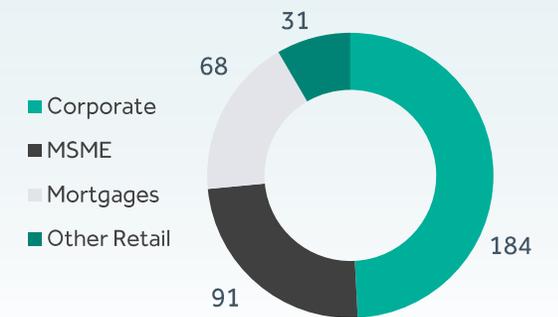
Assets and Financing

Solid balance sheet expansion primarily fueled by a robust growth in loans, investments and interbank placements

Total Assets Movement YTD (₹bn)



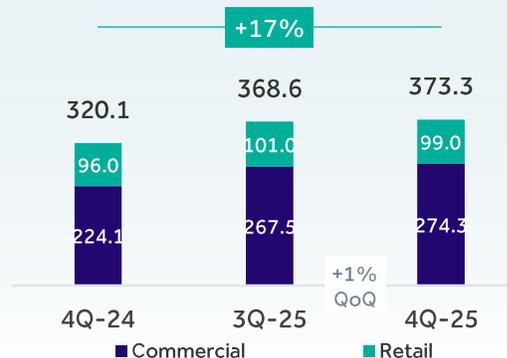
Loans & Advances, Net Composition 4Q-25 (₹bn)



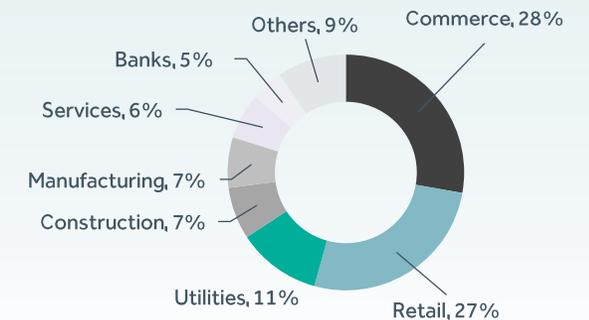
Loans & Advances, Net Movement YTD (₹bn)



Loans, Net by Segment (₹bn)



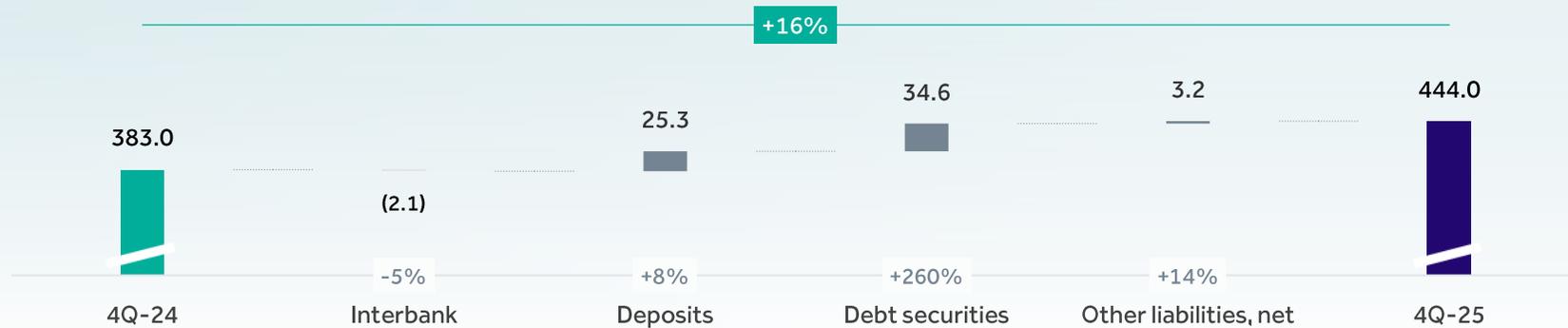
Loans & Advances, Net by Sector 4Q-25 (₹bn)



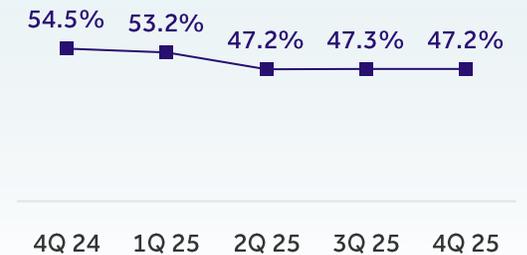
Liabilities, Funding and Liquidity

While continuing to diversify the funding sources through customer deposits and wholesale funding to support the overall liquidity position

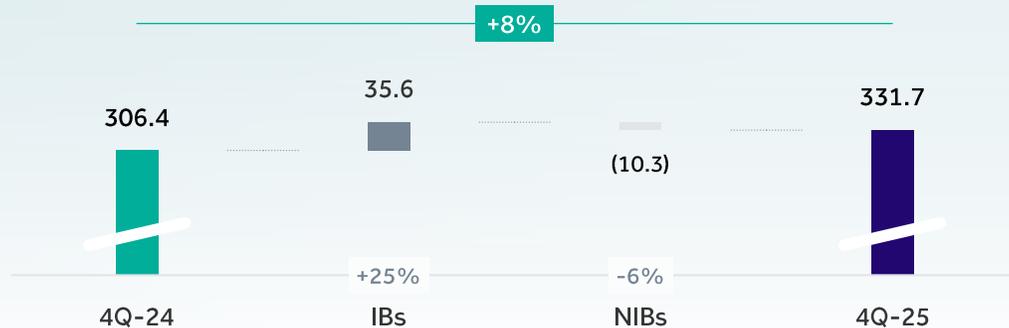
Total Liabilities Movement YTD (₪bn)



NIBs % of Total Deposits (%)



Total Customers' Deposits Movement YTD (₪bn)



NSFR
4Q-25

+2.2% YoY
109.2%

SAMA Weighted LDR
4Q-25

-2.5% YoY
81.8%

LCR
4Q-25

+1.8% YoY
146.8%

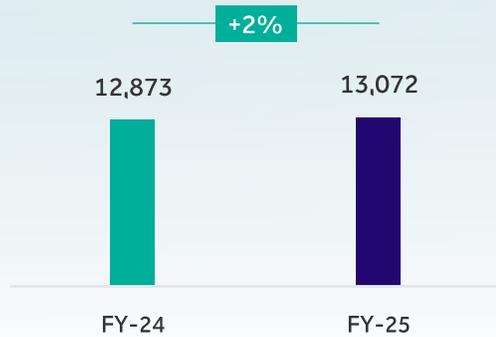
Headline LDR
4Q-25

+8.1% YoY
112.5%

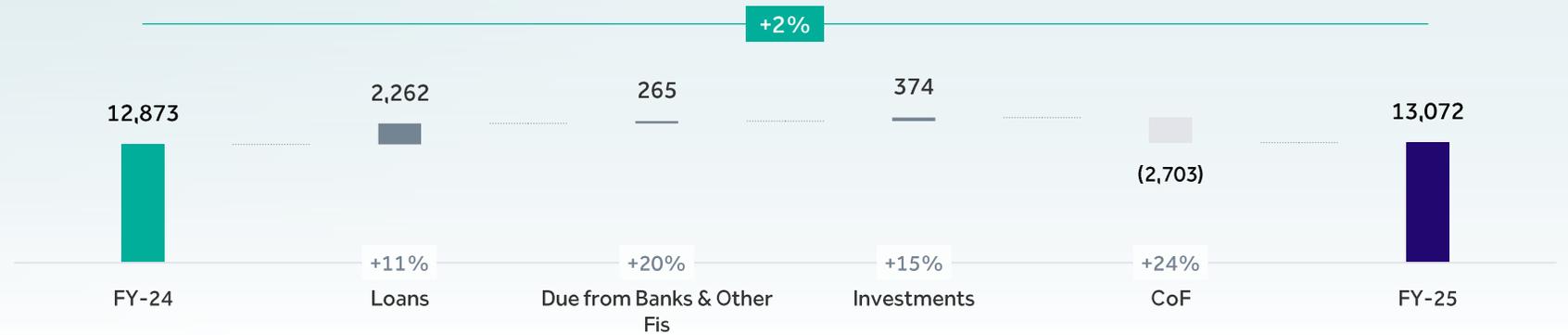
Net Special Commission Income & Margin

NSCI witnessed a modest increase, propelled by volume growth which was offset by higher cost of funds

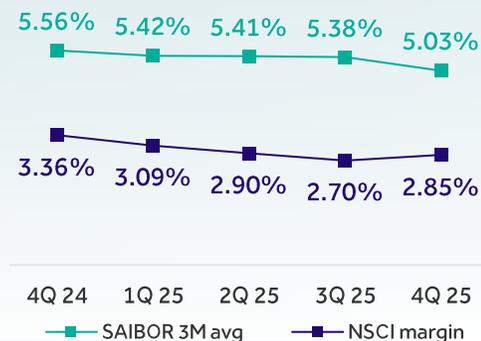
NSCI (₹mn)



NSCI Movement YoY (₹mn)



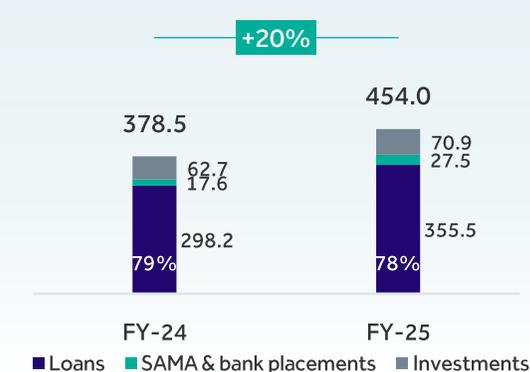
Quarterly NSCI Margin and SAIBOR Trend (%)



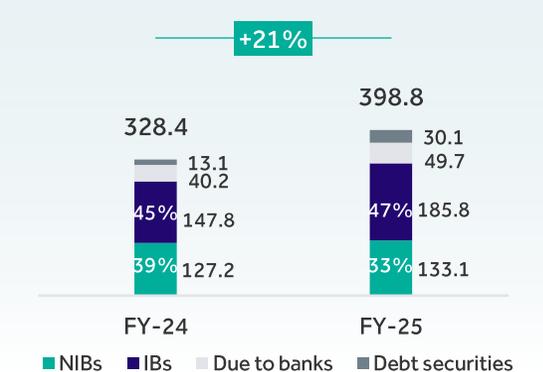
YTD NSCI margin (%)



Average Earning Assets (₹bn)



Average Bearing Liabilities (₹bn)



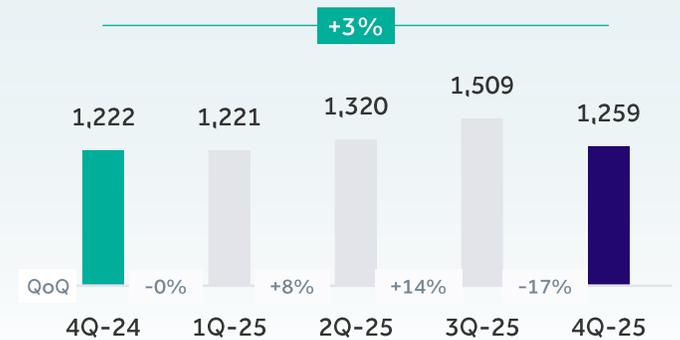
Fee & Other Income

The momentum in fee & other income continue to be driven by our strategic focus on cross-sell activities to diversify our revenue streams

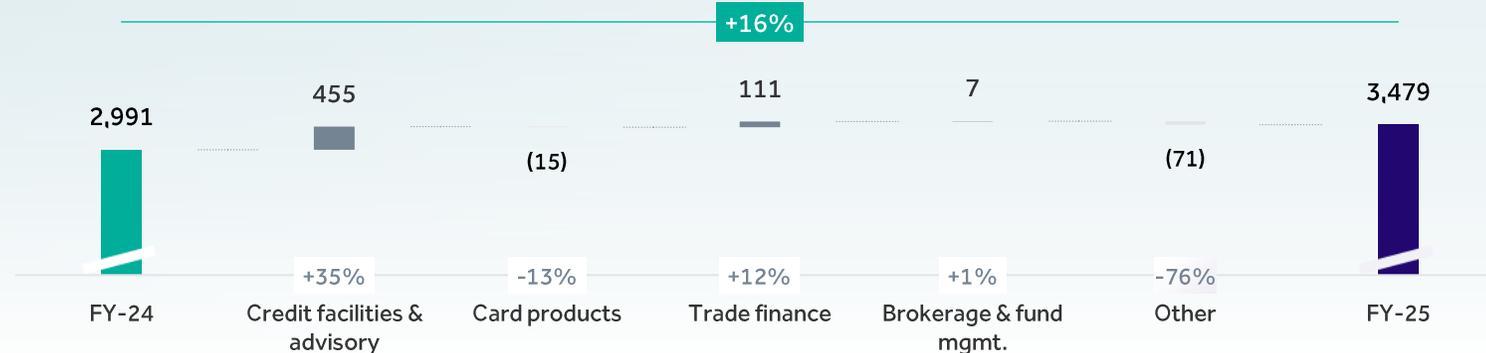
Fee & Other Income Movement YoY (฿mn)



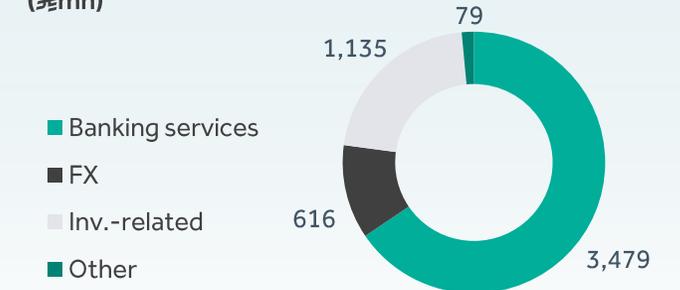
Quarterly Fee & Other Income (฿mn)



Fee Income from Banking Services Movement YoY (฿mn)



Fee & Other Income Composition, FY-25 (฿mn)



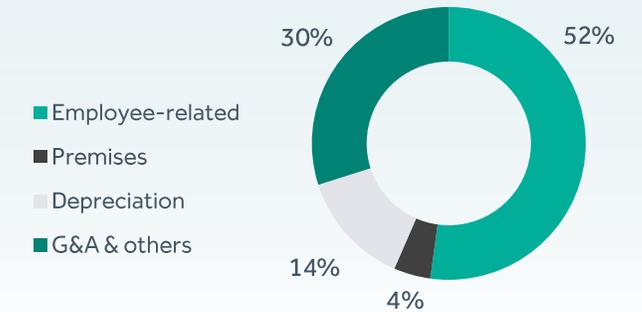
Operating Expenses and Efficiency

Positive jaws improved cost efficiency despite ongoing investments in people, infrastructure, digital capabilities, and strategic initiatives

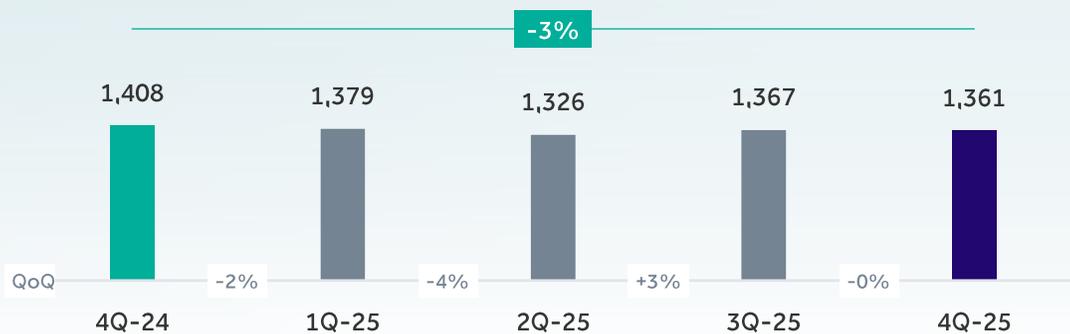
Expenses before Impairment Movement YoY (\$mn)



Expenses before Impairments Composition, FY-25 (%)



Quarterly Expenses before Impairment (\$mn)



Cost to Income Ratio (%)



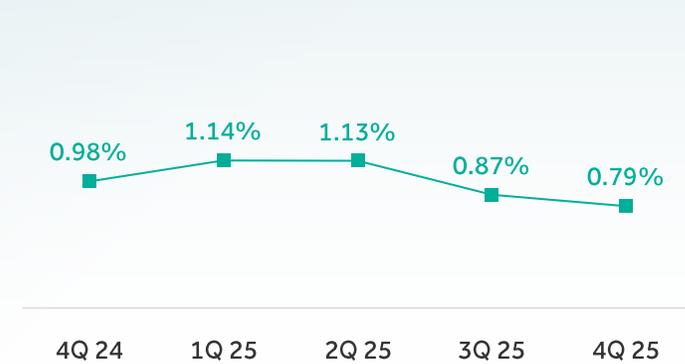
Impairment Charge and Cost of Risk

Strong recoveries coupled with proactive risk management and sound asset quality resulted in lower cost of credit risk

NPL Movement by Sector YTD (₹mn)



NPL Ratio (%)



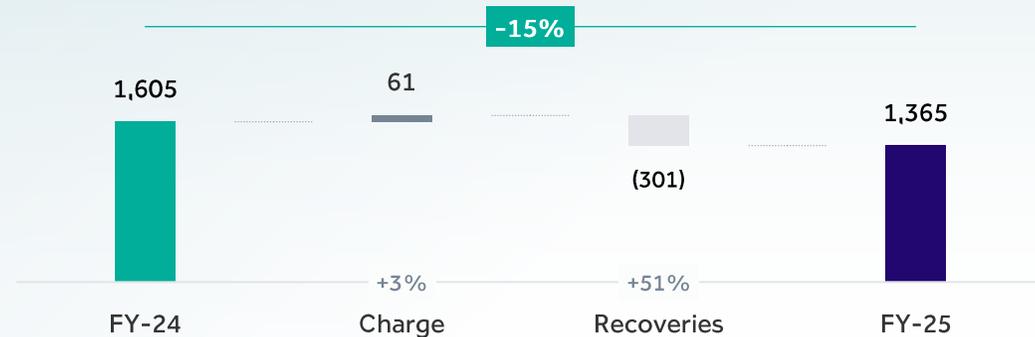
NPL Coverage Ratio



Stage-wise ECL on Gross Loans, 4Q-25, YoY

| Stage | 4Q-25 | YoY Change |
|---------|-------|------------|
| Stage 1 | 0.24% | -0.08% |
| Stage 2 | 10.6% | -6.4% |
| Stage 3 | 50.1% | -0.2% |

Impairments for Credit Losses Movement YoY (₹mn)



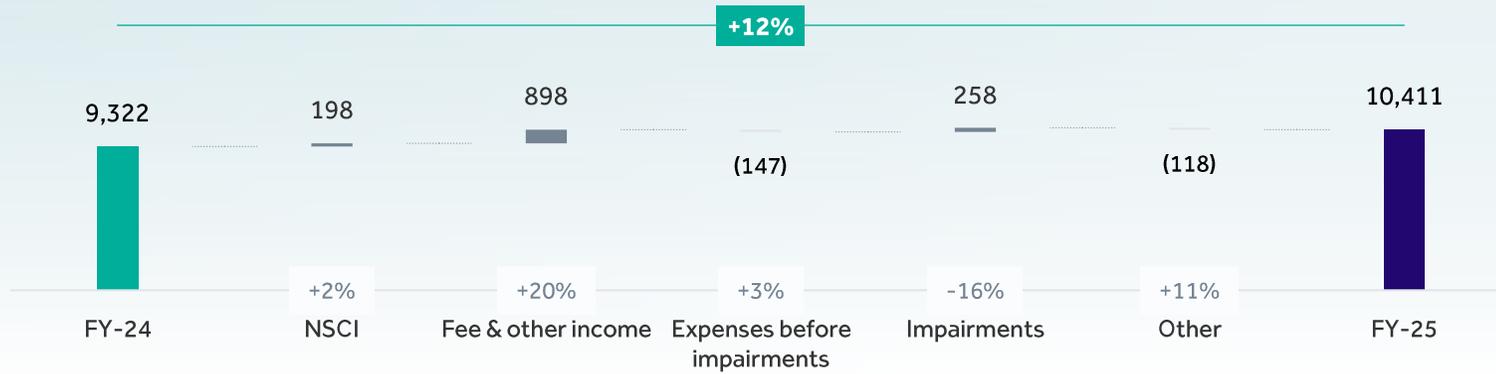
Cost of Credit Risk (%)



Net Income and Returns

Together these factors drove the solid growth in profitability

Net Income Movement YoY (₹mn)



Total Operating Income FY-25

▲
+6% YoY

₹
Million

18,381

Net Operating Income Before Impairment Charge FY-25

▲
+8% YoY

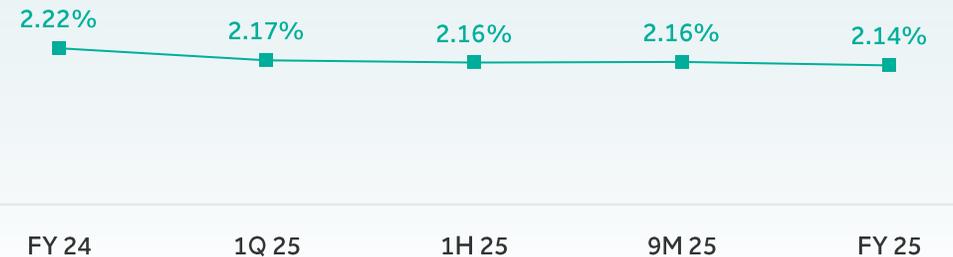
₹
Million

12,948

ROAE (%)



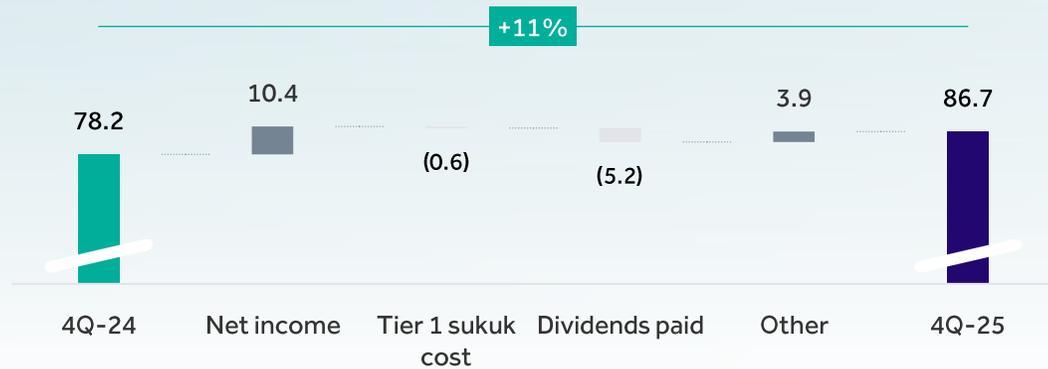
ROAA (%)



Capitalization

While capitalization remains healthy and well ahead of regulatory minima

Total Regulatory Capital Movement YTD (฿bn)



Risk Weighted Assets (฿bn)



Capital Ratios (%)



Total Regulatory Capital (฿bn)



Guidance

2030 strategy fuels the promising outlook for 2026

| | | FY 2025 | FY 2026 Guidance | Drivers |
|---------------|---|-----------------------------|-------------------|--|
| Balance Sheet |  Loans, Net | ₺ 373bn (17% YoY) | High Single Digit | Positive economic outlook and credit demand will support selective growth opportunities |
| |  Net Special Commission Income | ₺ 13.1bn (2% YoY) | High Single Digit | Asset mix and repricing efforts will support NSCI growth during the year |
| Profitability |  Cost to Income | 29.6% | Below 30.0% | Cost discipline will continue despite ongoing investments in line with the new strategic direction |
| |  Return on Equity | 16.9% | Above 16% | Sustained ROAE driven by top line growth, efficiencies and normalized cost of risk |
| |  Cost of Credit Risk | 39bps | 30bps – 40bps | Strong financial position and resilient credit environment will result in a stable cost of risk |
| Asset Quality | | | | |
| Capital |  Tier 1 Capital Ratio | 16.0% | Above 15% | Healthy capitalization driven by efficient capital management and internal capital generation |

2030 ROE Aspiration: High Teens

Q&A



Appendix



Guidance

Embedding Sustainability into the Bank's strategy

Environmental

| Net Zero financed emissions by 2060 | | |
|---|---|---|
| 2030 Target | Power: 186 tCO2/GWh Iron & steel: 1.3 tCO2/t steel | |
| Benchmark | 2023 | Power: 188 tCO2/GWh Iron & Steel: 1.4 tCO2/t steel |
| | 2024/2025 | under evaluation |
| Net Zero operations by 2035 | | |
| 2035 Target | Net zero operations by 2035 | |
| Progress | 2023 | Scope 1: 3,593 metric tons of CO2e Scope 2: 55,668 metric tons of CO2e |
| | 2024/2025 | under evaluation |
| Scale sustainable finance products and services | | |
| | ₤ 20bn Target 2030 | ₤ 34.6bn Achieved (as of Q3 2025) |

Sustainable Finance Framework (we currently enhancing the SFF and developing Transition Finance Framework).
Link: [Sustainable-Finance-Framework_tcm8-27876.pdf](#)

Rating Agency Score

| | | | | |
|--|--|---|---|---|
| Bloomberg ESG score 2.85 As of 2025 ▲ From 1.62 in 2024 RB is in the 66.4 percentile (Above Median) | S&P Global ESG Score 27 As of 2025 ▲ From 20 in 2024 | MSCI ESG Rating A As of 2025 ▲ From BBB in 2024 | Sustainalytics ESG Score 23.4 2024 & 2025 scores are the same | CDP ESG score Climate: D (disclosure) Water: C (awareness) |
|--|--|---|---|---|

Social

| Design tailored ESG training programs to develop and attract talents | |
|---|--|
| 2026 Target | Train 100% of employees in mandatory ESG topics and invest in leadership programs. |
| 2025 Update | 99% employees completed the trainings. |
| Increase women leadership representation and diversity / inclusion initiatives | |
| 2027 Target | 35-40% women in workforce. 20-30% women in leadership. |
| 2025 Update | 29% women in workforce 11.5% women in leadership |
| Financial Awareness "My Bank's Journey" | |
| An awareness bus travels across Saudi Arabia providing financial awareness program to a diverse audience. | |
| Total number of beneficiaries: 509,585 | Number of Volunteers: 594 |
| Volunteering Initiative | |
| To celebrate World Children's day, RB collaborated with King Saud University "Be My Friend" team from 2-19 November 2025 to wrap and distribute gifts for long stay pediatric patients. | |
| Social impact | <ul style="list-style-type: none"> 11 Activities 432 Volunteers 2,305 Beneficiaries |

Governance

| Integrate sustainability in Governance and Board (create sustainability committee) | |
|--|---|
| 3 tier level governance is established | <ul style="list-style-type: none"> Board Sustainability Committee, Executive Sustainability Strategy Committee, Sustainability Strategy Working Group and Sustainable Finance Working Group. |
| Integrate sustainability in Governance and Board | |
| 2025 Target | Sustainability KPIs are embedded in the executive compensation. |
| Sustainability policies | |
| 2025 Target | Develop an overarching sustainability policy to guide bank processes. |
| ESG risk management frameworks and policies | |
| Achieved | Phase 1: Capacity building. The ESG & climate risk policy has been developed and is pending the Board of Director's approval. |
| On track | Phase 2: implementation phase |
| Disclose in line with best practices and standards | |
| 2027 Target | Align ISSB disclosures. |
| 2024 Update | Alignment began. |
| Engage with regulator and industry to shape Sustainability practices in the region | |
| 2025 Target | Join four industry partnerships |
| Update | Riyad Bank is now a signatory to UNGC, UN PRB, PCAF, CDP and LMA. Riyad Bank is actively engaged with SAMA, Ministry of Economic & Planning on sustainability topics. |

Riyad Bank Contact

Contact the investor relations for more information

Investor Relations Contact

-  966 11 401 3030 Ext. 3502
-  Investor.relations@riyadbank.com
-  **Riyad Bank Tower**
King Abdullah Financial District (KAFD)
Financial Boulevard - Al Aqeeq District -
Building No. 3128
Postal Code 13519 – Secondary No. 6671
Riyadh, Kingdom of Saudi Arabia

Riyad Bank Head Office



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