## **Strategy and KPIs**

# Accelerating growth and innovation

## **Our Strategic Pillars**

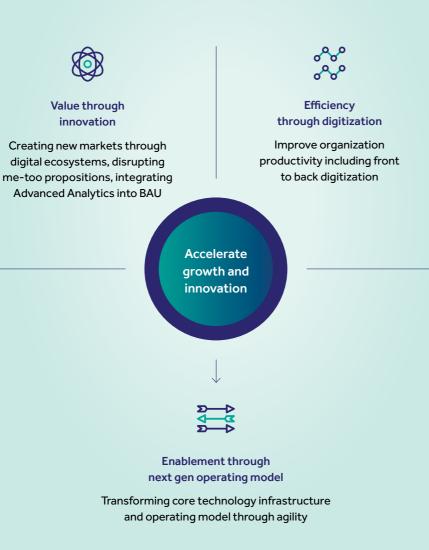
By 2025, our new corporate strategy identified several targets to be achieved to make Riyad Bank the best bank in the Kingdom through 4 key pillars:

**Riyad Bank is committed to** creating Shareholder and Stakeholder value by accelerating growth and innovation. Our customercentric, 5-year corporate strategy launched in 2021 enables every individual across the Bank to work in unison to overcome challenges, capture opportunities and pursue our vision towards a better future together. Fully aligned with the goals of Saudi Vision 2030 and our commitments to corporate sustainability, our strategy allows the Bank to pursue our business ambitions while contributing to the greater good and the success of the Kingdom.

### **Our Strategic Drivers**

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Our strategy will accelerate the Bank's growth and innovation, unlocking value in new and existing segments through innovative products and services while driving continuous improvement in customer experience and service.



Strategic Pillar	Most Profitable	Most Efficient	Most Innovative and Digitally Enabled	Bank of Choice
Description	We aim to be the most profitable bank in the Kingdom vs. our peers.	We aim to be the most efficient and effective bank in the Kingdom vs. our peers.	We aim to be the most developed, innovative and digitally enabled bank in the Kingdom.	We aim to be the Kingdom's Bank of Choice for customers and the best working environment for our employees.
Success Measurement Criteria	Return on Equity	Different Operational Efficiency and Productivity Ratio	Different Digitally Enabled Ratio	Customers and Employees Satisfaction indexes, and OHI.
2022 Achievements	<ul> <li>RoE: 14.5% (third in the KSA)</li> <li>ROA: 2.05% (second in the KSA)</li> </ul>	<ul> <li>Cost saving of SAR c.190 Mn. in 2022 through cost saving initiatives</li> <li>Cost to Income Ratio: 32.4%</li> </ul>	<ul> <li>More than 72% of new customers were attracted through digital channels</li> <li>More than 82% of our customers have registered on the digital services</li> </ul>	<ul> <li>OHI: 76</li> <li>The human capital sector won 3 awards presented by CIPD: Best Coaching and Mentoring initiative, Second Place for Best Recruitment and Talent Management strategy, Second Place for Most Impactful Diversity and Inclusion Initiative</li> <li>84% in customer satisfaction index from Saudi Central Bank</li> </ul>

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