

# **Table of Contents**

- 1 Alinma Overview
- **2** Strategy Update
- **B** Historical Financial Performance
- 4 Q1 2025 Financial Performance
- **5** Segmental Performance
- 6 Outlook & Guidance
- 7 Appendix

# Alinma Overview

Q12025



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# History



Alinma was established in 2006 as full-fledged shariah compliant banking services provider.

Est. 2006



#### **Establishment**

Alinma was established by Royal Decree by the Public Investment Fund (10%), the Public Pension Agency (10%) and the General Organization for Social Insurance (10%) 2007



#### Young Corporate Bank

Alinma began providing Shariah compliant banking services, asset management and brokerage services through its affiliates

2008



#### **Publicly Listed Company**

Alinma launched its IPO and became a publicly listed company on the Saudi Exchange (Tadawul)

2020



#### **Major Capital Increase**

Alinma increased its capital to 业 20 billion from 业15 billion via stock dividends to fund the next stage of growth **---**

2024



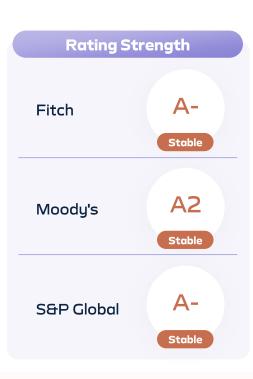
#### **Major Capital Increase**

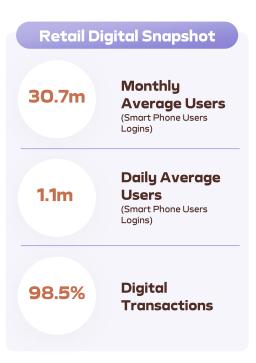
# Alinma Overview

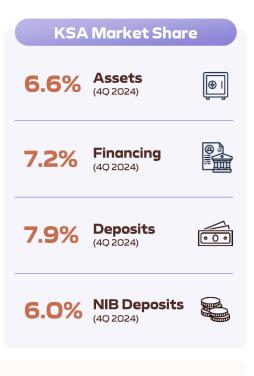


One Step Ahead

Financial Position				
Net Profit Margin #2 in KSA	<b>3.70%</b> (4Q 2024)			
ROE #2 in KSA	<b>18.80%</b> (4Q 2024)			
ROA #1 in KSA	<b>2.27%</b> (4Q 2024)			









Stock Highlights #5

**Traded Stock in KSA**By Volume and Value (1Q 2025)

**业10.5bn** 

Value Traded (1Q 2025) Market
Capitalization
(27 March 2025)

**13.8**%

Foreign Ownership (27 March 2025) 10%

Owned by Public Investment Fund

SOURCE: Bank Financial Statements, Tadawul

# Management Team

Alinma has built an experienced new management team poised to execute its strategy





**Abdullah Ali Al Khalifa** Chief Executive Officer



Saleh Abdullah Al Zumaie
Deputy Chief Executive Officer



Adel Saleh Abalkhail Chief Financial Officer



Jameel Naif Al Hamdan
Chief Corporate Banking Officer



Abdullah Jamaan Al Zahrani Chief Treasury Officer



**Abdulrahman Mohammed Al Nasser** Chief Retail Banking Officer



**Meshal Hamad Al Rabiah** Chief Risk Officer



Meshary Abdulaziz Al Jubair Chief Operating Officer



**Mohammed Sultan Al Sehali** Chief Internal Audit Officer



Saud Aied Al Mufaddaly Chief Compliance Officer



Hisham Abdullah Al Turaigi Chief Credit Officer



**Eyad Osama Al Othman** Chief Legal & Corporate Governance



Fahad Abdulaziz Al Mohaimeed Chief Strategy & Sustainability Officer



**Yaser Abdulaziz Al Marshde** Chief Sharia Officer



**Abdullah Mohammed Al Salamah** Chief Human Capital Officer



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# Strategic Positioning



Alinma Bank's strategic positioning cascades down into each business strategy



Bank wide

Segment wise

1

Be recognized and celebrated as the fastest and most convenient bank in KSA



Be the #1
in Net Promoter
Score (NPS)
across KSA Banks



Be the #1 Employer of choice across KSA Banks



Be the most digitally advanced, fastest, and most convenient Retail bank in KSA



Be the Corporate bank with the best customer experience (increasingly integrated) and offer the fastest turnaround time in KSA



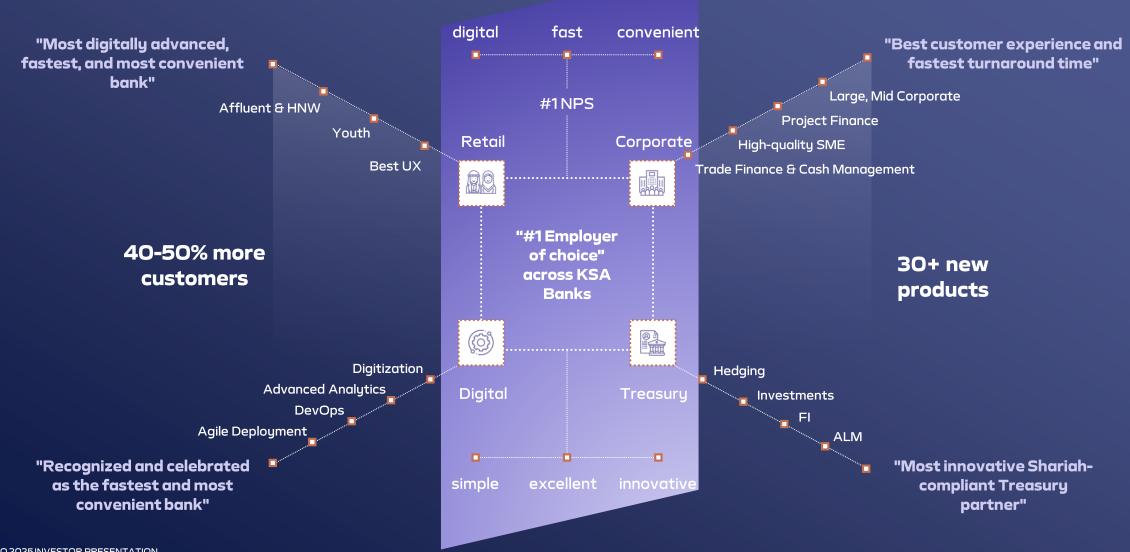
Be the most innovative Shariah compliant Treasury partner across KSA

8

# Strategy Overview



Key success factors for Alinma's strategic positioning



# Strategy Progress Update



Driving changes across the businesses and bank-wide

	2021-2025	1Q 2025	2025		
	Strategic Ambitions	Achievements	Initiatives In-Progress		
Digital	Build digital factory and apply latest available technologies -	Launched a new Digital Trade Finance Platform, and successfully migrated all trade customers	<ul><li>Driving Agile delivery of IT projects</li></ul>		
	Advanced Analytics (AA), Al and Big Data	Migrated corporate customers from corporate system to the new corporate digital platform	<ul><li>Continuously improving new digital app</li></ul>		
Fast	Improve processes and speed to market	Systems updated to cater for full digital real estate financing journey	<ul> <li>Continuous enhancement of digital journeys for key products and services to reduce turn around time</li> </ul>		
Convenient	Enhance customer convenience and experience	Replaced 136 old ATMs to latest high-tech new ATMs	O Simplify customers' key journeys		
		Implemented a modern, secure, and efficient new card management system	<ul><li>Continuous migration of products and services to digital channels</li></ul>		
Total		<b>75</b> <sub>/86</sub> Initiatives Completed	<b>11</b> /86 Initiatives In Progress		
Total	86 Initiatives	87%	13%		

## Retail



#### Focus on building two customer franchises

Focus to date
Wealth Segments

Acquisition focused on classic segments

Gold, Platinum, Diamond, and Private segment customers driving majority of deposits

Digital capabilities to acquire customers

Future Focus

# 1. Digitally-savvy Affluent and HNW

- Experienced professionals and self-employed Saudis
- **0** 35-50 year-old customers in the wealth segment
- O Drive growth in deposits

#### 2. Digitally-savvy Youth

- Young Saudi professionals and University students
- **0** 18-35 year-old customers in the wealth segment
- Drive growth in Financing

# 3. Customer experience and operational excellence

- Reinvent the experience and improve multi-channel delivery
- Enhance experience around digital journeys and inbranch services
- Elevate customer engagement through tailored services and products

#### Alinma Retail Vision

"Be the most digitally advanced, fastest, and most convenient Retail Bank in KSA"

Initiatives Completed to Date:

**19**/22 Initiatives Completed



86%

Key Achievements

1Q 2025

#### **New Operating Models and Effective Processes**



Implemented a modern, secure, and efficient new card management system. It will streamline card issuance, management, and transaction processing



Systems updated to cater for full digital real estate financing journey providing a seamless and efficient experience for customers



Introduced persona and behavior-based segmentation



Replaced 136 old ATMs to latest hightech new ATMs (95 offsite, 41 cash deposit) & installed 9 in new branches

#### **Distribution Expansion**

2

Opened 2 new branches.

# Corporate



#### Evolve the bank and diversify across sectors

**Future** 

**Focus** 

Focus to date Large corporates and project finance

Focused on lending

Leveraging Kafalah program

Build the cross-sell model

1. Large, mid-corporate & project finance

- Drive customer centricity, aligning RMs, product specialists and industry experts
- Revamp commercial processes
- Tech-enabled front line
- Enhance product & channel offering in cross-sell categories
- Integrate digital offering

2. High-quality SME portfolio

- Foster Kafalah program lending
- Extend SME portfolio along supply chain related offerings

3. Global Transaction Banking (GTB) – Cash & Trade Management

- Preferred GTB financial service provider
- Migrate business partners to GTB solutions for efficiency, productivity and higher profitability
- Lead in GTB field via innovation and digitalization

Alinma Corporate Vision

"Be the Corporate bank with the best customer experience and offer fastest turnaround time in KSA"

Initiatives Completed to Date:

**16**/21 Initiatives Completed

76%

Key Achievements

1Q 2025 **Growth in All Corporate Segments** 

+14% (YoY)

Growth in Corporate financing including SMEs

+32% (YoY)

growth in booked assets under Mid-Corporate banking segment +28% (YoY)

Growth in SMEs financing

**Automation** 



Automation Of Supply Chain Finance

# Treasury



#### Become core partner for corporate clients and grow FI franchise

Focus to date Liquidity management and stable risk

Strong track record with well-managed liquidity profile and investment revenue and stable risk

FI customers serviced well

Future **Focus** 

#### 1. Derivative products

- Grow product portfolio to provide holistic value proposition to clients
- **O** Drive Customer centricity to facilitate bank-level alignment and improved cross-sell revenues

#### 2. Enhanced financial institutions franchise

• Fls represent important source to diversify funding and show continued interest into KSA investments

#### 3. High Quality Asset Liability Management

- Grow deposits and long term liabilities on one side and term assets on the other to maintain a healthy balance sheet
- Continue to focus on liquidity and stable funding ratios

Alinma **Treasury Vision** 

> "Be the most innovative Shariah compliant Treasury partner across KSA"

**Initiatives Completed to** Date:

**12**/12 Initiatives Completed

100%

Key

2025

**Achievements** 

**兆1.65Bn** 

Executed Interbank repo transactions

**Expansion of Products and Volumes** 

+19% (YoY)

Growth in Exchange income

Multiple cash flow hedge transaction **Increased FI Coverage** 

+6 banks

Correspondent FIs added globally

# Digital



#### Build Digital to scale customer experience and operational excellence across the bank

Focus to date **Driving digital** capabilities

**Pursuing initiatives** across Advanced Analytics and Big Data, AI and RPA

Projects are driven by Agile ways of working

Augment digital work force with best in class talents and upskill digital teams by establishing digital training e-academy 1. World-Class Digital Capabilities

- Accelerate digitization
- O Progress on Advanced Analytics while building new capabilities
- Reinvent the customer experience and improve multi-channel capabilities
- Leverage the ecosystem to create innovative and unique propositions

2. Improve Operating Model

- Deliver with speed, quality and efficiency
- Improve ways of working, e.g. Agile delivery, DevOps, etc.
- Establish the digital factory to power rapid delivery and foster innovation

3. Drive Operational Excellence

• Improve efficiency through digitization of services and products

O Automate internal processes using robotics to enhance turnaround times.

Alinma

"Be the most digitally advanced, fastest, and most convenient Retail Bank in KSA"

**Initiatives Completed to** Date:

**17**/20 Initiatives Completed

85%

**Future** 

**Focus** 

Key **Achievements** 

2025

experiences

Implemented fully automated, data-driven lifecycle management, enhancing activation, retention, and engagement through tailored **Expansion of Products and services** 



Migrated of corporate customers from corporate system to the new corporate digital platform, offering advanced self-service capabilities and innovative tools to streamline financial operations for businesses

Launched a new Digital Trade Finance Platform, and successfully migrated all trade customers. This platform aims to

streamline Trade Finance Operations, improve customer satisfaction, and increase the bank's market share in the trade finance sector

launched in the Bank's App: **New Branding** PFM to public Domestic labor salaries via Musaned Opening dependent accounts

14

for kids (<15) by parents

# **Human Capital**



Fostering a great working environment and being the cultural transformation champions in the organization

Focus to date Hiring and training activities

Improve Work Environment

Female Empowerment

Hire Top Talent

1. Drive cultural change agenda

- O Cascade new strategy to organization and embed in communication
- Measure and improve employee engagement/ organizational health
- Regularly celebrate success stories

2. Grow capabilities across the bank

- Hire top talent including new capabilities (i.e. data science)
- O Continuously develop capabilities through learning
- Develop rotational programs, new career path to foster innovation

3. Organizing Alinma for success

- Adjust working model based on new requirements
- Implement agile forms of organization in future
- Digitalize and streamline HC processes

Alinma Human Capital Vision

"Be the #1 Employer of choice across KSA Banks"

Initiatives Completed to Date:

9/9 Initiatives Completed

100%

Future

**Focus** 

Key Achievements

1Q 2025 **Increased Employee Engagement** 



Launched the new internal portal "Maak" with advanced features, and improved usability for employees

**/** 

Town Halls meetings were conducted across the Central, North, Eastern, and Western regions, during which the CEO Launched the new vision, mission and core values Increased Training & Key Placements



Launched specialized programs for middle management for 80 candidates

+80%

Of employees completed the training needs analysis during the first quarter Workforce

96%

23%

Saudization Rate Female percentage of total workforce

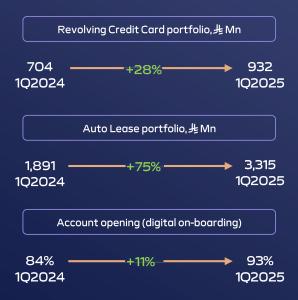
# Strategy Financial KPIs

Driving growth and sustainable progress



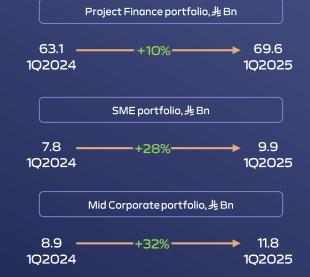


#### Retail





#### Corporate





#### Treasury



# Historical Financial Performance Q12025



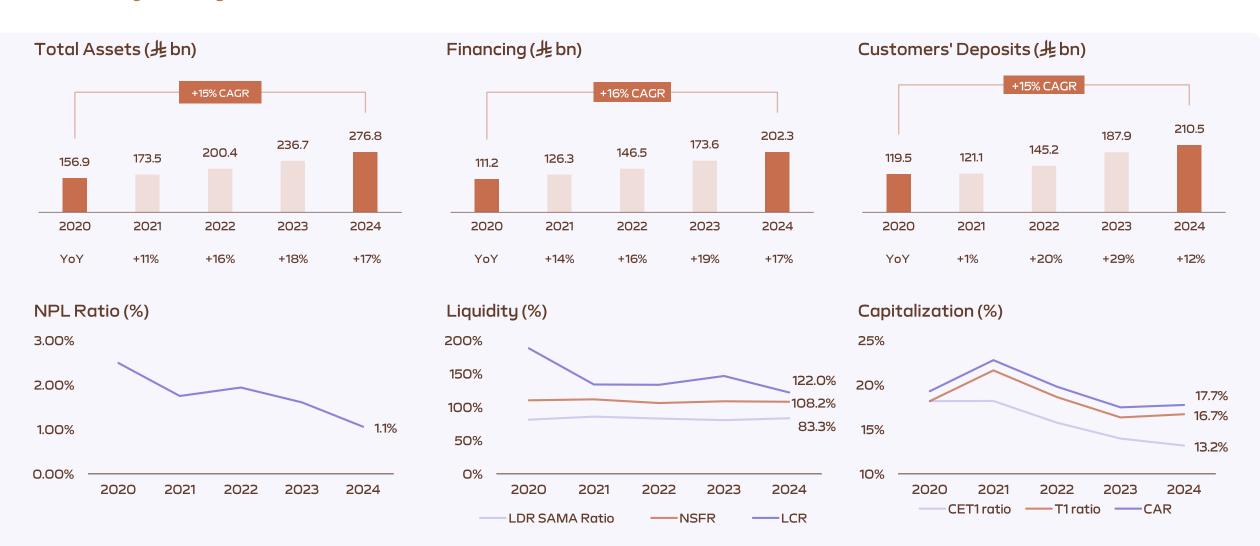
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## **Balance Sheet Track Record**



Solid history of strong balance sheet momentum...



# P&L Track Record

2021

2022

——Yield rate

2023

0%

2020

Net profit margin



...translating to consistently strong top-line growth and solid profitability

3.58%

2024

COF rate

25.0%



1Q 2025 INVESTOR PRESENTATION

2022

2023

2024

2021

2020

0.00%

2021

2020

2022

2023

2024

# Q12025 Financial Performance



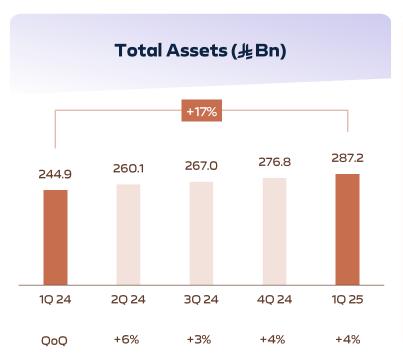
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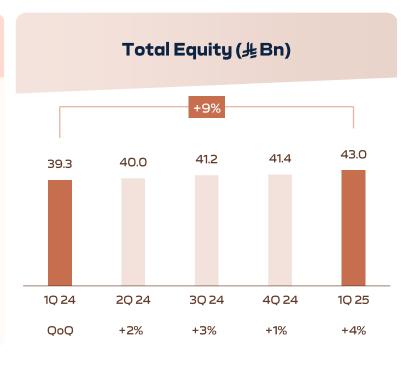
# 1Q 2025 Balance Sheet Highlights



Balance sheet growth from financing and investments growth funded mainly from customers' deposits









1Q 25 Customers'
Deposits

非Bn
218.8
+4%

1Q 25 LDR SAMA Ratio

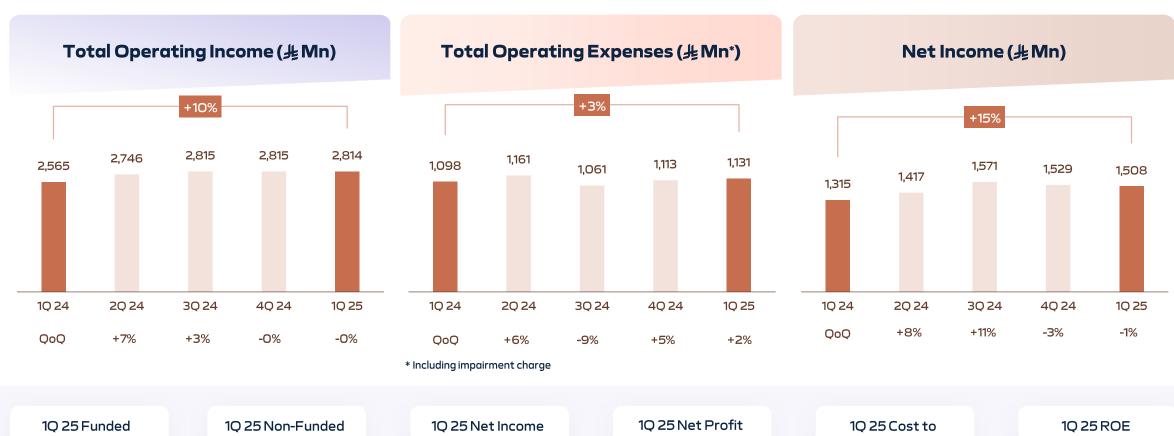
1Q 25 CAR

18.3% -74
BPS YOY

# 1Q 2025 P&L Highlights



Operating income growth drove a 15% increased in net income for 1Q 2025



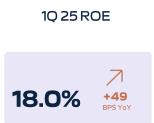












# **Balance Sheet Trends**

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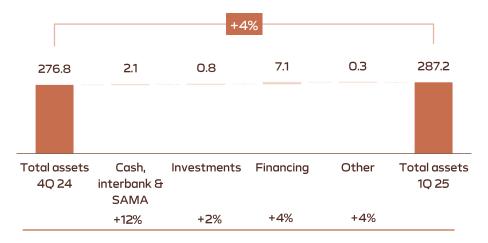
Balance sheet growth of 4% YTD driven by financing and investments

#### **Management Commentary**

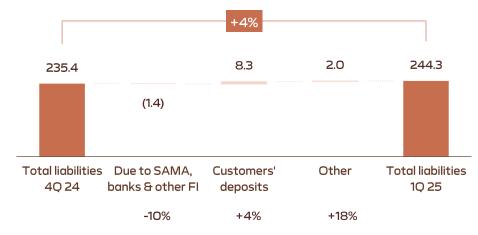
- Growth in total assets of 4% YTD mainly driven by 4% financing growth and 2% growth in investments.
- Total liabilities grew by 4% YTD mainly from a 4% increase in customers' deposits.

非 (mn)	1Q 2025	4Q 2024	∆%	1Q 2024	∆%
Cash, interbank & SAMA balances	20,478	18,360	+12%	13,563	+51%
Investments	49,457	48,625	+2%	45,338	+9%
Financing	209,435	202,308	+4%	180,702	+16%
Other assets	7,853	7,534	+4%	5,256	+49%
Total assets	287,222	276,827	+4%	244,859	<b>+17</b> %
Due to SAMA, banks & other FI	12,546	13,936	-10%	8,638	+45%
Customers' deposits	218,839	210,545	+4%	188,988	+16%
Other liabilities	12,886	10,905	+18%	7,885	+63%
Total liabilities	244,271	235,386	+4%	205,511	+19%
Share capital	25,000	25,000	0%	20,000	+25%
Retained earnings	3,796	3,188	+19%	2,469	+54%
Otherreserves	5,405	4,503	+20%	8,128	-34%
Tier1sukuk	8,751	8,751	0%	8,751	0%
Total equity	42,952	41,442	+4%	39,348	+9%

#### Total Assets Movement YTD (业bn)



#### Total Liabilities Movement YTD (业bn)



# P&L Trends

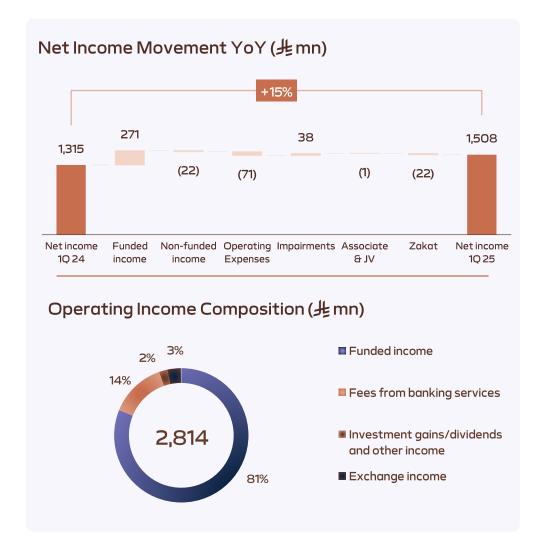


Net income for 1Q 2025 grew by 15% YoY supported by growth in operating income.

#### **Management Commentary**

- Net income for 1Q 2025 grew 15% YoY to ±1,508mn from 10% operating income growth.
- 1Q 2025 funded income increased by 13% YoY, and the non-funded income decreased by 4% YoY.

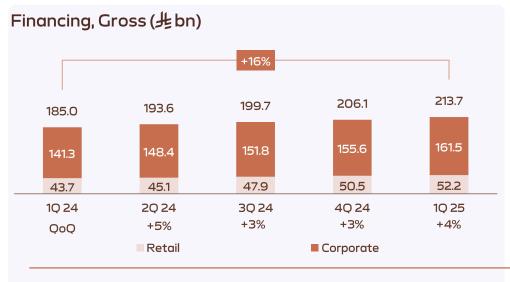
류(mn)	1Q 2025	4Q 2024	Δ%	1Q 2024	∆%
Funded income	2,283	2,266	+1%	2,012	+13%
Non-Funded income	531	549	-3%	553	-4%
Total operating income	2,814	2,815	0%	2,565	+10%
Operating Expenses	905	864	+5%	834	+9%
Net operating income before impairment charge	1,909	1,951	-2%	1,731	+10%
Impairments	226	249	-9%	264	-14%
Net operating income	1,682	1,702	-1%	1,467	+15%
Income before zakat & income tax	1,681	1,705	<b>-1</b> %	1,466	+15%
Zakat	173	176	-2%	151	+15%
Net income	1,508	1,529	-1%	1,315	+15%



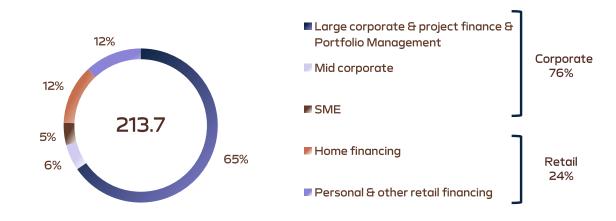
# Financing

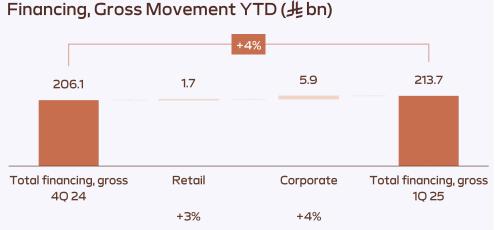


Gross financing growth of 4% YTD is driven by 3% increase in retail financing, and 4% in corporate financing



#### Financing, Gross Composition (是bn)





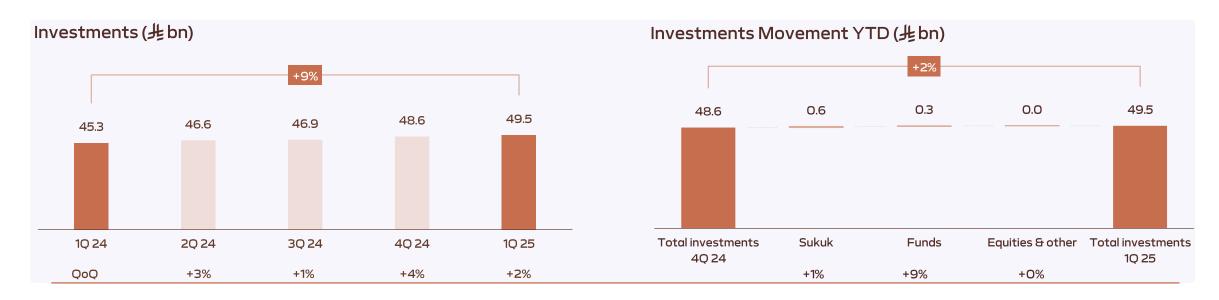
#### **Management Commentary**

- Retail financing saw a 3% increase YTD, driven primarily by a robust growth in auto financing, complemented by a healthy expansion in home financing.
- Corporate financing growth continued its momentum with a 4% increase YTD, driven by a 9% growth in mid-corporate, along with a 6% growth in SME financing YTD.
- Gross financing comprises of 76% corporate and 24% retail as of March 31st 2025.

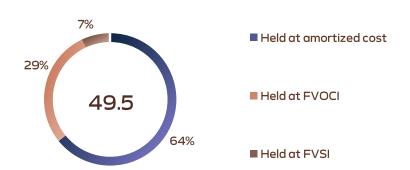
## Investments



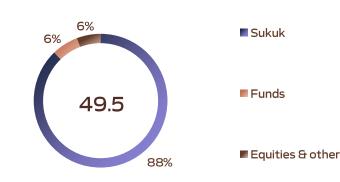
9% growth in investments YoY from additional investment grade securities



#### Investments Composition (业bn)



#### Investments Composition (业bn)



#### **Management Commentary**

- Investments growth of 2% during 1Q 2025.
- The investment portfolio as at March 31<sup>st</sup>, 2025 comprised of 88% sukuk investments, 6% funds and 6% equities & other investments.

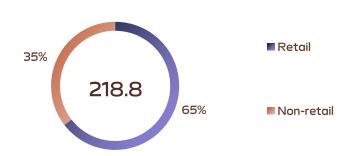
# **Deposits**



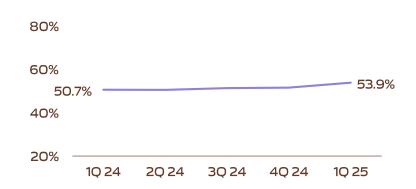
Deposit growth of 4% driven by continuous healthy growth of CASA by 8%







#### CASA % of Total Deposits (%)



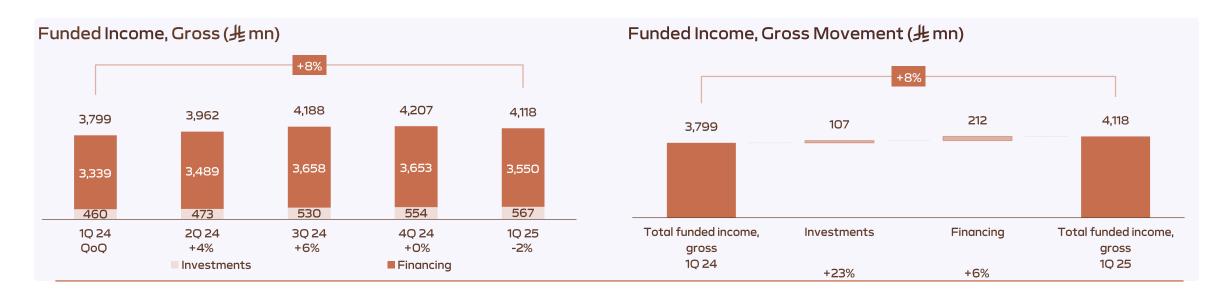
#### **Management Commentary**

- Deposits increased by 4% during YTD
   1Q2025 driven by growth in CASA by 8%.
- CASA Deposit composition improved by 3.2 ppts.
- Total deposits comprise of 65% retail and 35% non-retail deposits as of March 31<sup>st</sup>, 2025.

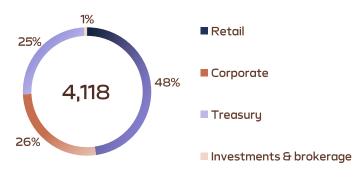
# Income from Financing & Investments



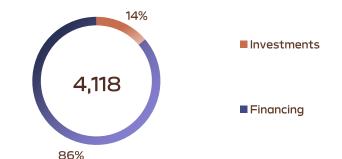
Gross funded income continues a healthy growth driven by 23% growth in investment income and 6% growth in financing income







# Funded Income, Gross Composition (是 mn)



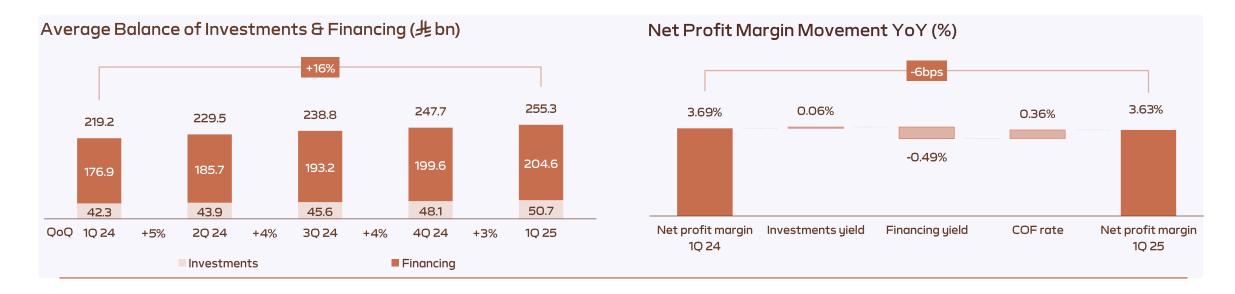
#### **Management Commentary**

- Gross funded income for 1Q 2025 increased by 8% YoY to 此4,118mn from a 23% increase in investment income and a 6% rise in financing income.
- Income from financing makes up 86% of total gross funded income and income from investments comprises 14%.

# **Net Profit Margin**



Average balance of investments and financing grew 16%; while net profit margin decreased 6bps YoY







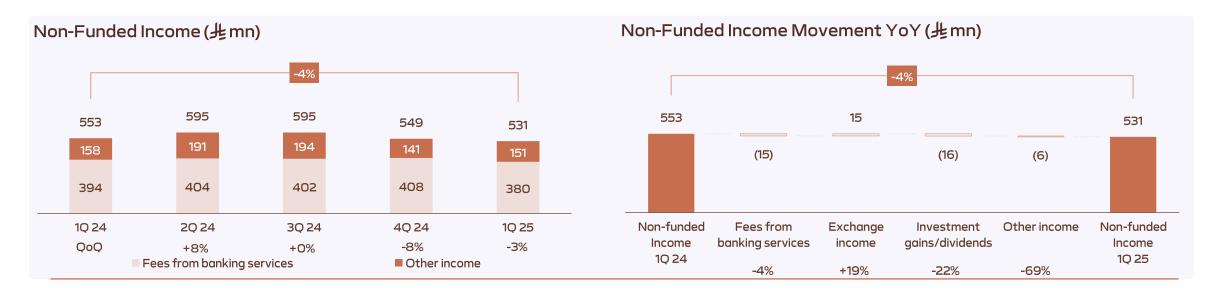
#### **Management Commentary**

- Average balance of investments and financing grew 16% YoY.
- Net profit margin decreased by 6bps YoY to 3.63% in 1Q 2025.

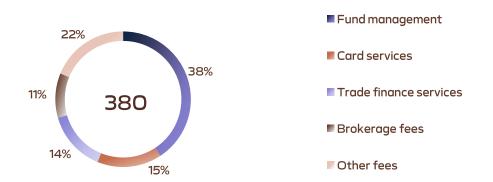
# Fee and Other Income



Non-funded income for 1Q 2025 decreased by 4% YoY



#### Fees from Banking Services Composition (是mn)



#### **Management Commentary**

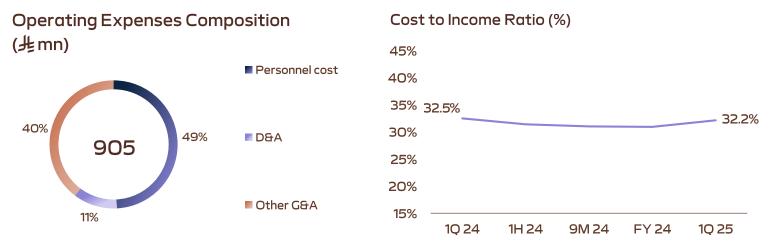
- Non-funded income for 1Q 2025 decreased 4% YoY to 是531mn from decline in fees from banking services and investment gains/dividends offset by a 19% increase in exchange income.
- Fund management fees comprise the majority of fees from banking services at 38%, while card services fees account for 15%, other fees for 22% and trade finance services and brokerage fees represent 14% and 11% respectively.

# **Operating Expenses**



Operating expenses grew at a rate of 9% YoY, driven by higher employee and G&A costs.





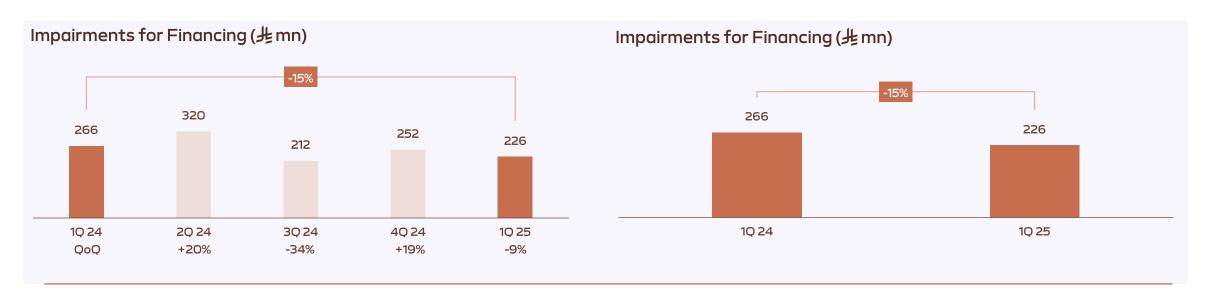
#### **Management Commentary**

- Operating expense growth stabilized at 9% YoY, reaching £ 905mn for 1Q 2025.
- Personnel cost comprise the majority of operating expenses at 49%, while other G&A account for 40%, and D&A represent 11%.
- +1.2ppts positive Jaws contributed to a 3bps decrease in the cost to income ratio YoY from 32.5% to 32.2%.

# Impairments for Financing



Cost of risk for 1Q 2025 improved by 16bps to 0.43%





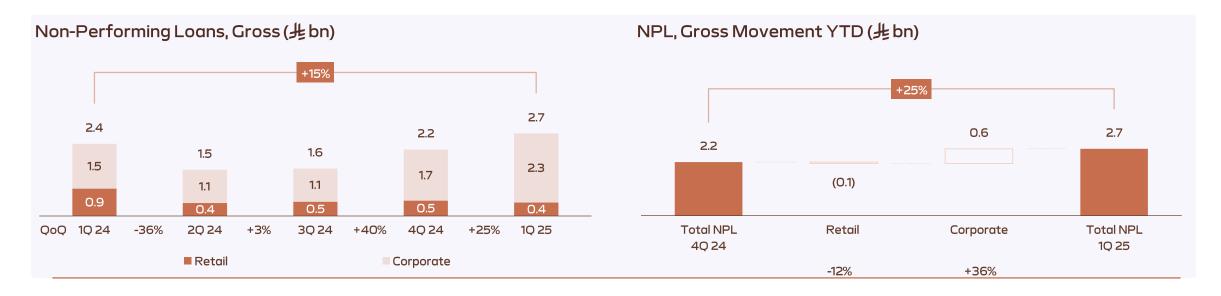
#### **Management Commentary**

- 1Q 2025 impairment charge for financing decreased by 15% YoY to 此226mn.
- Cost of risk for 1Q 2025 improved by 16bps YoY to 0.43%.
- 86% of impairment allowance in 1Q 2025 pertains to corporate and 14% is for retail financing.

# Non-Performing Loans



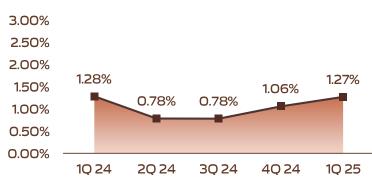












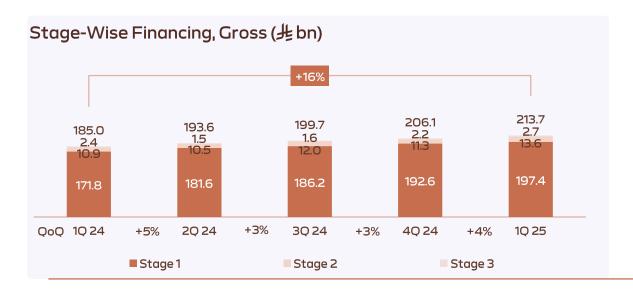
#### **Management Commentary**

- NPL ratio decreased by 1bp YoY to 1.27% in 10 2025.
- Retail financing, which account for the smaller proportion of NPLs, decreased by 12%, while corporate NPLs increased by 36% YoY.
- The NPL ratio for retail stood at 0.8% while corporate stood at 1.4% as at 1Q 2025.

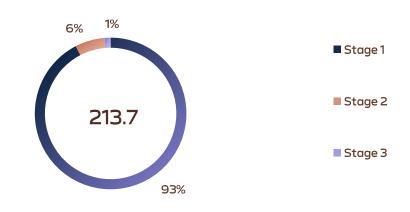
# **NPL** Coverage

NPL coverage decreased YoY

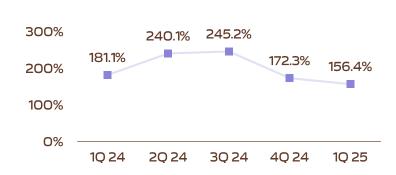


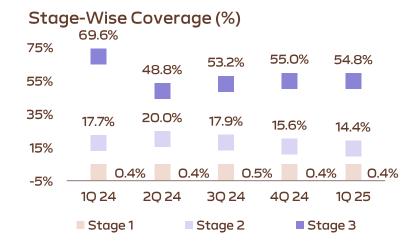






#### NPL Coverage Ratio (%)





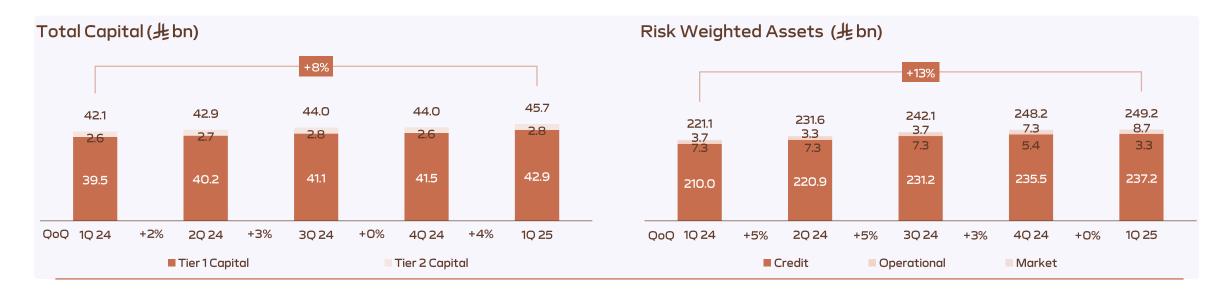
#### **Management Commentary**

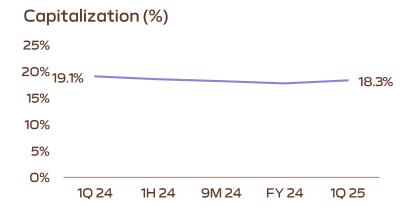
• NPL coverage decreased by 24.7ppts YoY to 156.4%.

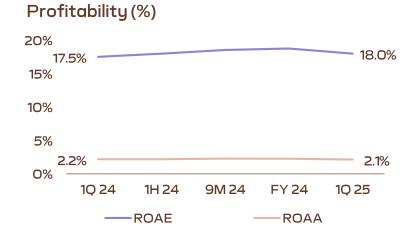
# Capitalization



Capital grew 8% YoY while ROE saw an increase of 49bps YoY







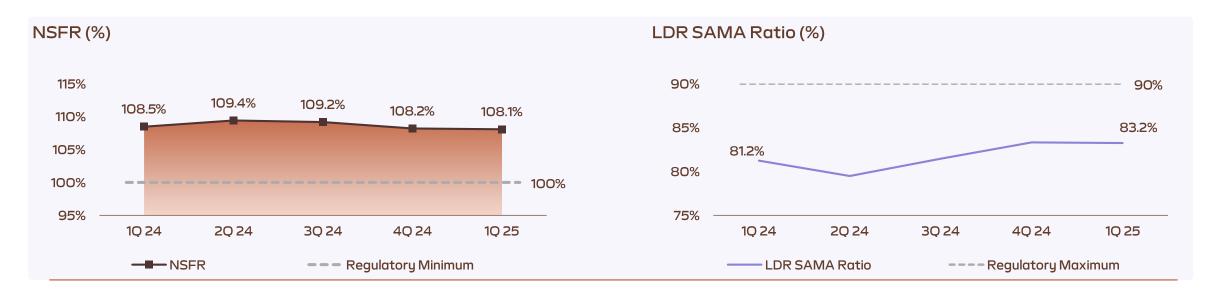
#### **Management Commentary**

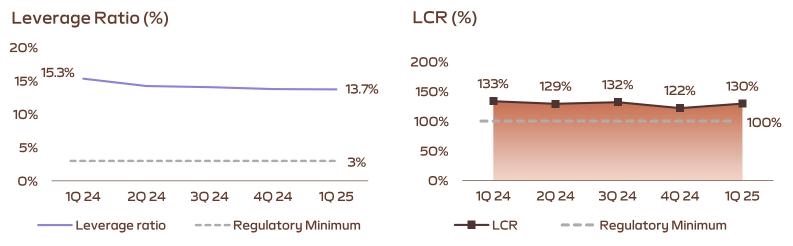
- CAR decreased by 74bps YoY to 18.3%
- ROE saw an increase of 49bps YoY and ROA decreased 5bps YoY.

# Liquidity



#### Alinma's liquidity position is healthy and comfortably within regulatory limits





#### **Management Commentary**

- NSFR decreased by 40bps YoY to reach 108.1%.
- LDR ratio increased 2ppts YoY to 83.2%.
- The leverage ratio increased 1.6ppts YoY to 13.7%.
- LCR decreased by 3ppts YoY to 130%.

# Segmental Performance

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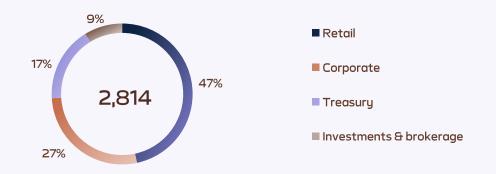
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# Segmental Performance Highlights

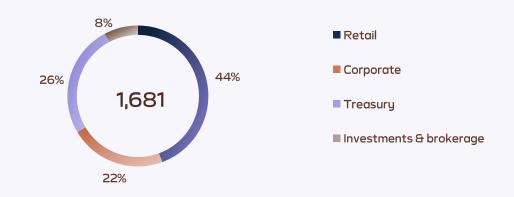




## Operating Income Composition (北 mn)



## Net Profit Before Zakat Composition (业mn)



# Customers' Deposits Composition (生 bn)



# Financing, Gross Composition (步bn)

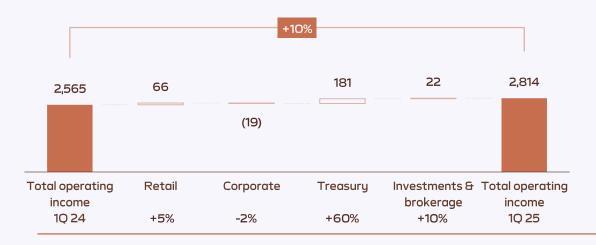


# Segmental Performance Highlights

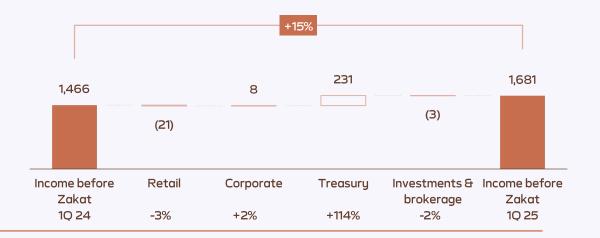
Retail and Treasury reported growth in operating income YoY



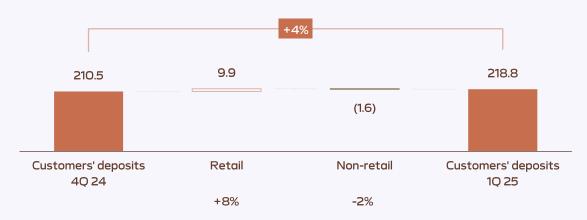
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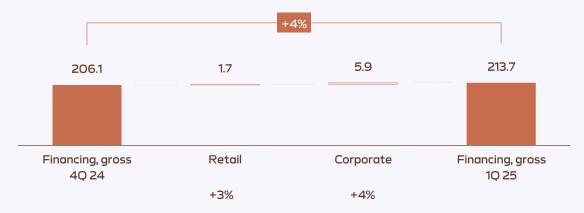
#### 



## Customers' Deposits Movement YTD (非bn)



# Financing, Gross Movement YTD (生bn)

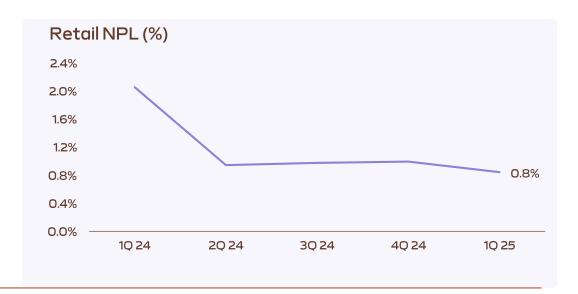


# Segmental Performance - Retail



## Financing and deposit growth driving operating income growth of 5% YoY

生(mn)	1Q 2025	4Q 2024	Δ%	1Q 2024	∆%
Income from investments and financing, net	1,216	1,190	+2%	1,133	+7%
Fees from services & other income	95	138	-31%	133	-16%
Total operating income	1,312	1,328	<b>-1</b> %	1,246	+5%
Total operating expenses	558	484	+15%	467	+19%
Total charges/(reversals) for impairments	8	(65)	+112%	12	-37%
Income for the period before zakat	746	909	-18%	767	-3%



#### Retail Deposits (步bn)



# Retail Financing (非bn)



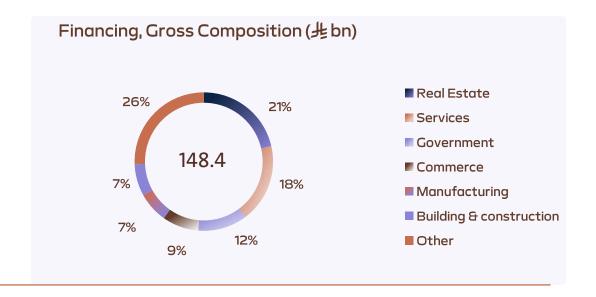
# **Management Commentary**

- Retail operating income grew by 5% YoY to 生1.312mn from 7% increase in funded income.
- Retail net income decreased by 3% YoY.
- Retail deposits increased 18% while financing increased by 20% YoY.
- The retail NPL ratio decreased during 1Q 2025 to 0.8%.

# Segmental Performance - Corporate

Corporate net income increased by 23% in 1Q 2025

业 (mn)	1Q 2025	4Q 2024	∆%	1Q 2024	∆%
Income from investments and financing, net	681	701	-3%	700	-3%
Fees from services & other income	91	96	-5%	90	0%
Total operating income	772	797	-3%	790	-2%
Total operating expenses	182	178	+3%	173	+5%
Total charges/(reversals) for impairments	219	318	-31%	255	-14%
Income for the period before zakat	371	301	+23%	363	+2%



# Corporate Deposits (韭bn)



# Corporate Financing (生 bn)



# **Management Commentary**

- Corporate financing increased by 14% YoY.
- Corporate financing rose by 14% YoY while corporate deposits increased 23%.
- The corporate NPL ratio increased by 37bps YoY to 1.4%.

# Segmental Performance - Treasury

## Operating income and net income increased YoY

业 (mn)	1Q 2025	4Q 2024	∆%	1Q 2024	∆%
Income from investments and financing, net	356	342	+4%	152	+134%
Investment-related income	57	12	+354%	73	+22%
Fees from services & other income	71	107	-34%	77	-8%
Total operating income	484	462	+5%	303	+60%
Total operating expenses	49	99	-50%	102	-52%
Total charges/(reversals) for impairments	0	(6)	-103%	(2)	-109%
Net operating income	434	368	+18%	203	+114%
Share of loss from an associate and joint venture	(1)	(2)	-57%	(1)	+61%
Income before Zakat	433	366	+18	202	+114%





### Treasury Assets (此bn)



## **Management Commentary**

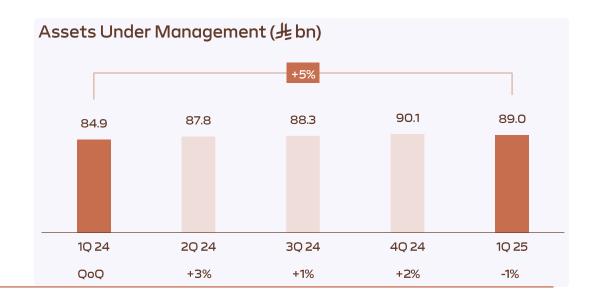
- Treasury operating income increase by 60% YoY to £484mn in 1Q 2025 due to increase in income from investment by 134%.

# Segmental Performance – Investments & Brokerage

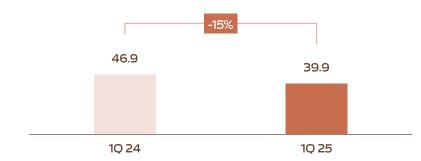


#### Modest operating income growth in 1Q 2025

星(mn)	1Q 2025	4Q 2024	Δ%	1Q 2024	∆%
Income from investments and financing, net	30	32	-7%	26	+13%
Fees from services & other income	217	196	+11%	199	+9%
Total operating income	247	228	+8%	225	+10%
Total operating expenses	116	103	+12%	92	+26%
Income before zakat	131	129	+2%	134	-2%



#### Brokerage Trading Income (是mn)



# Brokerage Trading Values (业bn)



# **Management Commentary**

- Investment and brokerage (I&B) operating income rose by 10% YoY to 步247mn from 9% increase in non-funded income.
- I&B net income increased 2% YTD.
  - Brokerage trading income decreased by 15% YoY and brokerage trading values decreased 35% YoY, and AUM increased by 5% YoY.

Outlook & Guidance

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# Guidance



Acceleration of strategic execution drives a promising outlook for 2025

		1Q 2025A	2025G	Drivers
Balance Sheet	Financing Growth	+15.9% YoY	Mid teens	Solid Mid-Corp, SME & Retail growth from strategic initiatives; continuing the growth in corporate financing
	Net Profit Margin	<b>3.63%</b> -6bps YoY	-10bps to 0bps (Revised from-5bps to 5bps)	Declining rates, combined with anticipated slightly higher CoF, will be offset by continued growth in CASA, guide for flat to lower Net Profit Margin.
Profitability	Cost to Income Ratio	32.2%	Below 30.5% (Revised from below 30%)	Growth in income, digitization & process optimization driving efficiencies
	Return on Equity	18.0%	Above 19%	Improving top line and efficiency driving improving ROE
Asset Quality	Cost of Risk	0.43%	40-50bps (Revised from 45-55bps)	Cautiously expecting stable credit quality and NPL coverage
ျို် Capital	CAR Pillar 1 (T I + T II)	18.3%	18%-19%	Improving top line with efficiencies in equity management

Appendix Q12025



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# Our ESG in progress

**Our Values** 

25,383

Towards passion We're collaborative

We're transparent We're innovative





Achieved

20% reduction

from baseline









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