



**ALIOR
BANK**

ALIOR BANK. OR NOTHING

2025-2027 STRATEGY

MARCH 2025



OVER 17 YEARS, ALIOR BANK HAS BEEN BUILT FROM SCRATCH



Superior Banking
Culture
2008

Digital Disruptor
2017-2020

More than a bank
(Value-added
services)
2020-2022

Your Bank of everyday life,
Your Bank for the future
2023-2024

2025 – 2027



FROM THE GROUND UP TO A TOP 10 BANK IN POLAND...

...now entering
onto **a path of
growth in
relationship
banking,**
leveraging our
**competitive
strengths**

#1 IN CONSUMER FINANCE

We granted every fifth loan
in Poland

DISTINCTIVE BRAND

3. most recognizable brand
communication*

MODERN TECHNOLOGIES

Cloud-based data and
AI/ML solutions

NIMBLE DISTRIBUTION MODEL

Diverse channels

STRONG IN RISK MANAGEMENT

Advanced tools and
automation

PART OF A STABLE GROUP

PZU Group – the market
leader in insurance

ROE ~24%

above market return



DIVIDEND: 50%

of net profit in 2024

NUMEROUS CHANGES AHEAD: OPPORTUNITIES AND CHALLENGES

AN EVOLVING ENVIRONMENT



CUSTOMER

Evolving customer preferences

Demographic challenges,
an aging population



ECONOMY

Challenges on the path to carbon neutrality in Poland by 2050

Expected interest rate decline



BANKING SECTOR RISKS

Regulatory-driven changes



TECHNOLOGY

Revolution in work models and productivity
driven by GenAI

Cybersecurity risks



GEOPOLITICS

Geopolitical tensions
negatively affecting
business stability and
performance

ALIOR BANK

OUR VALUE PROPOSITION



We will leverage our **growth capabilities** and **leadership in Consumer Finance** to scale up relationship banking



We will remain **close to our customers and partners**, accompanying them where and how they need us in the most convenient way – **Alior Bank will be the best option available**



We will offer simple banking – **a complete banking experience in a modern, digital format**



For our shareholders, we will be **a source of stable income**

ALIOR BANK. OR NOTHING

WE SET AMBITIOUS GOALS FOR THE STRATEGIC HORIZON 2025–2027



SCALING UP



Scaling Up

#1

Maintain leadership in
Consumer Finance

~30%

Growth in the active customer
base and volumes



HIGH RESILIENCE



High Resilience

+15%

Revenue growth despite
the expected interest rate
decline

+38%

Growth in fee and commission
income (including insurance)
as a stabilizing factor



OPERATIONAL EXCELLENCE



Operational Excellence

~35%

C/I ratio, maintained despite
cost inflation and the
reinstatement of BFG
contributions

<4.9%

NPL ratio, ensuring safe
business growth



A dividend-paying bank

2027 Targets

~2.6

Billion PLN net profit

>50%

Dividend as a share of
net profit

RETAIL CUSTOMER: WE HAVE A PROVEN GROWTH FORMULA – NOW IN A NEW EDITION



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE



Consumer Finance

Entry into new sectors with installment offers and **strengthening position in e-commerce**

Increased **conversion of customers to current accounts**



Relationship customers

Competitive **offering of core products** at attractive prices

Refreshed brand to support relationship building



New mobile app

Modern, **intuitive mobile app** at the heart of customer relationships – a key element of our value proposition

2027 Targets

#1

Position in the installment loan market

~30%

growth in the number of relationship customers

2.1 mln

of retail relationship customers

RETAIL CUSTOMER: THE NEW, INTUITIVE MOBILE APP WILL BE THE AT THE HEART OF CUSTOMER RELATIONSHIPS



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE

Complete Banking Experience

The app will enable users to handle every banking-related need – so they can focus on what truly matters

Accessible Solutions

There is no need to be an expert to carry out everyday operations. Our solutions are designed to ensure user confidence in navigating the app

Modern technologies

We see an opportunity for a fresh start. The race to harness AI in the management of finances has only just begun

(Cyber)Security

In our app, your finances are protected against cyberattacks

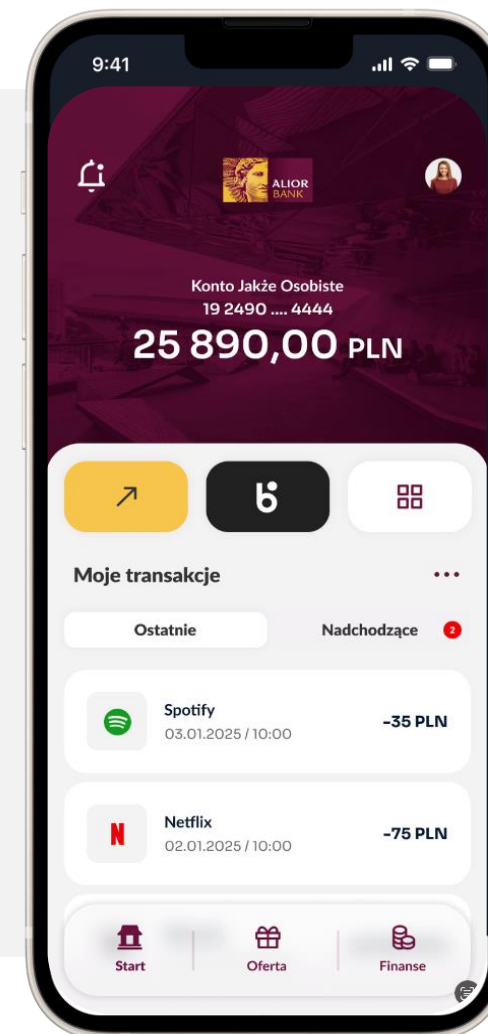
2027 Targets

60%

of E2E (end-to-end)
sales initiated through
the mobile channel
(double the 2024 level)

+75%

of mobile app users among
relationship and installment
customers



BUSINESS CUSTOMER: WE WILL OFFER ATTRACTIVE DIGITAL SOLUTIONS AND PRODUCTS FOR MICRO AND SME SEGMENTS



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE



Digital Banking

A new generation of digital banking for business customers: integration of digital and mobile channels with customers' key systems



Activation and acquisition

Online offering focused on acquiring new and activating existing **Micro and SME** customers (including sector specialisation and competitive pricing policies)

2027 Target

~25%

growth in the number of relationship customers

173k

of relationship business customers

BUSINESS CUSTOMER: WE WILL DEFINE A NEW PARADIGM OF DIGITAL BANKING FOR ENTREPRENEURS



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE

Modern digital banking embedded in the customers' systems and moving away from value-added services (VAS) towards system integration – offering leading-edge solutions, including for Micro and SME segments.



KSeF Integration (National e-Invoicing System)



ERP System Integration



Logistics Systems – Warehouse



Business Intelligence Reporting



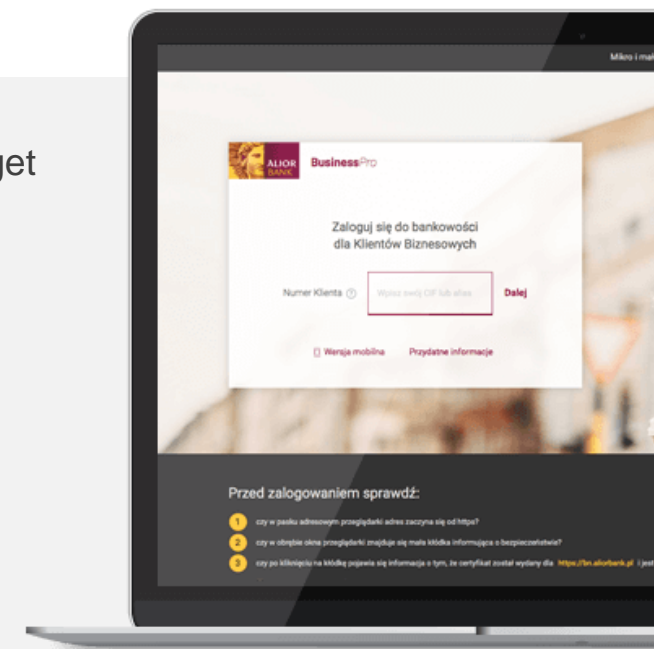
Professional Support



e-Commerce Integration (eShop, eSale)

A system composed of: Alior Business Online, Alior Business Mobile, and the Business Customer Product Centre, integrated with leading ERP systems through Bank Connect

2027 Target



>90%

of relationship customers using digital banking solutions

RETAIL CUSTOMER: WE AIM FOR STABLE REVENUE GROWTH DESPITE THE ANTICIPATED DECLINE IN INTEREST RATES



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE



Modern CRM Tools

CRM systems focused on **cross-selling cash loans**, including integration with **the mobile app for installment customers**



Bancassurance and Investments

Expansion of **offerings in cooperation with PZU Group**, particularly in stand-alone and retirement products



Integrated Channels

Physical branch network review and refresh of format, alongside process improvements within branches



Digital Mortgage

Mortgage offerings enhanced by **digital processes and strengthened sales capabilities**, supporting lending across a broad range of customers and property types

2027 Target

+14%

Revenue growth in the Retail Banking segment

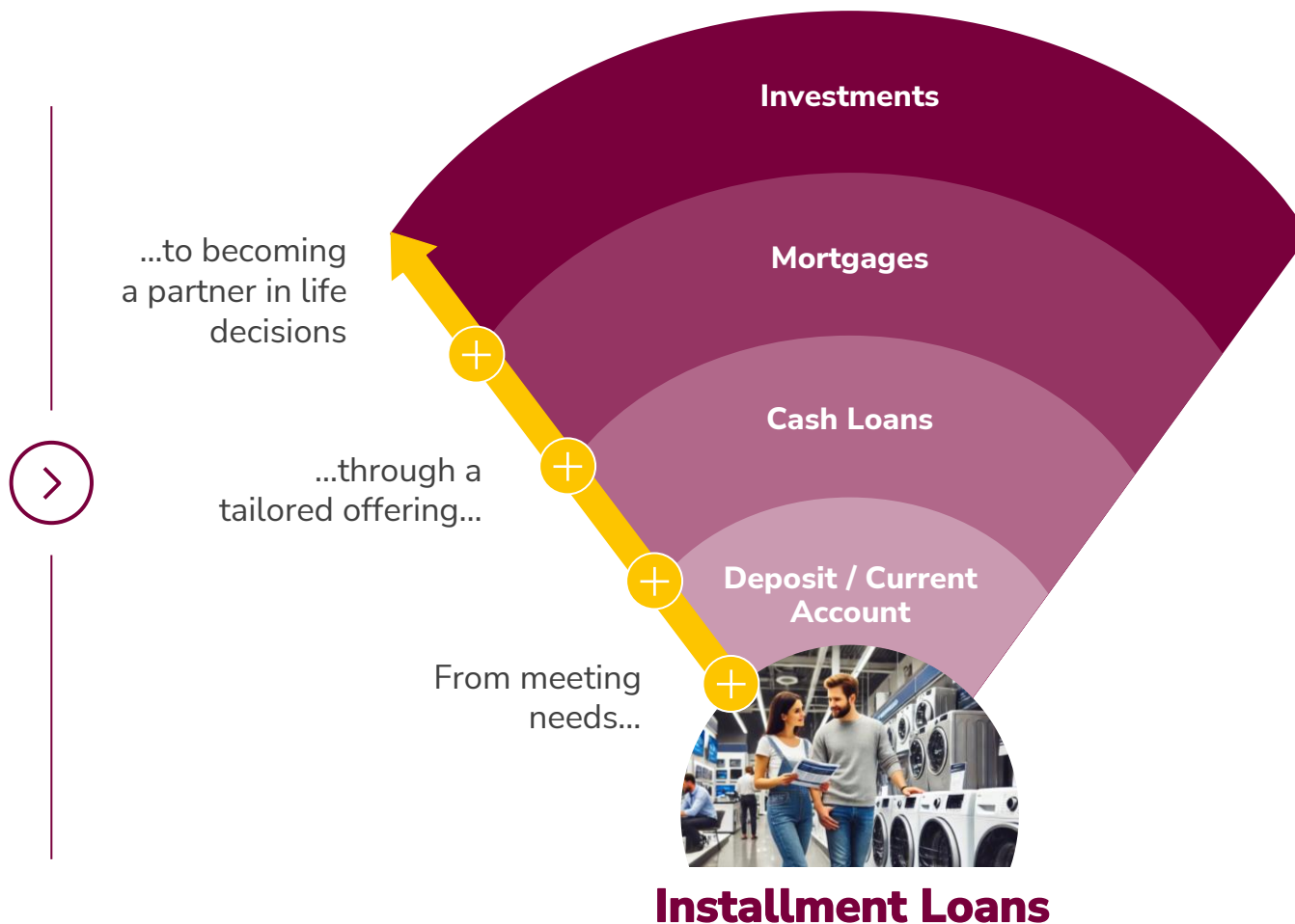
RETAIL CUSTOMER: OUR MODERN CRM WILL ENABLE US TO FULLY CAPITALISE ON OUR STRENGTH IN INSTALLMENT PRODUCTS TO BUILD LONG-TERM RELATIONSHIPS

We will utilise modern CRM tools and advanced data analytics to transform our customer base into multi-product relationships

2027 Target

3x

growth in conversion from installment customers to relationship customers



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HIGH RESILIENCE



OPERATIONAL EXCELLENCE

BUSINESS CUSTOMER: A COMPETITIVE OFFERING OF LEADING DIGITAL BANKING SOLUTIONS AND PRODUCTS FOR MICRO AND SME SEGMENTS



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HIGH RESILIENCE



OPERATIONAL EXCELLENCE



Modern CRM Tools

CRM tools for Business

Customers+ focused on tailoring offerings to the needs of demanding Business Customers, enabling effective cross-selling and holistic relationship management



Specialised Offering

Development of a specialised product portfolio, including: **ESG-linked loans**, **leasing** (for used cars and machinery, a leasing limit included in every credit decision), and **factoring**

2027 Target

+21%

Revenue growth in the SME segment (including leasing and factoring)

WE WILL LEVERAGE THE POTENTIAL OF PZU GROUP TO STRENGTHEN CUSTOMER RELATIONSHIPS



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HIGH RESILIENCE



OPERATIONAL EXCELLENCE

Maintaining a leading position in bundled products...

2027 Target

Every 4th

cash loan from Alior Bank with insurance provided by PZU

...while expanding the offering of stand-alone insurance in cooperation with PZU

- Expansion of **individual product offerings** – with a focus on motor and property insurance
- Increased **sales** of insurance products via **the mobile channel**

2027 Target

x7

gross written premium from stand-alone policies in 2027 compared to 2024

OPERATIONAL EXCELLENCE: WE WILL REDESIGN OUR OPERATING MODEL TO SUPPORT THE DELIVERY OF BUSINESS GOALS



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE

	Measures	2027 Targets
People: the best place to work	Organisational transformation based on Agile , development of career paths and work-life balance	Employee engagement index >60%
Technology and operations: Innovation, automation, and (cyber)security	Enhanced self-service through continued automation and application of (Gen)AI	Automation of orders >60%
	Advancing to the next level of technology – Digital Transformation 2.0, including: Data Lakehouse as the foundation for AI/ML use cases (cross-sell, retention, risk) maximum scalability through cloud infrastructure, development of low-code/no-code platforms Cybersecurity embedded in the Bank's DNA a foundation for stable, digitally resilient growth	Digital Transformation 2.0 100%
Risk and treasury: Enablers of growth	Automation of risk areas, including credit processes built on AI/ML models Updated liquidity and capital policy	NPL ratio <4.9%



ESG as a lever for enhancing Alior Bank's positive impact on the environment

PEOPLE: WE WILL CREATE THE BEST PLACE TO WORK BY ENGAGING TEAMS IN AGILE TRANSFORMATION, AS WELL AS DEVELOPMENT AND WORK-LIFE BALANCE INITIATIVES



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE



Maturity – Achieving More Together

Establishing an **agile operating model** built on modern tools and strong collaboration



Development – New Horizons

Creating a growth-friendly environment based on clear **competency-building paths**



Balance – Empathetic Workplace

Building a work environment that fosters **diversity and supports well-being**

2027 Target

>60%

maintaining a high score in the employee engagement index

OPERATIONS AND TECHNOLOGY: WE WILL IMPLEMENT MODERN SOLUTIONS AND SIMPLIFIED PROCESSES WITH A HIGH DEGREE OF STABILITY, AUTOMATION, AND (CYBER)SECURITY



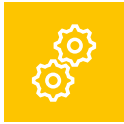
SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE



Automated and Efficient Operations

Self-service in digital channels (primarily Alior Mobile), e.g., early loan repayment

Automation and simplification of post-sales processes to improve back-office operations



Modern Technology Solutions

Modern **Data Lakehouse architecture**, ML and (Gen)AI tools, within a harmonised development ecosystem

Migration to the cloud and maximum scalability through the development of hybrid cloud infrastructure

Modernisation of ways of working, including: use of AI tools in software development, deployment of AI in system monitoring and IT maintenance

2027 Targets

60%

of transactions are automated

100%

completion of Digital Transformation 2.0

RISK AND FINANCE: WE WILL LEVERAGE RISK PROCESS AUTOMATION AND OPTIMISED LIQUIDITY AND CAPITAL POLICY TO SUPPORT GROWTH



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE



Process Automation

Use of **advanced risk models** and **AI** to: improve the quality of risk models, streamline credit processes, and enhance collections processes



Enhancement of liquidity and capital structure

Capital: Optimal capital structure

Liquidity: Executing a sustainable liquidity policy

2027 Target

<4.9%

NPL (Non-Performing Loan ratio)

ESG: WE WILL ENHANCE ALIOR BANK'S POSITIVE IMPACT ON THE ENVIRONMENT THROUGH NEW INITIATIVES



Financing our customers' sustainable transformation

Maintaining, over a 10-year horizon, **a maximum exposure limit of 1% for credit** exposures classified as high ESG risk

Reduction of Bank's CO₂ emissions: 100% of electricity purchased with guarantees of origin and **declaration to achieve Net-zero** by 2050, preparation of a transition plan through 2027

Diversity within the organisation, especially the **advancement of women:**

- gender pay gap <2.5%;
- 50% share of women in management positions*;
- Launch of a support programme for employees returning from parental leave (reboarding)

Sensitivity towards people:

- Engagement in local community initiatives,
- Increase in the share of skill-based volunteering in the corporate volunteering programme

Financial education and increased awareness of **cybersecurity** among employees and customers

Youth program: Financial Start

Responsible governance and procurement processes; ESG matters introduced into agreements with franchise partners and ESG criteria included in evaluation processes for specific procurement categories

Inclusion of ESG goals in **the management incentive system**

2027 Targets

>10%

share of sustainable transformation products in new sales to Business Customers

<2.5%

adjusted gender pay gap



SCALING UP



HIGH RESILIENCE



OPERATIONAL EXCELLENCE

ALIOR BANK 2025-2027 STRATEGY SUMMARY

We know our strengths: growth capabilities and a leading position in the **Consumer Finance market**, a solid capital base, efficient risk management, a strong distribution network, and a committed team

We will ensure excellence of our operating model

We will significantly scale up our operations, ensuring that our revenues become more **stable and resilient** to market effects

We will deliver **stable financial results** and **dividends** for our shareholders

ALIOR BANK. OR NOTHING

Key targets for 2027

Revenue PLN billion	~7.0
Profit PLN billion	~2.6
ROE	>18%
C/I	~35%
Dividend % of net profit	>50%

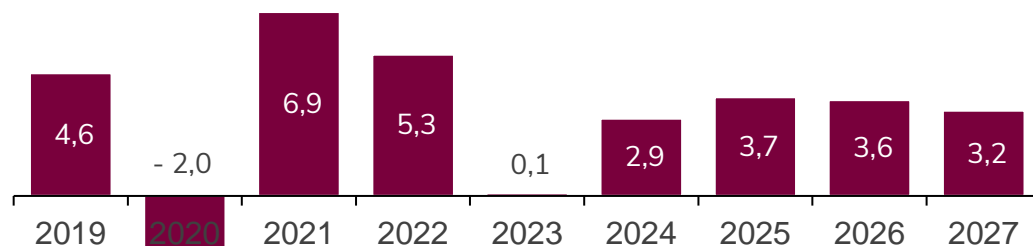


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APPENDICES

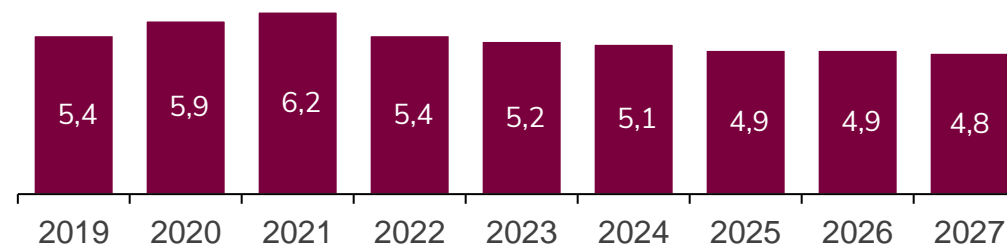
APPENDIX: MACROECONOMIC FORECAST

GDP (real, %, y/y)



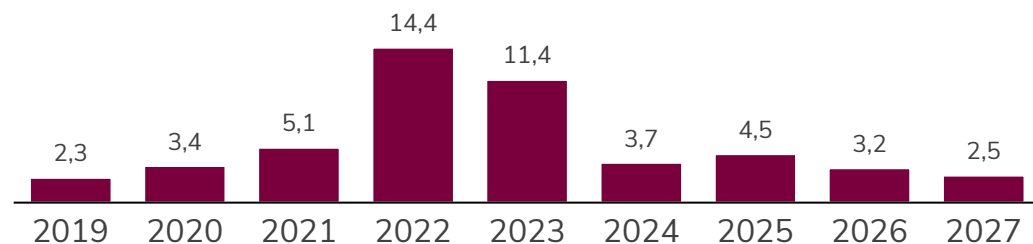
- Economic growth in 2025–2027 will be supported by consumption, EU-funded investments, a strong labour market, and moderate recovery in external demand

Average annual unemployment rate (%)



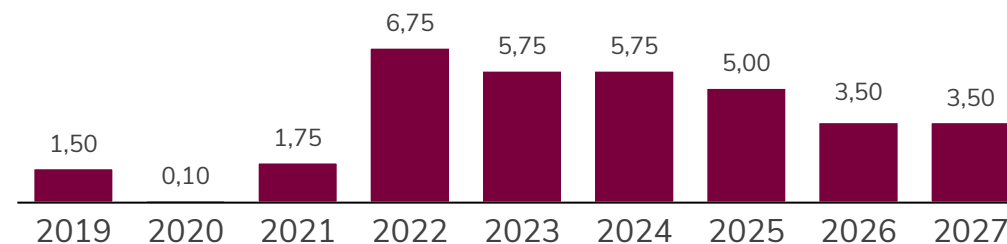
- A slight decrease in the unemployment rate is expected over the 2025–2027 horizon

CPI inflation – average (% y/y)



- In 2025, a gradual decline in inflation is forecasted, with a drop to around 4% y/y in the second half of the year
- In 2026 and 2027, inflation is expected to stabilise around the NBP's inflation target

NBP reference rate (% end of period)



- In 2025, potential for gradual interest rate cuts in the second half of the year, followed by faster reductions in 2026, and stabilisation thereafter
- In the long term, interest rates will remain higher than pre-pandemic levels, due in part to a tight labour market

APPENDIX: GLOSSARY OF TERMS AND ABBREVIATIONS

ROE – return on equity

C/I – cost-to-income ratio

NPL (Non-Performing Loans) – loans at risk

CRM – Customer Relationship Management

VAS - Value-Added Services

AI - Artificial Intelligence

Relationship customer in the retail segment – a customer who has a current account and meets one of the conditions: performing outgoing transactions, or having specific products, or logging in to electronic channels

Relational customer in the business segment – a customer who meets one of the conditions: performing outgoing transactions, or having specific products, or logging in to electronic channels

Brand communication awareness – a measure of awareness of bank advertisements, monitored at Alior Bank in the Brand Condition Study conducted by Kantar, based on the answer to the question "Have you seen the last advertisement of any of the banks?"

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