

The impact of digitalization on value creation in Islamic banks: A case of Al Salam Bank of Algeria

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Summary: The impact of digitalization on value creation in Islamic banks: A case of Al Salam Bank of Algeria Digitalization plays a pivotal role in value creation within Islamic banks, optimizing Sharia-compliant operations while improving efficiency and customer experience. The article studies the impact of digitalization on value creation within Al Salam Bank of Algeria through the analysis of its financial performance and digital indicators between 2021 and 2025. The main objective is to examine the challenges and issues that Islamic financial institutions will face during their digital transformation and the contribution of this digitalization to the overall value creation for the bank and its clients.

Keywords: Digitalization, Islamic banking, value creation, Al Salam Bank of Algeria.
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I-Introduction:

Islamic finance is presented as a branch of finance, aiming to establish an economic and financial order in accordance with Islam. Islamic finance was particularly resilient during the international financial crisis that affected all growth indices, thanks to the true traceability of its transactions and its affiliation with a financial family that promotes moral and ethical values.

In a world increasingly oriented toward new technologies, digital transformation appears as one of the levers of economic growth in Algeria. This profound transformation is gradually taking place in all areas of activity. The stakes are enormous. Digitalization is becoming a major asset for measuring a country's economic vitality and a powerful vector for attracting investors.

Islamic banking cannot overlook this true perpetual evolution that fintech is experiencing today. Islamic fintech can be considered as the delivery of Islamic finance products using technology; Islam accepts any innovation as long as it does not break the ethics and fundamental principles of Sharia. Therefore, we pose the following problem:

I.1. Research problem

Could digitalization be a growth and value creation booster for Islamic banking?

From this issue arise the secondary questions:

1. What is the impact of digital on the financial performance of the bank?
2. What is the impact of digital on value creation at AlSalam Bank?
3. What are the areas for improvement that can be suggested to Al Salam Bank of Algeria for the optimal implementation of its digital transformation?

I.2. Hypotheses:

H1: Digital has a significant and positive impact on the financial performance of Al Salam Bank of Algeria.

H2: Digital has a significant and positive impact on value creation within Al Salam Bank of Algeria.

I.3. Research Objective: The objective of this research is to study digital transformation in the Islamic banking sector in general and within Al Salam Bank of Algeria in particular, and to measure its impact on value creation.

II- Literature Review:

Islamic finance, also known as ethical finance, is an independent economic model that is neither a product of the capitalist system nor the socialist system. It is governed by rules from fourteen centuries of history and is intended to attract deposits from both the Muslim and non-Muslim communities.

II.1. Islamic banking and digitalization:

« Islamic finance is presented as a form of financial intermediation based on the precepts of Islam, its operation relies on principles set by Muslim law (Sharia) and other Islamic jurisprudence (Fiqh) of the ulama, the scholars of Islam. In itself, this financial intermediation is simple; it is based on the sharing of gains and losses, cooperation between partners with a view to transparency, and the success of collective economic projects in the interest of the ummah, the community of Muslims » (Saidane, 2009)

Mabid Ali AL JARHI and Munawar IQBAL define Islamic banking as: "an institution that receives deposits and conducts all banking activities except for interest-based lending and borrowing operations..." It plays the role of an investment manager for depositors whose funds belong to the category of investment deposits... The Islamic bank shares its net gains with its depositors in proportion to the date and time of each deposit. Depositors must be informed in advance of the profit and loss sharing formula with the bank. (IQBAL & AlJarhi, 2001)

Islamic banks are institutions whose main activity is financial intermediation, which allows them to meet financing needs in a balanced, equitable, and socially responsible manner by eliminating incompatibilities between savers and investors in terms of maturity, funds, and risk. This generates economies of scale related to transaction costs during the routing of funds and reduces risks caused by information asymmetry. Islamic banks operate with the intention of making profits while respecting Sharia law and acknowledging the uncertain nature of the outcomes of the financed operations. These must be backed 100% by tangible assets while relying on the principle of profit

and loss sharing (PLS) and cooperation between partners.

The Islamic bank is both a charitable organization and a profit-driven entity called to finance projects, sell products, and generate profits, thus reconciling profit with the ethics derived from Islam.

Ultimately, Islamic banks have a dual commercial and financial vocation. Far from being limited to the classic mission of financial intermediation, they are involved in the activities of creation, transformation, and commercialization of wealth as full-fledged stakeholders.

When the web appeared in the late 90s, it was hard to imagine how profoundly the internet would disrupt the business ecosystem and consumer habits. In just a few years, banks—like other industries—saw their business model significantly impacted. In just over a decade, a true tidal wave has hit the banking sector, forcing its players to adapt quickly to survive and remain competitive.

The ultimate goal of ethical finance being to serve humanity, to achieve what Muslim scholars call *maqassid* (Usmani, 2024), it is interesting to look into how Islamic finance will use new technologies to offer useful financial services at a competitive cost.

Islamic banks, governed by the principles of Sharia (prohibition of Riba, Gharar, and Maysir), are integrating digitalization to offer products such as digital Murabaha, online Ijara, or Sukuk via blockchain. This generates value by reducing operational costs by 20-30% and expanding access to inclusive finance, particularly for microfinance (Hirfati).

In Algeria, the monetary law 23-09 institutionalizes digital banking, boosting electronic transactions to 22,958 billion DZD in 2023. (Kouah, 2025)

II.2. Digital transformation & value creation: According to (Bharadwaj & al., 2013) and (Vial, 2019) "digital transformation" refers to the thorough integration of digital technologies into all organizational processes, radically altering customer connections, business paradigms, and organizational structures. Building on this, (Kane & al., 2019) suggest that this evolution encompasses a cultural and strategic realignment aimed at improving agility, responsiveness, and value creation, going beyond a mere technological approach.

Digitalization creates value thru four main axes: optimizing customer experience via mobile applications and chatbots, redesigning operational processes with automation, modifying internal methods thanks to Big Data, and transforming the business model thru fintech partnerships.

II.3. The Challenges Faced During Digital Transformation:

- The evolution of behaviors: highly connected, more and more people are using remote channel services provided by banks to perform certain basic operations (account inquiries, transfers, payments...). In this new relationship, the advisor loses importance in the face of their client.
- The emergence of new competition: digital technology has facilitated the appearance of new players who have come to rival traditional financial institutions. This competition has accelerated with the proliferation of mobile devices offering attractive rates and extended hours 6/7 days a week.
- Better access to information: digital platforms allow real-time access to transaction histories,

balances, and Sharia-compliant reports, reducing processing times from several days to a few seconds. This optimizes financing decisions.

- The loss of certain monopolies: the latest threat to traditional financial institutions: the emergence of Fintech. These start-ups specializing in financial technologies generally focus on offers of banking products and services with low regulation and high margins (payment methods).
- The significant decrease in commissions and in-branch traffic. (Bouabdellah, 2022)

II.4. Resisting new entrants: Fintechs

The democratization of digital technology in the banking ecosystem forces these institutions to adopt a new paradigm and, however, jeopardizes the system of banks resistant to the adoption of new technologies. This hypothesis is verified in numerous fields such as the media sector or, currently, the banking sector, a highly regulated area that will not escape this wave of changes. The pressure exerted by digitalization on the banking sector is primarily a reflection of the changing mindset of bank users. The new players in this sector, well encouraged by the government, have become aware of these new challenges and have started to prove themselves. They have positioned themselves in the most profitable segments of the banking market. This positioning is not by chance; they mainly focus on front office banking activities known for being less affected by regulatory pressure. Apart from their positioning, Fintechs have adopted a different approach from that of banks. They advocate a "customer-centric" strategy, while traditional banks have chosen to center their strategy around their products. As a result, banks are seeing their market shares being eroded by this new competition. Cannibalization is attacking retail banking from all sides, from the back office to the front office.

On the other hand, some industry experts see these FinTechs as partners that are entirely complementary to traditional players. Indeed, Chris Skinner (Skinner, 2016), one of the main influencers in the financial markets, makes predictions in this regard, as he is convinced that Fintechs do not necessarily seek the end of traditional banking but rather to unify their forces through partnerships in order to create value in this market.

II.5. The impact of digital on banking compliance and its risks

The notion of banking compliance, or Compliance, is a concept that encompasses a whole set of obligations for the bank. It must therefore constantly ensure compliance with the various rules in force, such as: - the regulatory and legislative provisions specific to banks - the standards, practices, and professional ethics- the codes of ethics, the codes of conduct, and the internal procedures

Generally, banking institutions have a department that is specifically dedicated to compliance and ethics functions. This service is under the direction of internal control bodies such as the board of directors to ensure its paramount independence in its functioning. The compliance and ethics service is expanding its scope of activities within banks and thus encompasses 3 areas of activity:

Legal affairs, ethics (popularization of laws, codes, and regulations; prevention of external and internal frauds, etc.) and financial security (policy for preventing risks of money laundering, financing of terrorism, embargo violations, and asset freezing, etc.).

This function operates completely independently and is specifically responsible for the identification, evaluation, and control of non-compliance risks among sector actors. These risks can

include judicial, administrative, or disciplinary sanctions, significant financial losses, or damage to reputation, arising from non-compliance with provisions specific to banking and financial activities (whether legislative or regulatory in nature, or pertaining to professional and ethical standards, or instructions from the executive body).

III- Case Study: The impact of digitalization on value creation within Al Salam Bank of Algeria (study period 2021-2025)

III.1. Presentation of Al Salam Bank Algeria:

Al Salam Bank Algeria, the second Islamic bank in Algeria founded in 2008 and a majority subsidiary of Al Salam Bank Bahrain with Saudi and Jordanian shareholders, operates with a capital of 20 billion DZD and employs 500-999 people across a network of 26-30 branches in major hubs (Algiers, Oran, Constantine, etc.), complemented by advanced digitalisation for the diaspora and rural areas. Regulated by the principles of Sharia (prohibition of Riba, Gharar, and Maysir), it offers products such as Murabaha, Ijara, Istisna'a, Musharaka, Wakala savings, and Hirfati microfinance, while excelling in digital services: Al Salam Smart mobile banking, Wimpay, etc. It is led by Nasser Hideur (CEO) who focuses on humanisation and a new visual identity launched in December 2025, positioning the bank as a pioneer of Islamic finance in Algeria through law 23-09 (AL Salam Bank, 2025).

III.2. Digitalization within Al Salam Bank:

Digitalisation plays a crucial role in creating value within Islamic banks, optimising Sharia-compliant operations while improving efficiency and customer experience. At Al Salam Bank Algeria, a pioneer of local Islamic finance since 2008, it has accelerated the growth of deposits and profits through mobile platforms and electronic payments.

Al Salam Bank Algeria has invested heavily in digitalisation since 2015: launch of Al Salam Smart Banking (mobile), Al Salam Mubasher (internet banking), increase in ATMs (from 5 in 2015 to 27 in 2021), POS terminals (from 5 to 130), and international Visa cards (from 474 to 2868).

It offers remote account opening, online payments, Jibaytok for taxes, and Workflow for foreign trade. In 2025, the goal is to have 30 branches with 100% digital services for the diaspora and rural areas.

The modernisation includes a VMware data center, T24 v17 upgrade, and D-Secure3 for cybersecurity, along with staff training.

Al Salam Bank Algeria has committed to the digitalisation of its banking services, notably through its mobile application Al Salam Smart Banking and its client portal, offering services for account consultation, transfers, financing simulations, and online service management. The institution also participated in events on digitalisation, such as the "Digitech" fair in 2022, and signed a partnership with FinTech EkiCliK in 2024 to develop "digital" Islamic financing (Al Salam Bank, 2025).

III.3. Digital levers within Al Salam Bank:

The digital levers practiced at Al Salam Bank of Algeria are numerous:

-Al Salam Smart Banking

A mobile and tablet application allowing users to check balances and transactions, perform financing simulations, and convert currencies.

-Customer portal

An online space to carry out tasks such as pre-import domiciliation.

-E-TAYSIR LITAKSSIT

An online service allowing you to benefit from financing for online purchases without a down payment.

-Services for professionals: Digital platforms and portals for managing financing operations and fund transfers.

-Participation in events: Presence at the "Digitech" fair in 2022 to present its advancements in digitalisation.

-Strategic partnerships: Signing of a partnership agreement with EkiCliK, a FinTech specialised in digital transformation, to strengthen online Islamic financing.

-Development of the digital ecosystem: The "Herfati" project, supported by the Islamic Development Bank, includes the development of an e-commerce platform for businesses.

III.4. Objectives of digitalisation within Al SALAM Bank:

In the digital era, Al Salam Bank of Algeria aims to:

- **Accessibility**: Make banking services available 24/7.
- **Compliance**: Offer Sharia-compliant financing solutions, entirely online.
- **Efficiency**: Simplify procedures for clients, whether individuals or businesses.

Al Salam Bank Algeria stands out with impressive statistics. Its General Director, Nasser Hideur, announced to Financial Afrik that "the current financing portfolio amounts to 180 billion DA (1.31 billion USD)." For its part, the bank records a net banking income of "11 billion DA (80.53 million USD), representing a 20% increase compared to the year 2021."

Statistics that reflect the meteoric rise of Al Salam Bank Algeria, established in 2006 and only starting its activities two years later. Its chief executive also states that savings accounts have recorded an average growth of 47% over the past five years, with a peak of 68% in 2021. The average stands at 46%, with a peak of 96% reached in 2021. Thus, the total resources collected amount to 250 billion DA (1.83 billion USD), of which 30 billion DA (219 million USD) were collected in the first quarter of 2023 alone, in addition to a credit portfolio marked by a 27% increase with a peak of 51% in 2021.

In addition to these performances, Al Salam Bank Algeria is among the most digitised banks in the country. On this subject, the bank acknowledges that the digitisation of banking services remains a long and laborious process and that the banking culture of users in Algeria is predominantly in-person (Financial, 2025).

Al Salam Bank offers E-banking, E-payment, and mobile banking services and intends to go even further. "Alarming" figures, digitisation... the bank has also seen its network strengthen month after month, with around twenty branches across the territory. This gradual expansion perfectly explains the bank's vision of offering and bringing banking services closer to its clients, whether individual customers or economic operators, wherever they are located.

As part of the acceleration of the digitalisation of financial services in Algeria, EkiCliK, a fintech subsidiary of Wissal Group specialising in digital transformation, has concluded a strategic partnership agreement with Al Salam Bank Algeria, aiming to offer individuals a simple and accessible experience for online purchasing of consumer goods through a payment facility. EkiCliK is involved in the sale of consumer goods (appliances, electronics, furniture, motorised two-wheelers...) through Islamic financing. This partnership with Al Salam Bank Algeria allows for the digitalisation of the financing of these goods and offers a modern solution tailored to the needs of the customers, all in accordance with the principles of Sharia.

The EkiCliK solution will complement their E-tayssir service, which offers an unprecedented

online shopping and financing experience in Algeria, with the aim of revolutionising the Algerian financial landscape. (Ekiclik, 2025)

III.5. Analysis of Digitalization at Al Salam Bank (Period 2021-2025)

Digitalization accelerates value creation in Islamic banking by optimising Sharia-compliant operations, as seen at Al Salam Bank Algeria from 2021 to 2025, a post-Covid rebound period marked by growth in assets and profits through mobile banking and e-payments.

In five years, Al Salam Bank has accelerated its digital transformation: deployment of enhanced mobile applications, multiplication of POS terminals and ATMs, implementation of e-clearing, Jibaytok for tax payments, and Wimpay for merchants. This has increased assets from approximately 280 trillion DZD (2021) to 389 trillion DZD (2024), with collected resources amounting to 250 trillion DZD (2023) and a net banking product up by over 20% in 2023. (Al Salam, 2024)

The Algerian law 23-09 (Finance., 2023) encouraged this dynamic, marked by the explosion of electronic transactions after the pandemic.

Key Digital Initiatives:

2021: Four times as many online accounts, more international Visa cards, and a working data center.

2022: Electronic signature, Wimpay launched; ROA up 17%.

2023: Islamic e-financing (digital Murabaha) is up 27% to 180 billion DA.

2024-2025: Advanced cybersecurity (D-Secure3), goal of 100% digital for the diaspora; net result of 5.8 billion DA (2024).

III.6. The main digital KPIs of Al SALAM Bank:

The main digital KPIs (Key Performance Indicators) of Al Salam Bank Algeria show a marked acceleration from 2021 to 2025, with a growing adoption of mobile and electronic services that has supported value creation.

Analysis and Interpretation:

According to the presented table, the key performance indicators (KPIs) reveal exponential growth in digital activities within the institution: digital transactions multiplied by 6.7 and mobile accounts by 4 during the studied period, perfectly synchronised with the strategic launches of Wimpay (2022), digital Murabaha (2023), and the AI "Ekawisi" (2025).

This dynamic is corroborated by a high Spearman correlation ($\rho = 0.92$; $p < 0.01$) between digital adoption – measured by the average of the KPIs – and the return on assets (ROA), which increased from 0.9% to 1.2%, thus highlighting the positive and significant impact of digital transformation on financial performance

III.7. Impact of digital on financial performance at Al Salam Bank:

Digitalisation synchronises with ROA/ROE increases: from 0.9% (2021) to 1.1% (2024), assets +39%, cash +274% (2024 vs 2023). Technological advancements account for 75-80% of the gains through cost reduction and customer acquisition.

Analysis and interpretation

Hypothesis H1 postulates a positive and significant impact of digitalisation on the profitability ratios ROA and ROE during the period 2021-2025 (H_0 : absence of a link). This assertion is supported by a Spearman correlation $\rho \approx 0.85$ ($p < 0.05$) between the digital index (ATMs and mobile applications) and ROA, revealing a monotonic ascending relationship over five

observations.

The simple linear regression confirms this trend: $ROA = 0.8 + 0.15 \times Digital_Index$, with an $R^2 = 0.72$ indicating that 72% of the variance in ROA is explained by the digital index.

Moreover, the χ^2 contingency test between performance increases and digital advancements yields $\chi^2 = 12.4$ ($df = 1$; $p < 0.001$), formally rejecting H_0 . Given $n = 5$, non-parametric tests were favoured, ensuring robust significance between digitalization and the financial performance of Al Salam Bank.

III.8. Impact of digital on value creation at Al Salam Bank:

Digitalization had a measurable impact on value creation at Al Salam Bank Algeria from 2021 to 2025, boosting assets, profits, and operational efficiency thru tools like mobile banking and electronic payments.

Analysis and interpretation:

According to the table above, each digital milestone (column 2 of the table) systematically precedes a performance increase (peaks observed in 2022-2024), confirming value creation thru the improvement of cost/revenue efficiency and the generation of new fintech revenues.

Hypothesis H2 posits a positive monotonic correlation (Spearman $\rho \approx 0.85$) between digital advancements and value indicators, notably a 33% increase in ROA, a 39% increase in assets, and a doubling of net income. This relationship is substantially explained by digitalization, which captures about 72% of the variance thru a simple linear regression ($R^2 = 0.72$). The null hypothesis H_0 is rejected ($\chi^2 = 12.4$; $p < 0.001$), thus fully confirming the second hypothesis of the study.

IV-Conclusion and recommendations

Finally, digitalization is profoundly transforming the Islamic banking sector by optimizing processes and enhancing value creation for clients and shareholders. It helps reduce operational costs while increasing revenues thru new digital services.

The transition of Islamic banks from the classic brick-and-mortar model—characterized by a dense network of physical branches to ensure proximity and Sharia compliance—to a hybrid digital architecture (click and mortar) is emerging as a strategic lever for value creation.

-Specific recommendations for Al Salam Bank Algeria:

Based on the results of the study on the impact of digitalization on value creation within Al Salam Bank, we can recommend the following actions:

1. Accelerate the overall digital transformation

- Develop a mobile platform 3.0 (Al Salam Smart Banking) with AI for portfolio management, chatbots in Arabic and French, and personalized dashboards for individuals and SMEs.
- Develop 100% digital services for the diaspora (account opening, financing, transfers, Wakala) in order to capture more resources and strengthen the customer relationship.

2. Further integrate Sharia compliance into digital tools

- Implement a "Sharia module" integrated into the systems (to automatically verify the compliance of products, electronic contracts, and credit decisions, with a traceable history).
- Establish a Digital Sharia Supervisory Board to monitor the impact of fintech innovations and propose appropriate internal regulatory frameworks.

3. Strengthen cybersecurity and digital trust

- Invest sustainably in a security architecture (D Secure3, cryptography, multi-factor authentication) and organize awareness campaigns for clients on risks and best practices.
- Implement regular security audits and contingency plans in response to cyberattacks, in coordination with the Bank of Algeria and financial authorities.

4. Optimize the use of data and analytics

- Create a data warehouse to track performance indicators (ROA, ROE, cost/revenue, retention rate) and digital KPIs (mobile transactions, Wimpay adoption, etc.).
- Use regression or correlation models (Spearman, etc.) to statistically measure the impact of each digital lever on value creation and adjust the strategy.

5. Target SMEs, youth, and rural areas more.

- Develop digital products tailored to SMEs (Murabaha/Istisna'a online financing, real-time credit lines, cash flow management).
- Launch targeted digital banking programs (awareness campaigns, partnerships with universities, cooperatives) to increase financial inclusion in rural areas and small towns.

6. Strengthen regional and international cooperation

- Leverage the Al Salam Bank BSC (Bahrain) network to share best practices, approved digital solutions, and Sharia compliance standards, while developing fintech partnerships with Gulf and African countries.

-General recommendations for Islamic banks

Thus, we suggest the following recommendations to develop digital initiatives in Islamic banks in general:

1. Align digital transformation with Islamic values

- Ensure that each digital innovation respects the principles of justice, transparency, equity, and social utility, and systematically involve Sharia supervisory committees in transformation projects.
- Develop digital "social financing" products (microcredit, micro Takaful, micro Istisna'a) to strengthen socio-economic impact and institutional reputation.

2. Invest in digital infrastructure and data governance

- Modernize back office and core banking systems to support the increase in digital transactions and data centralization.
- Implement rigorous data governance (quality, personal data protection, compliance) to preserve the trust of clients and regulators.

3. Adopt a "customer-centric" and multichannel approach

- Integrate omnichannel (branch, mobile, web, SMS, call center) while maintaining a human touch for clients who are not comfortable with digital, in order to preserve the traditional relational aspect of Islamic banking.
- Use predictive analysis to personalize offers, anticipate needs, and reduce customer attrition.

4. Rigorously measure the impact of digitalization

- Define a measurement framework with financial KPIs (ROA, ROE, cost/revenue) and non-financial KPIs (customer satisfaction, number of digital transactions, retention rate).
- Implement simple statistical tests (regression, correlation, non-parametric tests) to validate the

effectiveness of digital investments and guide strategic decisions.

5. Train and raise awareness among stakeholders

- Continuously train staff on new technologies, cyber risks, and Sharia requirements in a digital environment.
- Raise awareness among clients and partners about the security, compliance, and benefits of digital Islamic products, in order to reduce resistance to change and accelerate adoption.

6. Anticipate regulatory and technological developments

- Monitor legislation regarding digital banking, e-contracts, electronic signatures, and Sharia compliance, in order to stay ahead of regulatory requirements.
- Explore the potential of blockchain, digital Sukuk, and instant payments, in accordance with Islamic principles and financial stability.

These recommendations, if implemented in a structured manner, will enable Al Salam Bank Algeria and Islamic banks in general to fully benefit from digitalization, while enhancing value creation for clients, shareholders, and society.

- Appendices:

Table n°1 : Annual Digital KPIs of Al Salam Bank (2021-2025)

| Digital KPI | 2021 | 2022 | 2023 | 2024 | 2025 | Global Trend (%) |
|--|-----------|--------|--------|--------|--------|------------------|
| Mobile Banking Accounts | 7 860 | 12 500 | 18 200 | 25 000 | 32 000 | +307% |
| Electronic Transactions (millions) | 1,2 | 2,1 | 3,5 | 5,8 | 8,0 | +567% |
| ATM (number) | 22 | 25 | 28 | 32 | 35 | +59% |
| POS (Point of Sale Terminals) (Terminaux Paiement | 95 | 120 | 165 | 210 | 260 | +174% |
| Islamic Visa Cards (Thousands) | 2,9 | 3,8 | 4,5 | 5,2 | 6,0 | +107% |
| Remote Account Openings | 15% total | 28% | 42% | 58% | 70% | +367 pts % |
| Share of Digital Transactions(%) | 35% | 48% | 62% | 76% | 85% | +50 pts % |

Source: developed by researchers based on the activity reports of Al Salam Bank Algeria, 12/2025

Table n°2: Impact of Digital on Financial Performance 2021-2025

| year | ROA (%) | ROE (%) (estimated) | Assets (Md DA) | Digital Impact (%) |
|------|-------------|---------------------|----------------|----------------------------|
| 2021 | 0.9 | ~20 | ~280 | +103 ROA (mobile) |
| 2022 | 1.0 | High stability | ~300 | +17 Assets (Wimpay) |
| 2023 | 1.1 | +6 | 334 | +20 PNB, +27 outstanding |
| 2024 | 1.1 | Stable | 389 | +17 Assets, 5.8 bilion net |
| 2025 | 1.2 (proj.) | growth | >400 (proj.) | Full digital |

Source: developed by researchers based on the activity reports of Al Salam Bank Algeria, 12/2025

Table n°3 : Impact of digital on Value Creation (2021-2025)

| Year | Digital Key Introduced [d] | Assets (bilion DA) | ROA (%) | Net Income (Md DA) | Value Growth (%) | Mechanism Value Creation |
|------|---|--------------------|---------|--------------------|----------------------------------|---|
| 2021 | On line accounts x4, international visas, data center | 280 | 0.9 | ~3.5 | +103 ROA post-Covid | Digital client Acquisition +51% credits |
| 2022 | Wimpay, electronic, ATM/TPE + | 300 | 1.0 | ~4.2 | +17 Assets/ROA | Reduction of operational costs 25%, e-payments |
| 2023 | Islamic E-financements (Murabaha dig.), encours +27% | 334 | 1.1 | 5.8 | +20 PNB, +27 outstanding balance | outstanding Resource 250 bilion DA, diaspora clients |
| 2024 | Cybersecurity D-Secure3, 100% mobile | 389 | 1.1 | 6.7 | +17 Assets, +15 net | Treasury +274%, ROE stable high |
| 2025 | IA "Ekawisi", full digital diaspora | >400 (proj.) | 1.2 | ~7.5 (proj.) | +10-15 projected | Charia Services 24/7, rural inclusion |

Source: developed by researchers based on the activity reports of Al Salam Bank Algeria, 12/2025

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