



Standard Bank

AFRICA IS OUR HOME, WE DRIVE HER

GROWTH

2024  
ANNUAL  
RESULTS

STANDARD BANK GROUP  
13 MARCH 2025



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Beyond 2025

# SBG overview – FY24, FY25 and beyond

1.0

## **FY24 franchise performance – continued strong franchise momentum**

- Our purpose, strategy and targets are unchanged
- The global macroeconomic backdrop was challenging, but Africa's fundamentals were favourable
- We have a large and growing client base that is doing more with us
- We managed costs and risk effectively
- We have delivered strong earnings growth and returns over time and have made good progress towards our 2025 targets

2.0

## **FY24 financial performance and FY25 outlook – growth and returns driven by our diversified portfolio**

- Strong organic growth underpinned by our resilient and growing franchise
- Diversified portfolio across 4 businesses and 26 countries
- South Africa delivered double-digit earnings growth
- Tracking ahead of plan and remain confident we will deliver on our 2025 targets

3.0

## **Beyond 2025 – scale, diversity, resilience**

- We have a well diversified business with scale and are positioned to win
- Our strategic priorities remain unchanged and we are focused on execution
- We are well positioned to capture Africa's growth opportunities
- We are confident we can deliver continued attractive growth and increased returns



FY24 franchise  
performance

1.0

# Our purpose, strategy and targets are unchanged

**Our purpose:**  
*Why we exist*

## Africa is our home, we drive her growth



**Transform client experience**

**7% - 9%**

Revenue growth CAGR<sup>1</sup>



**Execute with excellence**

**~50%**

Cost-to-income ratio<sup>2</sup>



**Drive sustainable growth  
and value**

**17% - 20%**

Return on equity

**Our 2025 financial  
targets:** *What we  
have committed to  
deliver*

<sup>1</sup> Compound annual growth rate from 2020 to 2025, <sup>2</sup> Approaching 50%

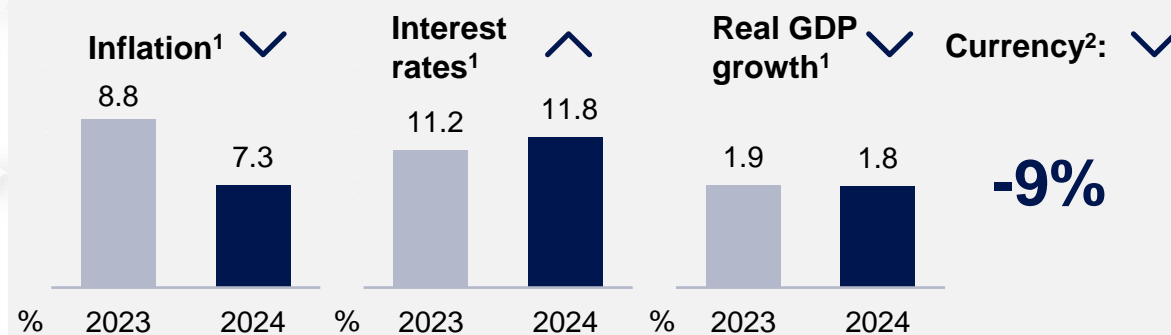
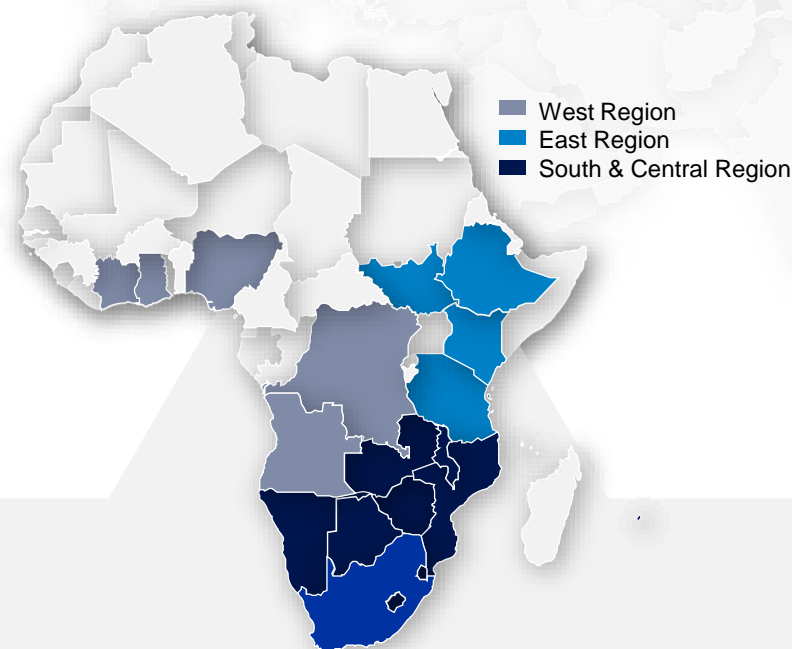
# In 2024, the global macroeconomic backdrop was challenging, but Africa's fundamentals were favourable

## Global

- Uncertain geopolitics and conflicts
- Elections brought about change
- Inflation and interest rates moderated
- Real GDP growth remained strong

## South Africa

- Formation of the GNU led to an improvement in consumer and business confidence
- Structural reform and fiscal consolidation agendas retained
- Inflation and interest rates moderated
- Currency was stable against USD and GBP on average
- Real GDP growth remained subdued at 0.6%



## Africa Regions

### West Region<sup>3</sup>

- Inflation and interest rates high
- Currencies devalued
- Real GDP growth accelerated to 4.4%<sup>1</sup>

### East Region<sup>4</sup>

- Inflation and interest rates low/declining
- Currencies stable/strengthened
- Local protests and regional conflicts
- Real GDP growth remained robust at 5.7%<sup>1</sup>

### South & Central Region<sup>5</sup>

- Inflation, interest rates and currencies were mixed
- Weather-related impacts constrained Malawi and Zambia
- Real GDP growth moderated to 2.1%<sup>1</sup>

<sup>1</sup> Weighted average based on SBG portfolio, <sup>2</sup> The impact of currency movements relative to the ZAR on the portfolio headline earnings in 2024, <sup>3</sup> Angola, DRC, Ghana, Côte d'Ivoire, Nigeria, <sup>4</sup> Kenya, South Sudan, Tanzania, Uganda, <sup>5</sup> Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Zambia, Zimbabwe

# We have a large and growing client base that is doing more with us



Transform client experience

CIB	BCB	PPB	IAM
<b>R65bn</b> Revenue	<b>816k</b> Active clients in 16 countries	<b>16.1m</b> Active clients in 15 countries	<b>&gt;3m</b> Embedded policies
<b>R74bn</b> Sustainable finance mobilised (2023: R51bn)	<b>&gt;R52bn</b> Disbursed to clients in the year <sup>1</sup>	<b>&gt;R83bn</b> Disbursed to clients in the year <sup>3</sup>	<b>&gt;R1.5tn</b> AUM & AUA <sup>5</sup>
<b>&gt;R14bn</b> IB revenue <b>↑20%</b> (CCY)	<b>84%</b> Transactional clients digitally active <sup>2</sup> <b>↑5%</b> Digitally active users	<b>Digital revenue<sup>2</sup></b> <b>↑36%</b> <b>&gt;64%</b> Transactional clients digitally active <sup>2</sup> <b>&gt;130m</b> Mobile app logins p/m <sup>2</sup>	<b>STANLIB SA 3<sup>rd</sup> party NCCF<sup>6</sup></b> <b>R14bn</b> <b>↑14%</b> New business value
<b>&gt;R24bn</b> TxB revenue <b>↑19%</b> (CCY)	<b>90%</b> Total transactions are digital <sup>2</sup> <b>&gt;640k</b> AI enabled personalised conversations	<b>&gt;90%</b> Private banking clients digitally active <sup>2</sup> <b>7/10</b> Personal loans digital sales <sup>2</sup>	<b>IAM gross earnings</b> <b>R5.5bn</b>
<b>&gt;R25bn</b> GM revenue <b>↑17%</b> (CCY)	<b>R150bn</b> Inter-Africa trade flows facilitated	<b>&gt;11k</b> Distribution network <sup>4</sup>	<b>+19%</b> Flexi funeral policy base growth YoY
		<b>+19%</b> Flexi funeral collection rates improved YoY	<b>R10bn</b> GWP from SB insurance brokers

<sup>1</sup> Includes business lending and vehicle and asset finance (VAF), <sup>2</sup> In South Africa, <sup>3</sup> Includes home services, VAF, and personal lending in South Africa, <sup>4</sup> Distribution network consists of tied agents, financial consultants, branch staff and call centre staff across PPB & IAM, <sup>5</sup> Assets under management and assets under administration, <sup>6</sup> Net customer cashflow excluding money market



Executing with  
excellence

# We managed costs and risk effectively

## Improved efficiency – “save to invest”

Strong focus on costs, but continued to invest in technology to enhance efficiencies, ensure system stability and drive revenue growth

**50.5%**

Cost-to-income  
ratio

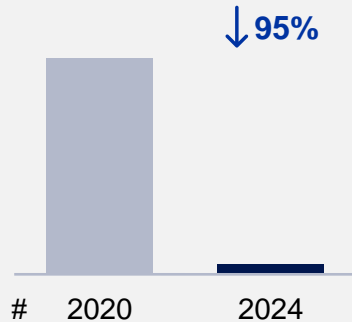
**↓15%**

Branch  
volumes  
change YoY

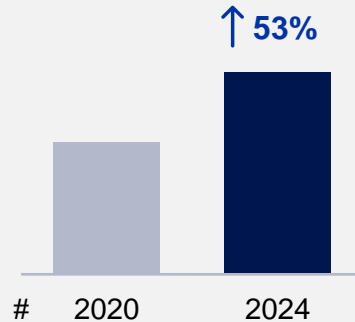
**↑10%**

Digital  
volumes  
change YoY

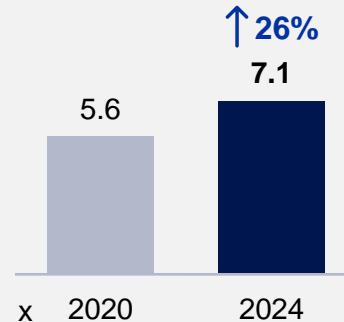
### IT material incidents<sup>1</sup>



### IT feature changes



### Revenue/ total technology spend multiple



## Strong risk management

Effective risk, capital and liquidity  
management to fund distributions  
to shareholders

**83bps**

Credit loss ratio

**13.5%**

CET1 ratio

**R30bn**

Distributions<sup>2</sup>

## Effective execution

Liberty integration completed and  
synergies realised, L2D delisted,  
and IAM capital optimised

**>R13bn**

Cumulative distributions to SBG

**>R620m**

Pre-tax synergies per annum

**1.7x**

SCR cover<sup>3</sup>

<sup>1</sup> Material incidents disrupting client and internal services, <sup>2</sup> Dividends paid and share buybacks executed, <sup>3</sup> Liberty Group Limited Solvency Capital Requirement coverage ratio



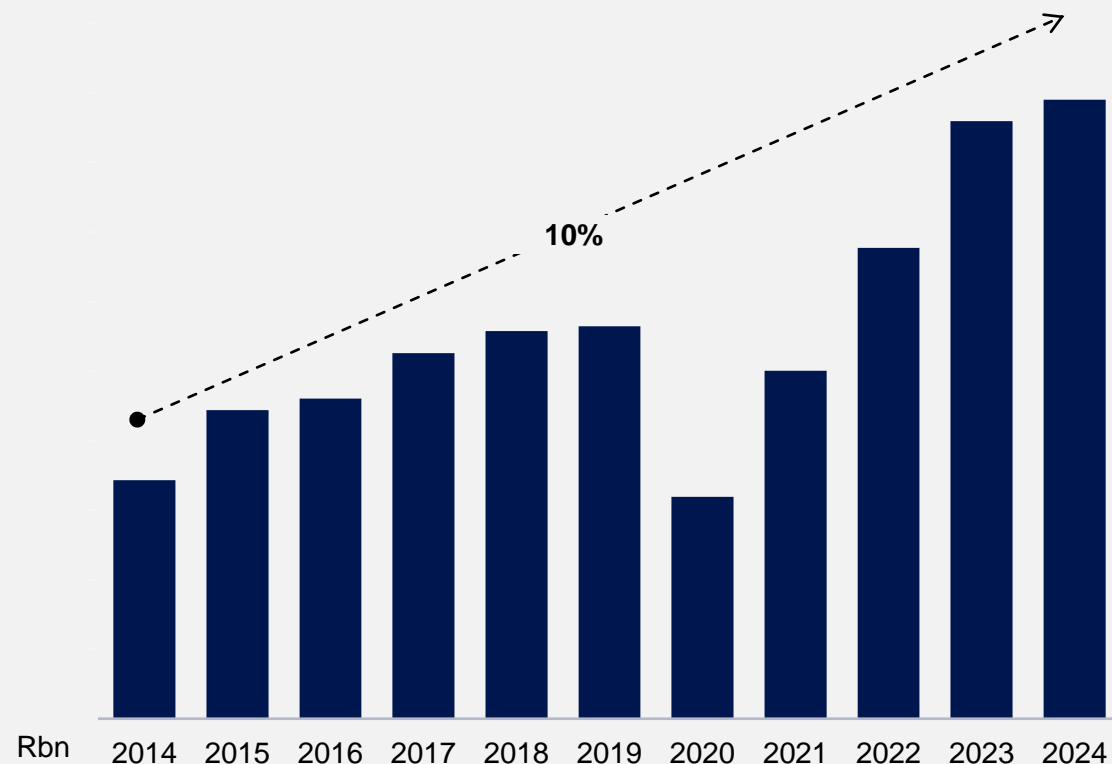
# We have delivered strong headline earnings growth and ROE has improved



Drive sustainable growth and value

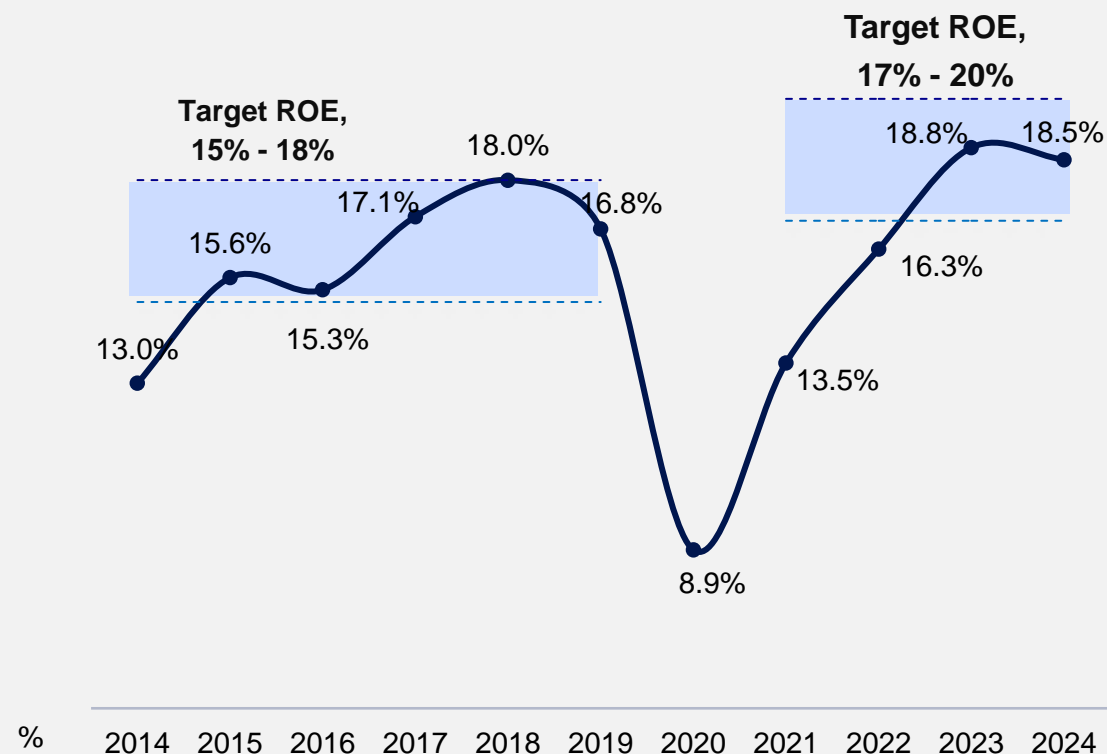
## Headline earnings

10-year CAGR, 10%



## ROE

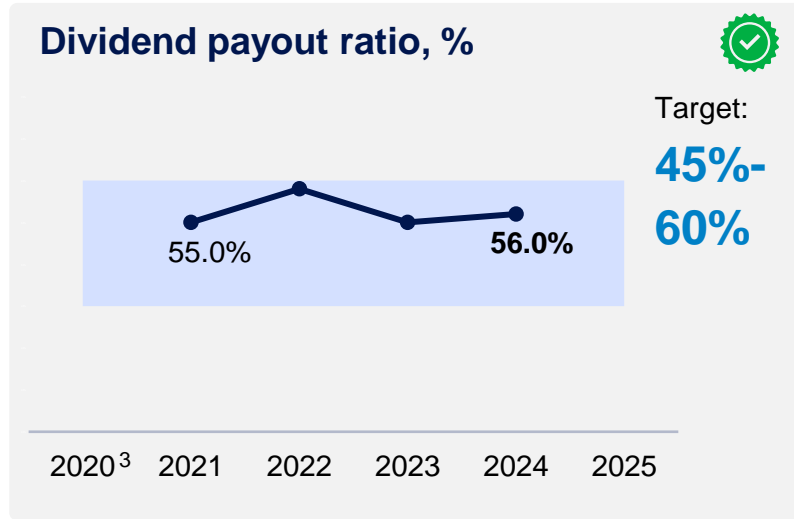
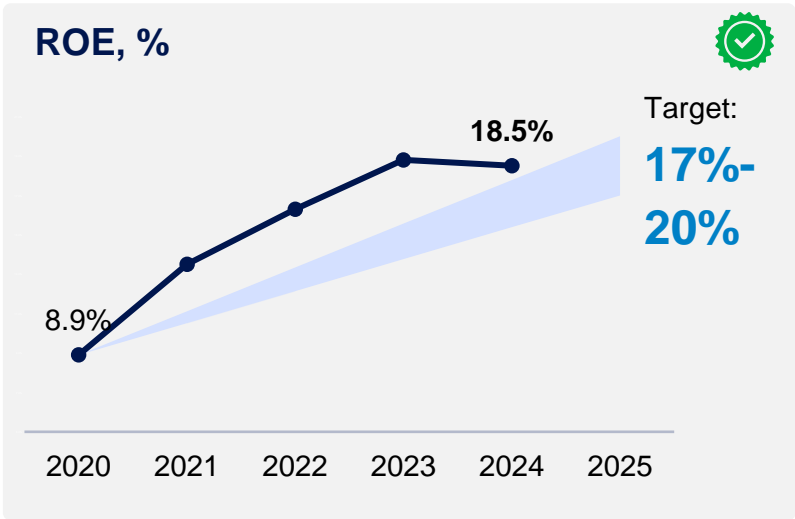
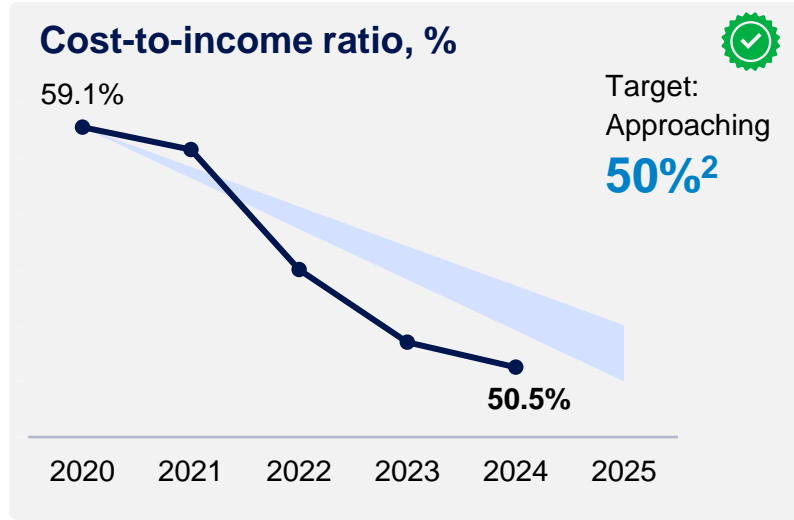
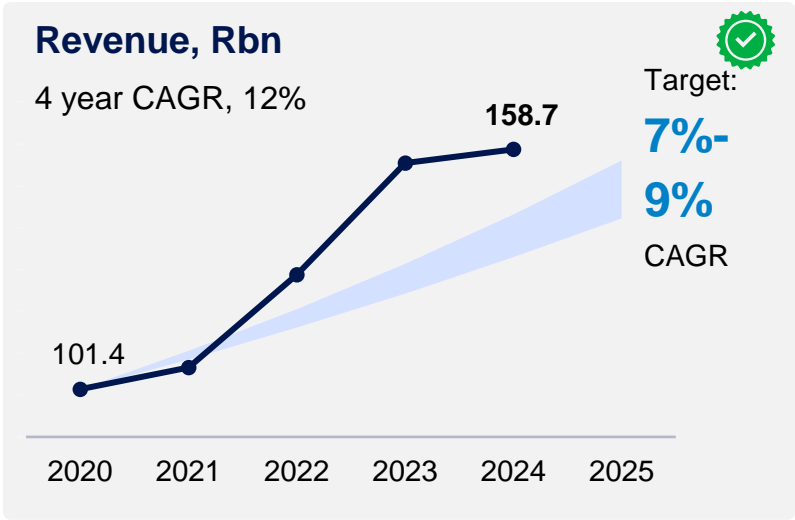
Now sustainably higher than 10-year average of 15.9%





Drive sustainable growth and value

# We made continued good progress towards our 2025 targets<sup>1</sup>



Confident we can navigate uncertainties and deliver on our key SBG 2025 targets

● Actual  
— 2025 target

<sup>1</sup> 2025 targets are as laid out in our Strategy Day in August 2021, lines are indicative only, reflect straight line from 2020 to 2025, <sup>2</sup> Approaching 50%, <sup>3</sup> Dividend payout was 24% in FY20 as no 1H20 interim dividend was paid as per guidance from the South African Reserve Bank



# 2.0

FY24 financial  
performance and  
FY25 outlook

## Performance highlights – continued good operational performance with progress across key metrics

### Group headline earnings

FY24: **R44.5bn**

FY23: R42.9bn

↑ **4%** ZAR

↑ **14%** CCY

### Dividend per share

FY24: **1 507c**

FY23: 1 423c

↑ **6%**

### Tangible NAV per share

FY24: **14 593c**

FY23: 13 501c

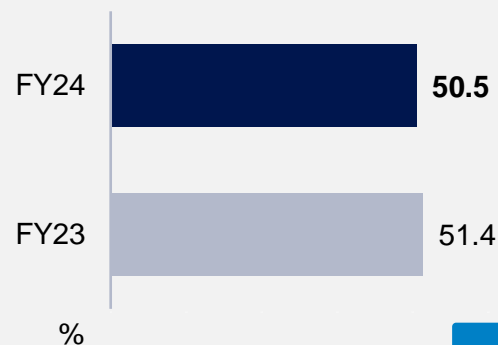
↑ **8%**

### Group return on equity

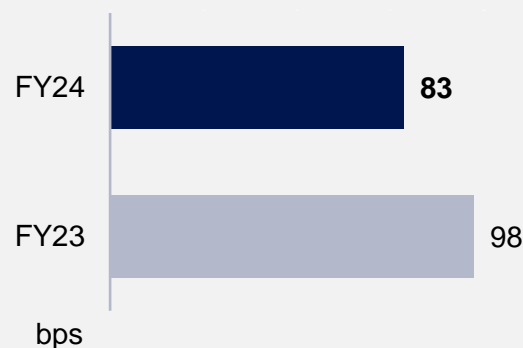
FY24: **18.5%**

FY23: 18.8%

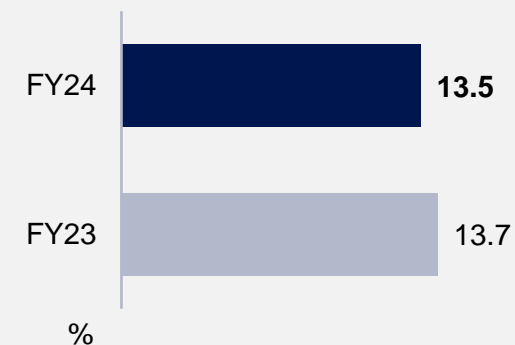
### Cost-to-income ratio<sup>1</sup>



### Credit loss ratio<sup>1</sup>



### Group CET1 ratio



<sup>1</sup> Based on Banking Franchise

## SBG income statement – robust performance amid currency challenges

	FY24 Rm	FY23 Rm	Change %	Change CCY %
Net interest income	100 811	97 491	3	14
Non-interest revenue	57 849	57 927	(0)	10
<b>Total income</b>	<b>158 660</b>	<b>155 418</b>	<b>2</b>	<b>12</b>
Operating expenses	(80 159)	(79 957)	0	8
<b>Pre-provision profit</b>	<b>78 501</b>	<b>75 461</b>	<b>4</b>	<b>17</b>
Credit impairment charges	(15 148)	(16 262)	(7)	4
Taxation	(17 695)	(15 683)	13	27
<b>Banking headline earnings</b>	<b>40 149</b>	<b>38 842</b>	<b>3</b>	<b>14</b>
Insurance & Asset Management headline earnings	3 300	2 820	17	36
<b>SBG Franchise earnings</b>	<b>43 449</b>	<b>41 662</b>	<b>4</b>	<b>15</b>
ICBCS attributable earnings	1 054	1 286	(18)	(17)
<b>Standard Bank Group headline earnings</b>	<b>44 503</b>	<b>42 948</b>	<b>4</b>	<b>14</b>

- **Net interest income** increased due to balance sheet growth and higher average interest rates
- **Non-interest revenue** largely flat as growth in fees, trading and insurance revenue was offset by a decrease in other gains and losses on financial instruments (recognised in net interest income)
- **Operating expenses** flat driving continued positive operational leverage
- **Credit impairment charges** declined due to proactive client engagement and collection strategies, favourable corporate restructurings, and improved macroeconomic conditions in South Africa
- **Taxation** increased primarily due to the foreign and withholding tax in Africa Regions
- **Insurance & Asset Management** strong growth driven by shareholder portfolio gains and higher asset management earnings in South Africa
- **ICBCS** moderated off a high base in the prior year
- **Group headline earnings** grew by double digits in constant currency



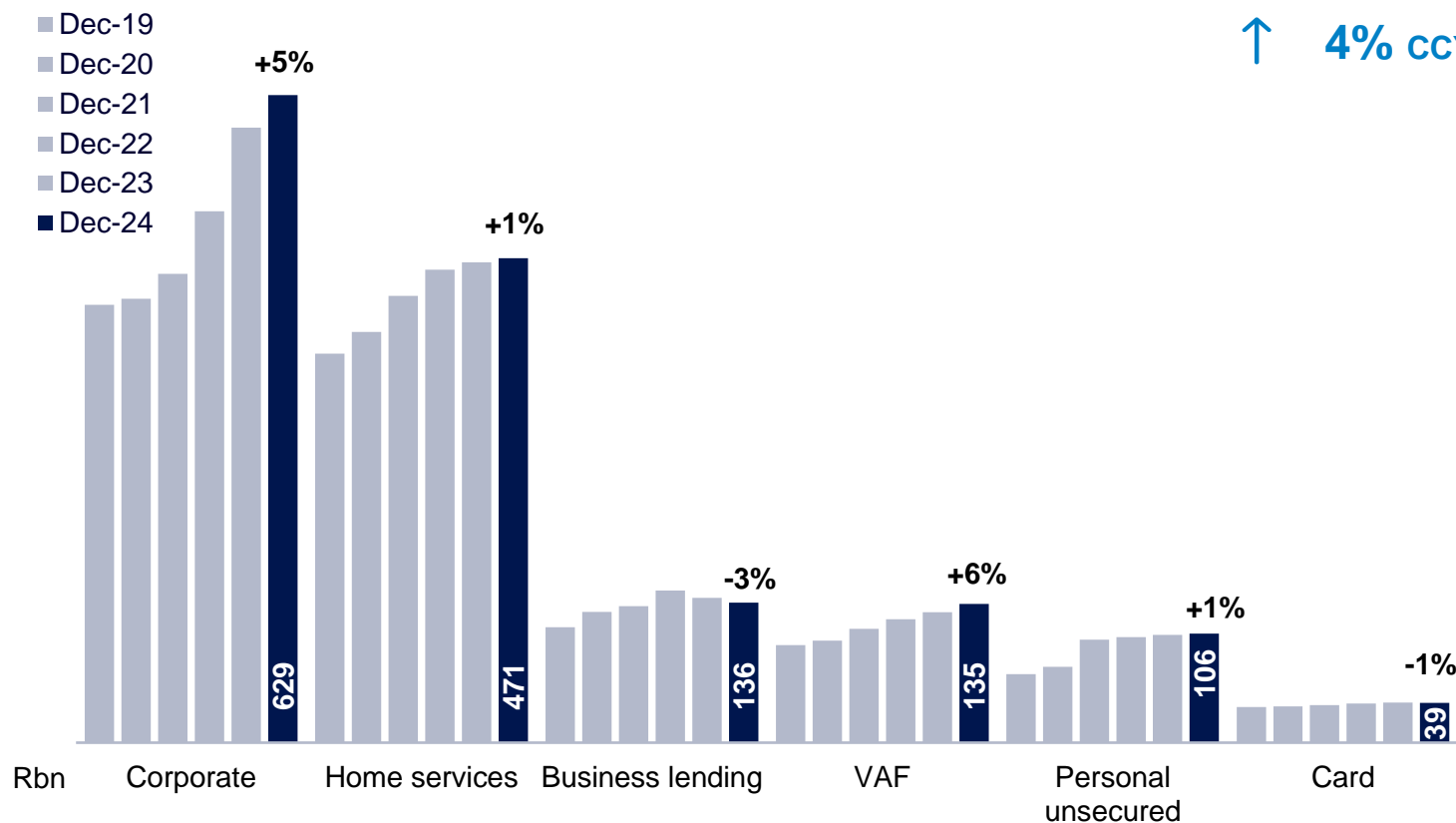
Banking

# 2.1

# Gross loans and advances to customers – modest growth supported by corporate lending

## Gross loans and advances to customers by product, R1.5trn

YoY % change (Dec-24/Dec-23)

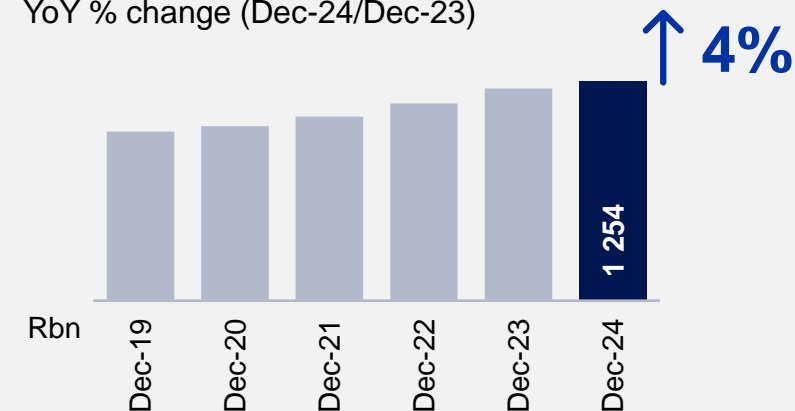


↑ 3% ZAR

↑ 4% CCY

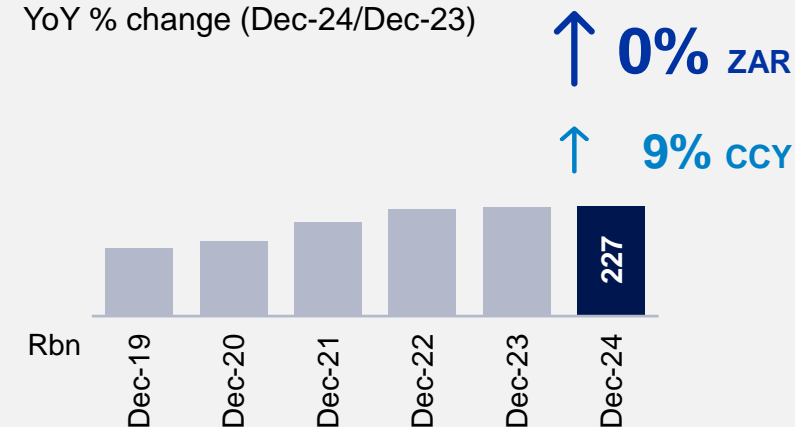
## South Africa

YoY % change (Dec-24/Dec-23)



## Africa Regions

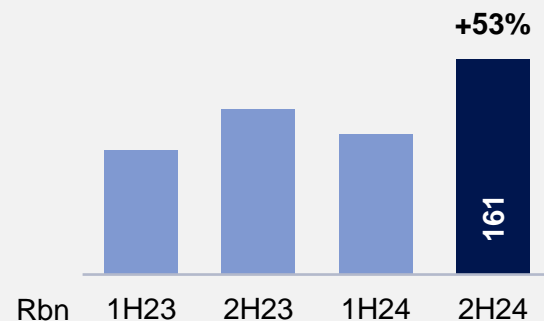
YoY % change (Dec-24/Dec-23)



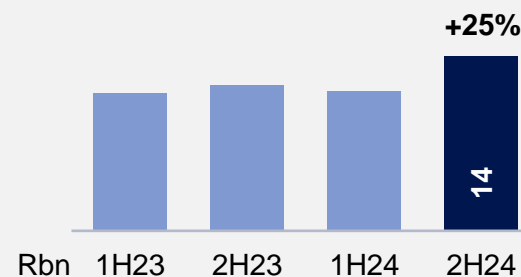
## South Africa disbursements – improved momentum in 2H24 in investment banking, business lending, home services, and BCB VAF

### Investment banking origination

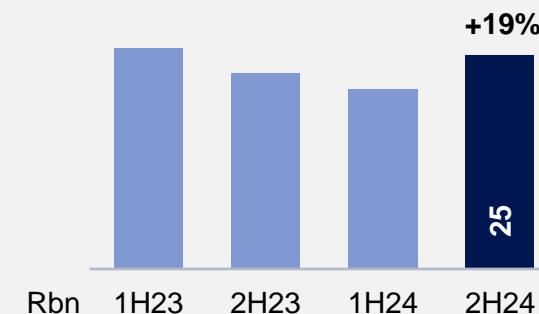
HoH % change (Dec-24/Jun-24)



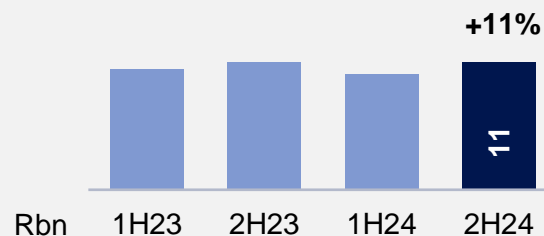
### Business lending



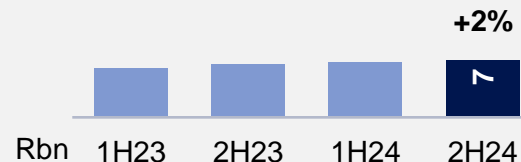
### Home services



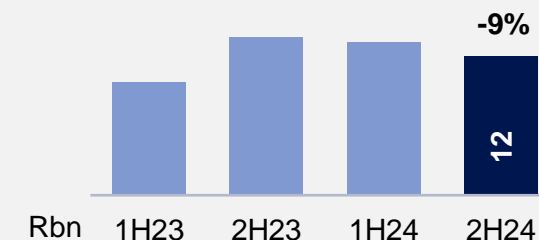
### BCB – VAF



### Personal unsecured loans



### PPB – VAF

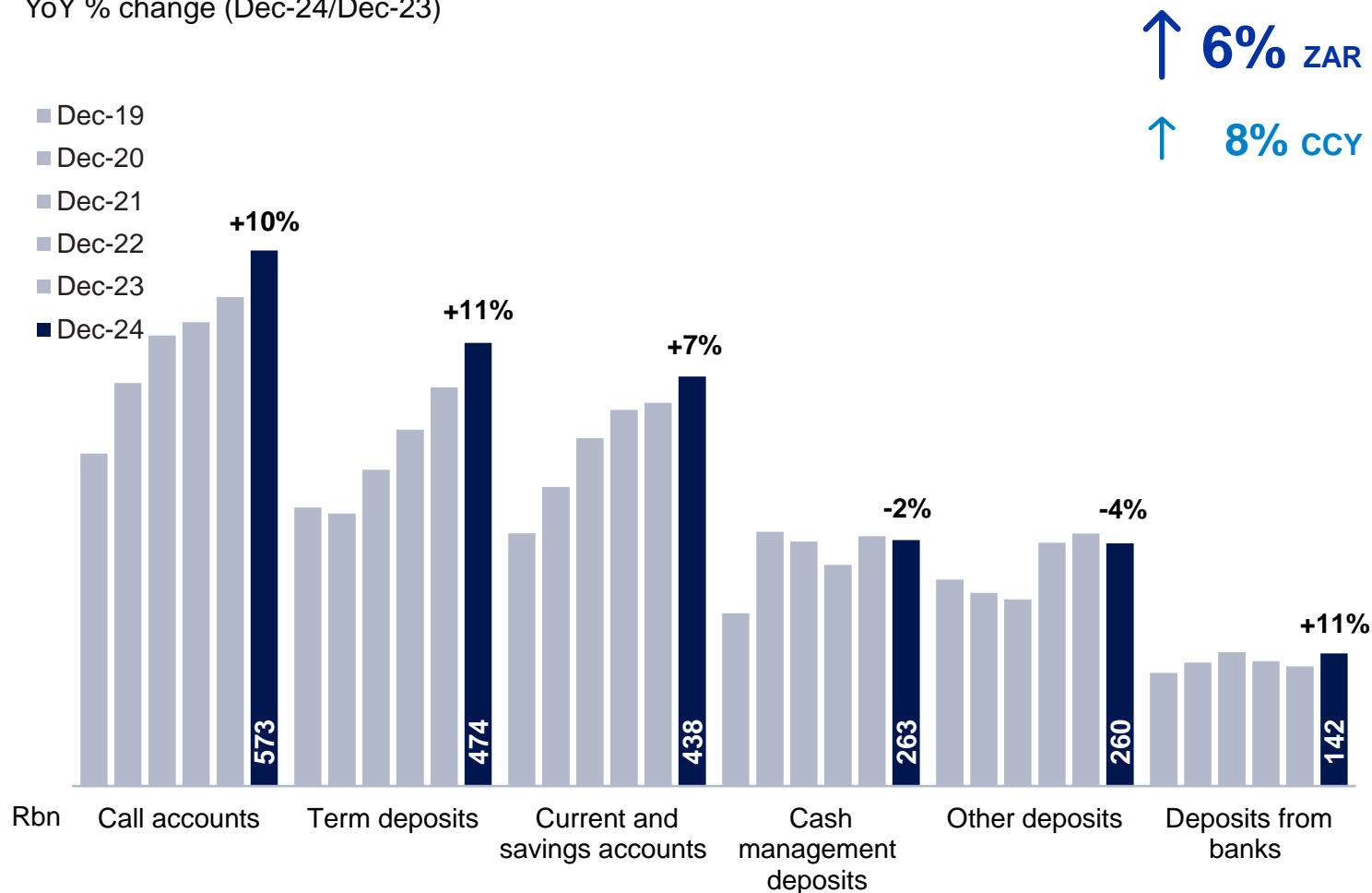




# Deposits – strong growth impacted by currency

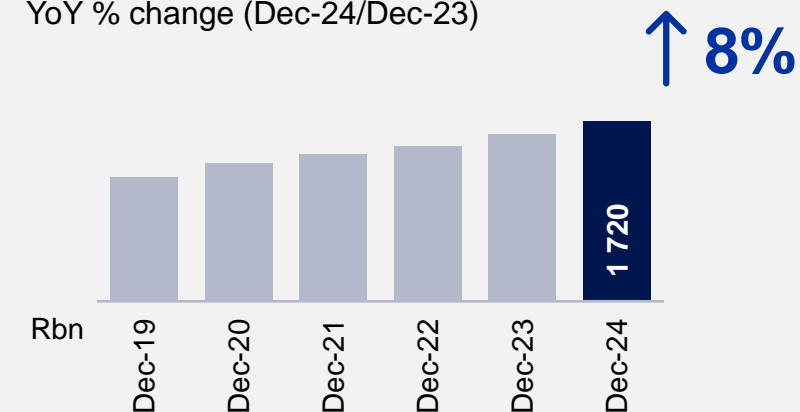
## Deposits and debt funding by product, R2.2trn

YoY % change (Dec-24/Dec-23)



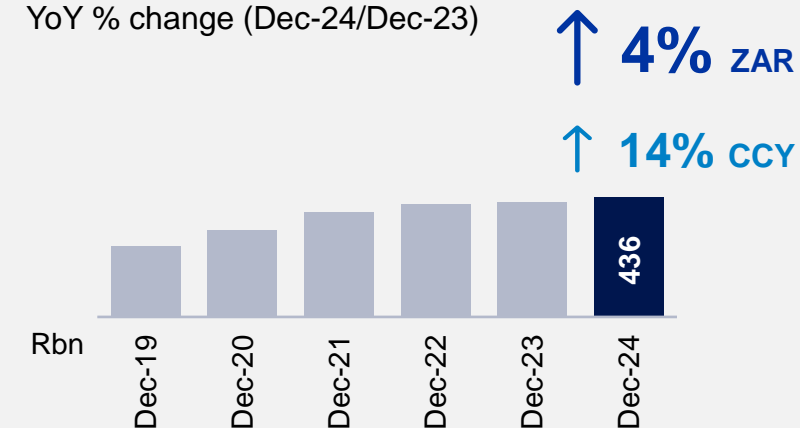
## South Africa

YoY % change (Dec-24/Dec-23)



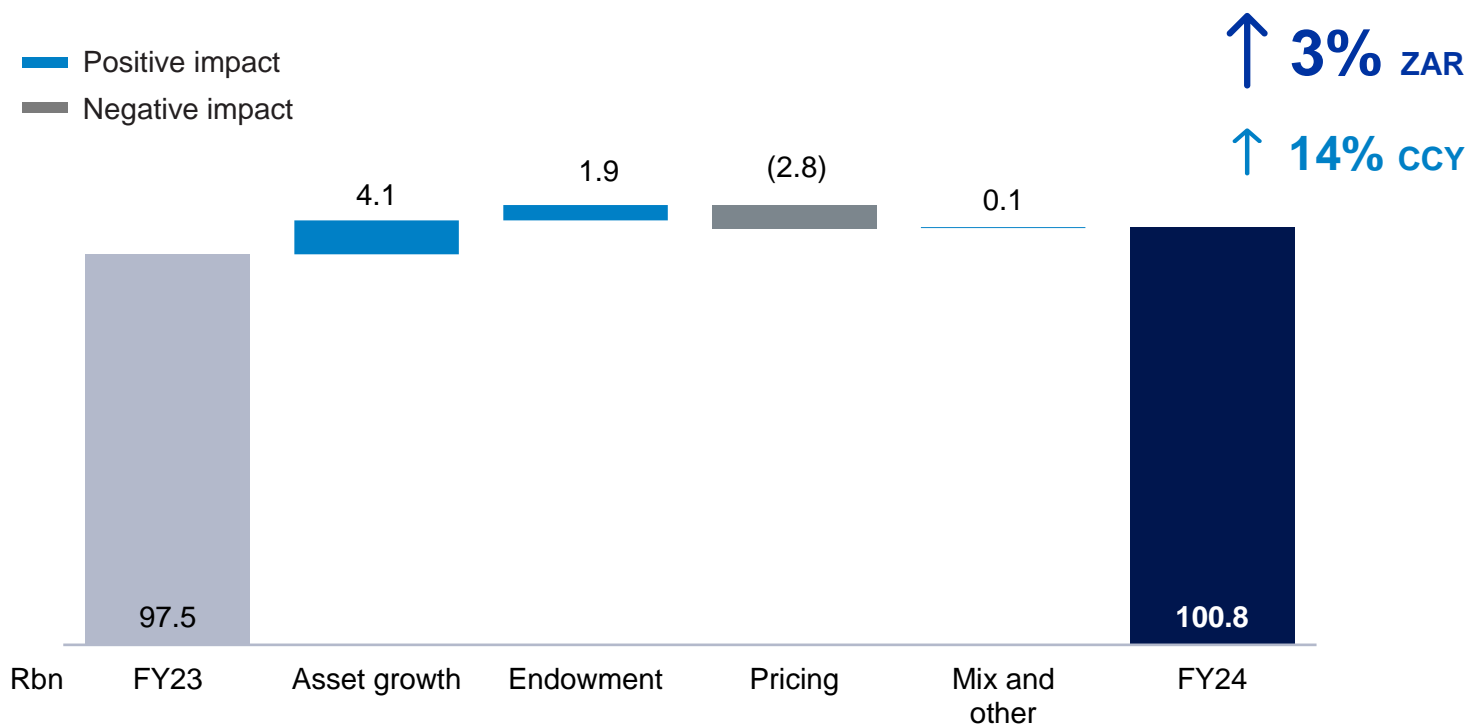
## Africa Regions

YoY % change (Dec-24/Dec-23)



# Net interest income – growth despite competitive landscape

## Net interest income



	FY19	FY20	FY21	FY22	FY23	FY24
Net interest margin, bps	431	370	384	432	494	490
AIEA <sup>1</sup> , Rbn	1 460	1 661	1 636	1 804	1 973	2 056

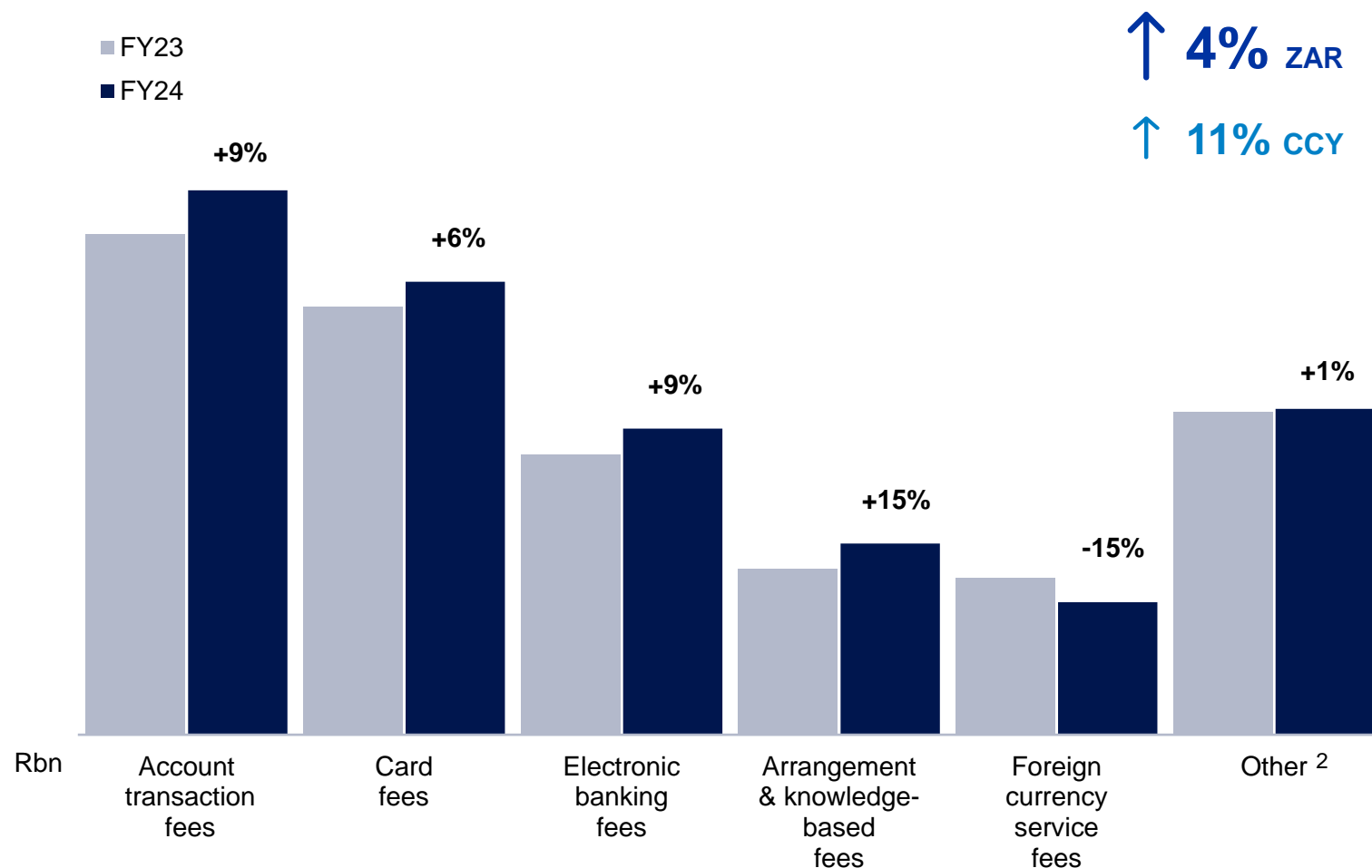
### Net interest income driven by:

- **Asset growth** attributed to increase in average assets, particularly corporate lending and vehicle and asset finance
- **Endowment** impact was positive due to higher average interest rates across our portfolio
- **Pricing** was negative due to competitive new business pricing on mortgages, commercial asset finance and corporate lending
- **Mix and other** flat as the growth in retail deposits outpaced corporate deposit growth and local currency book grew faster than the foreign currency book in Africa Regions, offset by corporate lending growing faster than retail lending
- **Endowment hedge:**
  - South Africa structural hedge programme ~70% complete by 31 December 2024, interest rate sensitivity reduced<sup>2</sup>
  - Africa Regions' hedges executed on a tactical basis, subject to liquidity, risk appetite and pricing considerations
  - Offshore hedge positions are limited in size and tenor due to regulations

<sup>1</sup> Average interest-earning assets, <sup>2</sup> The endowment sensitivity for a 100bps rate cut in South Africa has reduced from R1.4bn in December 2023 to R0.9bn in December 2024

# Net fee and commission – supported by client franchise growth and increased activity

## Net fee and commission<sup>1</sup>



### Net fee and commission supported by:

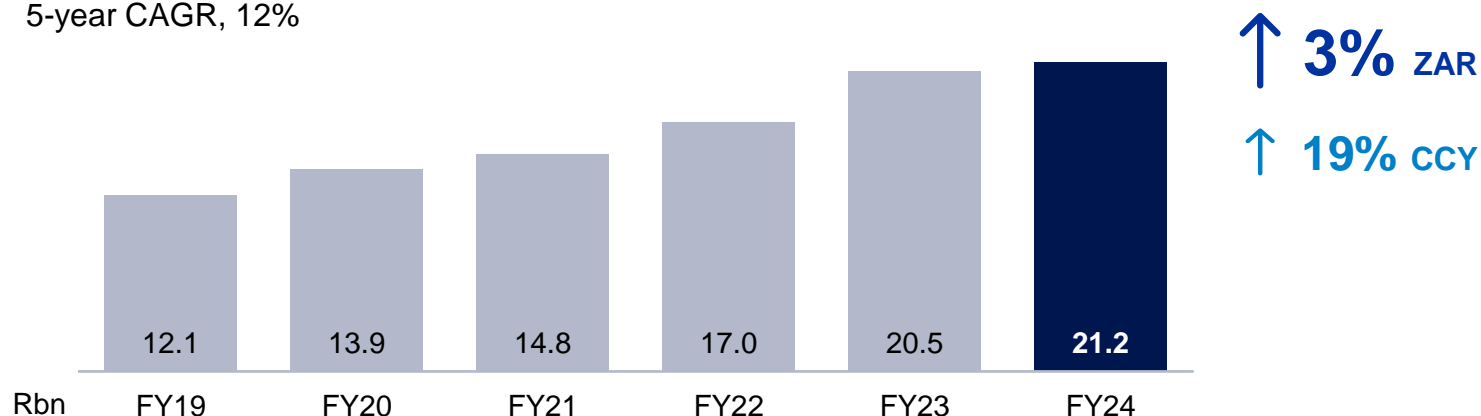
- **Account transaction fees** increased due to higher transactional volumes and a larger active client base, particularly in retail
- **Card fees** growth driven by increased client spending
- **Electronic banking fees** increased due to ongoing client adoption of online solutions and digital platforms
- **Arrangement & knowledge-based fee** growth driven by increased deal activity
- **Foreign currency service fees** impacted by lower activity and by currency devaluations
- **Fee and commission expense** increased due to higher card processing costs from increased volumes and the impact of USD-denominated costs

<sup>1</sup> Net fee and commission revenue is for banking operations and is net of fee and commission expense, <sup>2</sup> Other includes documentation and administration fees and other fee and commission revenue

# Trading revenue – continued growth off a high base with strong momentum in 2H24

## Trading revenue

5-year CAGR, 12%

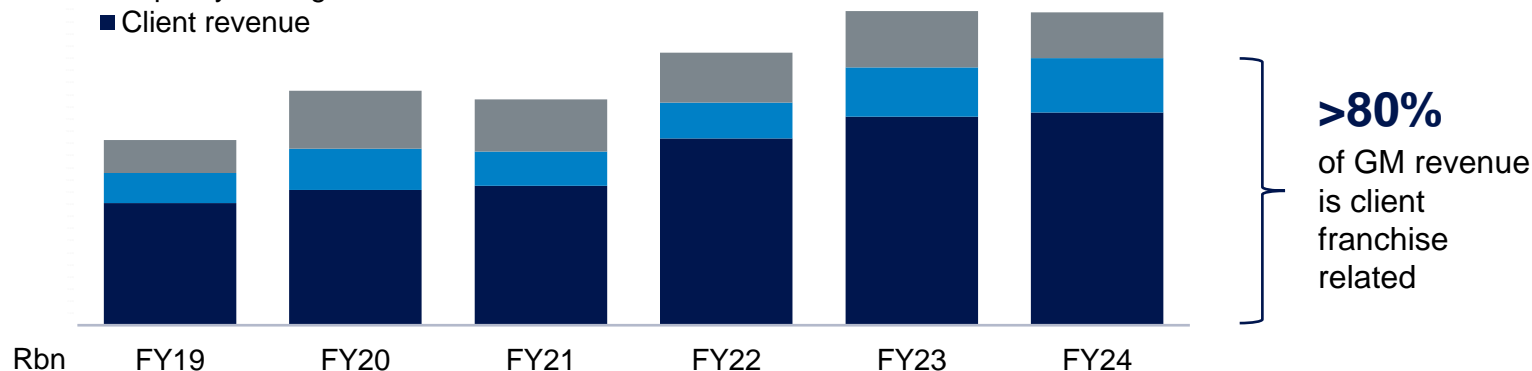


Trading revenue increased off a high base in FY23 supported by:

- **Fixed income and currencies** growth driven by:
  - Improved interest risk management and higher client appetite for credit-linked notes and structured financing solutions in South Africa
  - Partly offset by lower client demand for foreign exchange solutions in South Africa
- **Commodities revenue** decreased as demand for hedging solutions reduced
- **Equity trading revenues** reduced due to lower investment appetite and liquidity

## Global Markets revenue<sup>1</sup>

- Market making
- Liquidity management
- Client revenue



<sup>1</sup> Market making – revenue earned on the management of residual risk from client transactions or from taking proprietary positions in anticipation of market moves; liquidity management – revenue earned on the management of excess client liquidity on behalf of the banking entity, client revenue – earned on client transactions in excess of funding and hedging costs

# Provisions – growth muted in line with loans, and total coverage flat

## Gross loans and advances<sup>1</sup>

■ Stage 3  
■ Stage 2  
■ Stage 1

1 671

1 712

Rbn

Dec-23

Dec-24

↑ 2%  
↑ 4% ccv

## Provisions<sup>1</sup>

■ Stage 3  
■ Stage 2  
■ Stage 1

64.0

65.0

Rbn

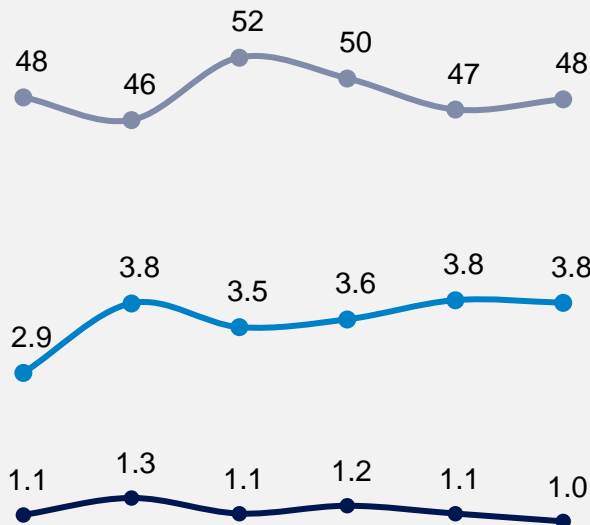
Dec-23

Dec-24

↑ 2%  
↑ 3% ccv

## Coverage

— Stage 3 coverage  
— Total coverage  
— Stage 1 & 2 coverage



% Dec-19 Dec-20 Dec-21 Dec-22 Dec-23 Dec-24

**Gross loans and advances** muted growth due to:

- Consumer affordability constraints
- Subdued demand for credit as average interest rates remained high in 2024

**Provisions** largely flat as:

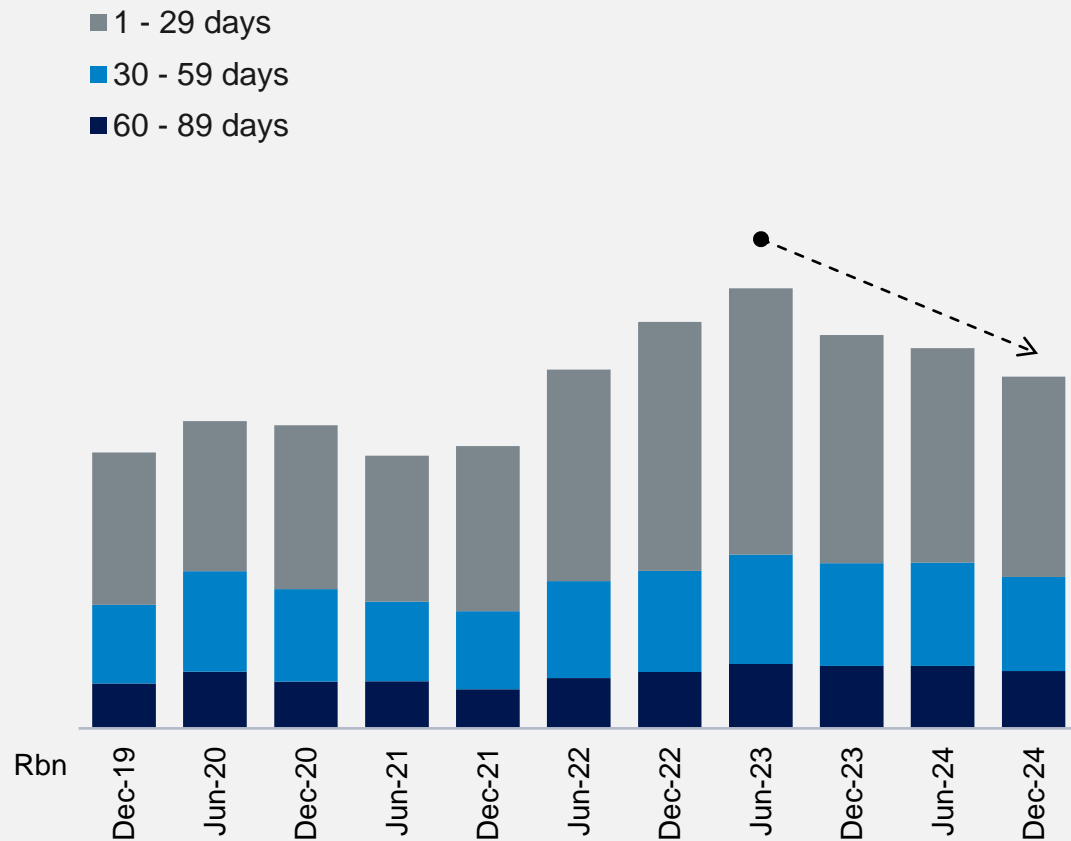
- Increases due to customer strain and slower than expected cures out of Stage 3
- Decreases due to enhanced collections and customer assist programmes resulting in a slowdown in inflows into early arrears and non-performing loans
- Forward-looking provision releases due to an improved macroeconomic outlook in South Africa

**Total Coverage** flat, as declines in Stage 1 & 2 coverage, on the back of better performance, was offset by stickier Stage 3 NPLs with higher coverage

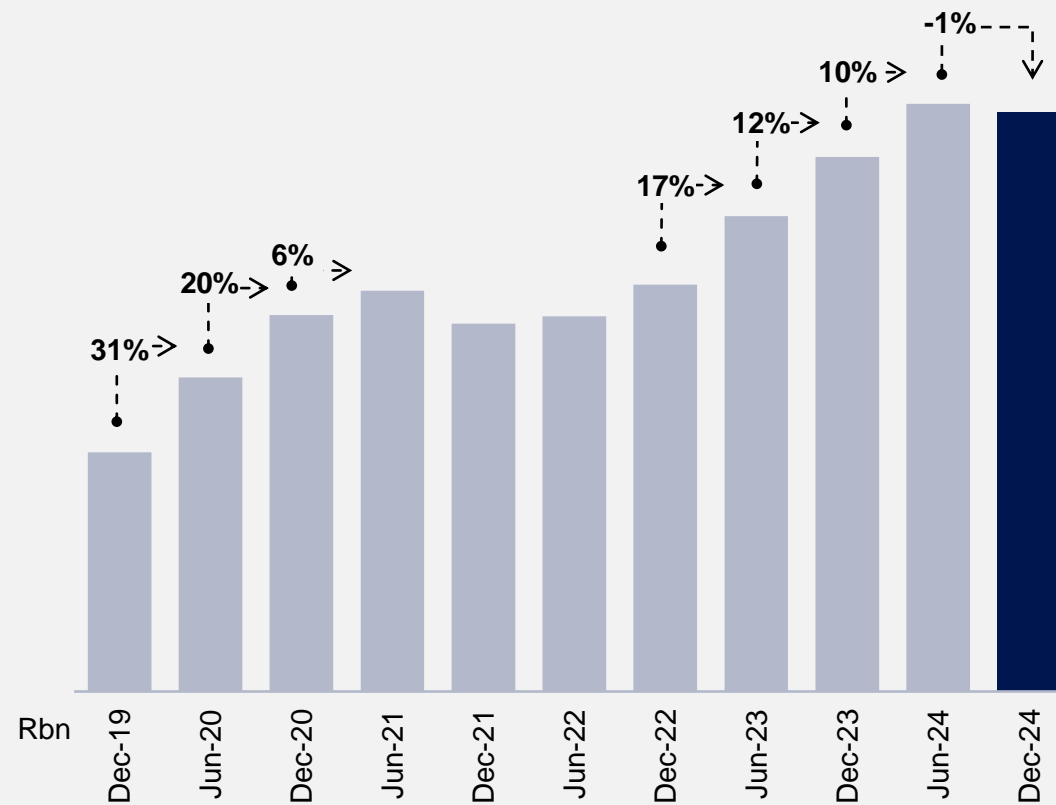
<sup>1</sup> Based on gross loans and advances and provisions per pages 64-69 of the Financial Analysis Booklet

## PPB South Africa provisions – continued reduction in early delinquencies and non-performing loans from peak in June 2024

### Early delinquency (1 – 89 days past due)

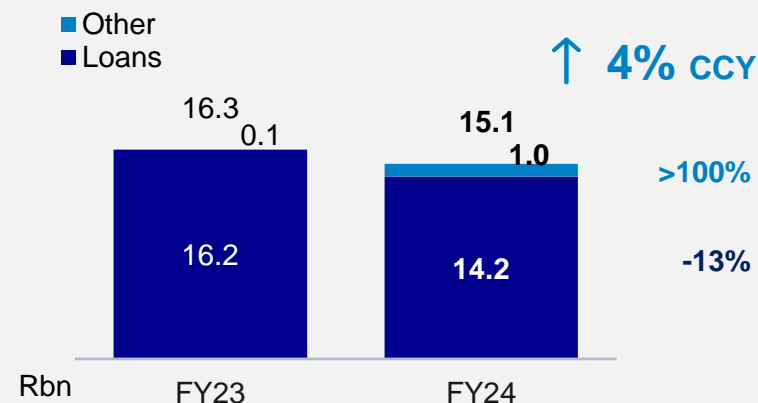


### Non-performing loans

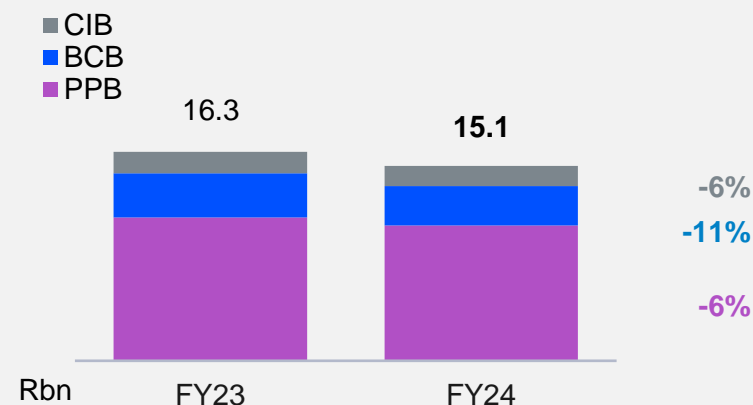


# Credit impairment charges – decline driven by enhanced collection strategies, improved macroeconomic outlook and recoveries in CIB

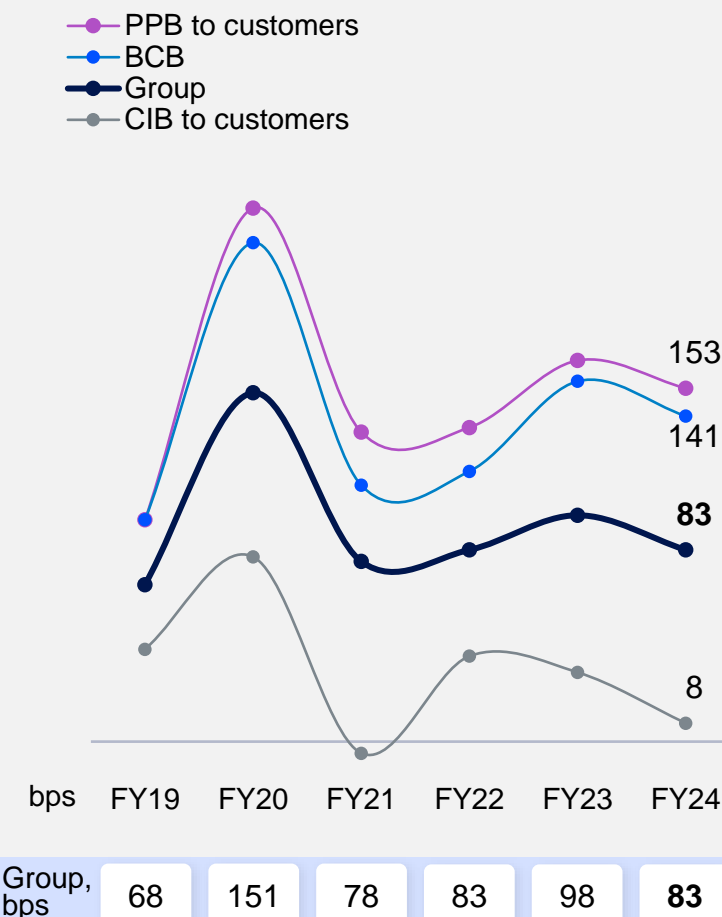
## Credit impairment charges<sup>1</sup>



## Credit impairment charges, business



## Credit loss ratio



## Credit impairment charges driven by:

- **PPB & BCB charges** declined as inflows into Stage 2 & 3 slowed on the back of enhanced collection strategies, watchlist management as well as the release of forward-looking provisions as the outlook for the macroeconomic environment in South Africa improved
- **CIB charges** were muted due to the successful restructure and cure of legacy stage 3 loans and the write back of prior period impairments. This was partly offset by sovereign risk deterioration in Mozambique and Malawi

## CLR

### PPB

South Africa  
Africa Regions  
Offshore

### BCB

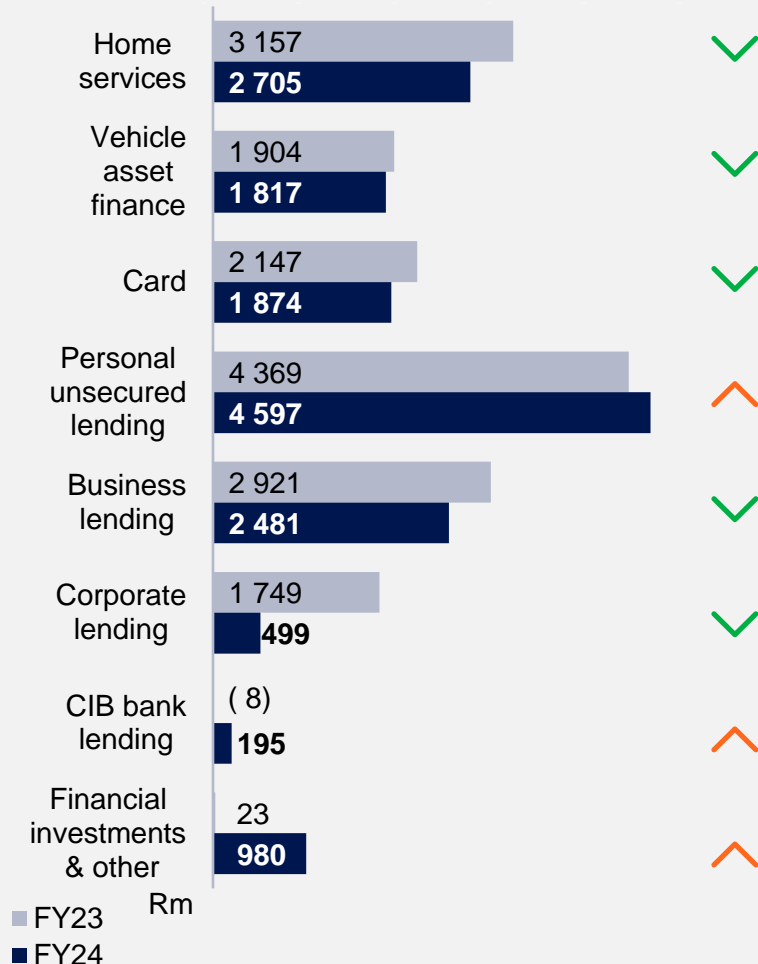
South Africa  
Africa Regions  
Offshore

	FY22 bps	FY23 bps	FY24 bps
<b>PPB</b>	<b>136</b>	<b>165</b>	<b>153</b>
South Africa	132	167	157
Africa Regions	205	179	147
Offshore	17	19	13
<b>BCB</b>	<b>117</b>	<b>156</b>	<b>141</b>
South Africa	107	108	83
Africa Regions	231	384	393
Offshore	14	59	76

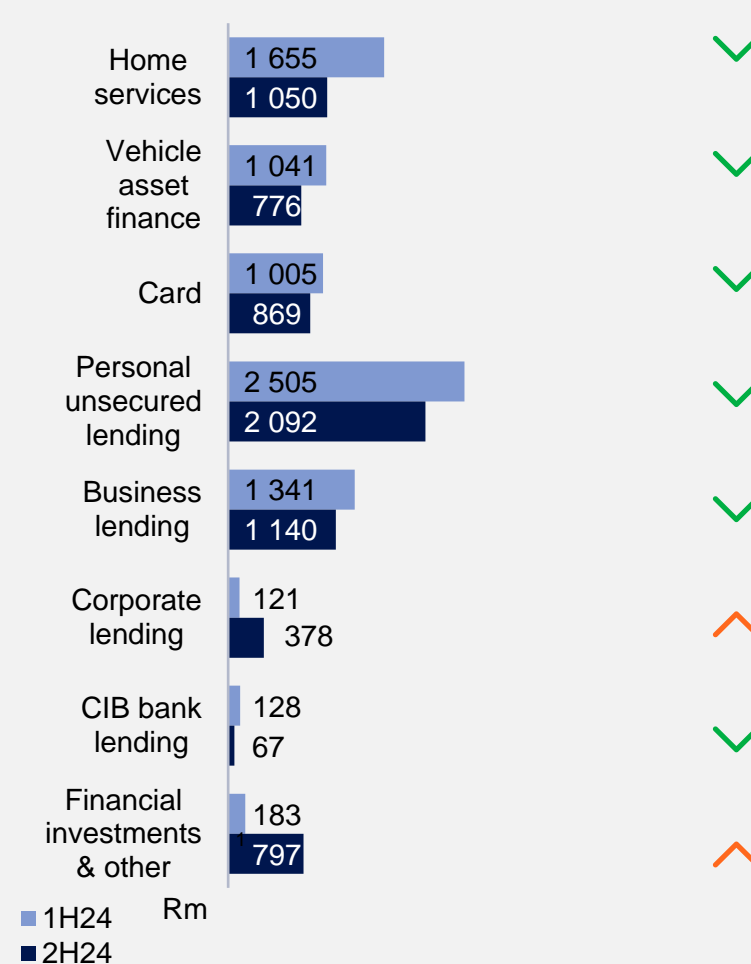
<sup>1</sup> Credit impairment charges for loans and advances including financial investments and letters of credit and guarantees per pages 28-29 of the Financial Analysis Booklet

## Credit impairment charges – notable reductions recorded in 2H24

### Credit impairment charges year on year



### Credit impairment charges half on half



### Credit impairment charges decrease driven by:

- Home services, vehicle and asset finance, card, and business lending charges all recorded declines in charge year on year and half on half
- Personal lending charges increased year on year due to higher write-offs and late-stage portfolio sales
- Corporate lending charges declined year on year due to the restructuring and cure of certain long outstanding stage 3 corporate loans in 1H24, but increased in 2H24 due to negative developments on specific stage 3 loans
- Financial investments increased due to sovereign credit risk deterioration in Malawi and Mozambique due to the distressed economic environment. FY23 was particularly low as it was net of a sovereign credit risk release relating to Ghana



## Operating expenses – costs well managed

	FY24 Rm	FY23 Rm	Change %	Change CCY %
<b>Staff costs</b>	<b>47 146</b>	<b>46 090</b>	<b>2</b>	<b>8</b>
<b>Other operating expenses</b>	<b>33 013</b>	<b>33 867</b>	<b>(3)</b>	<b>9</b>
Software, cloud and technology related costs	12 725	12 392	3	8
Amortisation of intangible assets	2 473	2 480	(0)	2
Depreciation	4 110	4 379	(6)	0
Premises expense	2 352	2 263	4	13
Professional fees	2 293	2 438	(6)	(1)
Communication	1 221	1 271	(4)	3
Marketing and advertising	2 308	2 403	(4)	1
Other	5 531	6 241	(11)	23
<b>Total operating expenses<sup>1</sup></b>	<b>80 159</b>	<b>79 957</b>	<b>0</b>	<b>8</b>
<b>Efficiency</b>				
Jaws, %	<b>1.8</b>	5.7		
Cost-to-income, %	<b>50.5</b>	51.4		

### Operating expenses driven by:

- **Staff costs** growth low as higher fixed remuneration was offset against lower performance-related incentives
- **Software, cloud and technology-related costs** increased linked to higher cloud usage required for new features on client platforms, increased processing volumes, increased spend on system stability, infrastructure resilience and security, and contractual increases in USD-denominated software costs
- **Amortisation** flat as capitalised expenditure slowed as the group transitions to software-as-a-service solutions
- **Depreciation** reduced due to lower investment in on-premises infrastructure
- **Premises expenses** increased due to annual increases on municipal and utility costs across the continent, partly offset by lower fuel and maintenance costs as loadshedding reduced in South Africa
- **Professional fees** were lower due to a reduction in demand for external consultants
- **Other expenses** decreased due to focused cost management initiatives

<sup>1</sup> Banking operating expenses grew by 8% in constant currency vs weighted average inflation rate of 7%

# IT spend – leveraging our ‘save-to-invest’ strategy to extract continued benefits

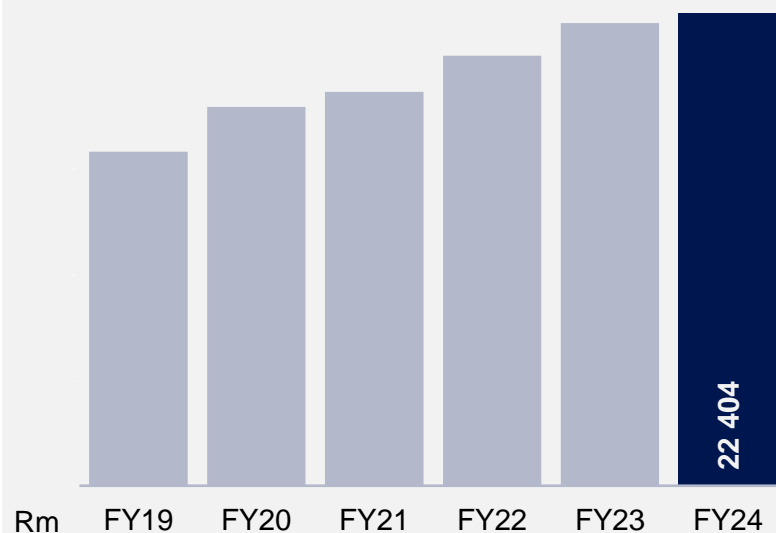
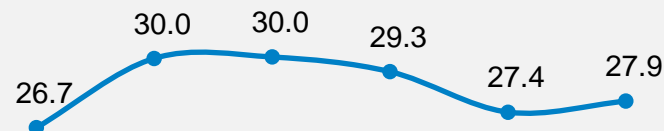
## Total technology spend<sup>1</sup>

5-year CAGR 7%

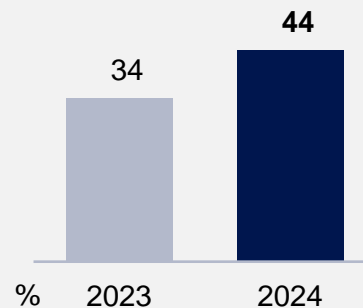
■ IT  
● IT spend as % of costs

↑ 2%

↑ 7% ccv

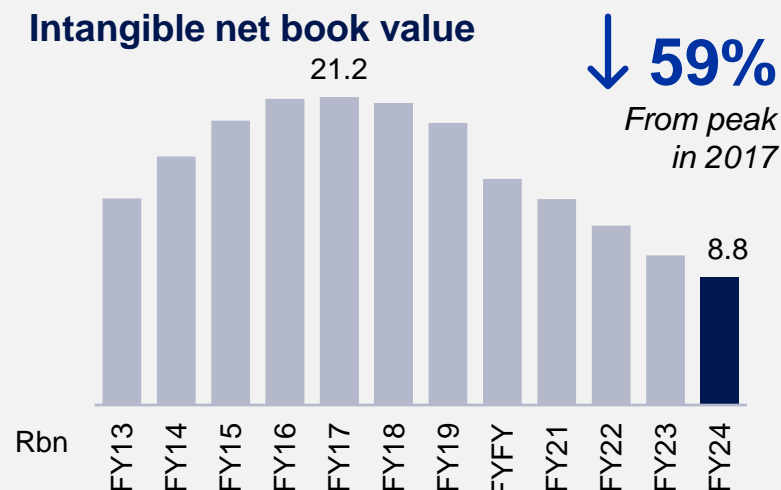


## Compute in the public cloud



49% reduction in our SA physical server footprint since 2021

## Intangible net book value



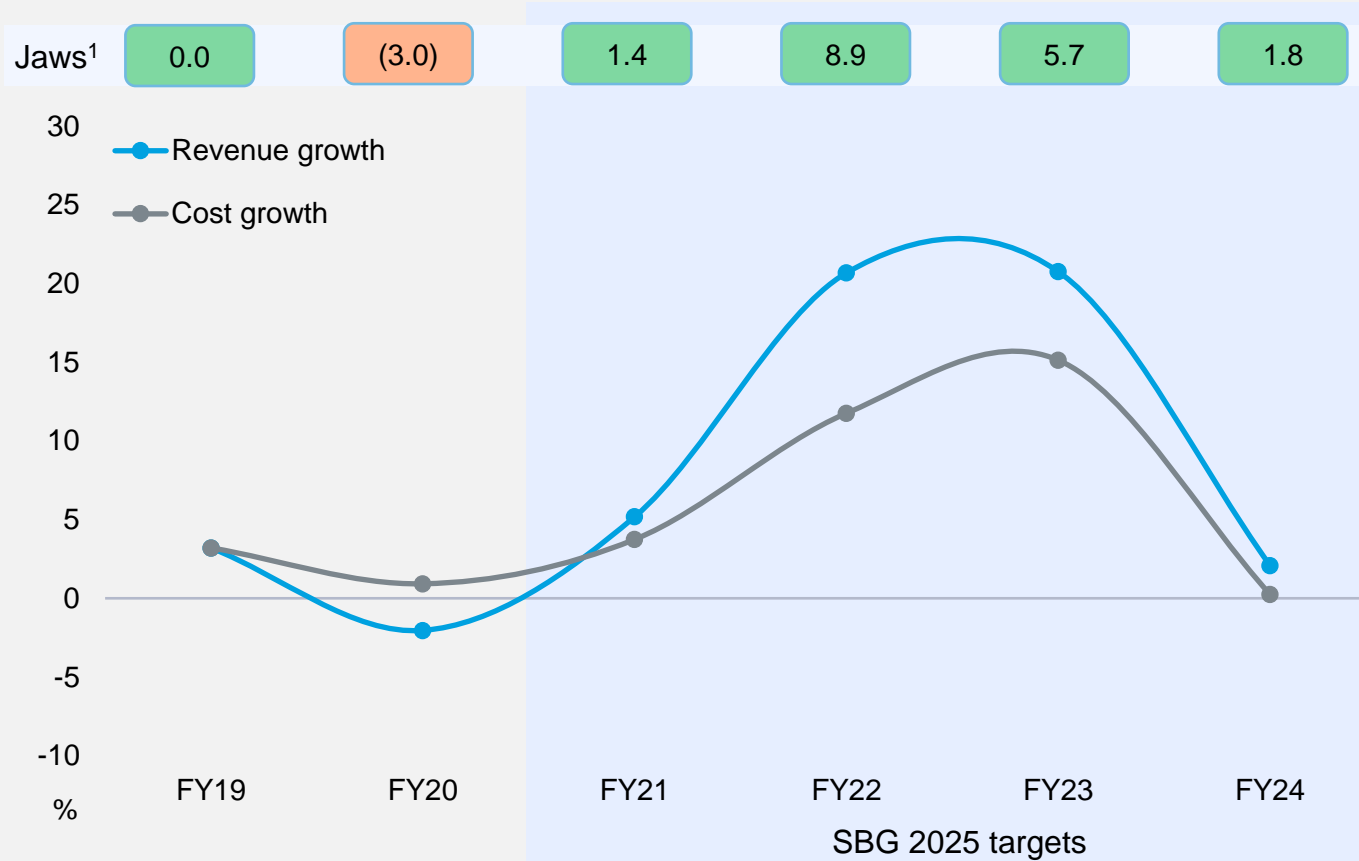
↓ 59%  
From peak in 2017

- **Total technology spend up 2%** as investments to improve platform stability, cyber resilience, and digital client features continue. We invest in improving client platforms and transitioning to the cloud. This was offset by deliberate reduced consultant spend and reduced investment in on-premises infrastructure
- **Compute in the public cloud** has enhanced agility, bolstered system resilience and improved our technology carbon emissions footprint. We are leveraging the cloud for AI which allows access to powerful computing resources that can handle complex AI workloads
- **Intangible net book value** has decreased significantly from 2017 due to prudent cost management and lower capitalised expenditure resulting from the transition to cloud-based solutions

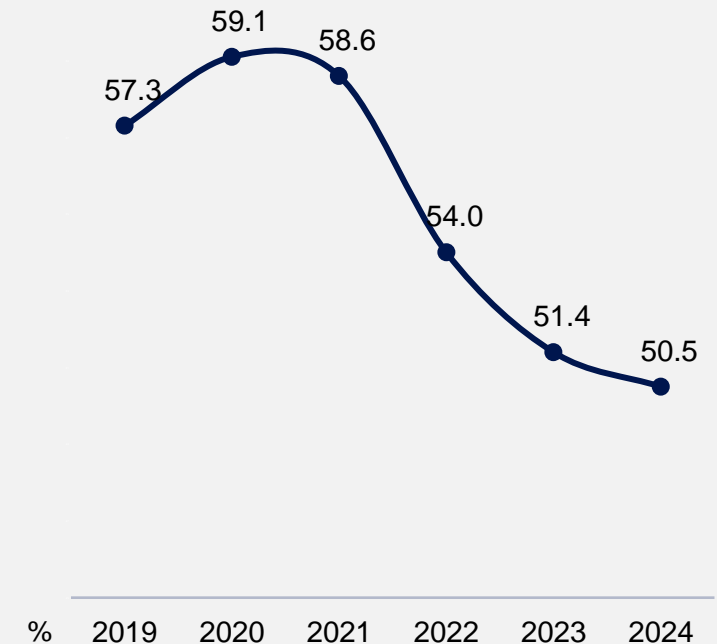
<sup>1</sup> Total technology spend for previous periods has been restated to align to banking operating expenses

## Operating expenses – sustained positive jaws has driven the cost-to-income ratio down since peak in 2020

Income vs cost growth and jaws



Cost-to-income ratio



<sup>1</sup> Jaws calculated as revenue growth less cost growth



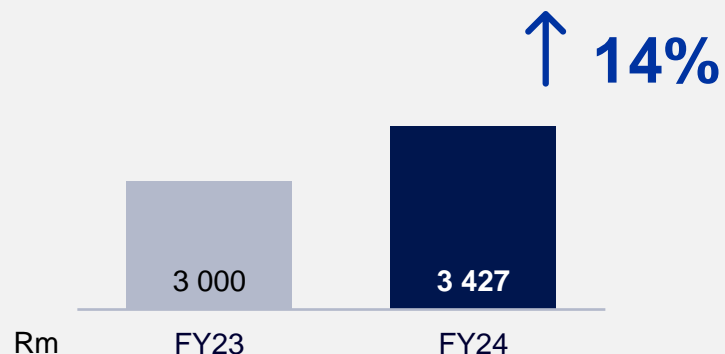
# 2.2

## Insurance & Asset Management

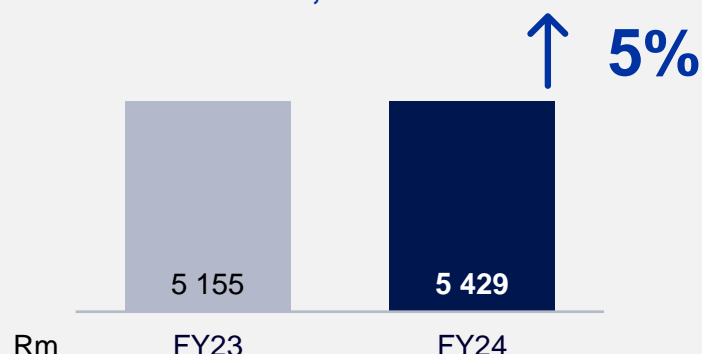
**IAM** – improved overall sales, margins and efficiencies drove uplift in new business value, with positive net client cash flow and market returns increasing AUM & AUA

## Insurance operations

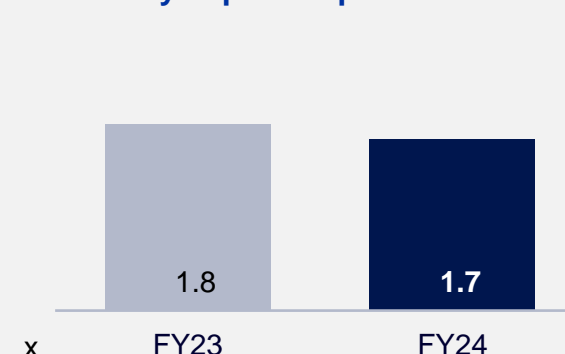
### New business value



### Short-term insurance, GWP<sup>1</sup>



### Solvency capital requirement cover, LGL<sup>2</sup>



## Asset management

### STANLIB 3<sup>rd</sup> party NCCF<sup>3</sup>

**R14bn**

85% flowed to higher margin products

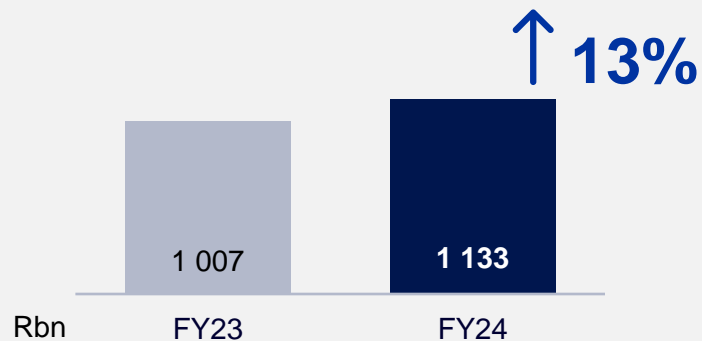
↑ >100%

### Quartile performance<sup>4</sup>

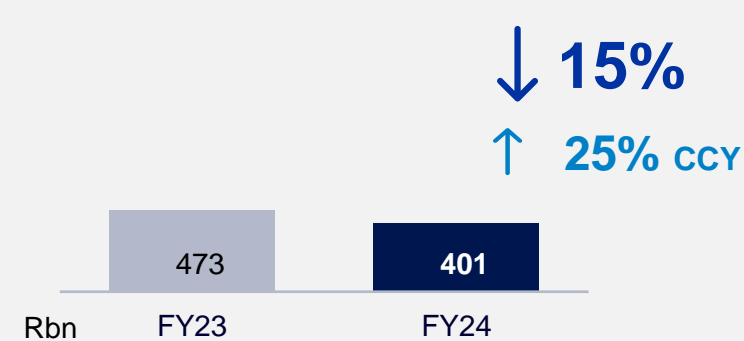
	2016	>	2024
STANLIB Flexible Income	#3		#1
STANLIB Multi-Asset Cautious	#2		#1
STANLIB Money Market	#2		#1
STANLIB Multi Style Equity	n/a		#1

## AUM & AUA<sup>5</sup>

### South Africa



### Africa Regions



<sup>1</sup> Gross written premium, <sup>2</sup> Liberty Group Limited, <sup>3</sup> Net customer cash flow excluding money market, <sup>4</sup> Quartile performance of representative retail funds based on Flagship ASISA retail funds per Morningstar, <sup>5</sup> Assets under management and assets under administration

# IAM performance – double-digit earnings growth and capital actions drove ROE higher

	FY24 Rm	FY23 Rm	Change %
<b>Insurance operations</b>	<b>4 017</b>	<b>3 918</b>	<b>3</b>
South Africa	4 057	4 054	0
Africa Regions	(40)	(136)	71
<b>Asset Management operations</b>	<b>977</b>	<b>887</b>	<b>10</b>
South Africa	453	201	>100
Africa Regions and Offshore	524	686	(24)
Central, sundry income and other	(342)	(263)	(30)
<b>Total operating earnings</b>	<b>4 652</b>	<b>4 542</b>	<b>2</b>
Shareholder portfolio	878	418	>100
<b>Gross earnings pre inter-BU attribution</b>	<b>5 530</b>	<b>4 960</b>	<b>11</b>
Inter-BU attribution headline earnings <sup>1</sup>	(2 230)	(2 140)	4
<b>Headline earnings</b>	<b>3 300</b>	<b>2 820</b>	<b>17</b>
<b>ROE (%)</b>	<b>16.7</b>	<b>13.6</b>	

- **Insurance operations**
  - **South Africa** earnings were flat, as risk experience moderated, however persistency improved. Continued focus on cost management
  - **Africa Regions** loss decreased year on year due to an improvement in insurance profits, especially in the Kenya short-term business
- **Asset management**
  - **South Africa** earnings increase was mostly from STANLIB, including positive net client cash flow, offsetting the continued investment into the business
  - **Africa Regions** earnings materially impacted by Naira devaluation, with in-country earnings continuing to show robust growth
- **Shareholder portfolio** reported a marked improvement on the prior year due to more favourable investment markets and property valuations in 2024

<sup>1</sup> Headline earnings which are attributed to PPB and BCB

# Concluding on the Liberty transaction – in the three years since the buyout, we have delivered ahead of expectations

## Simplification of the group

- Bought out LGL minorities and delisted
- Bought out preference shares
- Bought out L2D minorities and delisted
- Placed long-term and short-term insurance businesses under the Liberty umbrella
- Liberty Health business closure on track

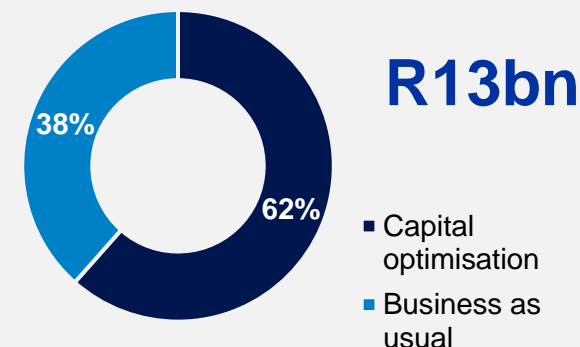
## Integration to drive collaboration

- Integrated insurance and investment into banking channels to provide a holistic client value proposition e.g. included in Ucount rewards
- Leveraging distribution forces to drive productivity and improve sales e.g. Liberty tied force selling mortgages
- Scaled financial advisory for private banking clients, clients have been paired with both a private banker and financial advisor to drive wealth creation through investment and risk products

## Capital optimisation

- Extracted diversification benefits and optimised asset holdings post the integration
- Liberty Group Limited SCR cover ratio range lowered, but cover remains strong
  - 2020: 1.8x (range, 1.5x – 2.0x)
  - 2024: 1.7x (range, 1.3x – 1.7x)
- Purchase price recovered in cash in three years

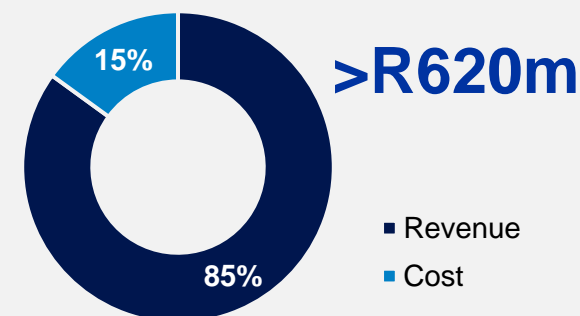
## Distributions to SBG since transaction



## Operational synergies

- **Revenue synergies** from increased investment product and Flexi Funeral sales in South Africa and product launches in Africa Regions
- **Cost synergies** from efficiencies extracted across operations, staff and IT
- **Integration costs** were well managed and below previous expectations

## Pre-tax synergies per annum





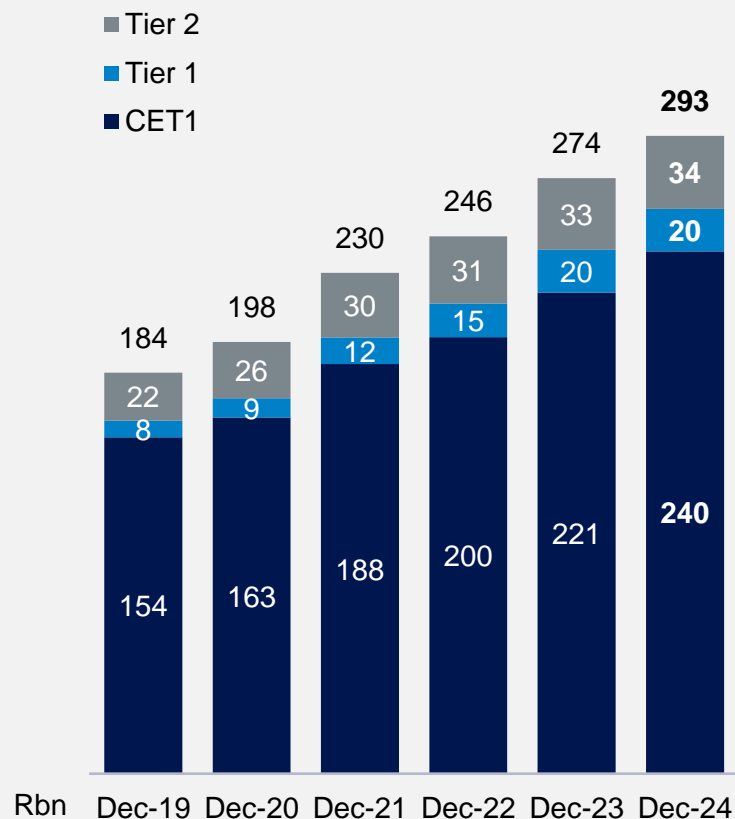
# 2.3

Capital and returns

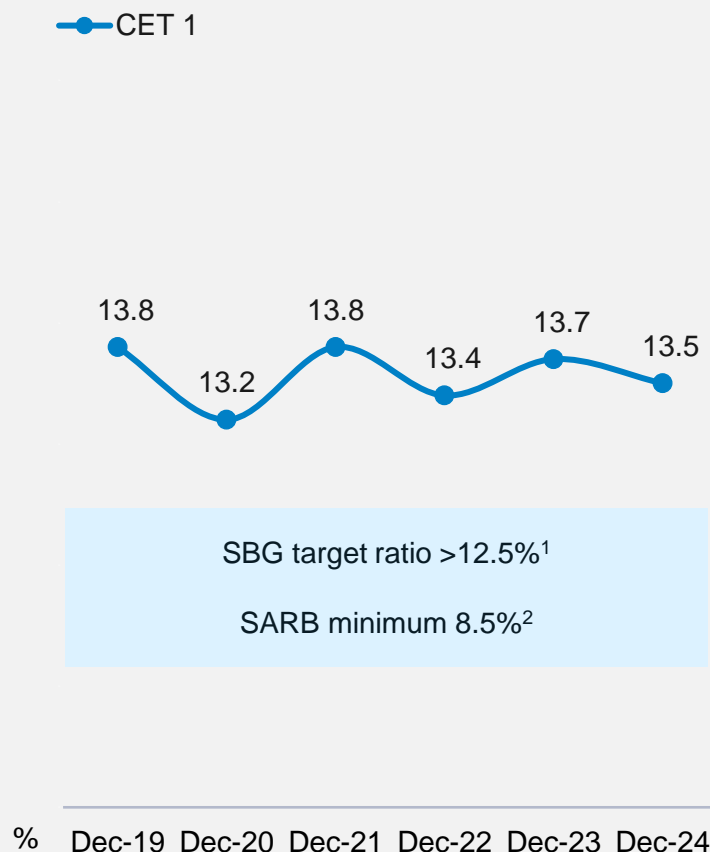


# Capital – robust capital and liquidity position

## Capital<sup>1</sup>



## Capital adequacy<sup>1</sup>



## Capital

- **Capital** was actively managed across portfolios and countries to drive attractive ROEs and fund dividend payments to shareholders
- **Risk-weighted assets** increased driven by the increases in credit risk and operational risk, linked to the growing loan book and businesses respectively
- **CET1 ratio** remained robust

## Liquidity

- **Liquidity** prudently managed, aligned with regulatory requirements and optimally sourced to meet client funding needs
- **Liquidity spreads** declined across both 12- and 60-month tenors in 2024 as demand for bank credit remained strong

## NSFR

**123%**  
(minimum 100%)

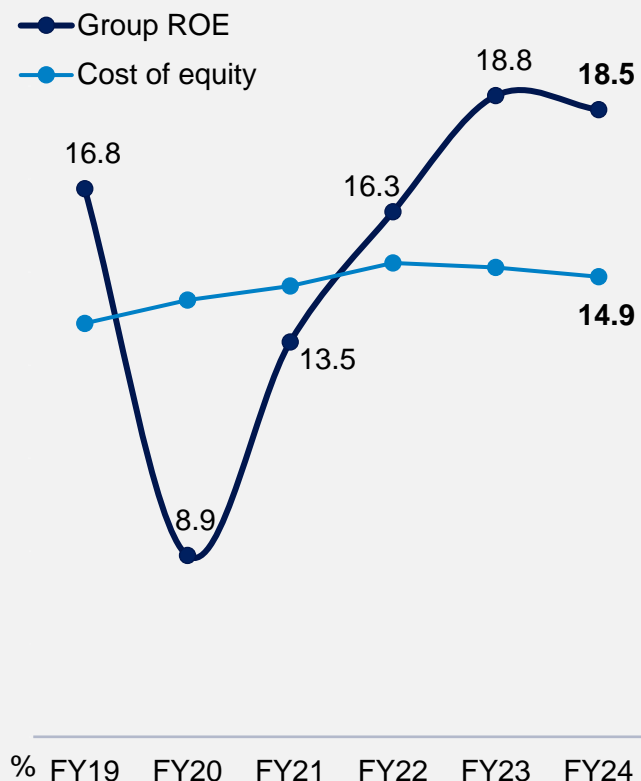
## LCR

**136%**  
(minimum 100%)

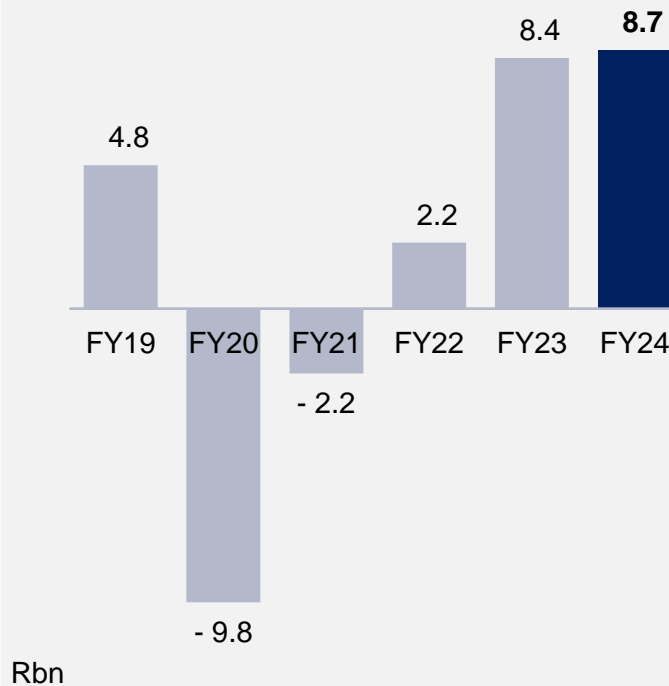
<sup>1</sup> Including unappropriated profits, <sup>2</sup> Recalibrated, inclusive of Pillar 2A requirements that were reinstated by the Prudential Authority from 1 January 2022

# ROE & dividends – strong capital generation supported returns and distributions

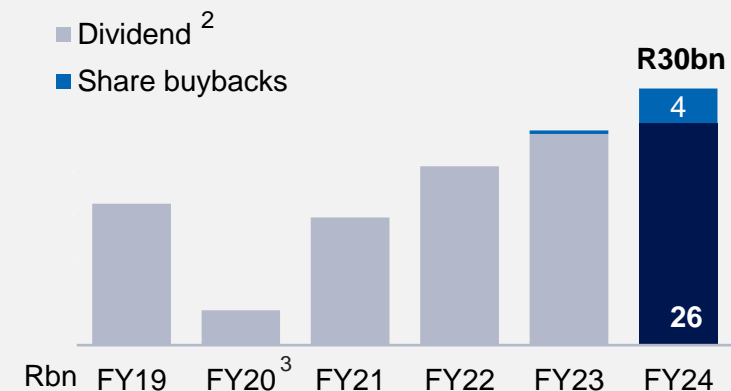
## Return on equity and cost of equity



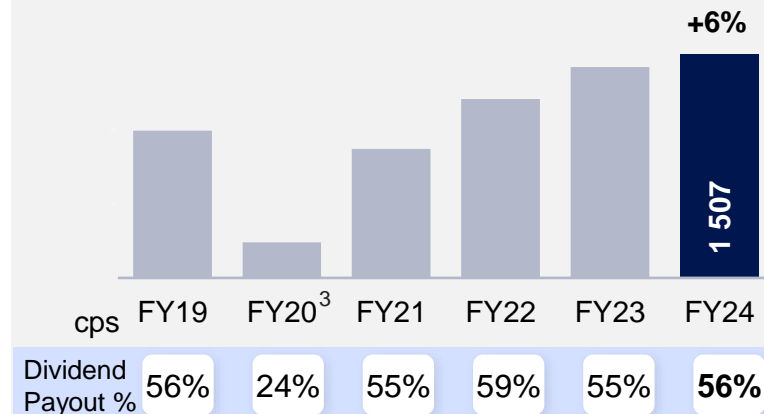
## Shareholder value added<sup>1</sup>



## Distributions



## Dividend per share



<sup>1</sup> Shareholder value added calculated as earnings minus cost of capital, <sup>2</sup> Includes preference shares dividends, <sup>3</sup> No 1H20 interim dividend paid as per guidance from the South African Reserve Bank

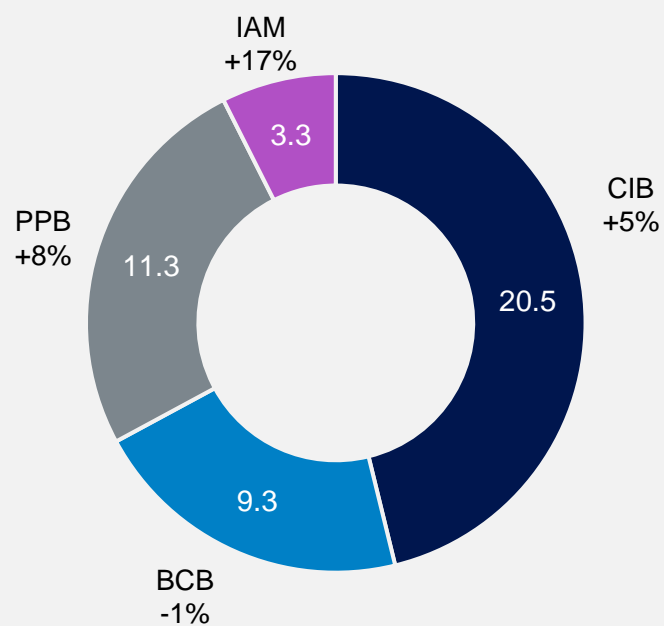


# 2.4

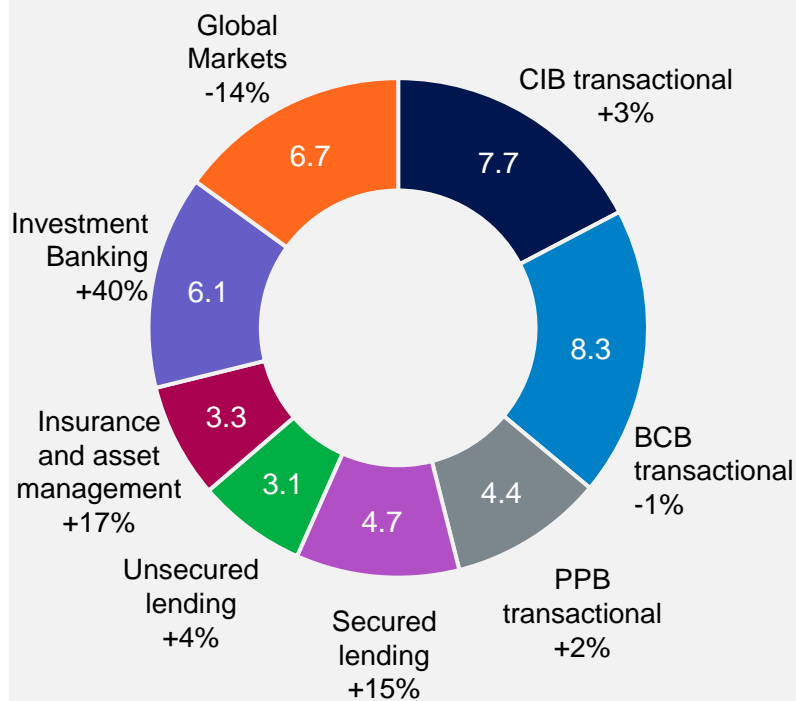
FY24 business and  
regional performance  
overview

# SBG portfolio – well-diversified and resilient earnings

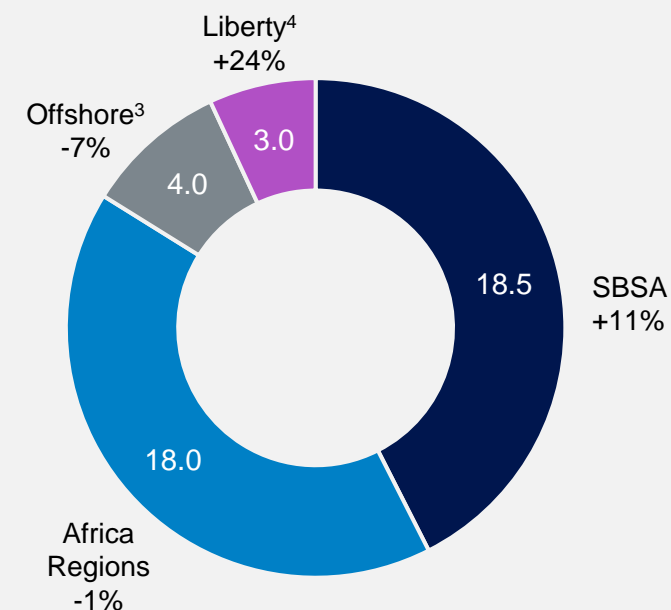
**Business unit headline earnings<sup>1</sup>,  
YoY change**



**Product headline earnings<sup>1</sup>,  
YoY change**



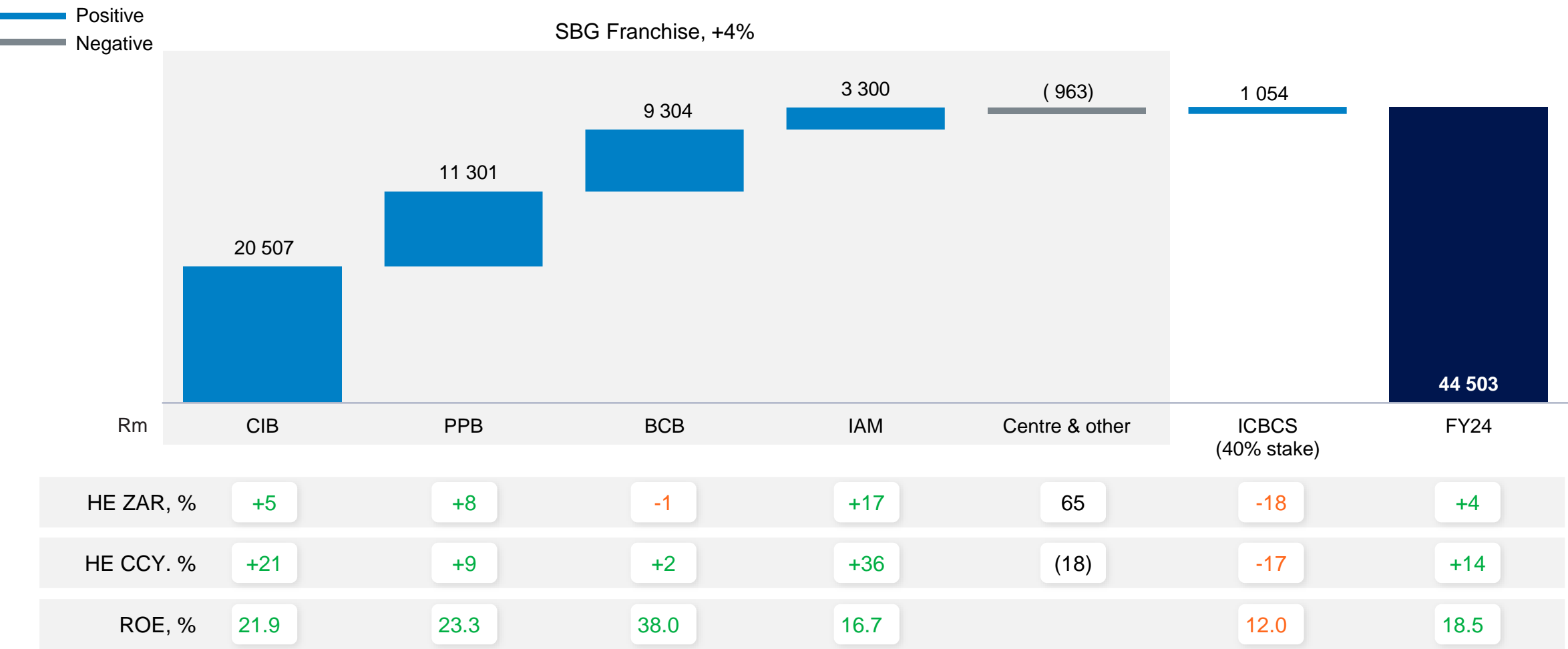
**Legal entity headline earnings<sup>2</sup>,  
YoY change**



<sup>1</sup> Headline earnings by business unit (SBG Franchise) excluding Centre, <sup>2</sup> Headline earnings by legal entity excluding Other, <sup>3</sup> Offshore is Standard Bank Offshore Group, <sup>4</sup> Liberty includes SIL

# Business units – three sizeable banking businesses and a growing insurance and asset management franchise

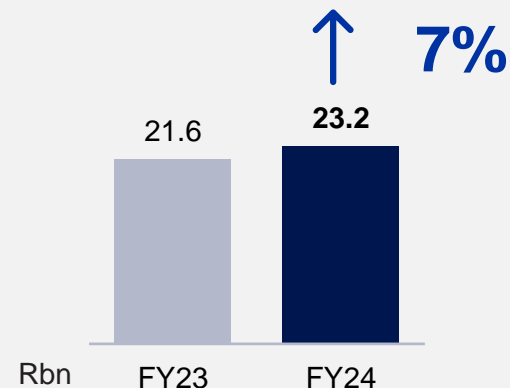
Headline earnings contribution by business unit



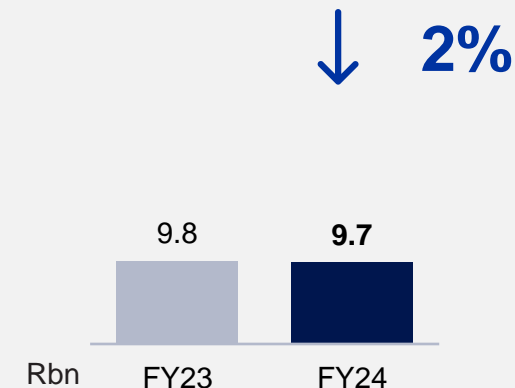
## SBSA – double-digit earnings growth supported by a growing client franchise, increased activity, and improved credit performance

	SBSA FY24 Rbn	SBSA FY23 Rbn	Change %
Net interest income	57.6	54.6	6
Non-interest revenue	39.5	39.5	(0)
<b>Total income</b>	<b>97.1</b>	<b>94.1</b>	<b>3</b>
Operating expenses	(57.6)	(56.4)	2
<b>Pre-provision profit<sup>1</sup></b>	<b>38.6</b>	<b>36.9</b>	<b>5</b>
Credit impairment charges	(11.6)	(13.3)	(12)
<b>Headline earnings</b>	<b>18.5</b>	<b>16.8</b>	<b>11</b>
Credit loss ratio, bps	84	98	
Cost-to-income ratio, %	59.9	60.4	
Jaws, %	1.1	(2.9)	
ROE, %	15.3	14.6	

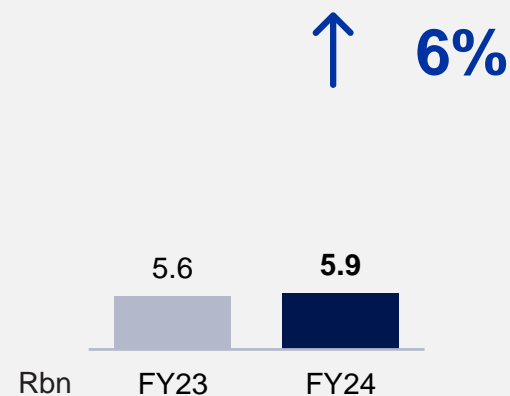
### Net fee and commission



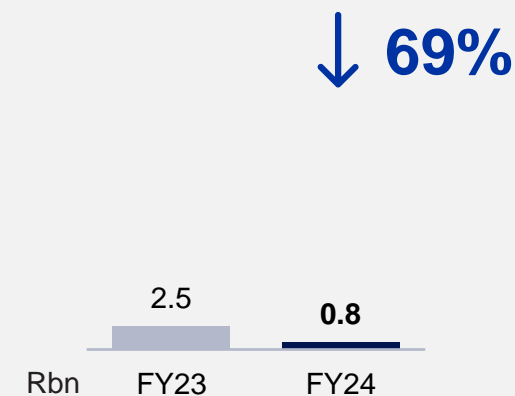
### Trading revenue



### Other revenue

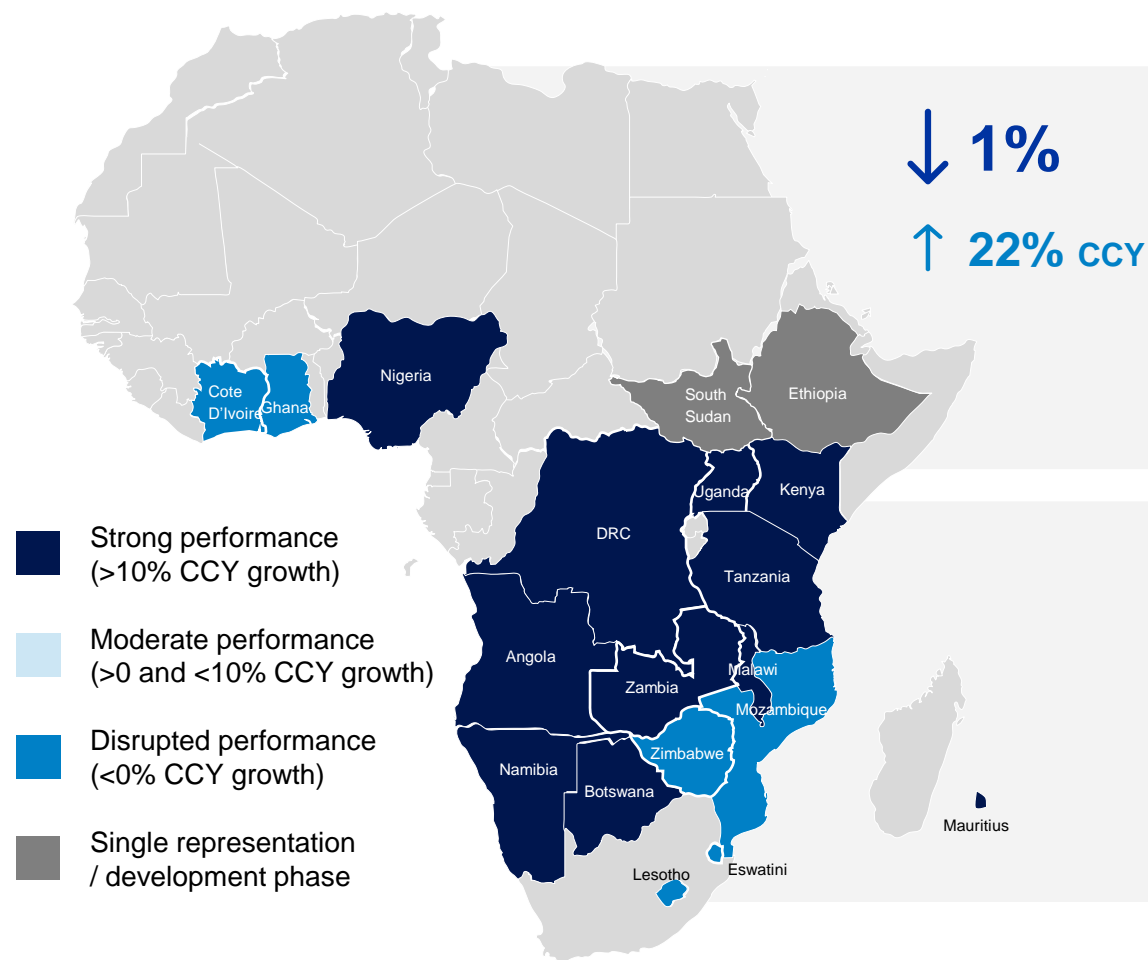


### Other gains and losses



<sup>1</sup> Net of revenue sharing agreement

## Africa Regions – ROE improved, and underlying franchise growth was strong, but earnings was diluted by currency translation headwinds in the West Africa Region



### Headline earnings

	FY24 Rbn	FY23 Rbn	Change %	CCY %
<b>Africa Regions</b>	<b>18.0</b>	<b>18.2</b>	<b>(1)</b>	<b>22</b>
East Africa <sup>1</sup>	4.2	3.5	19	16
South & Central Africa <sup>2</sup>	8.7	8.4	3	12
West Africa <sup>3</sup>	5.1	6.3	(18)	37

### Return on equity

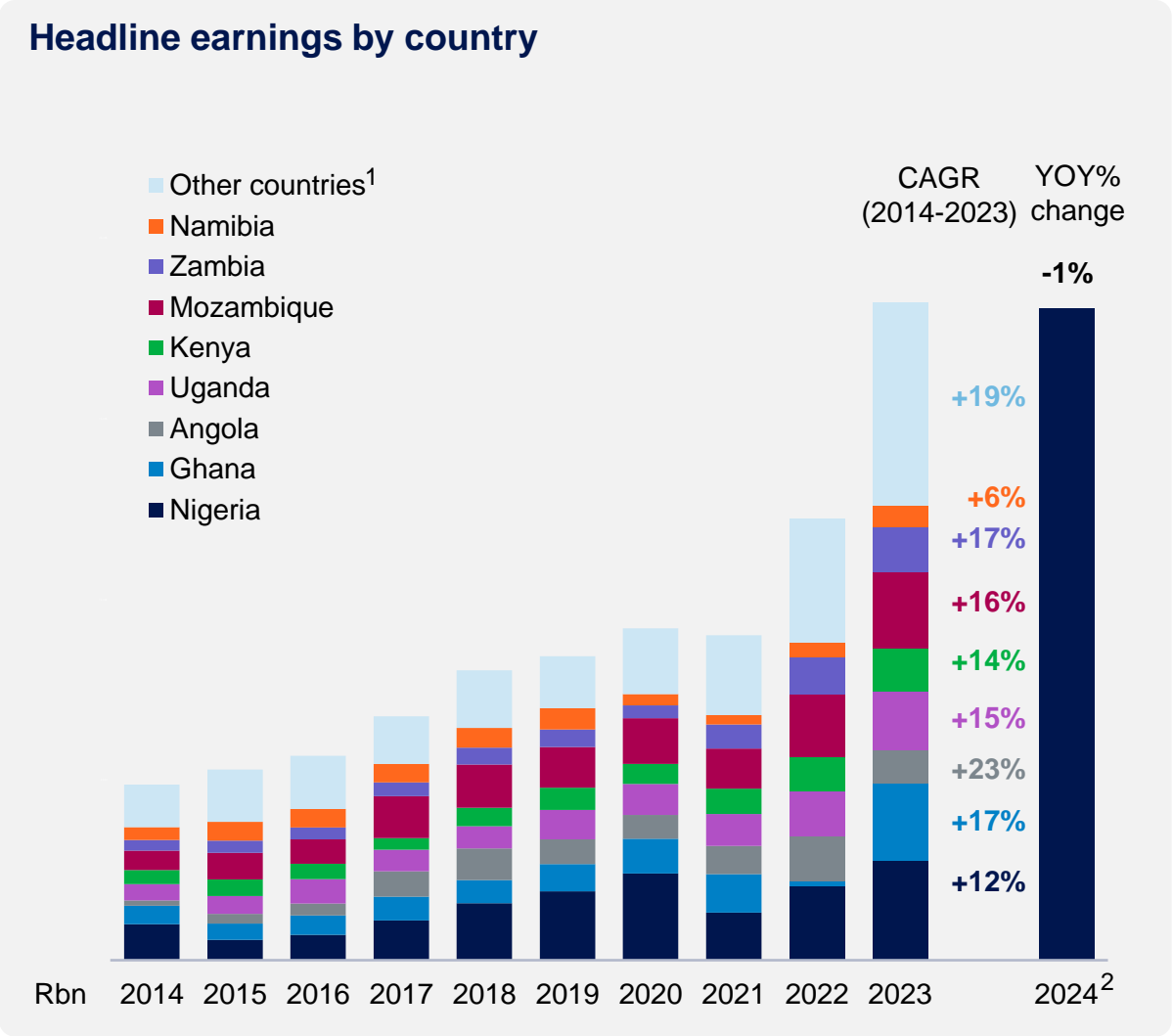
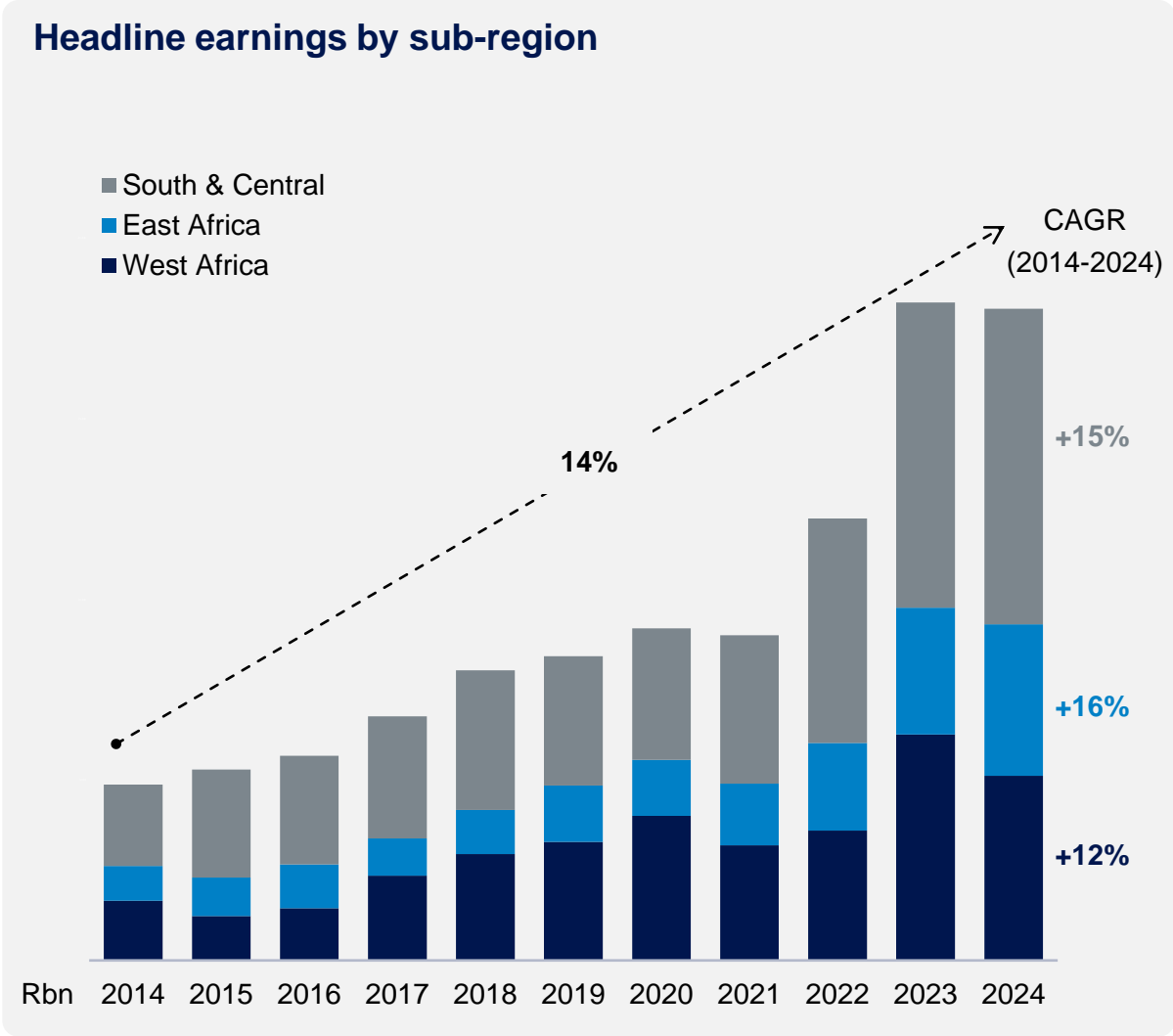
	FY24 %	FY23 %
<b>Africa Regions</b>	<b>28.4</b>	<b>28.0</b>
East Africa	23.0	21.3
South & Central Africa	28.7	28.2
West Africa	34.5	33.7

**>40%**

Africa Regions contribution to SBG headline earnings

<sup>1</sup> Kenya, South Sudan, Tanzania, Uganda, <sup>2</sup> Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Zambia, Zimbabwe, <sup>3</sup> Angola, DRC, Ghana, Côte d'Ivoire, Nigeria

# Africa Regions – the diversified portfolio has delivered double-digit growth in aggregate and across all three sub-regions in ZAR



<sup>1</sup> Other includes Botswana, Côte d'Ivoire, DRC, Eswatini, Lesotho, Malawi, Mauritius, Tanzania, Zimbabwe, <sup>2</sup> 2024 not split as certain Africa Regions' subsidiaries have not yet reported



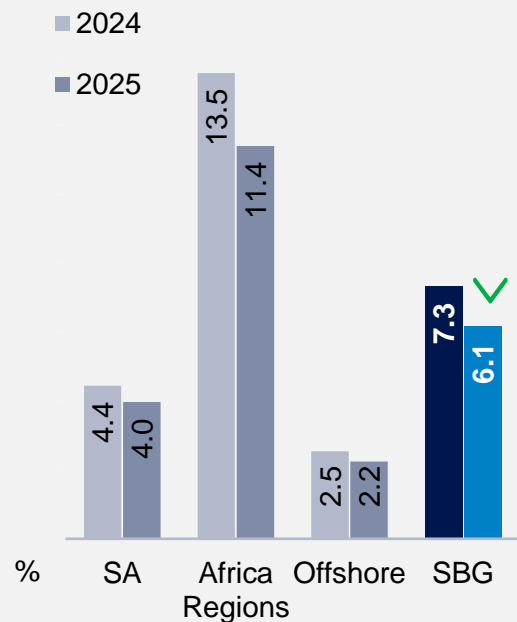


# 2.5

FY25 outlook

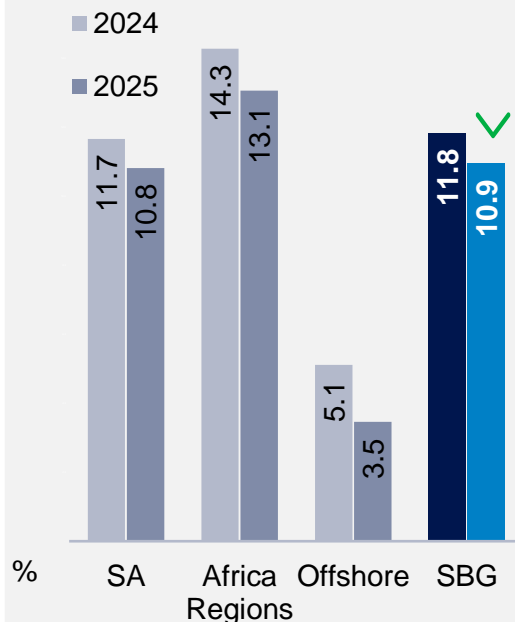
# FY25 macroeconomic outlook – easing inflation, lower interest rates and GDP acceleration

## Inflation



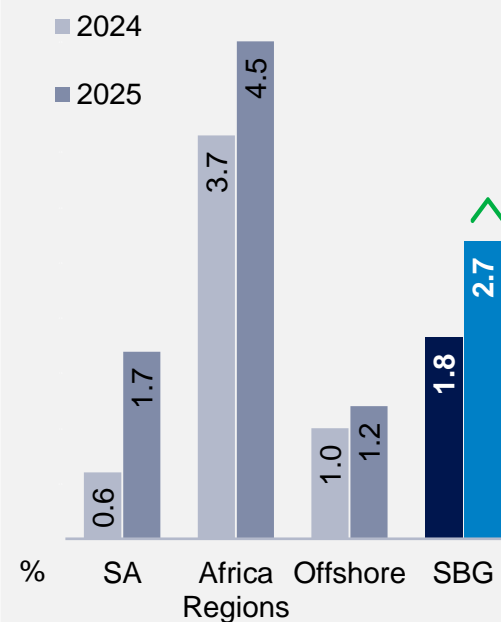
- Inflation expected to dip further in 2025 across all three core regions

## Interest rates



- Average interest rates expected to moderate across all three regions in 2025

## Real GDP growth



- Real GDP growth expected to accelerate in 2025 driven by an improvement across all three regions

## Currency impact

**-11%**  
FY24 estimate<sup>1</sup>

**-9%**  
FY24 actual

**-1%**  
FY25 estimate

- Currency impact across our portfolio of countries is expected to be small in 2025

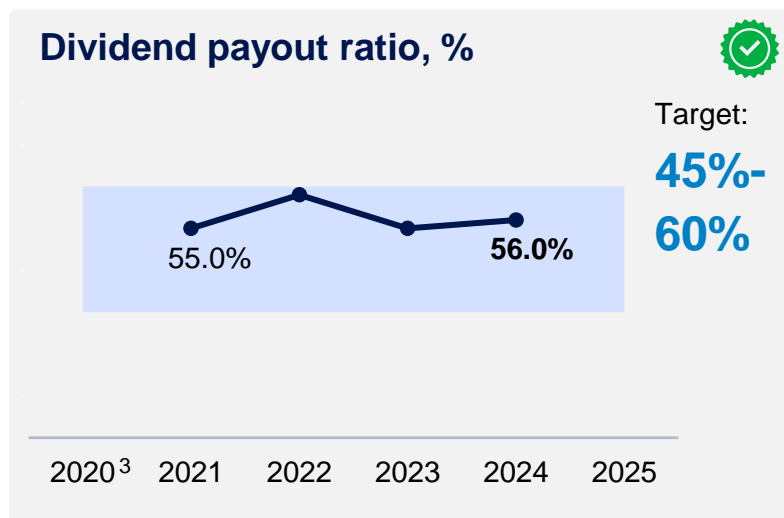
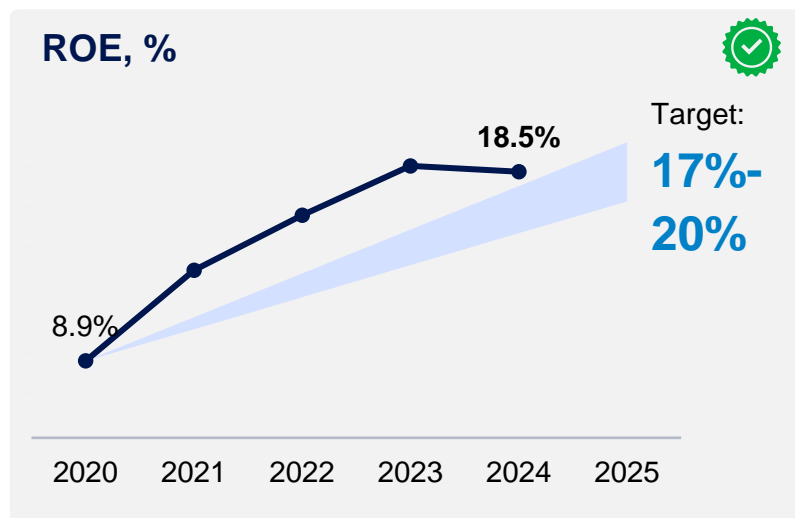
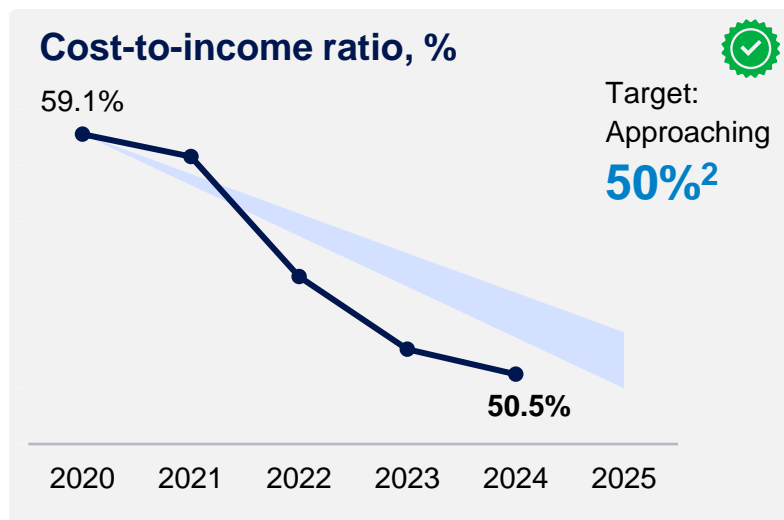
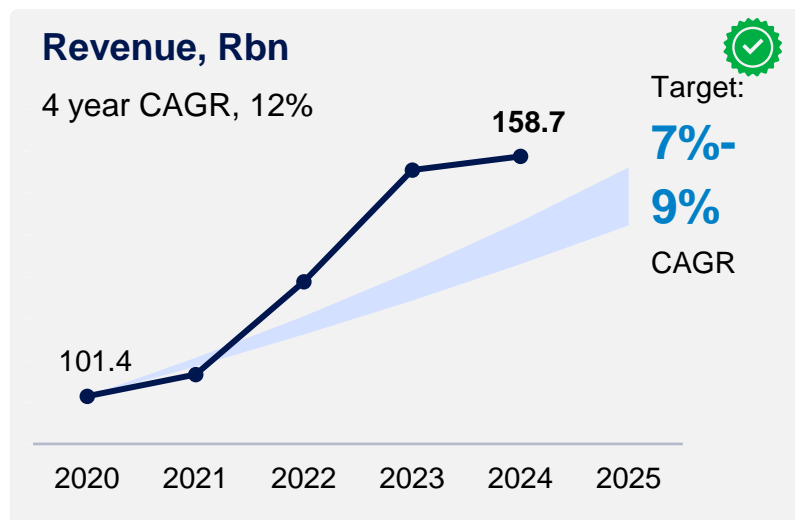
<sup>1</sup> FY24 estimate was the group's expectation in August 2024

## SBG FY25 guidance – expect continued growth and currency impact to be minimal

Core metrics	FY25 guidance	Key drivers in FY25
Banking total income	Mid-to-high single digits	<ul style="list-style-type: none"> <li>NII – up mid-to-high single digits, subject to loan growth and margin pressure</li> <li>NIR – up mid-to-high single digits, subject to market activity</li> </ul>
Banking cost-to-income ratio	Flat-to-down year on year	<ul style="list-style-type: none"> <li>Banking revenue growth to be marginally ahead of operating expenses growth resulting in flat to positive jaws<sup>1</sup></li> </ul>
Group ROE	Inside the 2025 SBG target range of 17% – 20%	<ul style="list-style-type: none"> <li>Both Banking ROE and IAM ROE within 2025 SBG target range</li> </ul>
Supplementary metrics		
Credit loss ratio	Middle of the TTC <sup>2</sup> range of 70 bps – 100 bps	<ul style="list-style-type: none"> <li>Credit impairment charges are expected to be higher than in 2024 due to a pick up in loan growth, forward looking provision releases not repeating and CIB charges normalising</li> </ul>
CET1 ratio	>12.5%	<ul style="list-style-type: none"> <li>Active capital management to fund organic and inorganic growth as well as distributions</li> </ul>
Dividend payout ratio	At the top end of range of 45% – 60%	<ul style="list-style-type: none"> <li>Continued focus on dividend extraction from operating entities</li> <li>Share buybacks subject to available cash resources and share price</li> </ul>

<sup>1</sup> Jaws for Banking businesses, <sup>2</sup> Through-the-cycle

# SBG 2025 targets – tracking ahead of plan<sup>1</sup>



Confident we can navigate uncertainties and deliver on our key SBG 2025 targets

<sup>1</sup> 2025 targets are as laid out in our Strategy Day in August 2021, lines are indicative only, reflect straight line from 2020 to 2025, <sup>2</sup> Approaching 50%, <sup>3</sup> Dividend payout was 24% in FY20 as no 1H20 interim dividend was paid as per guidance from the South African Reserve Bank



# 3.0

Beyond 2025

# SBG 2028 – we have a well diversified business with scale and are positioned to win

## 4 businesses

PERSONAL &  
PRIVATE BANKING

Banking

BUSINESS &  
COMMERCIAL  
BANKING

CORPORATE &  
INVESTMENT  
BANKING

INSURANCE &  
ASSET  
MANAGEMENT

## 26 countries



## #1 on the continent<sup>1</sup>

**#1**

Bank Brand in  
Africa<sup>2</sup>

**20m**

Customers<sup>3</sup>

**R400bn**

Originated in FY24<sup>4</sup>

**R3.3trn**

Assets

**R2.1trn**

Deposits

**R1.5trn**

Assets under  
management<sup>5</sup>

## Attractive investment proposition

Recognised  
and trusted brand

Growing  
and engaged  
client franchise

Well diversified and  
resilient business with  
scale

Targeted technology  
investment  
bearing fruit<sup>6</sup>

Deep management  
bench strength

Fortress balance sheet  
with a proven track  
record of managing  
external shocks

Strong growth prospects  
and attractive  
medium term targets

Well placed to  
capture Africa's sizable  
opportunities

<sup>1</sup> Largest bank based on total assets, <sup>2</sup> By value, as ranked by Brand Finance in the 2025 report, <sup>3</sup> Active clients +4%, <sup>4</sup> PPB SA, BCB disbursements and Investment Banking origination, <sup>5</sup> Assets under management and assets under administration, <sup>6</sup> Delivering improvements in client experience, stability, security and productivity

# SBG 2028 – our strategic priorities remain unchanged, and we are focused on execution

## Our purpose

Why we exist

# Africa is our home, we drive her growth

## Our strategic priorities

What we need to do to deliver our purpose



Transform client experience



Execute with excellence



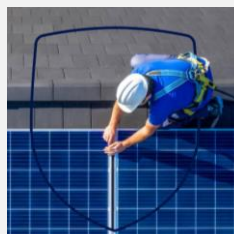
Drive sustainable growth and value

## Our resolute focus on strategy execution is driven through two pillars

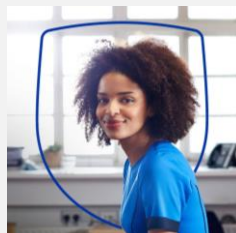
### 1.0 Defend and grow our core business



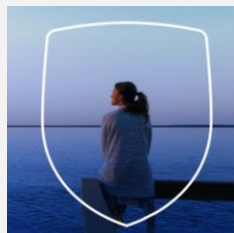
CIB



BCB



PPB



IAM

### 2.0 Pursue growth opportunities

Lead Africa's energy & infrastructure development

Build Africa's best private bank

Maximise the value of our diversified portfolio

**SBG 2028** – we are well positioned to capture Africa's

# GROWTH

**Our growth ambitions:**

*Where we want to lead*

**Our capabilities:**

*Why we are confident in our ability to win*

## Lead Africa's energy & infrastructure development

- Unrivalled presence across Africa
- Deep sector expertise in infrastructure and energy sectors
- Proven track record in delivering client solutions
- Large balance sheet to support our clients

## Build Africa's best private bank

- Market leading propositions tailored to clients' banking, insurance and investment needs
- Excellent distribution capabilities
- Differentiated client experience
- Trusted and aspirational brand

## Maximise the value of our diversified portfolio

- Unmatched African footprint in 20 countries provides unique understanding of client needs
- Strong capital position allows us to seize opportunities when they arise
- Proven track record of successful and disciplined expansion in and for Africa



# SBG 2028 – we are confident we can deliver continued attractive growth and better returns

Core metrics	10 years to 2024 <sup>1</sup>	2026 – 2028 targets
HEPS CAGR	10%	8% - 12%
ROE	16%	18% - 22%
Supplementary metrics		
Cost-to-income ratio	55.6%	<50%
Credit loss ratio	89 bps	70 bps – 100 bps
CET1 ratio	13.4%	>12.5%
Dividend payout ratio	55% <sup>2</sup>	45% - 60%

<sup>1</sup> All metrics are based on average except HEPS which is CAGR, <sup>2</sup> Excluding FY20 dividend due to no interim dividend paid as per guidance from the South African Reserve Bank



Standard Bank

# Africa's Most Valuable Bank Brand.

Year after year.  
After year. After year.

BRAND FINANCE  
**GLOBAL 500 BANKS**  
**SOUTH AFRICA TOP 100**  
2022 – 2025

Brand Finance®





**THANK  
YOU**



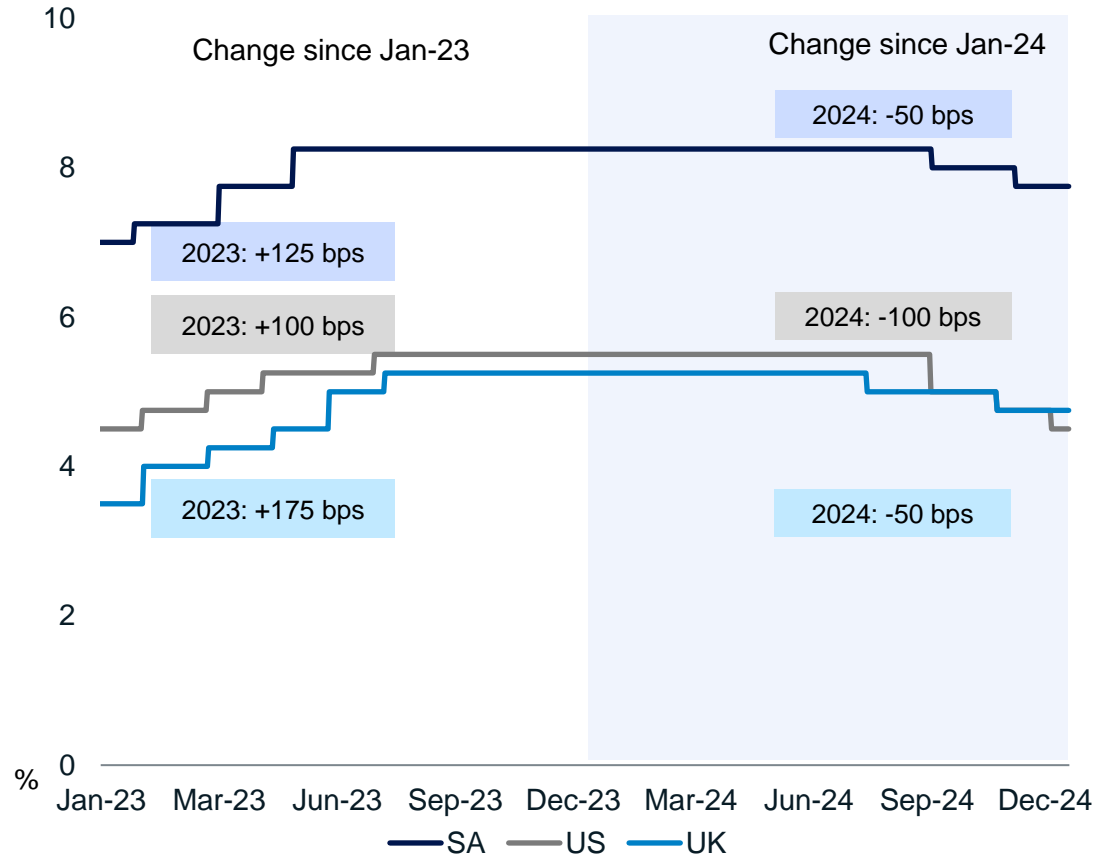
# APPENDIX



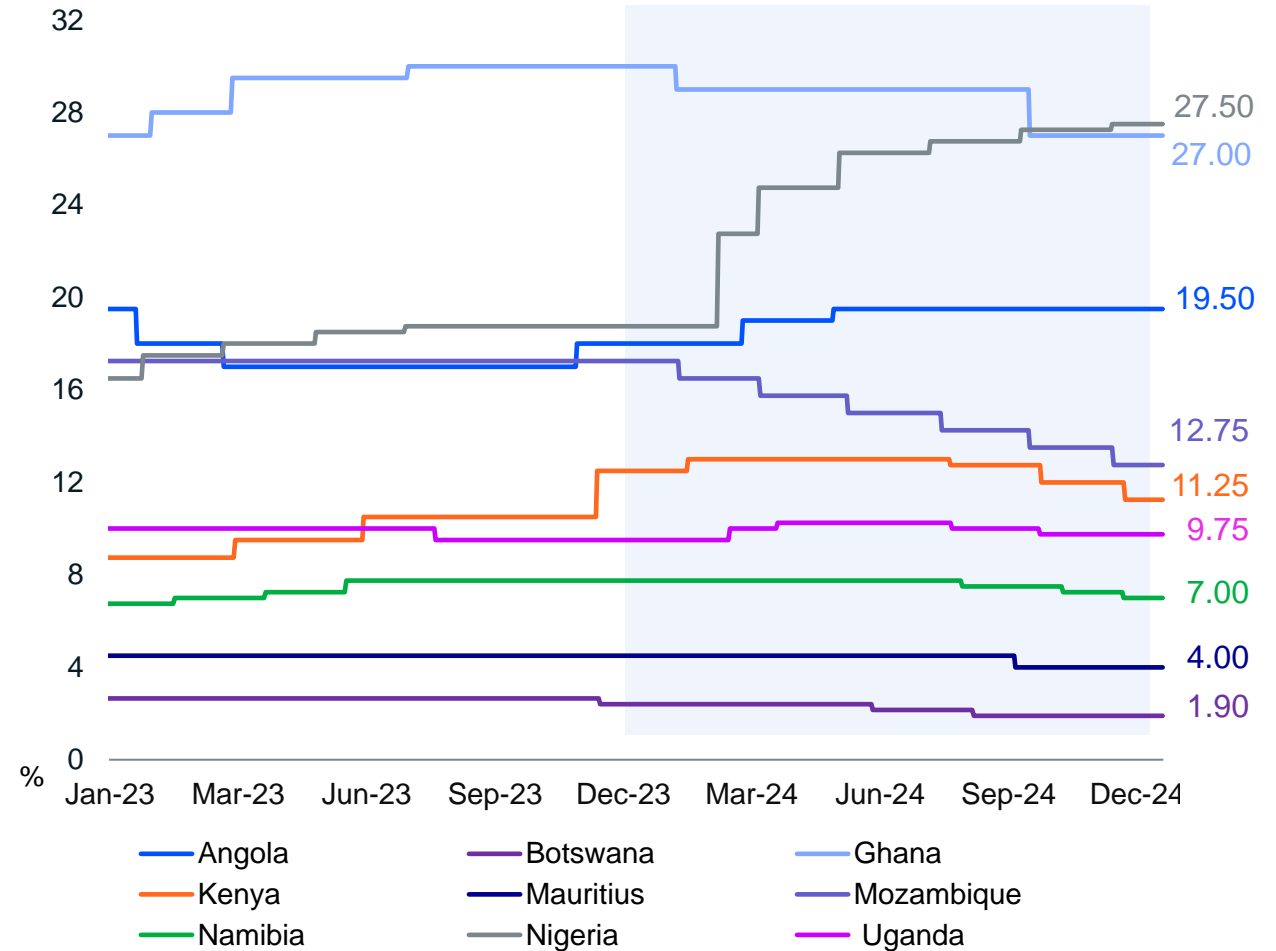
# Appendix – Additional macro

## Interest rates – started to gradually decline, other than in Nigeria and Angola

### South Africa, UK & USA

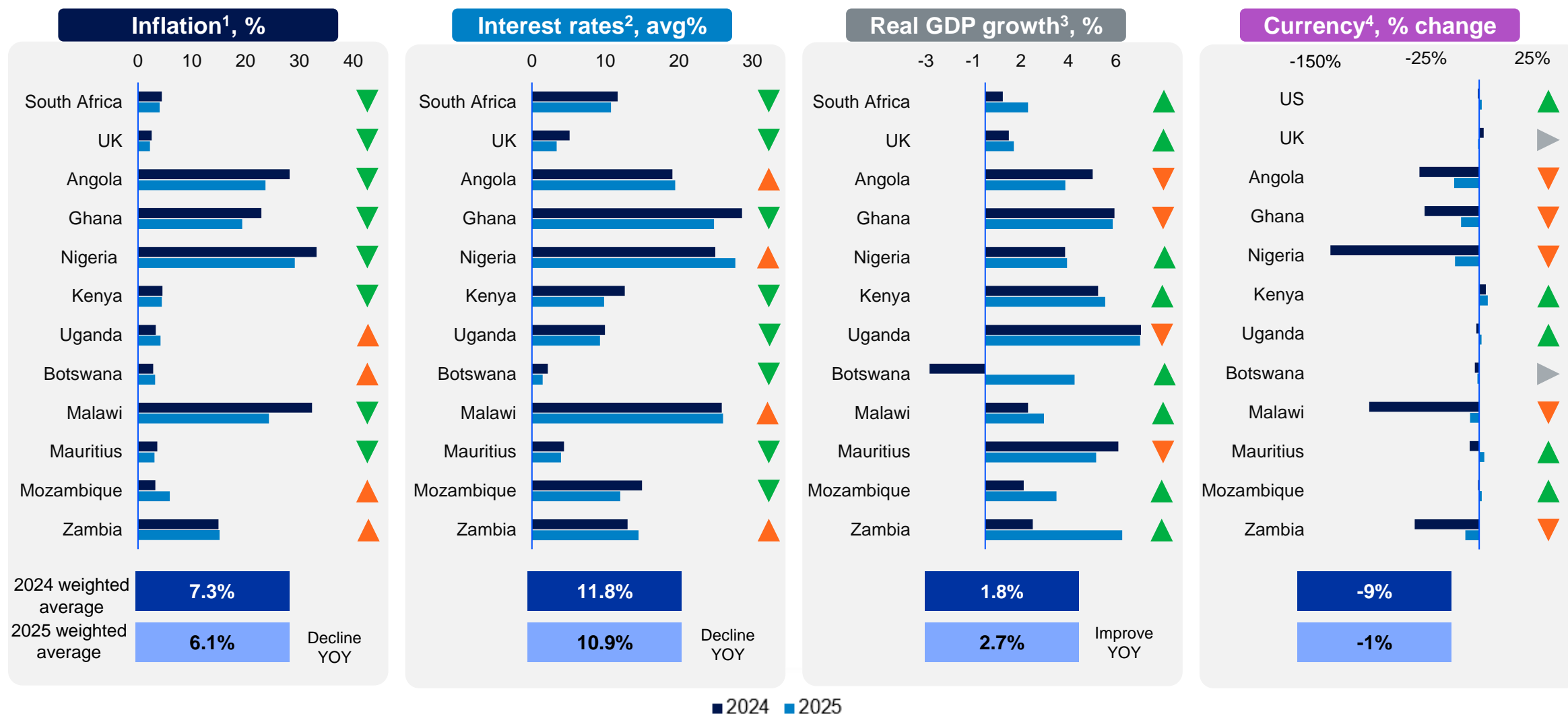


### Africa Regions



Source: Bloomberg

# Macroeconomic estimates – 2024 and 2025



Source: Company financials and SB research <sup>1</sup> Inflation weighted based on banking costs, <sup>2</sup> Interest rates weighted based on period end gross loans and advances, <sup>3</sup> Real GDP growth weighted based on banking revenue, <sup>4</sup> Currency change relative to ZAR weighted based on headline earnings



# Appendix – Additional business disclosures



# Personal & Private Banking – key highlights

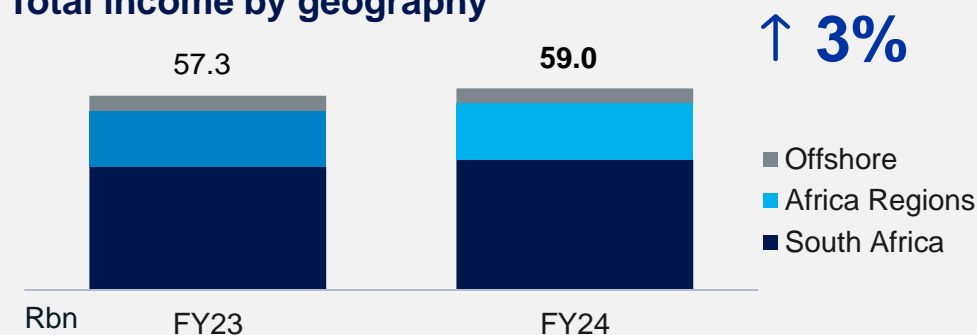
	FY24 Rbn	FY23 Rbn	Change %	Change CCY %
Net interest income	39.4	39.1	1	5
Non-interest revenue	19.6	18.1	8	12
<b>Total income</b>	<b>59.0</b>	57.3	<b>3</b>	<b>7</b>
Operating expenses	(31.9)	(31.1)	3	8
<b>Pre-provision profit</b>	<b>27.1</b>	26.2	<b>3</b>	<b>6</b>
Credit impairment charges	(10.5)	(11.1)	(6)	(4)
<b>Headline earnings</b>	<b>11.3</b>	<b>10.5</b>	<b>8</b>	<b>9</b>
Credit loss ratio <sup>1</sup> , bps	<b>153</b>	165		
Cost-to-income ratio, %	<b>54.1</b>	54.3		
Jaws, %	<b>0.4</b>	5.4		
ROE, %	<b>23.3</b>	21.5		

<sup>1</sup> CLR to customers

## Key drivers of performance

- **Total income** growth supported by enhancement of digital capabilities leading to increased digital transactional volumes and higher net fee and commission revenue
- **Operating expenses** increased due to continued investment in digital capabilities and increased business activity, partly offset by disciplined cost management
- **Credit impairments** declined due to a slowdown of inflows into early arrears and non-performing loans as a result of enhanced collection strategies as well as forward-looking provision releases in South Africa
- **Headline earnings** growth was underpinned by solid client franchise performance and diligent strategy execution

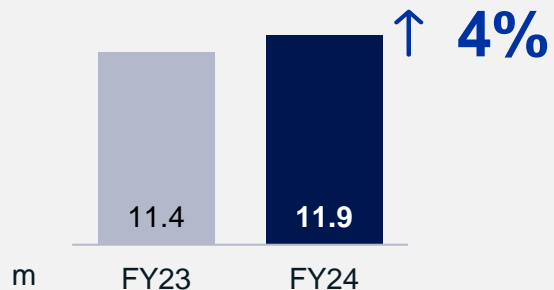
## Total income by geography



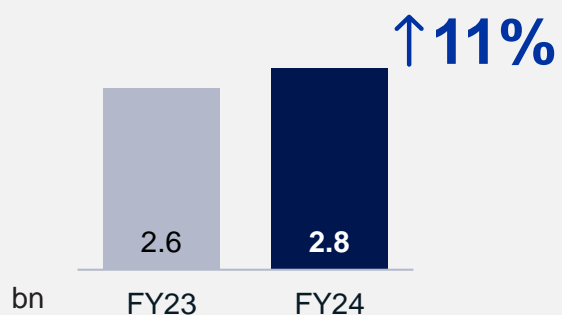
# Personal & Private Banking – solid client franchise performance

## South Africa

### Active clients

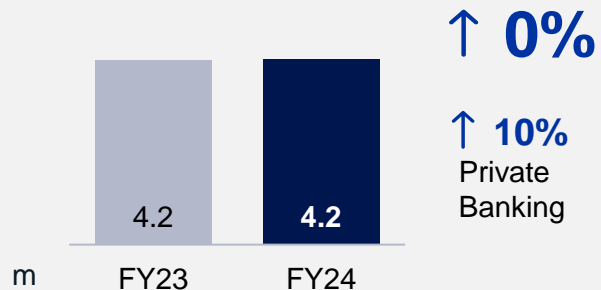


### Digital transactional volumes

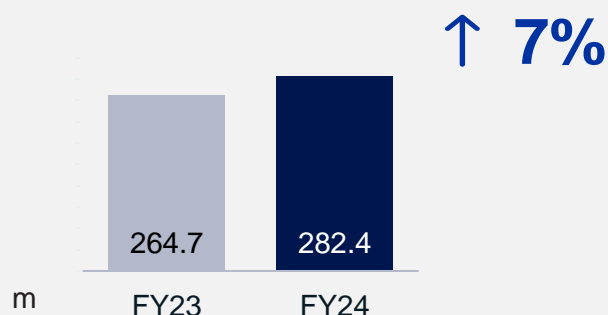


## Africa Regions

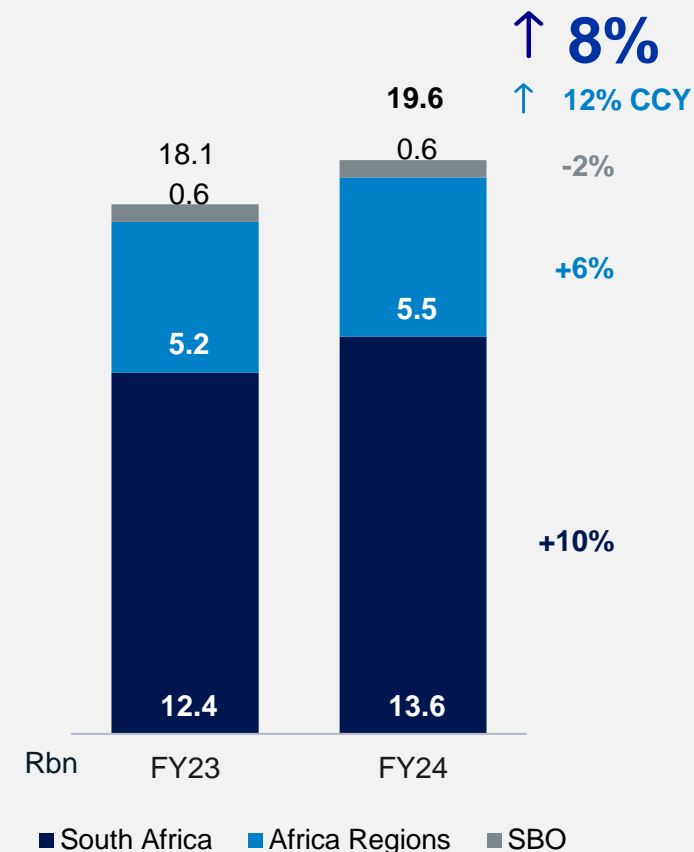
### Active clients



### Digital transactional volumes<sup>1</sup>



## NIR by geography

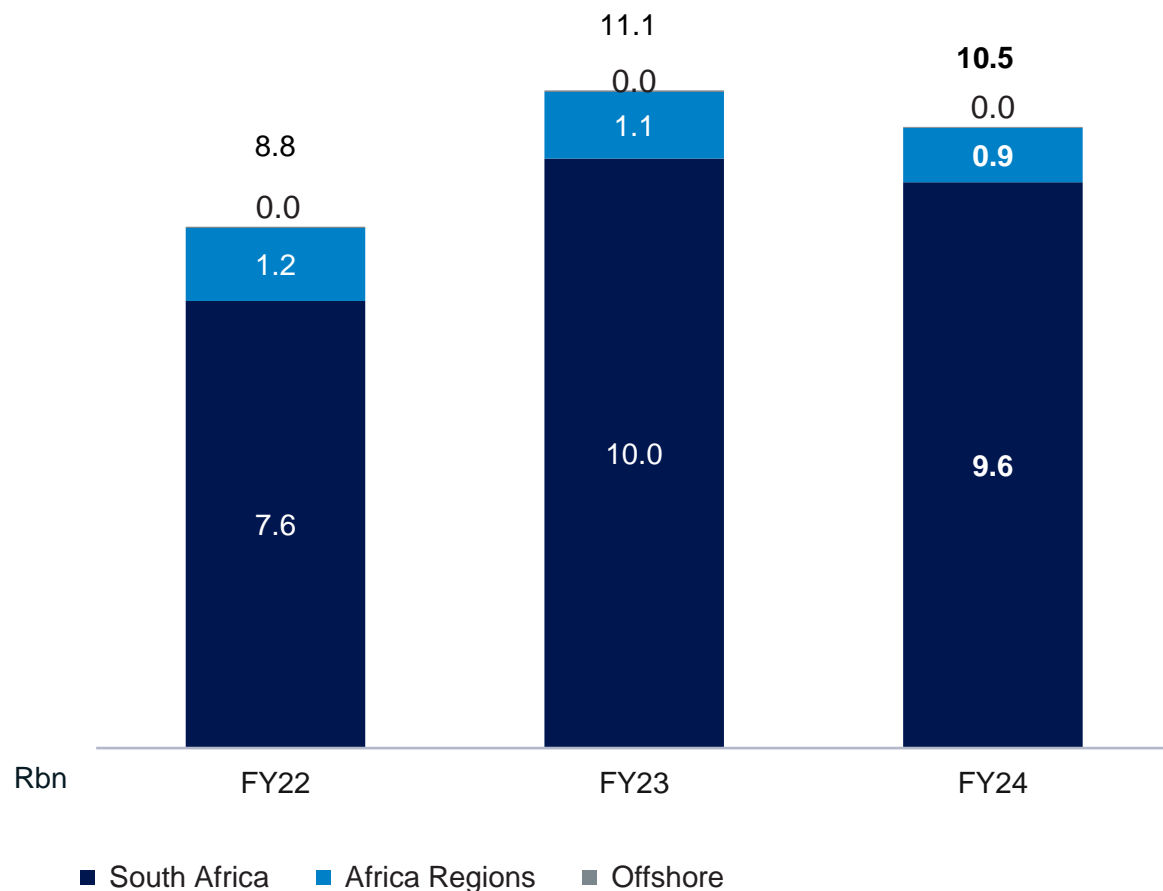


<sup>1</sup> Digital transaction volumes were elevated in FY23 because of cash withdrawal restrictions in Nigeria. Normalised for Nigeria, digital volumes would be up 10%

# Personal & Private Banking – credit charges and CLR's declined driven by effective pro-active client engagement and collection strategies

## Credit impairment charges

YoY % change



## Credit charges

### PPB group

South Africa  
Africa Regions  
Offshore

	FY24 Change %	FY23 Change %	FY24 CCY %	FY23 CCY %
PPB group	(6)	26	(4)	28
South Africa	(4)	32	(4)	32
Africa Regions	(18)	(9)	2	0
Offshore	(36)	18	(39)	2

### CLR to customers

PPB group  
South Africa  
Africa Regions  
Offshore

	FY24 bps	FY23 bps	FY22 bps
PPB group	153	165	136
South Africa	157	167	132
Africa Regions	147	179	205
Offshore	13	19	17

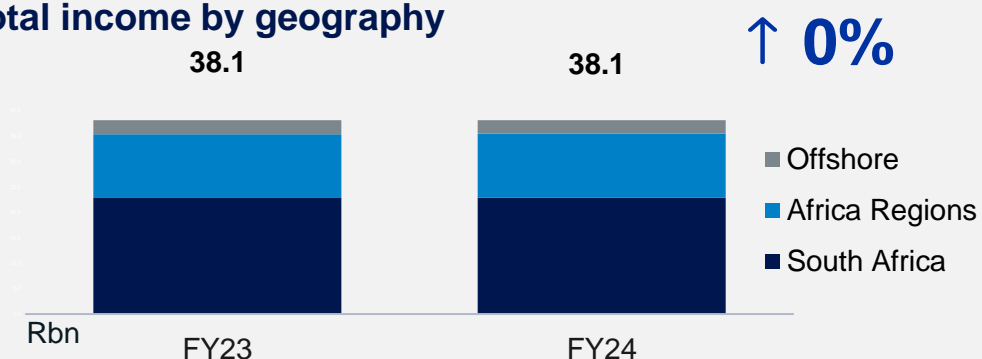
# Business & Commercial Banking – key highlights

	FY24 Rbn	FY23 Rbn	Change %	Change CCY %
Net interest income	25.5	25.4	0	10
Non-interest revenue	12.6	12.6	(0)	7
<b>Total income</b>	<b>38.1</b>	38.1	<b>0</b>	<b>9</b>
Operating expenses	(21.3)	(21.3)	(0)	8
<b>Pre-provision profit</b>	<b>16.8</b>	16.8	<b>0</b>	<b>9</b>
Credit impairment charges	(3.1)	(3.5)	(11)	17
<b>Headline earnings</b>	<b>9.3</b>	<b>9.4</b>	<b>(1)</b>	<b>2</b>
Credit loss ratio, bps	141	156		
Cost-to-income ratio, %	55.9	56.0		
Jaws, %	0.3	3.2		
ROE, %	38.0	37.1		

## Key drivers of performance

- **Total income** showed robust growth in local currency, driven by higher transactional activity across mobile and digital banking, this more than compensated for the decline in net merchant discount
- **Operating expenses** were flat, with inflationary cost increases and investment-related expenditure offset by currency translations and lower performance linked variable incentives
- **Credit impairment charges** declined due to focused collections strategies and effective watchlist management. Elevated impairment charges in West Africa were diluted by currency weakness
- **Headline earnings** declined marginally off a high base

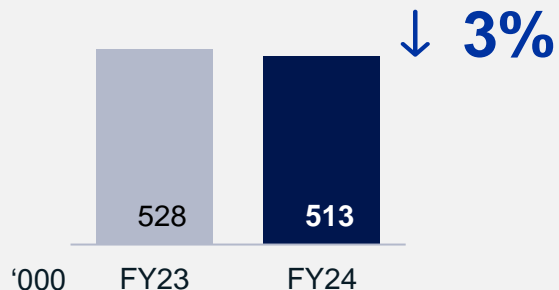
## Total income by geography



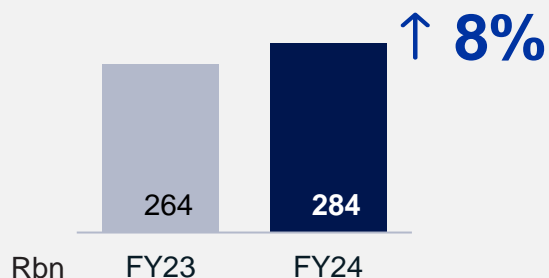
# Business & Commercial Banking – strong local currency growth impacted by currency devaluations

## South Africa

### Active clients

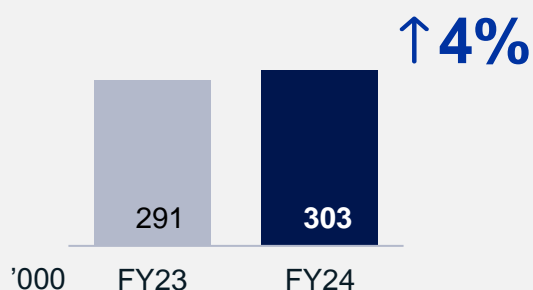


### Card acquiring turnover

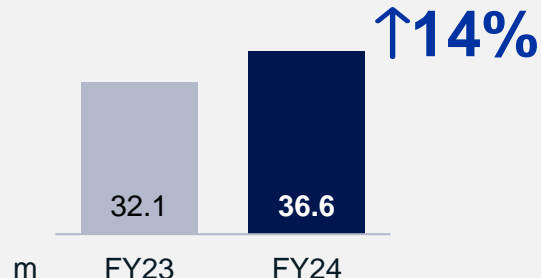


## Africa Regions

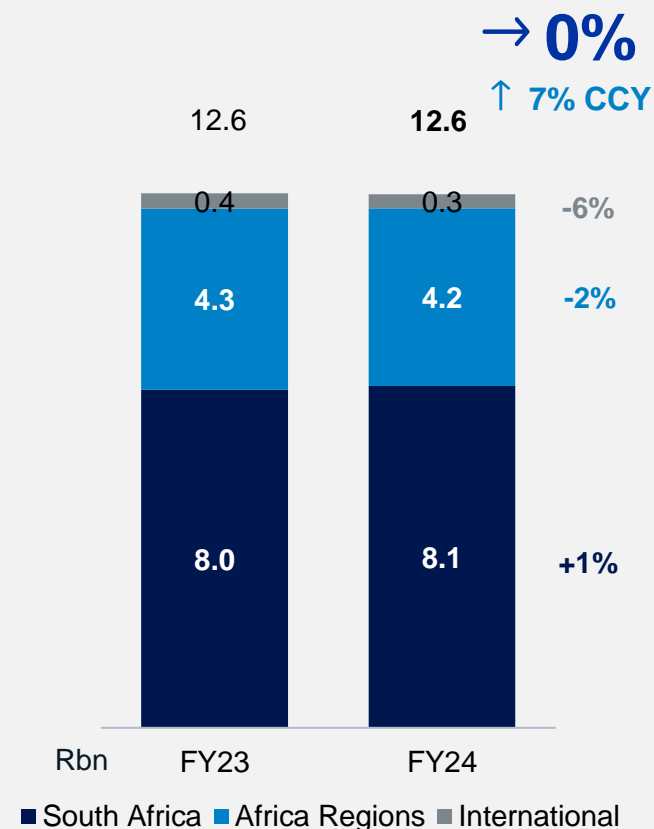
### Active clients



### Digital banking volumes



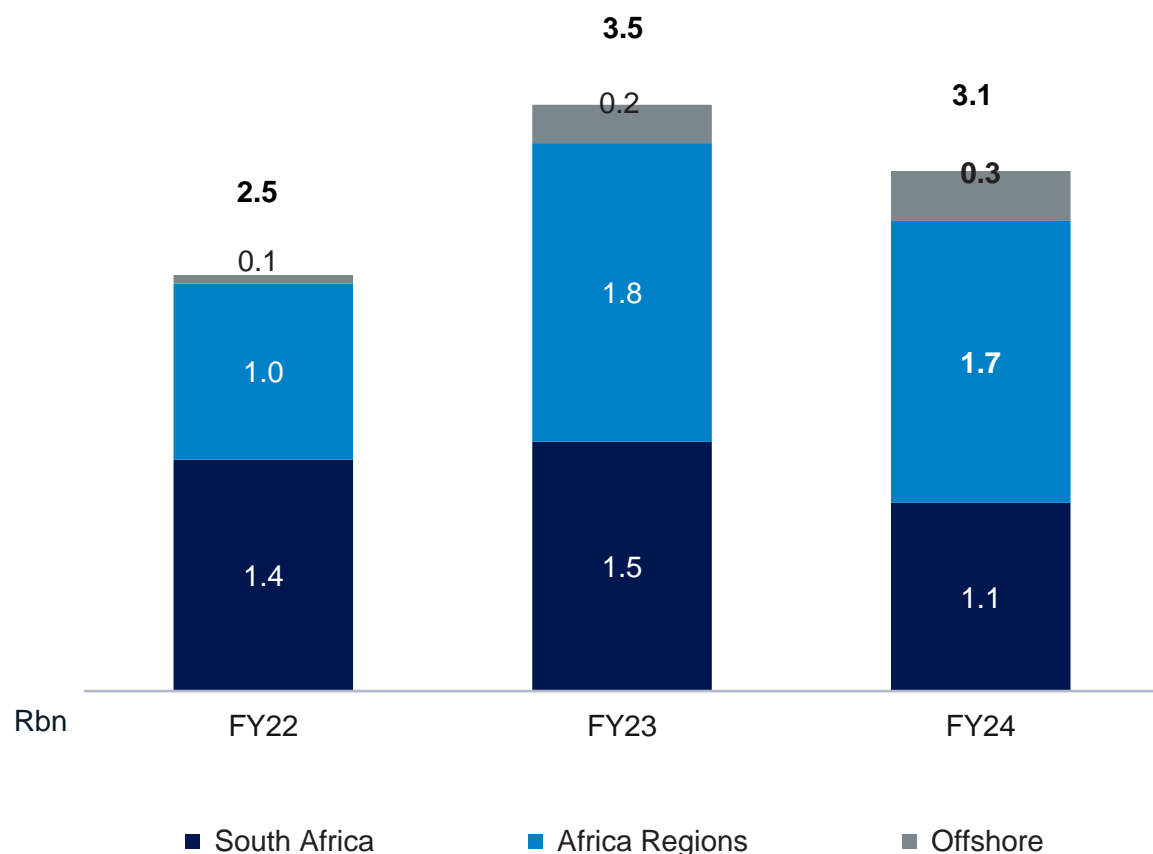
## NIR by geography



## Business & Commercial Banking – increase in credit impairment charges in Offshore more than offset by a large decline in charges in South Africa and Africa Regions

### Credit impairment charges

YoY% change



### Credit charges

#### BCB group

South Africa  
Africa Regions  
Offshore

	FY24 Change %	FY23 Change %	FY24 CCY %	FY23 CCY %
BCB group	(11)	41	17	45
South Africa	(24)	8	(24)	8
Africa Regions	(6)	70	50	80
Offshore	30	>100	33	>100

### Credit loss ratio

#### BCB group

South Africa  
Africa Regions  
Offshore

	FY24 bps	FY23 bps	FY22 bps
BCB group	141	156	117
South Africa	83	108	107
Africa Regions	393	384	231
Offshore	76	59	14

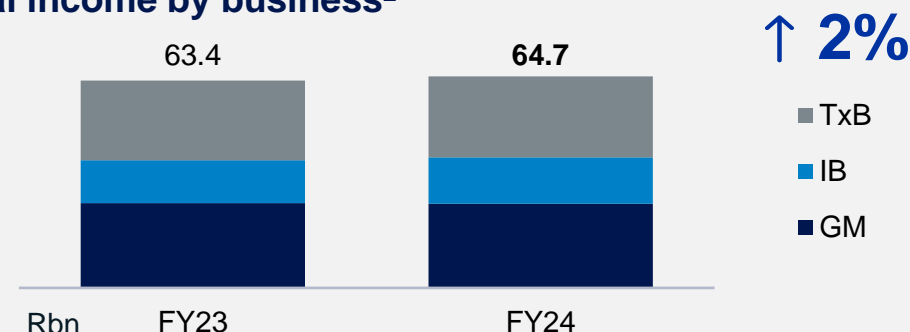
# Corporate & Investment Banking – key highlights

	FY24 Rbn	FY23 Rbn	Change %	Change CCY %
Net interest income	33.4	30.7	9	27
Non-interest revenue	31.3	32.7	(4)	10
<b>Total income</b>	<b>64.7</b>	<b>63.4</b>	<b>2</b>	<b>18</b>
Operating expenses	(28.9)	(29.2)	(1)	11
<b>Pre-provision profit</b>	<b>35.8</b>	<b>34.2</b>	<b>5</b>	<b>25</b>
Credit impairment charges	(1.6)	(1.7)	(6)	24
<b>Headline earnings</b>	<b>20.5</b>	<b>19.6</b>	<b>5</b>	<b>21</b>
Credit loss ratio <sup>1</sup> , bps	8	30		
Cost-to-income ratio, %	44.7	46.0		
Jaws, %	3.0	1.8		
ROE, %	21.9	22.0		

## Key drivers of performance

- **Total income** increased, with the second half seeing stronger revenue growth driven by solid asset growth in Investment Banking and improved performance from Global Markets
- **Operating expenses** benefitted from tactical and strategic cost management initiatives and the impact of a stronger ZAR
- **Credit impairment charges** were muted due to the successful restructure and cure of legacy stage 3 loans alongside the write-back of prior period impairments following the positive resolution thereof. This was offset by sovereign risk deterioration in some African Regions operations
- **Headline earnings** growth was supported by good cost discipline and lower customer credit loss ratio despite significant currency devaluations

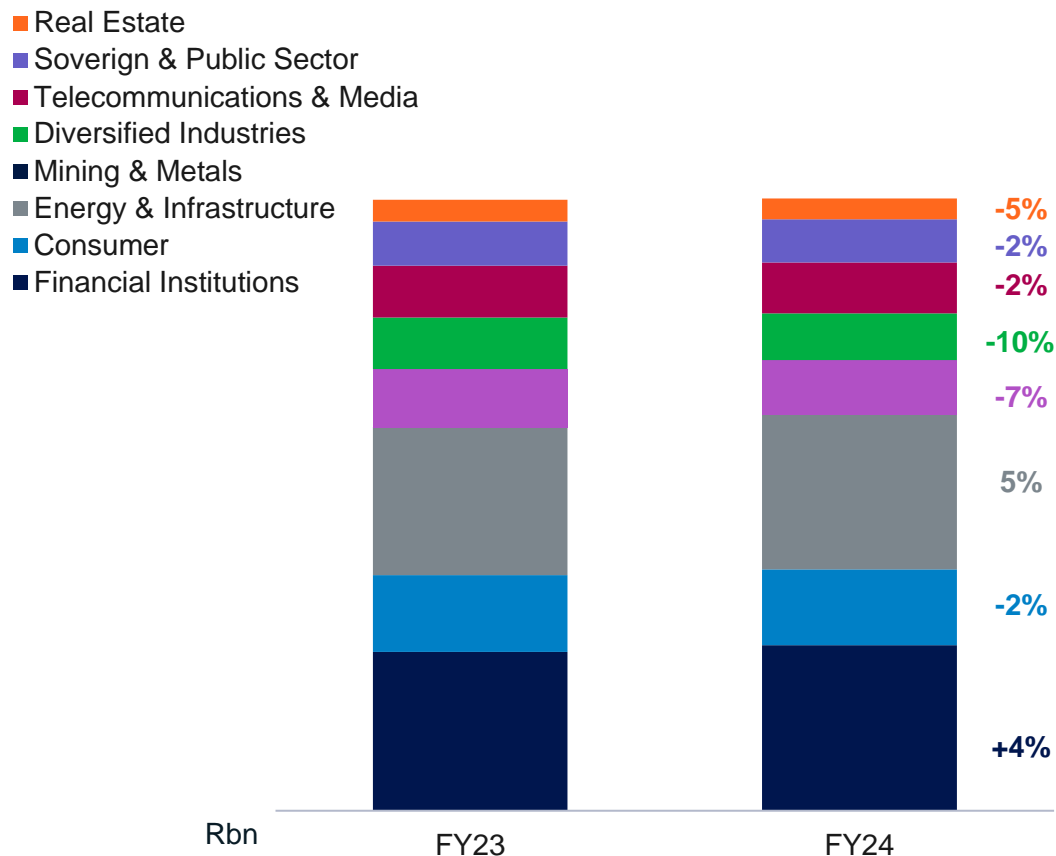
## Total income by business<sup>2</sup>



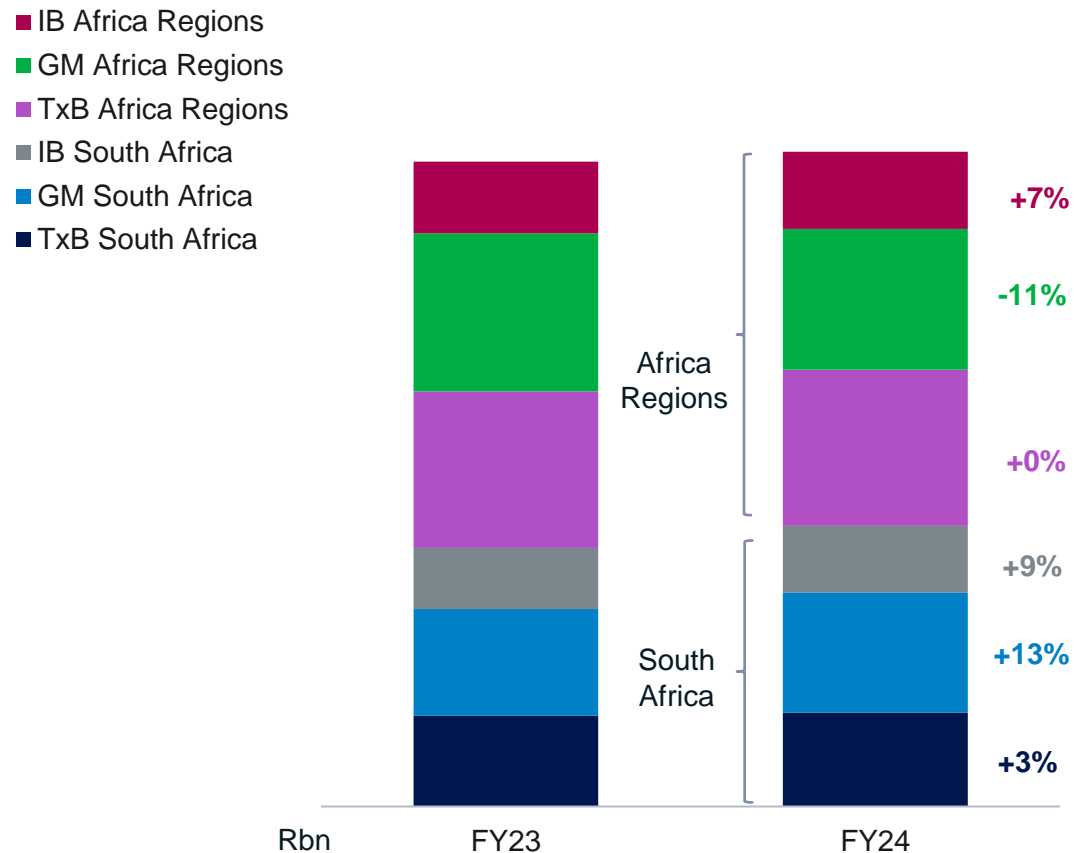
<sup>1</sup> CLR to customers, <sup>2</sup> TxB – Transaction Banking, IB – Investment Banking, GM – Global Markets

# Corporate & Investment Banking – strong income growth in South Africa

Client revenue by sector, +0%



Total income by geography, +2%<sup>1</sup>

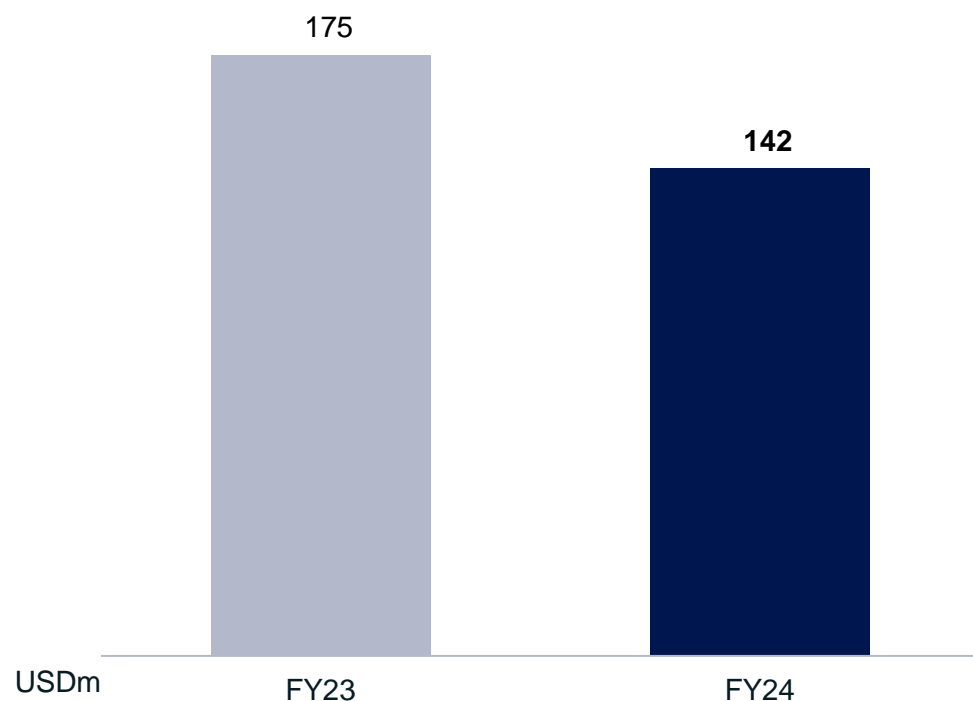


<sup>1</sup> TxB – Transaction Banking, GM – Global Markets, IB – Investment Banking



# ICBC Standard Bank plc – good operating result, off a high base

## ICBCS performance



## SBG's share of earnings

	FY24	FY23
ICBCS earnings, USDm	142	175
@ % stake	40%	40%
SBG attributable earnings, USDm	57	70
ZAR/USD <sup>1</sup>	18.5	18.4
SBG attributable earnings, Rm	1 054	1 286

<sup>1</sup> ICBCS attributable earnings converted at an average rate

## Disclaimer – Forward-looking statements

The Group may, in this document, make certain statements that are not historical facts and relate to analyses and other information which are based on forecasts of future results and estimates of amounts not yet determinable. These statements may also relate to our future prospects, expectations, developments and business strategies and have not been reviewed or reported on by the Group's external auditors.

By their very nature, forward looking statements involve inherent risks and uncertainties, both general and specific, and there are risks that the predictions, forecasts, projections and other forward-looking statements will not be achieved. If one or more of these risks materialise, or should underlying assumptions prove incorrect, our actual results may differ materially from those anticipated. You should understand that a number of important factors could cause actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements.



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