



Standard Bank

# BUSINESS & COMMERCIAL BANKING

**BILL BLACKIE**

CHIEF EXECUTIVE  
BUSINESS & COMMERCIAL BANKING





# AGENDA

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BCB TODAY

**02**

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OPPORTUNITIES

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KEY TAKEAWAYS



# Transaction-led franchise, driving sustainable, high-quality revenues and returns

**Resilient, high-quality earnings** anchored in diversified transactional strength

**Largest SA business banking franchise** with presence across Africa<sup>1</sup>

**Transaction-led franchise**, enabling trade flows across the globe and connecting clients to China

**Active participation in sustainable financing**, in terms of both inclusivity alongside green financing

## #1

BCB Revenue<sup>1</sup>

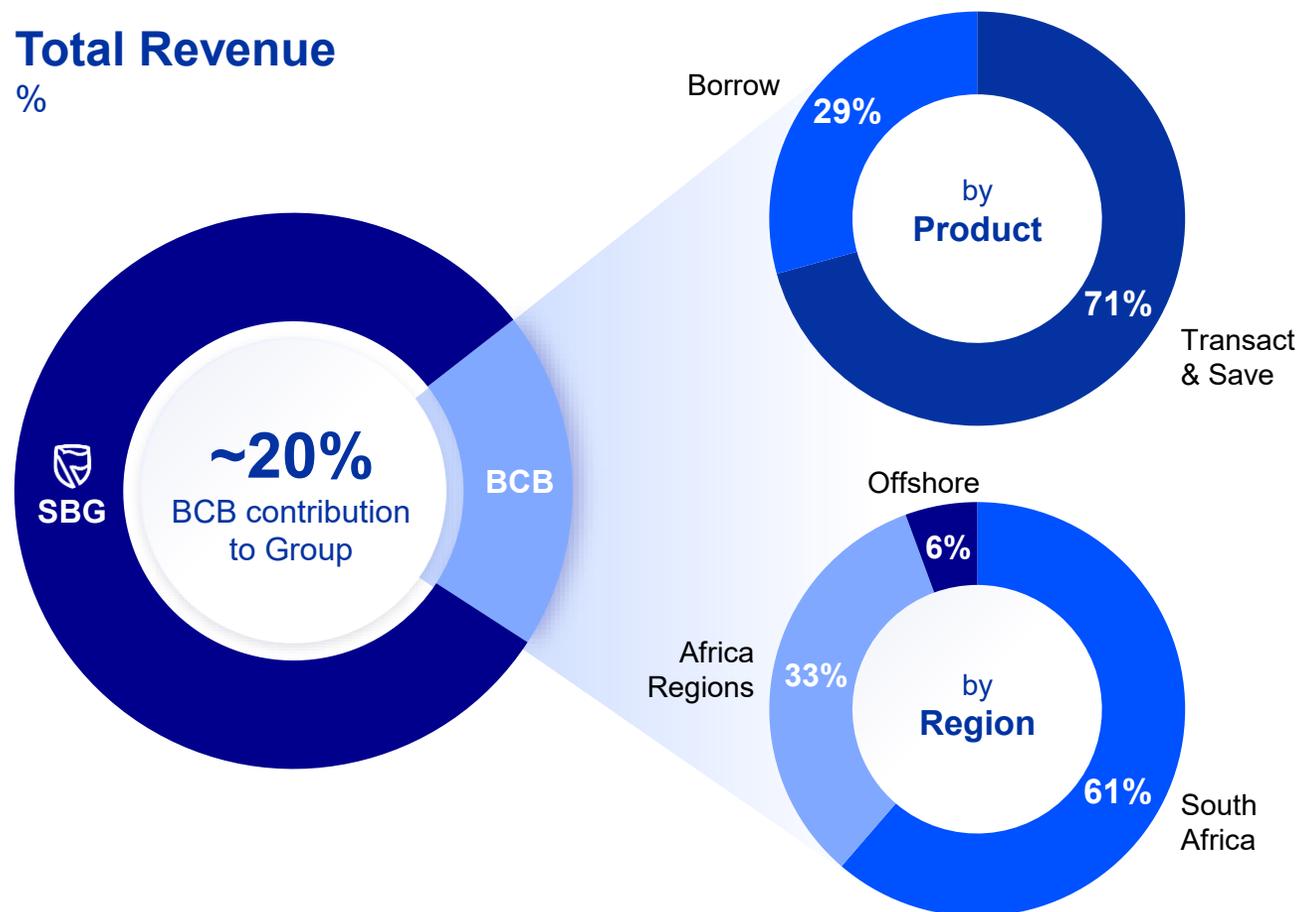
## #1

SA Mid-tier Banking<sup>2</sup>

## Top 3

In 9 of our 15 African Regions countries<sup>3</sup>

## Total Revenue %



<sup>1</sup> SBG Securities – Decade long analysis, 2024, <sup>2</sup> In South Africa, Eagle report 2025, <sup>3</sup> Africa Brand tracker



# Consistent execution has doubled earnings and returns since 2020

## Drivers of improved performance

Safeguarding our client funds and enabling transactional flows

Deposits  
**R514bn**  
expanding NIM

Simplified credit processes enabling increased disbursements

Business lending disbursements<sup>1</sup>  
**3.1x**  
2025: R91bn

Rigorous risk discipline

Credit loss ratio  
**108bps**  
2020: 216bps

Scaled Africa Regions

Headline earnings growth  
**31% CAGR**  
2020/2025

Digitisation investment, including onboarding, supporting lower average cost to serve

Cost-to-income ratio  
**58%**  
2020: 63%

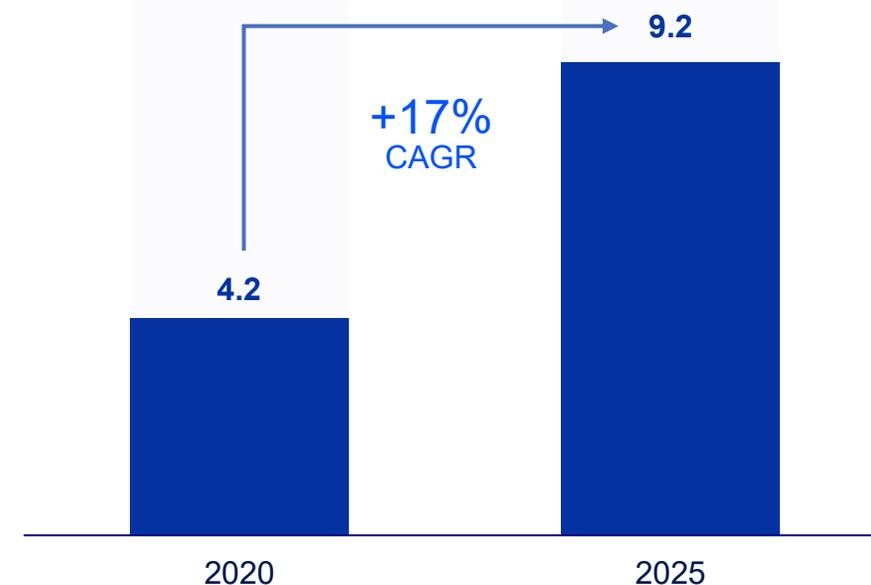
## BCB Headline Earnings

Rbn

ROE

19.4%

38.1%



<sup>1</sup> Increase in total business lending disbursements from 2020 to 2025



# Servicing two high-growth segments with different complexity and servicing demands

PPB is a pipeline for Enterprise

Enterprise is a pipeline for migration into Mid-tier

Mid-tier is a pipeline for CIB

	Enterprise	Mid-tier
<b>Categories</b> (Turnover p.a.) <sup>1</sup>	R0m – R100m	R100m – R1.5bn
<b>Customers, #</b>	760k	100k
<b>Deposit base</b>	R190bn	R330bn
<b>Client needs</b>	Digital First/ Transactional/ Savings/ Lending/ FX / Cross border	+ Personal Relationship / Complex / Structuring & advisory
<b>Product mix</b> (Loan-to-deposit ratio)	26%	46%
<b>Growth profile</b> (Client turnover growth) <sup>2</sup>	+11%	+14%
<b>Relative value</b> (Average revenue multiple per client)	<b>1x</b>	<b>11x</b>

**Takeaways** Large franchise, transaction-led with growing revenues and important source of funding for the group

<sup>1</sup> Splits across Africa Regions might differ slightly owing to country specific nuances, <sup>2</sup> Growth 2025 vs 2024



# Current market dynamics introduce opportunity, while significant addressable revenue pools provide growth headroom in Africa

## Market themes

Africa's rapid economic growth and demographic dividend

Africa's large infrastructure needs

Africa's growing and diversified trade and capital flows

- Shifting trade corridors

Evolving financial services landscape

- Payments landscape evolving

- AI & Big Data

- Increasing competitive intensity

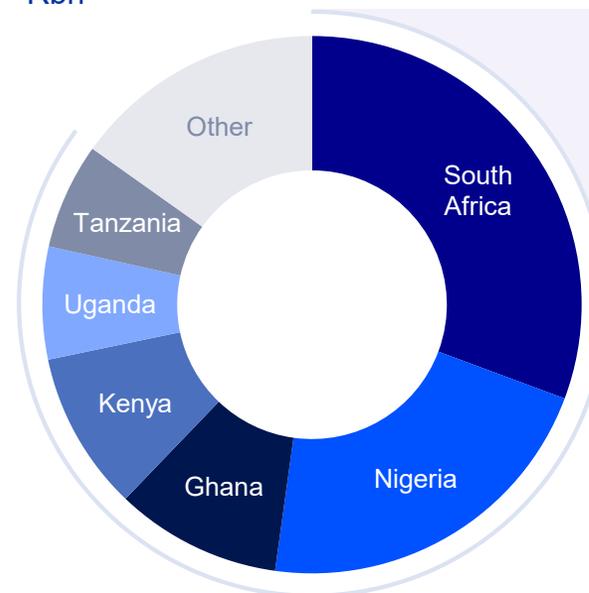
- Green financing

## BCB Africa revenue pool opportunity<sup>1</sup>



## Revenue pools by country

Rbn



85%  
of the BCB Africa revenue pool opportunity resides within

6  
of our markets

In SA, we already hold noteworthy market shares



<sup>1</sup> Across the BCB countries of operation



# BCB 2028 | Four clear strategic focus areas to deliver our priorities

## Ambition

### Defend

our leading Mid-Tier position  
in South Africa

### Expand

our share in Enterprise  
in South Africa

### Scale

in attractive East and West  
African markets

## Strategic focus areas

1

### Enhance client experience

through competitive offerings suited to the local  
environment and client-specific needs

2

### Connect clients

by leveraging a unique reach and collaborative network  
that supports connectivity and Africa-wide growth

3

### Fuel client growth

using data-driven credit selection and proactive  
risk management

4

### Digitise & simplify

by investing in systems, AI and people to improve  
client experience and reduce cost to serve



# Enhance client experience | Strengthening our transactional franchise through digitisation, capability and simplicity

## Digitisation

### Digitised client onboarding

**75%**

reduction in onboarding time  
60 mins to 15 mins

### Developed personalisation tool

**600K**

automated client conversations  
AI-enabled personalised client engagement tool

### Improved payments

**+66%**

increase in digital transaction volumes  
2020 to 2025

## Collections

### Improved merchant offering

**+13% CAGR**

Acquiring turnover growth



- Simple to use
- Competitively priced
- Additional revenue streams for the client  
e.g. sell data and electricity
- Value add, e.g. stock management

## Client Channels

### Effective digital channels

- Business banking anytime, anywhere, and across devices
- Reliable, usable, secure supporting real-time visibility
- Flexibility to evolve over time in response to the changing landscape and client needs

**25%**

**Clients upgraded**  
onto our new Online Banking  
for Business system



# Connect clients | Providing a differentiated offering for clients seeking expansion opportunities across and beyond Africa

## 1 International Flows

- **Access to competitively-priced hard currency** in collaboration with our leading Global Markets CIB franchise
- **Access to our unique direct Renminbi** currency conversion reducing client conversion costs
- **Access to deep Africa Trade expertise**, as evidenced through Trade Barometer insights

## 2 Offshore Offering

- **Access to offshore expertise** via expert on-the-ground teams in key offshore locations, including Isle of Man, Jersey and Mauritius
- Provide offshore financial services to our clients that empower them to **preserve, diversify and invest** confidently beyond local markets

## 3 Structured Connections

- **Leverage our networks** to connect clients across borders to new supplier and buyer contracts e.g. Trade and Agricultural expos
- **Host events** to provide clients with opportunities to connect with like-minded entrepreneurs with local and regional portfolios e.g. Africa Unlocked and Kasi Challenge

## 2028 outcomes

**+10%**

International payments CAGR  
from R1.1trn in 2025

**>R725bn**

Deposits  
by 2028

**8% - 10%**

Non-interest Revenue  
CAGR to 2028

**+15%**

Africa China revenue CAGR  
from R1bn in 2025



# Connect clients | Delivering tangible client outcomes through structured connectivity opportunities

## We organise a broad range of networking events across Africa...

**NAMPO**  
Agricultural Exhibition 2025

20

Clients hosted



150

Clients hosted

**KAS**  
SME SUMMIT

300

SMEs attracted

Enabling clients to connect, build new relationships and unlock new opportunities locally and across the region

## ... and provide unrivalled access to the Chinese market



2

Expos in 2025

>60 Clients hosted

1m Expo visitors

>100 Leads identified

Provide clients access to 5,000+ vetted Chinese suppliers through our Africa–China Trade Solution with ICBC

## Client opportunities unlocked

Export contract signed with a Ugandan client for 10k metric tons of cocoa



Contractual supply agreement for organic coffee reflecting a 5-year value of ~\$150m



Opened the door for a South African tea supplier to introduce Rooibos tea to China



Forged breeder and grain trade deals for Angolan and Zimbabwean clients



Linked an SA client to an Angolan Plantain supplier replacing an international source

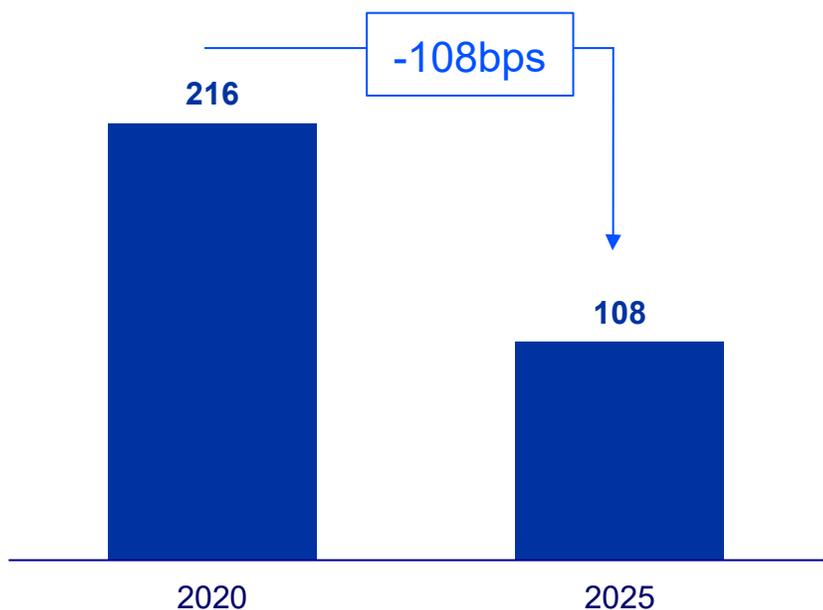




# Fuel client growth | Disciplined lending growth supported by improved risk analytics and enhanced processes

## Successfully reduced the risk profile of our book

Credit loss ratio  
bps



## 2028 Priorities

**Diversify risk profile** through deliberate and responsible growth in targeted segments and regions, with a focus on East and West Africa

**Improve credit approval turnaround times** by leveraging transactional and 3<sup>rd</sup> party data and infrastructure to pre-score digitally

**Deliberate focus on sustainable finance mobilisation** supporting stable energy supply, climate-smart response and growth initiatives

**Absorb new book strain** through responsible risk appetite setting, portfolio management and commercial pricing

## 2028 outcomes

**+10%**  
Loan growth CAGR

**120 – 165bps**  
Through the cycle CLR



# Digitise & simplify | Driving operational leverage through technology and platform simplification

## Invest...

### Targeted investment in technology, people & infrastructure

- Provide a personalised client experience with frictionless access to our solutions via our unified BCB platform i.e. "One front door"
- Evolve and upgrade product capability with expansion into VAS and Insurance
- Explore payments integration opportunities with partners
- Increase coverage and sector domain expertise

### Leverage AI for the benefit of customers

Drive conversion through relevant personalised offers



Use Agentic-AI to drive operational process improvements and efficiencies



Enhance banker productivity

## ...to enhance client experience

### 2028 outcomes

**80%**  
First contact resolution

**≤5**  
documents required for onboarding

Intraday & real-time settlement

**90%**  
digitally active client base

## 2028 outcomes

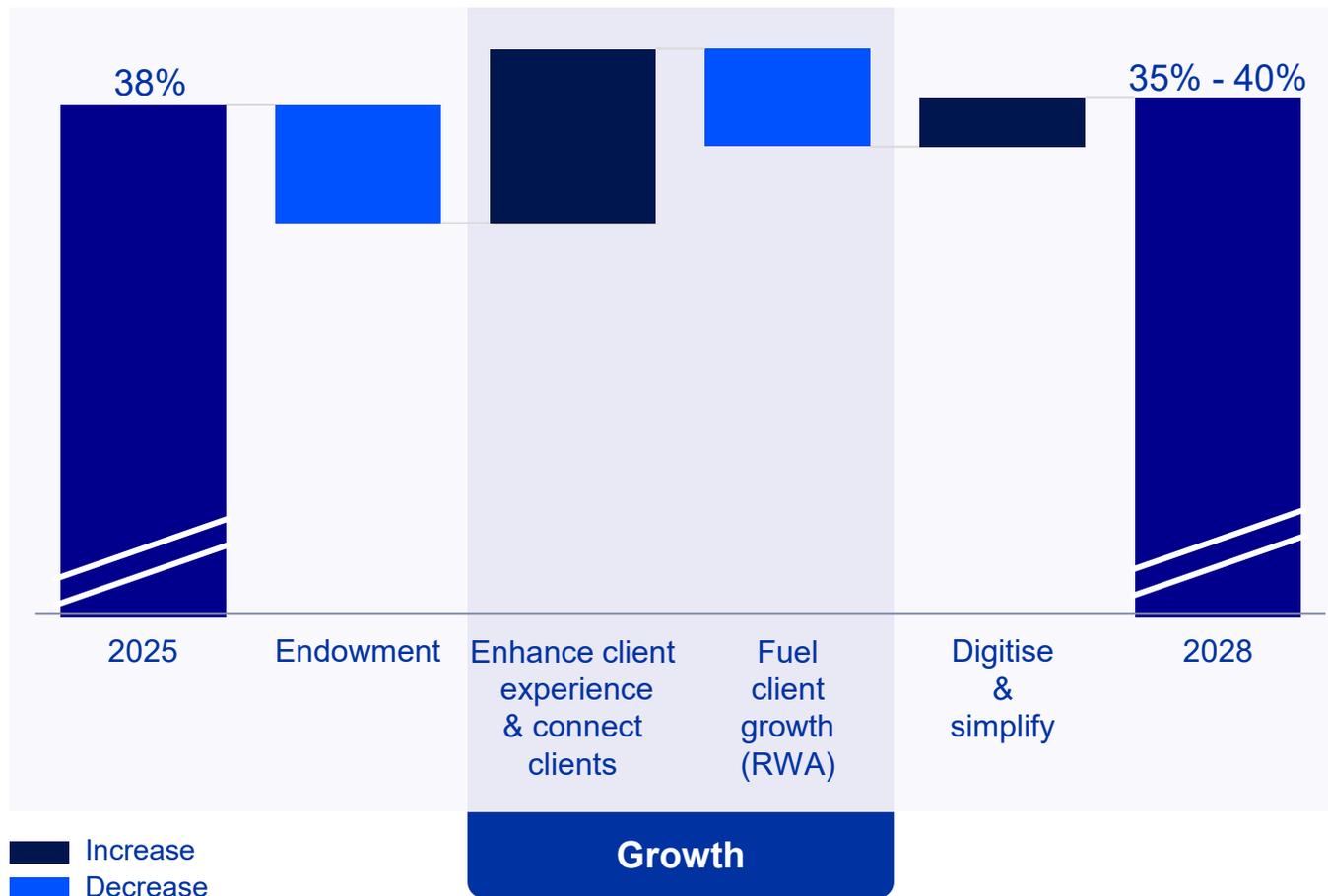
**~55%**

Cost-to-income ratio by 2028



# A durable earnings model capable of sustaining >35% RoE

## ROE



## BCB 2028 Targets

Revenue growth  
7% – 9% CAGR

Cost-to-income ratio  
~55%

ROE target range  
35% – 40%



1

## **Strong SA Mid-tier position, with growing Enterprise franchise**

Strong deposit core and recurring transaction franchise underpin earnings quality

2

## **Favourable market opportunities**

Significant revenue pools across presence markets with attractive upside in the East and West regions

3

## **Drive superior client experience**

Through digitisation, responsible lending initiatives, personal relationships and our unique network across Africa and beyond

4

## **Targets are credible and deliverable**

Underpinned by growth in clients and activity, targeted risk appetite expansion and efficiency investment



## 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 is a risk 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

# BILL BLACKIE

Chief Executive | Business & Commercial Banking  
Standard Bank Group

## QUALIFICATIONS:

B.Com (Rhodes University), LLB (Rhodes University), MBA (UCT), AMP (INSEAD), Digital Savvy Board Program (Massachusetts Institute of Technology), Program in Sustainable Finance and Climate (Change SOAS University of London)

## CURRENT ROLE APPOINTMENT:

2022

## CAREER HIGHLIGHTS:

- Bill Blackie joined Standard Bank Group in 1999 as a Corporate Finance Specialist before becoming Head of Corporate Finance (South Africa) in 2006.
- He served as Head of Investment Banking, South Africa, in 2009 and was later appointed Deputy Group Head of Investment Banking in 2012; in conjunction, he ran CIB South Africa Coverage during this period.
- In 2015, he was appointed Group Head of Investment Banking and, for a period, also served as Head of Investment Banking in London.
- He was appointed as the Chief Executive for Business & Commercial Banking in 2022.

## MEMBERSHIPS:

He serves as a Non-Executive Director on the Board of Stanbic Bank Ghana.



