

The sessions delivered during the 2026 Capital Markets Day may deviate from this preliminary manuscript. Please check against delivery.

Capital Markets Day

Strategy update: Sim Tshabalala – Group Chief Executive

Cover

Good afternoon. It's my pleasure to welcome you to Standard Bank's Capital Markets Day. Thank you very much for your time, and for your interest in our business.

Having announced our new medium-term targets in March last year and having now completed the period that ran from 2020 to 2025, we want to provide more detail on how we will achieve our next set of medium-term plans and targets. These extend from this year to the end of the 2028 financial year.

Agenda

Africa is our home. We drive her growth

We are – and we will remain – a purpose-led organisation. As we put it, 'Africa is our home. We drive her growth.' We exist to harness the immense power of finance to support and accelerate the economy of our home continent. We take the word 'home' seriously too. We are proudly African, and we treat the people of our home continent with the care and respect they deserve.

We've been in business for 163 years. Our brand has long since been a byword for trustworthiness throughout Africa. As it happens, we've just been named as the most valuable banking brand in Africa and in South Africa for the fifth consecutive year.

It has taken several decades to build our Africa-wide network of businesses – almost all with their own balance sheets, all with deep local expertise, and all connected into an integrated group. The last five-year period has been one of steady and systematic success, earning us the right to present our future plans with confidence and credibility.

We are the largest African franchise with a proven track record

We are the leading African banker, insurer and asset manager. Starting with the graph on the left: in an industry where scale is decisive, we are – by far – the largest African universal bank.

Turning to the middle panel. With businesses in 21 African countries, with market-leading positions in many national and continent-wide markets, and with offices in the major global financial centres, we have an unmatched footprint and reach. We have 20 million active clients, many with multiple accounts with us. And on the right: over the last five years, we have delivered peer-beating total shareholder return.

Our large and diversified portfolio provides resilience

We deliver these returns by having a large and diversified portfolio. We have four business units – each of which is a very large and successful financial services business in its own right.

Corporate and Investment Banking for instance, is Africa's leading bank for large corporates and institutions; Business and Commercial Banking is the number one commercial bank in South Africa; Personal and Private Banking is South Africa's top mortgage lender and is rated as Africa's best private bank; and Insurance and Asset Management is the leading embedded short-term insurer and best Fixed Income and Money Market Manager in South Africa.

Each of our four business units, therefore, serves different client segments. These segments respond in different ways, and at different speeds, to the macroeconomic cycle and to market developments.

Our business units combine into an integrated and highly resilient portfolio. A further source of resilience is that our Africa Regions businesses are split into West, East and South and Central regions, each of which has its own distinct economic dynamics.

We met or exceeded our financial targets

In 2021, at our previous investor day, we made the commitments listed on this . We met or exceeded these targets thanks to the diligent execution of our strategy. Our revenues grew strongly and our return on equity more than doubled. We do what we say we are going to do. We keep our promises and we meet our commitments.

Four structural themes shape the opportunities in Africa

We see our opportunities as shaped by four structural themes:

- Africa's rapid and steady economic growth, and highly favourable demographics. Africa has a young, increasingly well-educated, rapidly urbanising and – importantly - online population.
- Africa's large infrastructure needs
- The continent's growing and diversified trade and capital flows
- And global developments in financial services markets, largely driven by rapid technological change

Rapid economic growth and demographic dividend

Africa's economies are growing fast and steadily, and Africa will be the fastest-growing major region by 2030. There's a lot of evidence that Africa's growth has become endogenous and self-sustaining. For example, the major changes in US trade policy last year barely dented Africa's growth rate.

On the left of this , we show the weighted average real GDP growth forecasts for our Africa Regions portfolio. We expect average growth to exceed 4 percent a year over the next three years – with some countries and urban areas growing even faster. Rapid and sustained growth implies more demand for both wholesale and retail financial services. On the wholesale side, larger and more sophisticated firms. On the retail side, rapidly growing

numbers of middle class and affluent people in the market for private banking; and a very large mass market in need of simple and cost-effective banking and insurance.

Adding inflation to real GDP growth, the weighted average *nominal* GDP across our footprint is expected to grow faster than 7% from 2026 to 2028. Why are we showing you nominal GDP as well as real GDP? Because nominal GDP sets the floor on the rate at which we expect our revenues to grow.

Over many years, we have built a business that is ideally placed to benefit from this ongoing growth. We are present in all the right places, with all the right capabilities and offerings.

These offerings include:

- an integrated and well-priced insurance and savings proposition, attractive to Africa's rapidly growing mass market.
- the services of Africa's top-rated private bank, appealing to the continent's growing affluent population
- Trade and currency solutions for African businesses of all sizes.

Large infrastructure needs

The next opportunity associated with Africa's growth is that the continent needs a lot more economic infrastructure, particularly in transport and energy. Contrary to old-fashioned perceptions, Africa can afford to fund 50% of this from our own resources. But, like most places, it also requires a substantial amount of international funding.

Standard Bank contains Africa's most capable and experienced project finance teams, able to draw on our large balance sheet, and to bring together partnerships with commercial funders and DFIs across Africa and world-wide.

Growing and diversified trade and capital flows

Similarly, we are uniquely well positioned to capitalise on Africa's growing and diversifying global and internal flows of capital and of trade. As can be seen by comparing Africa's major trading partners in 1990 and 2025, Africa's global links have become much more diverse.

A more diverse trading and investment pattern requires a financial partner with deep expertise and a wide network of relationships across the globe.

Our expert trade, FX and payments teams link Africa internally – and to all the major global trading centres and capital markets, including the United States, China, Europe and the Gulf. Our new presence in Egypt further reinforces our ability to link the Gulf and Africa.

Evolving financial services landscape

Over the medium-term period to 2028, we expect to see significant changes to the global and African payments system, largely caused by the adoption of cloud, artificial intelligence and distributed ledger technologies. Over the same period, we expect both demand for – and supply of – hyper-personalised financial services to increase rapidly, accelerated by generative and agentic AI.

We equally expect rising competition from fintechs and neobanks using advanced technology to serve Africa's mass markets at low unit cost. These trends are already leading to regulatory change, to new and intensified forms of competition, and to restructuring and convergence of how financial services are packaged. We are ready for these changes, and we have the scale, resources and expertise to stay ahead of the pack, at every point along the competitive spectrum from the most complex of international payments to the most basic of retail payments.

Executing our strategy through our business units-led model

So here is our strategy on a page from now to the end of 2028. As you can see, it all flows from our purpose, which has not changed.

Next, it offers a crisp statement of our strategy: quite simply, to compete and win in our chosen markets and segments. Below that, we emphasise that we are led by our four business units, enabled by our strong brand, excellent people, modern and secure technology and wide range of partnerships – all focussed by accurate capital allocation and effective risk management. Executing this strategy will maximise the value of our portfolio and deliver our growth and returns targets.

The themes underpinning our business unit plans

Each business unit will explain how they plan to grow their revenue by:

- focussing on the transactions that lie at the heart of every financial relationship
- deepening those relationships beyond transactions, including by offering an increasing number of adjacent value-added services to clients
- working more closely with each other and with partners
- and lending to clients in support of their plans.

As always, in the period to 2028 we will manage cost judiciously. So we are investing in people, systems, and artificial intelligence which improve client experience or that allow us to increase sales and engagement. And we are optimising our processes through modernising our infrastructure.

Our business units are focused on competing and winning in their chosen markets and segments

Our primary axis of execution is our four business units. The centre guides and supports. The countries and regions provide essential local knowledge and nuance. But the business units execute. This shows a summary of the BU's strategic focus areas and financial targets to 2028. Together, the business units deliver the Group's overall strategy.

Operational excellence enables growth

As well as making sure that our client interfaces are world-class, we are placing particular emphasis on modernising payments and extracting tangible value from Artificial Intelligence. I want to emphasise here that the most difficult and expensive parts of our tech investment have already been completed. Our investment over the years in modern core banking infrastructure means that our systems are now very resilient and highly agile.

We are well on our way in our cloud journey, having moved 71% of our migratable processing into the cloud. We are into our third year without a major stability incident; and we update our systems literally tens of thousands of times a year. In other words, we are highly credible in this area too.

Three paths to growth: build, buy, partner

We are rigorous about maximising the long-run value of our portfolio and therefore about deploying capital to where it will find the best opportunities to grow. We are always led by our clients' needs, and we always aim to grow organically by building market share in our chosen markets and segments. As the record shows, we also invest inorganically in high growth markets and in businesses that provide new capabilities.

Depending on what our clients need, we may start with a small rep office as we did in Egypt last year; or we may partner as we did in Mozambique with Banco Totta in the 1990s; or we may merge, as we did in Nigeria with IBTC in 2007; or we may start a fully-fledged new bank, with all the necessary licenses and IT, as we did in Cote D'Ivoire in 2016.

Our client-led approach applies just as much to our partnerships with international banks, with telcos, with tech firms, and with retailers. All such partnerships have to solve real client problems and create opportunities. One important example is our partnership with the Industrial and Commercial Bank of China, dating from 2007, to serve the Africa-China trade and investment corridor. Another is our partnership with Shoprite, which we announced last year.

In all such situations, we think like investors. We look very carefully at the cost of the asset we might be acquiring, at the return on equity and – above all – at the growth prospects that would follow from an acquisition or merger. Last, but very importantly, we place a great deal of weight on people, culture and values.

We have an experienced management team

A conducive environment, a clear strategy, and adequate resources are all necessary preconditions for success. They're not sufficient. It is also necessary to have skilful, committed and honourable people at every level of the organisation and – above all – in its most senior leadership, in our case, our Group Leadership Council. I am privileged to lead this GLC team. These are very experienced and highly qualified people, with a combined tenure of 225 years in the Group and 80 years on the GLC.

Many of the GLC have been together on our leadership committee for a decade. Even more importantly, this is a tightly knit team, which has managed cycles and crises together. We are all deeply committed to the group's purpose and values, and we drive a culture of collaboration across our group. We have deep pools of talent and a strong bench. We have approximately 170 experienced senior leaders who support the GLC and who steer our business units, corporate functions and geographies.

We have highly engaged teams

Standard Bank has a highly systematic approach to attracting, retaining and developing the best people in the business.

We invest a lot of time and resources in growing our own talent, at every level of the group. We spend R1 billion a year on staff training. 64% of our vacancies last year were filled internally.

We invest consistently in reinforcing our culture. Our aim is to ensure that every Standard Bank employee understands our purpose and values, including our insistence on stewardship, empathy, integrity, urgency and service excellence.

Our goal is, quite simply, to be Africa's employer of choice – and we believe that we are achieving that goal.

Our employee Net Promoter Score is +54, more than double the average for the African financial sector.

According to the 2025 Forbes rankings of World's Best Employers, we are 28th best in the world; third in the global banking and financial services sector; and the best employer in Africa.

To give a concrete example of what all of this means, consider our Global Markets business. The human capital and networks in this business have been built over many decades, including by paying some expensive school fees.

We are now unique in Africa in our combination of deep experience in structuring and trading, and in our wide networks in front-office sales and asset distribution.

And no other bank in our markets can match the ability of our in-country and group market and credit risk teams to manage African risk. Our board is also exceptionally well qualified to govern these kinds of risks.

We are committed to delivering our ambitious 2028 financial targets

Our financial targets to 2028, as announced last year, are our most important goals. These targets are ambitious and credible – and we are committed to achieving them. By growing our businesses across Africa, it is our intention to increase our headline earnings per share by 8 to 12% on average from 2025 to 2028.

We will continue to focus on generating operational leverage to ensure that our cost-to-income ratio trends down from 50%. We are targeting an ROE target range of between 18 and 22%.

We are of course concerned by the conflict in the Middle East. As I said at our results presentation, we have taken the necessary immediate actions to manage our risks and will continue to monitor the situation very closely. We understand the possible medium-term impacts on our businesses and stand ready, using our formidable balance sheet and unparalleled risk management capabilities, to support clients in, for and across Africa.

Standard Bank Group is particularly expert and experienced in managing volatility, and in creating superior shareholder returns in turbulent times.

Therefore, as things stand, we see no reason to modify our commitments and our targets.

Key takeaways

Finally, these are the five key points that we would ask you to take away from today's presentations. As our record-breaking 2025 results demonstrated, we are starting this new medium-term period from a position of financial and strategic strength. Just as important, we are endowed with the strengths of a unique network and a powerful brand, both of which have been built over many decades.

Next, the opportunities arising from Africa's rapid and sustained economic growth are large – and Standard Bank is exceptionally well-placed both to accelerate this growth and to benefit from it. We have a very clear strategy – well-defined, practical and achievable steps that we are taking to turn these opportunities into profits. Fourth, we have an unmatched depth and breadth of talent. Lastly, our medium-term targets are both ambitious and credible.

In summary, we're feeling confident and energised. We will meet our targets, delivering excellent returns over the next three years. Our task today is to show you precisely how we plan to do this.

I will now hand back to Luvuyo to continue the agenda.

END