



Standard Bank

AFRICA IS OUR HOME, WE DRIVE HER

GROWTH

Liwonde **Malawi**

STANDARD BANK GROUP

ANNUAL INTEGRATED REPORT

for the year ended 31 December 2024

Click to enter

STANDARD BANK GROUP LIMITED ANNUAL INTEGRATED REPORT 2024

Strategic priorities

- Transform the client experience
- Execute with excellence
- Drive sustainable growth and value

The following icons are used throughout our integrated report to demonstrate the connectivity of the reporting elements.

Value drivers

- Client focus
- Operational excellence
- Employee engagement
- Financial outcome
- Risk and conduct
- Positive impact

Tracking progress

- Value created
- Value preserved
- Value eroded

Stakeholders



Capitals

- SRC Social and relationship
- HC Human
- IC Intellectual
- MC Manufactured
- FC Financial
- NC Natural

Top and emerging enterprise risks

- a Geopolitical rivalry and polarisation
- b State capacity and local political tension
- c Operational resilience challenges
- d Fraud
- e Regulatory changes and scrutiny
- f Sovereign debt distress
- g Extreme weather and climate
- h Failure to innovate or meet customer needs
- i Technology exploitation

Reading this report

This is an interactive report.

The following icons refer readers to information within this report and across our suite of reports.

- Indicates interactive content
- Refers readers to further information within this report
- Refers readers to additional information in our suite of reports
- Refers readers to other online information
- Indicates video content

The navigation tools for this report can be found at the top right of this page and each page that follows.

This report is best viewed in Adobe Acrobat for desktop, mobile or tablet.

Download or update to the latest version:

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OUR VALUE CREATING STRATEGIC FRAMEWORK

The successful execution of our strategy will deliver a robust business that creates value and drives sustainable growth for all our stakeholders over the long term.

OUR PURPOSE IS THE REASON WE EXIST—
Africa is our home, we drive her growth

Delivering our purpose	Our strategy is designed to deliver our purpose. Our strategic priorities and financial targets inform the allocation of resources and ensure we deliver against our commitments.	 Read more about our strategy and priorities on page 10 .
Organising our business	Our business is structured around our four business units who own our client relationships and design and execute the client value proposition to deliver the group's commitments. Our people are guided by our code of ethics and conduct, and organisational culture, which is based on the principle of doing the right business the right way.	 Read more about our business model on page 12 .  Read more about our approach to ethics on page 60 .
Informing our strategic thinking	We consider our operating context and emerging trends , and their implications for the group and Africa, including the individual concerns and collective interests of our stakeholders. On this basis, we identify opportunities, risks and possible constraints to delivering sustainable growth and value creation to make informed trade-off decisions that achieve our ambitions.	 Read about our operating context on page 17 and risks on page 23 .  Read more about our material themes on page 11 and stakeholders on page 19 .
Our approach to sustainability	Our sustainability is underpinned by our ability to deliver our strategy, ensuring that our business activities solve Africa's challenges and deliver improved prosperity for Africa's people. We aim to undertake our core business activities in a manner that delivers growth and value, and generates a positive impact for the communities in which we operate – by meeting the needs of Africa and her people, while minimising the risk of negative impacts as far as possible.	 Read more about our contribution on page 27 and impact on page 72 .
Governing value creation	Our governance framework supports ethical and effective leadership, responsible corporate citizenship and a sustainable organisation.	 Read more about our governance outcomes from page 74 .
Executing our strategy	We have measures and targets in place that we use to track the progress we are making in executing our strategy .	 Read more about our performance from page 38 .
Overseeing and rewarding our progress	We evaluate our financial and non-financial performance against our value drivers and reward our people based on strategic delivery, aligned to our remuneration policy.	 Read more about our governance and remuneration practices from page 74 .

The twin pillars of our approach to sustainability

Maximising positive impact

We understand the needs and priorities of our stakeholders and deliver solutions that maximise our positive impact. We have identified four areas in which we believe we can make the greatest impact, aligned to the United Nations Sustainable Development Goals (UN SDGs).

IMPACT AREAS

ONE Financial health and inclusion	TWO Business growth and job creation
THREE Climate change mitigation and adaptation	FOUR Infrastructure development


SUSTAINABLE DEVELOPMENT GOALS

We are aligned to the **UN SDGs** with priority given to the selected goals below:




Effectively managing risk

We minimise and mitigate our negative impacts by effectively managing the risks, including environmental, social and governance (ESG) and climate-related financial risks, arising from our operations, who we do business with and what we finance.

 Read more about our approach to sustainability on [page 27](#).

Our climate commitment

As Africa's largest bank by assets, we have a leading role to play in advancing a just energy transition. We work with our clients and partners to enable them to achieve their sustainability goals, support climate risk mitigation and adaptation, invest in renewable energy and strengthen climate resilience.

We will continue to support the decarbonisation of Africa's economies under the clear and strict parameters set out in our  [climate policy](#), and in line with our commitment to achieve net zero portfolio emissions by 2050.

WHO WE ARE

PURPOSE DRIVEN

Africa is our home,
we drive her growth

FOCUSED

We are Africa focused, client led and digitally enabled

We provide comprehensive and integrated financial and related solutions to our clients

We drive inclusive growth and sustainable development

Strategic partnership with the Industrial and Commercial Bank of China Limited (ICBC)

MARKET CAPITALISATION
USD20 billion
(R368 billion)

Comprehensive financial services offering

PPB

Personal & Private Banking

16.1 million
clients in 15 countries

CIB

Corporate & Investment Banking

R50.6 billion
client revenues in 20 countries

BCB


Business & Commercial Banking

816 000
clients in 16 countries

IAM

Insurance & Asset Management

R1.5 trillion
assets under management




A leader on the African continent

- 20** sub-Saharan African countries
- 4** global centres in Beijing, Dubai, London and New York
- 2** offshore hubs in Isle of Man and Jersey


Accolades



Forbes World's Best Employers
One of the World's Best Employers and the best in Africa



Time
World's Best companies



Newsweek
World's Most Trustworthy companies

Brand Finance

Most valuable banking brand
in Africa and South Africa for the fourth consecutive year in 2025

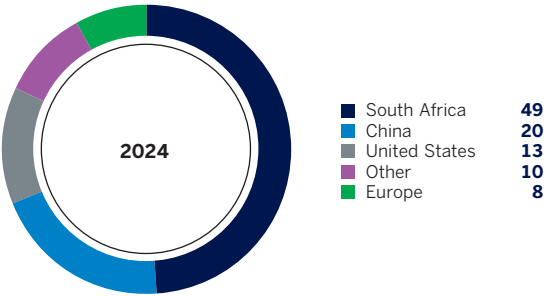
Five **Global Finance** Sustainable Finance awards and **African Banker's** Sustainable Bank of the Year

Competitive advantages

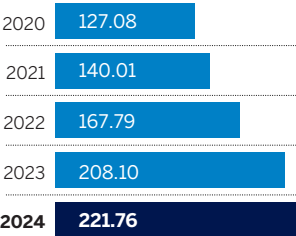
Purpose-driven organisation	Recognised and trusted brand	Robust capital and liquidity position
Unrivalled, African-focused capabilities	Established fit-for-purpose franchise	Strong growth prospects
International presence via global centres and offshore hubs to support our clients	Diversified client base, service offering and revenue streams	Attractive medium-term targets

Headquartered in Johannesburg, South Africa, with a primary listing on the Johannesburg Stock Exchange (JSE) in South Africa

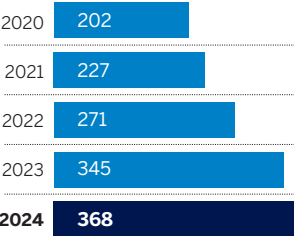
SHAREHOLDING (%)



SBG share price
(closing at 31 December)
(R)



SBG value on the JSE
(R billion)

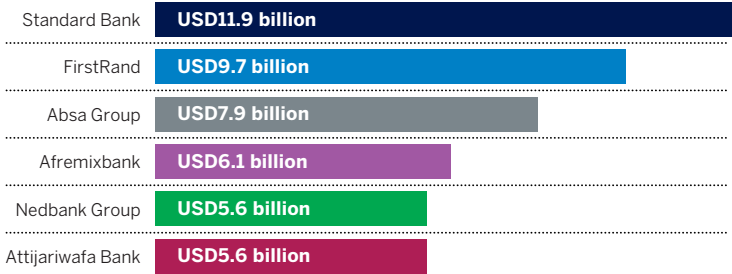


Secondary listing in Namibia and A2X Markets in South Africa

Subsidiary banks listed on exchanges in Kenya, Malawi, Namibia, Nigeria and Uganda

Leveraging our scale and diversity to deliver

Largest six banks in Africa by tier 1 capital¹



Assets

R3.3 trillion |
2023: R3.0 trillion • 2022: R2.9 trillion • 2021: R2.7 trillion

Headline earnings

R44.5 billion |
2023: R42.9 billion • 2022: R33.9 billion • 2021: R25.0 billion

Return on equity (ROE)

18.5% |
2023: 18.8% • 2022: 16.3% • 2021: 13.5%

B-BBEE status (South Africa)²

Level 1 |
2023: Level 1

Assets under management and administration

R1.53 trillion |
2023: R1.48 trillion • 2022: R1.4 trillion

Leader in residential mortgage loans in South Africa, with **33.4%** market share⁴



Clients
19.6 million |
2023: 18.8 million • 2022: 17.7 million



Employees³
54 115 |
2023: 54 176

Capital

R251 billion |
2023: R236 billion • 2022: R218 billion • 2021: R199 billion

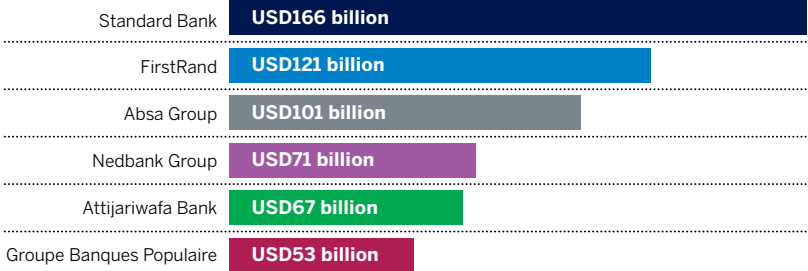
Cost-to-income

50.5% |
2023: 51.4% • 2022: 53.9% • 2021: 58.6%

Common equity tier 1 (CET 1) capital

13.5% |
2023: 13.7% • 2022: 13.4% • 2021: 13.8%

Largest six banks in Africa by total assets¹



¹ The Banker Top1000 – July 2024.

² B-BBEE: broad-based black economic empowerment.















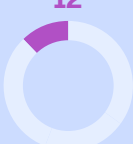
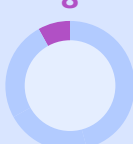
³ Total headcount including non-permanent employees.

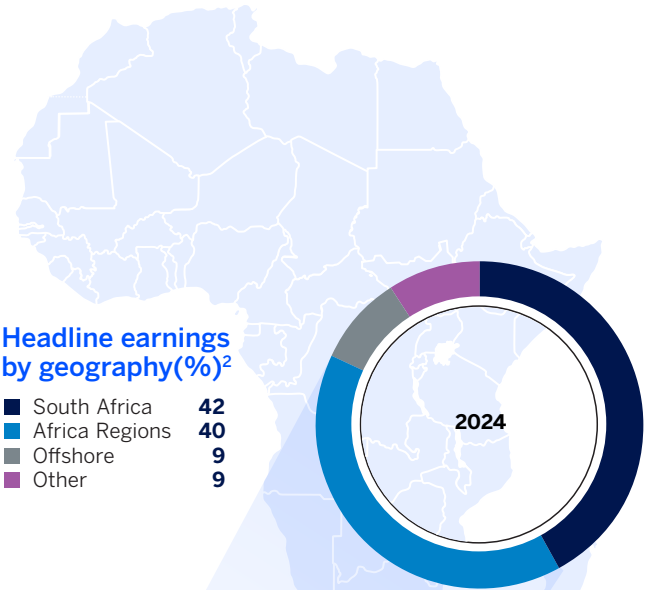
⁴ Source: South African Reserve Bank (SARB) BA900.

Our clients and products

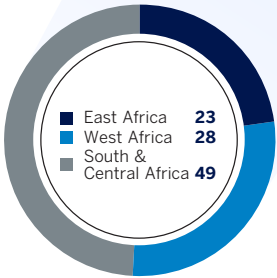
Our operating model is client led and structured around our business units.

Business units own the client relationship and create multi-product client experiences distributed through our client engagement platforms.

Clients	Products	Total revenue contribution (%) ¹	Headline earnings contribution (%) ¹
 <div><div>Personal & Private Banking</div><div>Individual clients from personal to private clients</div><div>PPB</div></div>	<div>Tailored and comprehensive financial services solutions</div> <div> Read more in the PPB report.</div>	32 <div></div>	25 <div></div>
 <div><div>Business & Commercial Banking</div><div>Small- and medium-sized businesses, as well as large commercial enterprises</div><div>BCB</div></div>	<div>Broad-based client solutions that deliver advisory, networking and sustainability support required by our clients</div> <div> Read more in the BCB report.</div>	21 <div></div>	21 <div></div>
 <div><div>Corporate & Investment Banking</div><div>Large companies (multinational, regional and domestic), governments, parastatals and institutional clients</div><div>CIB</div></div>	<div>In-depth sector and regional expertise, specialised capabilities and access to global capital markets for advisory, transactional, risk management and funding support</div> <div> Read more in the CIB report.</div>	35 <div></div>	46 <div></div>
 <div><div>Insurance & Asset Management</div><div>Individual clients to corporate and institutional clients who want to build and protect their wealth and lifestyle</div><div>IAM</div></div>	<div>Solutions to fulfil clients' long and short-term insurance, health, investment and asset management needs</div> <div> Read more in the IAM report.</div>	12 <div></div>	8 <div></div>



Africa Regions breakdown (%)



 Read more about our Africa Regions footprint on [page 70](#).

¹ By business unit excluding Central and Other and ICBC Standard Bank Plc (ICBCS).
² Headline earnings by legal entity. South Africa is The Standard Bank of South Africa Limited (SBSA), International is Standard Bank Offshore Group, and Other includes other group entities, Liberty Holdings Limited (Liberty) and ICBCS.

OUR REPORTING SUITE

Our suite of reports caters for the diverse needs of our stakeholders.

INTEGRATED REPORTING

Annual integrated report



THIS REPORT

Serves as an overarching report to our reporting suite. It provides a concise and balanced view of how we create, preserve and erode value while delivering sustainable growth.

Shareholder reporting



Annual financial statements

Contains the group's full audited annual financial statements, including the report of the group audit committee.

Risk and capital management report

Sets out the group's approach to risk management and Pillar III disclosures of the Basel Framework.

Governance report

Disclosures of the group's governance approach and priorities, aligned to the principles of King IV¹.

Remuneration report

Sets out the group's remuneration policy and implementation report and includes a background statement from the remuneration committee chairman.

Sustainability reporting



Sustainability disclosures report

An overview of how we manage ESG risk.

Report to society

An overview of our impact on society, the economy and the environment, focusing on the areas in which we have the most significant impact, and a brief description of our corporate social investment activities.

Climate-related financial disclosures report

Discusses how the group is managing the risks and responding to the opportunities presented by climate change².

Key frameworks considered and applied in the reporting suite

To satisfy various compliance reporting requirements, various corporate reporting and regulatory frameworks and guides are considered when preparing the reports in our reporting suite.

A comprehensive list of frameworks is included on [page 86](#).

A summary of key terms used in this report is provided on [page 86](#).

Reporting developments

We are aware of the developments in corporate sustainability reporting, particularly the IFRS Foundation's ISSB sustainability disclosure standards, published in June 2023, to meet the growing capital market demand for information on how sustainability-related matters impact an organisation's enterprise value and how these impacts are being managed. We are considering the ISSB's sustainability-related (IFRS S1) and climate change-related (IFRS S2) standards and the impact of these on the group.

The group includes social, economic and environmental considerations in its strategy, financial and risk management processes. Our positive impact is one of the key value driver measures that the group tracks in delivering its strategic priorities. Our climate report focuses on material information regarding the group's physical and transition climate-related risks, together with information on how we plan to optimise climate-related opportunities.

Our digital reporting portal

All our reports, latest results, presentations and SENS announcements, along with a glossary of financial terms, other definitions, acronyms and abbreviations used in our reports are available [here](#).

Subsidiary annual reports

Our subsidiaries account to their stakeholders through their own annual and/or other reports and information, available on their respective websites, accessible from www.standardbank.com.

Notice to shareholders

The invitation to the annual general meeting (AGM) and notice of resolutions to be tabled at the AGM are sent to shareholders separately. These will be made available on the group Investor Relations website at a later date.

¹ King IV Report on Corporate Governance for South Africa 2016™ – copyright and trademarks are owned by the Institute of Directors of South Africa NPC and all of its rights are reserved.
² The Financial Stability Board (FSB) has moved the Taskforce on Climate-related Disclosures (TCFD) to the IFRS Foundation who have taken over monitoring the progress of companies' climate related disclosures. TCFD reporting has been incorporated into the International Sustainability Standards Board (ISSB) IFRS S2 standard. More information about this can be found on the IFRS website at: <https://www.ifrs.org/sustainability/tcfd>.

ABOUT OUR INTEGRATED REPORT

Driven by our purpose, our integrated thinking approach is governed by our board and guided by our leadership.

Purpose and audience

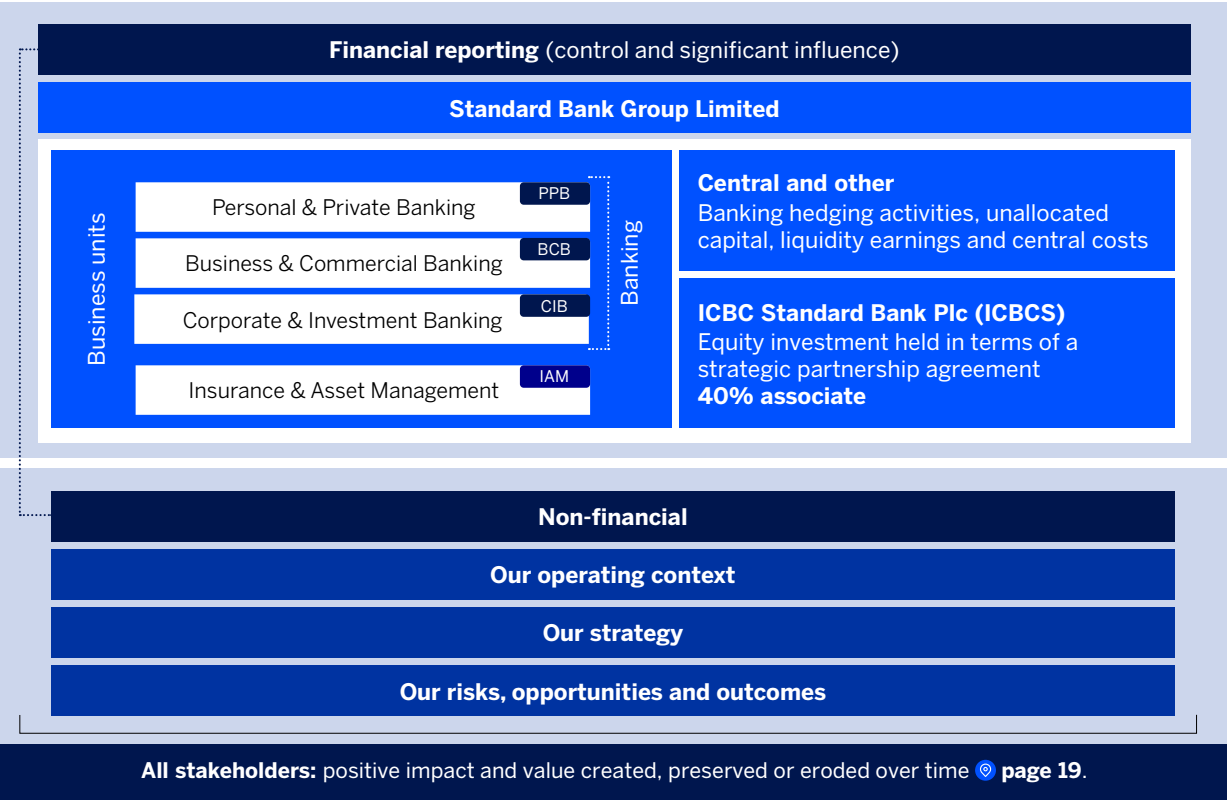
This report explains how the group uses its available resources to achieve its strategic priorities and measure progress against financial and non-financial targets while creating, preserving and mitigating value erosion. It provides a holistic, balanced view of our performance, strategy, governance and outlook. This report is primarily intended for providers of financial capital but is available to all our stakeholders.



OUR
STAKEHOLDERS

Reporting boundary for value creation

(risks, opportunities and outcomes)



Scope of reporting metrics

The scope of this report covers the period 1 January 2024 to 31 December 2024 and includes material events and information up to board approval on 12 March 2025.

The data in this report – both financial and non-financial – pertains to the group as the reporting entity and includes all entities over which we have control or significant influence.

The reporting boundary includes the strategic narrative relating to the group's business model, strategy, performance and outlook. The risks, opportunities and outcomes arising from entities and stakeholders over which we do not have control or significant influence are included where they affect our ability to create and preserve value and mitigate value erosion.

The group's operating model is client led and structured around our business units that are responsible for designing and executing their client value propositions.

Certain metrics relate to specific categories of activity only, either banking activities or insurance and asset management activities, and are clearly noted as such.

Financial information has been prepared on an International Financial Reporting Standards (IFRS®) Accounting Standards basis, unless otherwise specified. It therefore includes the consolidation of all entities in the group and any restatements to previously reported figures as described in the [annual financial statements](#).

Where reporting responsibility changes for individual cost centres and divisions within and between business units, the comparative figures are reclassified accordingly without restatement.

Report preparation

The Standard Bank Group Limited board of directors (board) ensures the integrity of our external reporting through internal reporting processes that are well embedded and supported by various levels of oversight.

Assurance

We use a combined assurance model to evaluate and ensure various aspects of the group's operations, including the internal controls related to external reporting elements. Our assurance services and risk functions establish a robust control environment, ensuring the accuracy and reliability of the information used in our reports for decision-making. The assurance given to the board is underpinned by management (first line), relevant functions (second line) and reviews performed by internal audit (third line).

While this report is not audited by external assurance providers, it contains certain information that has been extracted from the group's audited consolidated annual financial statements, on which an unmodified audit opinion has been expressed by the group's external auditors. Similarly, it includes information extracted from the report to society and sustainability disclosures report on which assurance on selected information, listed in the [sustainability disclosures report](#), has been provided.

An internal audit review provides an additional layer of assurance on the integrity of this report. Internal audit assesses the reporting processes that underpin the preparation of this report, reviews the integrated report to ensure that it is materially in accordance with the guidelines of the Integrated Reporting Framework and King IV, and substantiates the data disclosed in the report.

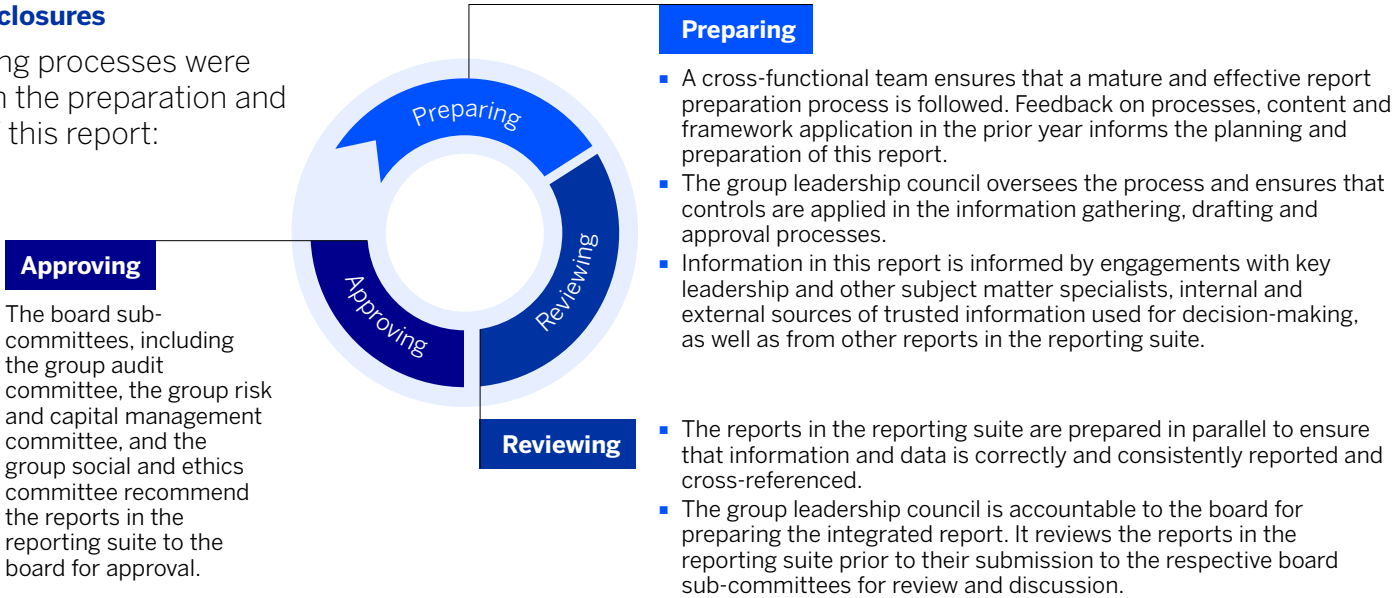
Time horizons

Our strategic priorities are delivered over three time horizons.

Horizon 1 Short term	Horizon 2 Medium term	Horizon 3 Long term
2025	2026 – 2028	2029 and beyond

Process disclosures

The following processes were observed in the preparation and approval of this report:



Materiality determination

The group conducts annual assessments to determine the issues that are material to value creation and its impact on people and the planet over three horizons. These issues are assessed using the dynamic materiality principle to develop material themes. These assessments incorporate internal and external stakeholder perspectives and are deliberated and approved by the board.



[Read more about our material themes on page 11.](#)

Board approval statement

The board acknowledges its responsibility for the integrity of the 2024 integrated report and the other reports in the group's reporting suite.

The board has mandated the group audit committee to oversee the preparation and presentation of this integrated report. The committee has reviewed and recommended the report to the board for approval.

The board considers this report to be prepared and presented in accordance with the guidelines of the Integrated Reporting Framework. The board approved matters considered material to the group. The board believes that this report contains all matters material to the group and provides a balanced and appropriate assessment of the group's governance, strategy, risks and opportunities, performance and outlook, and how these are likely to impact the group's ability to create and preserve value while mitigating value erosion over the short, medium and long term.

On behalf of the board:

Nonkululeko Nyembezi
Chairman

Fenglin Tian
Senior deputy chairman

Jacko Maree
Deputy chairman

Trix Kennealy
Lead independent director

Sim Tshabalala
Chief executive officer

Arno Daehnke
Chief finance & value management officer

Lwazi Bam
Independent non-executive director

Paul Cook
Independent non-executive director

12 March 2025

Note: signatures are not provided for security purposes.

Sola David-Borha
Independent non-executive director

Geraldine Fraser-Moleketi
Independent non-executive director

Ben Kruger
Independent non-executive director

Li Li
Non-executive director

Nomgando Matyumza
Independent non-executive director

Martin Oduor-Otieno
Non-executive director

Rose Ogega
Independent non-executive director



1

DELIVERING OUR PURPOSE

Our purpose is our motivation and our strategy is designed to deliver our purpose:
Africa is our home, we drive her growth.



OUR STRATEGY | OUR MATERIAL THEMES | OUR BUSINESS MODEL | ALLOCATING OUR RESOURCES

OUR STRATEGY

We place our clients at the heart of everything we do.

We ensure that we are always there to meet their needs in a secure, personalised and relevant way, while partnering with them to drive inclusive growth and sustainable development in Africa.

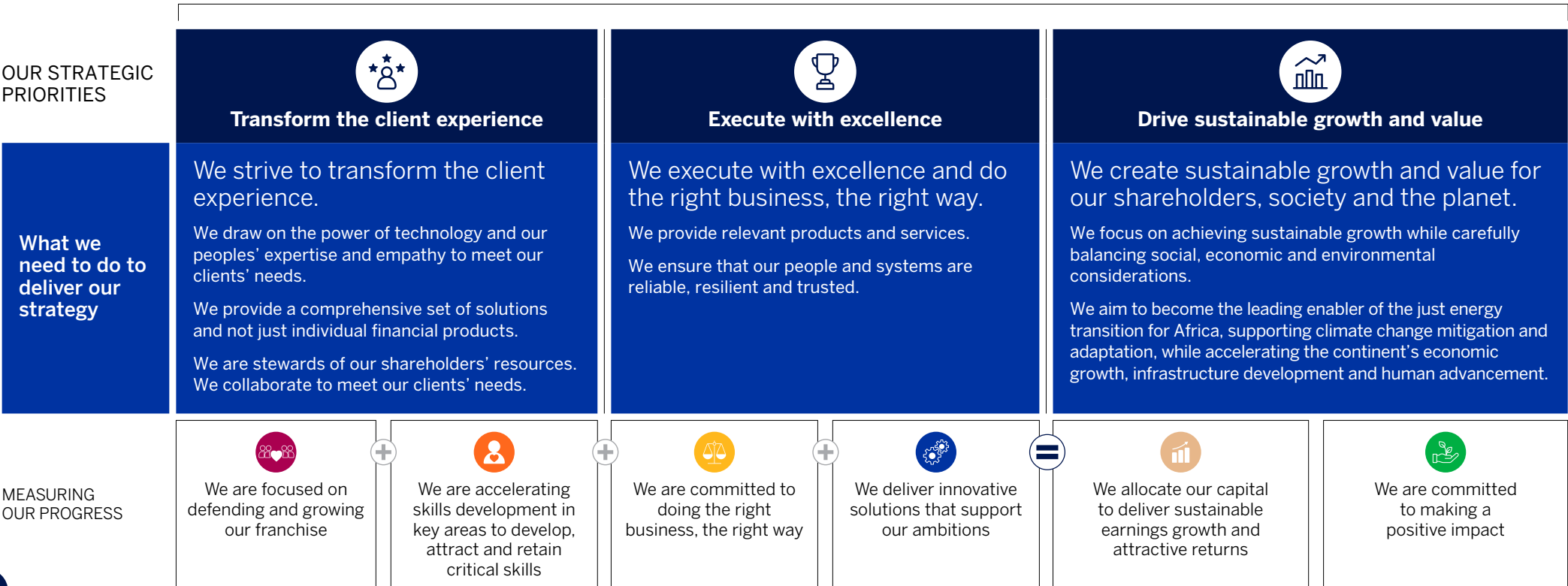
Our strategy enables us to achieve our purpose.

Our strategy remains relevant and has been reaffirmed with new financial targets for horizon 2.

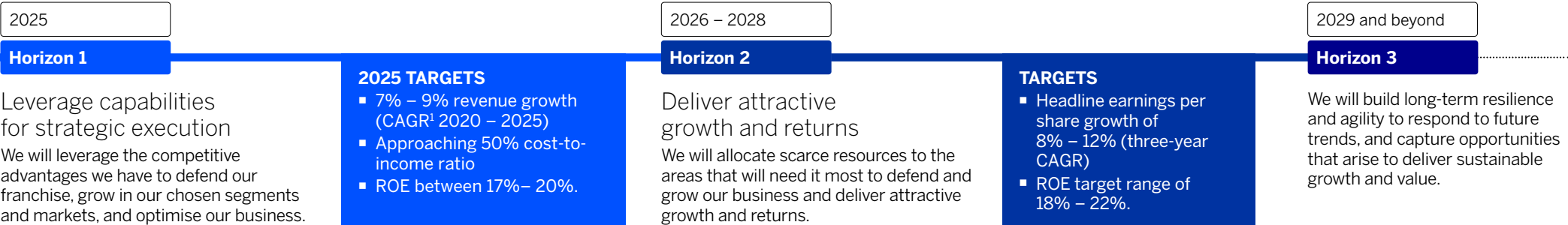


OUR VALUE DRIVERS

OUR PURPOSE: **Africa is our home, we drive her growth**



What we need to do to deliver our strategic priorities


















¹ CAGR: compound annual growth rate.

OUR MATERIAL THEMES

Our material themes are the factors that matter most to our stakeholders and impact our ability to create value in the short, medium and long term.

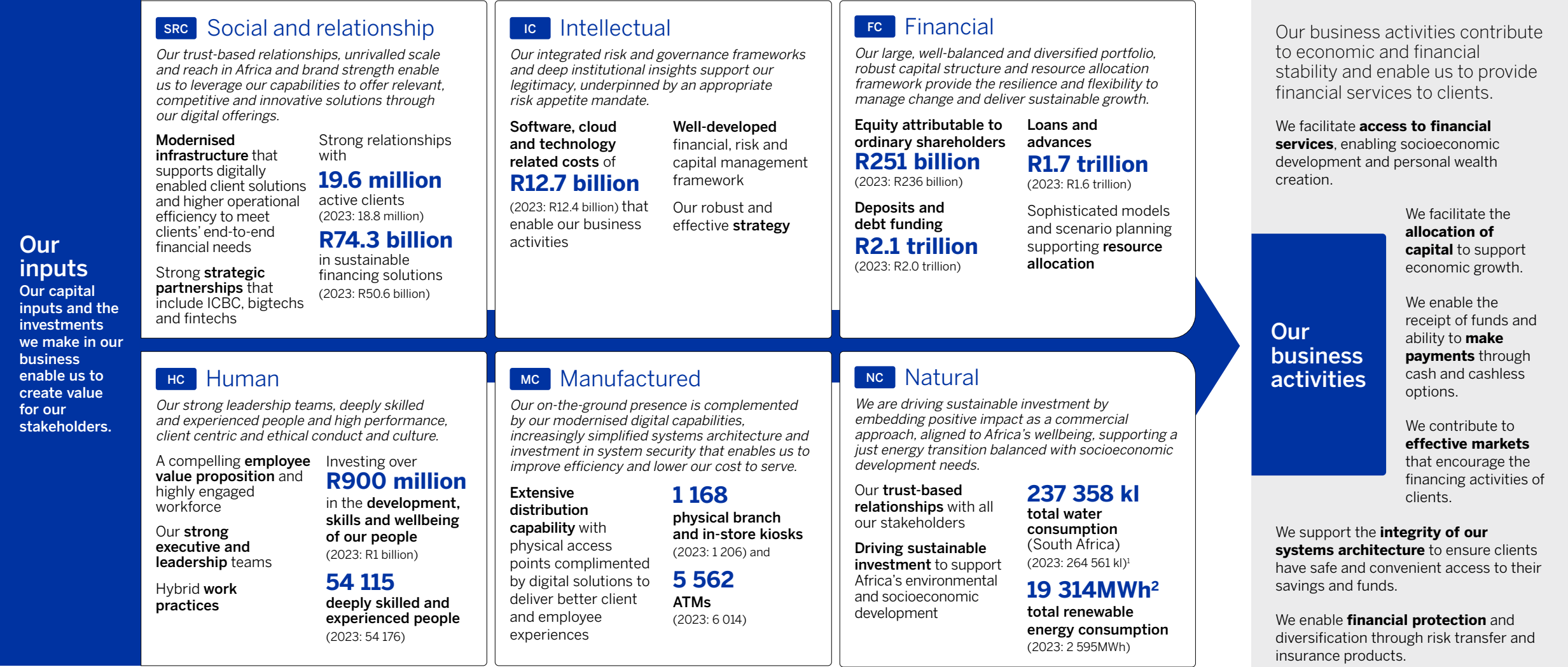
We assess issues both in terms of financial materiality (how issues impact our performance measured by our value drivers and competitiveness) and impact materiality (how our business impacts on people, the environment and the economy) by considering our sustainability-related risks and opportunities and the group's top and emerging enterprise risks. These have been used to identify the most material themes for 2024 that will have an impact on the delivery of our strategic commitments.

STRATEGIC PRIORITY	 Transform the client experience	 Execute with excellence	 Drive sustainable growth and value
OUR MATERIAL THEMES	Supporting business growth and wealth creation	Using technology and data for innovation	Creating positive social, economic and environmental impact
Why it is important to us	<p>Supporting wealth creation is essential for our long-term sustainability. By providing specialised advice and helping clients, we ensure a stable and prosperous client base, which in turn strengthens our market position.</p> <p>We provide tailored financial solutions and strategic insights, to enable businesses to start, manage, and grow, thereby contributing to job creation and economic prosperity.</p> <p>Fostering business growth turns possibilities into opportunities through trusted relationships and deep expertise. Our relationship managers offer personalised support based on an in-depth understanding of clients' businesses, helping them navigate complexities and seize new opportunities.</p>	<p>Technological advancements, like artificial intelligence (AI), have transformed banking operations by improving efficiency and reducing costs. Mobile internet services allow our clients to perform transactions on the go through mobile banking applications. This requires our employees to have the necessary competencies and skills to ensure this is provided seamlessly on stable systems to enhance the client experience.</p> <p>Integrating technology and data enhances risk management and fraud detection by analysing vast amounts of data to identify patterns and anomalies. This improves security and protects our own and client assets. Additionally, technology and data enable us to offer personalised services by analysing client preferences and behaviours, transforming the client experience.</p> <p>Technology and data support innovation in product development, allowing us to create new financial products and services that cater to evolving client needs. This ensures we remain competitive in the rapidly changing financial landscape.</p>	<p>We play a pivotal role in driving economic growth and development in Africa. By providing financial services and products, we enable businesses to expand, create jobs and contribute to the overall economy.</p> <p>We are committed to promoting green finance and supporting projects that contribute to sustainable business practices. We support the just energy transition to a low-carbon economy, and are partnering with our clients to support their mitigation and adaptation efforts. We are also making good progress on reducing our direct environmental footprint.</p> <p>Through corporate social investment initiatives, we support education, healthcare and community development projects, fostering a more inclusive and equitable society.</p>
OUR STAKEHOLDERS			
RELATED EMERGING RISKS			
CAPITALS IMPACTED			
MATERIAL SUSTAINABILITY ISSUES	<ul style="list-style-type: none">Ethical conduct and business practicesEmployee engagement and wellbeingDiversity and inclusion	<ul style="list-style-type: none">Data security, privacy, cybersecurityReliability of digital transaction channelsSkills development and adapting to evolving needs	<ul style="list-style-type: none">Maximising positive impact
STRATEGIC VALUE DRIVERS			

OUR BUSINESS MODEL

Our business model enables us to manage our resources and relationships responsibly to deliver the best outcomes for all our stakeholders.

The inputs to our business model explain the resources and relationships available to us as at 31 December 2024, and the constraints we face in securing them.



¹ Differs from the consumption number reported in 2023 owing to improved data collection based on wider coverage of water meters, enabling a more accurate calculation of water usage.
² The significant increase in renewable energy produced between 2023 and 2024 reflects the inclusion of Liberty and L2D renewable energy generation in the total. This figure now reflects renewable energy generation across SBG's full portfolio.

Our outputs

Our business units own the client relationship and create multi-solution client experiences and deliver the services we offer.

BANKING

		PPB	BCB	CIB
HOME SERVICES	Tailored home financing solutions for home buyers and existing homeowners, across our retail market, including related value added services.			
VEHICLE AND ASSET FINANCE	Comprehensive finance solutions in instalment credit, fleet management and related services across our retail, corporate and business markets.			
LENDING	Extensive suite of lending products provided to individuals and small- and medium-sized businesses (SMEs).			
CARD AND PAYMENTS	Credit card facilities to individuals and businesses. Merchant acquiring services. Enablement of digital payment capabilities through various products and platforms. Mobile money and cross-border businesses.			
TRANSACTIONAL	Comprehensive suite of cash management, international trade finance, working capital and investor services solutions.			
GLOBAL MARKETS	Trading and risk management solutions across financial markets, including foreign exchange (forex), money markets, interest rates, equities, credit and commodities.			
INVESTMENT BANKING	Full suite of advisory and financing solutions, from term lending to structured and specialised products across equity and debt capital markets.			

CENTRAL AND OTHER

Banking hedging activities

Unallocated capital

Liquidity earnings


Central costs

¹ Liberty was previously reported separately and has been fully integrated into IAM.

² 2024 data includes the entire SBSA, including retail operations and Liberty Holdings.

INSURANCE & ASSET MANAGEMENT ¹		
INSURANCE		
Life and long term insurance Development, sourcing and management of life and long term insurance and contractual savings propositions distributed via advice-led, third-party and banking distribution channels.	Corporate benefits Intermediated corporate benefits advice on competitive employee benefit solutions through our advice-led and third-party distribution networks.	Short-term insurance Development and management of short-term insurance solutions to protect against loss or damage of assets.
ASSET MANAGEMENT		
Investment management Development and maintenance of local and offshore investment propositions. These include discretionary asset management, stockbroking, investment platform and discretionary fund management services, and traditional life company products.	Asset management Development and maintenance of asset management propositions for institutional and wholesale clients.	


By-products and waste generated through/used in our activities

 **Total Scope 1, 2 and 3 greenhouse gas (GHG) emissions (South Africa)**
347 780tCO₂e²
(2023: 153 652tCO₂e)

 **Total non-renewable energy consumption**
118 224MWh
(2023: 178 882MWh)

 **Achieved a net reduction in emissions of**
16 237tCO₂e

 **1 038 tonnes² waste generated (South Africa)**
(2023: 613.2 tonnes)

 Read more in our [climate-related financial disclosures report](#).

Our outcomes (capitals)

Our impact on the capitals and our stakeholders from our value creation activities.

SRC Social and relationship

Strong relationships with a diverse and growing client base

Unique scale and reach in Africa supported by our recognised brand strength and legitimacy

Strong partnerships that support excellent client experience

Physical and digital presence supports distribution capability

R167.1 billion



inflows from clients
(2023: 164.5 billion)

Maintained **B-BBEE status** | 

Paid **R13.5 billion**
(2023: R12.5 billion)
in **death and disability claims** and **R12.1 billion**
(2023: R11.7 billion)

in **annuities to pensioners**

R21.6 billion
direct and indirect **taxes**
paid to governments and regulators
(2023: R20.7 billion)

R143 million | 
donated to **corporate social investment**
programmes in South Africa
(2023: R142.2 million) and
R115 million | 
in Africa Regions
(2023: R85.8 million)

MC Manufactured

R40.4 billion

invested in our operations,
suppliers and third parties
(2023: R41.1 billion)


R22 billion
reinvested in the business
(2023: R22 billion)

Strategic partnerships and digital capabilities support the development of innovative solutions

Reducing physical **footprint** with over
168 000m² | 
rationalised since 2021

Resilient and secure digital capabilities and systems focused on providing ‘**always on, always secure**’ services

Modernised digital backbone and simplified systems architecture

Administrative sanction of **R13 million** | 
was levied against SBSA by the Prudential Authority after an inspection conducted in 2022. Immediate remedial action was taken by SBSA, and confirmation of completion of these was received in 2024.


HC Human


Strong executive and leadership teams and deeply skilled and experienced people

High-performance, client centric and ethical culture connected to our purpose


Recognised as one of the **world’s best employers and company**

R54.5 billion
invested in our people
through salaries and other incentives
(2023: R53.5 billion)

Highly engaged and committed people with an **employee net promoter score (eNPS)** of **+48** | 
(2023: +48)

Average **60** | 
learning hours per employee per year
(2023: 63 hours)

16 909 | 
employees took part in leadership development programmes
(2023: 10 676 employees)

Women in executive and senior positions represent **42%** | 
(2023: 41.5%)

FC Financial


Large, well-balanced and diversified portfolio

Robust capital structure and strong balance sheet

Future-focused resource allocation

R28 billion
returned to shareholders in dividends
(2023: R27 billion)

Total dividend of **1 507 cents** | 
declared
(2023: 1 423 cents)

ROE in target range at **18.5%** | 
(2023: 18.8%)

Headline earnings of **R44.5 billion** | 
(2023: R42.9 billion)

IC Intellectual

Well-developed financial risk and capital management framework

Mature governance and control systems

Responsive management of ethics, conduct and non-financial risks

Strong and trusted relationships with all stakeholders, including regulators and governments across Africa

Good **execution and delivery** of our strategy


NC Natural


Well-developed sustainability strategy to deliver focused positive impact




Climate policy that supports a **just energy transition for Africa** and strengthens climate resilience

Mobilised **R74.3 billion** | 
(2023: R50.6 billion)

in sustainable finance, and R177 billion cumulatively since 2022, against a target of **R250 billion** by 2026

Growing mobilisation of green and social funding, including renewable energy solutions to individuals and SMEs. | 

 Read more about our performance outcomes on [page 38](#).

 Value created  Value preserved  Value eroded

ALLOCATING OUR RESOURCES

We use a formal decision-making framework to allocate our resources and apply scenario planning to deliver our target outcomes.

We are deliberate in how we allocate our resources to ensure that we address specific client needs and drive sustainable growth and value.

Guided by our value drivers, our resource allocation framework uses the capital, funding, capabilities and expertise available to us to direct our focus and investment in areas that will deliver profitable growth and returns over the short, medium and long term.

Our resource allocation framework

Once specific client needs have been identified, gated hurdle rates are applied to assess the soundness of the investment required. If the investment meets these hurdles, targeted metrics ensure that our rates of return are met. Detailed scenario-based thinking and planning allows us to anticipate and plan for volatility and complexity and frames the allocation process.

Business unit led, through the lens of client strategy	We invest to serve clients more efficiently, creating and distributing relevant, personalised and innovative solutions. Our active portfolio management approach helps us prioritise our resource allocation.		
	Market lens <i>How attractive is the market (size and growth) and are new competitors emerging?</i>	Value lens <i>What is the current and expected future value contribution to the group?</i>	Strategic lens <i>Do we think we have the required competitive advantages to win?</i>
SUPPORTED BY A PRIORITISED INVESTMENT PORTFOLIO	We are deliberate in tilting our portfolio to grow our franchise across the African continent and grow a capital efficient business to deliver profitable growth and returns.		
Resource allocation decisions subject to gated hurdle rates Our decision-making framework is aligned to our strategy and resource allocation requests are subject to hurdle rates of return.	<div>ONE STRATEGY Our purpose</div> <div>IF YES</div> <ul style="list-style-type: none">Does the opportunity add value to our clients, evidenced by measurable value and growth metrics?Is it driving growth in Africa in a manner that is scalable for the group?	<div>TWO CAPABILITY Our risk appetite and capability</div> <div>IF YES</div> <ul style="list-style-type: none">Is it within risk appetite?Can we use available resources to realise it?	<div>THREE VALUE Our financial aspirations</div> <div>IF YES</div> <ul style="list-style-type: none">Does it deliver revenue growth that supports our medium-term targets?Are the returns on the investment sustainably greater than the relevant cost of equity?Does it generate sustainable cash flows to support the group's dividend payments? <div>OPPORTUNITIES RANKED</div> <div>All filters met ▶ Invest</div> <div>Filter(s) not met ▶ Exit</div>
ALLOCATION TESTED AGAINST RISK APPETITE	We regularly review and amend our risk appetite across segments and countries.		
PROGRESS MEASURED AGAINST SET TARGETS	<div>We develop, refine and track metrics that are easy to understand and measure, are actionable and align with our strategy.</div> <div>Measuring our strategic progress</div> <div>We have measures and targets in place that we track and use to assess the progress we are making in executing our strategy and in achieving our medium-term financial targets. Our six value drivers are used to measure our performance and the value we aspire to create for all our stakeholders. The strategic priorities and the metrics associated with our value drivers are linked to our remuneration scorecards.</div> <div>The metrics we use are regularly assessed to improve their coverage, accuracy, depth and consistency.</div> <div>OUR VALUE DRIVERS</div>		
ROBUST SCENARIO THINKING AND PLANNING	Our scenario planning is a structured process designed to stretch thinking and better inform decision-making. It challenges leaders to think clearly about the present and creatively about the future. The relevance of the group's strategic priorities is tested against selected scenarios and we adjust the initiatives that underpin their achievement to ensure that our strategy remains effective, achieves our purpose and that our resource allocation is optimal.		



2

INFORMING OUR STRATEGY

Our strategy is informed by the operating environment and emerging trends that materially impact our business today, and going forward, and are therefore relevant to our stakeholders. The risks and opportunities presented by these trends shape our thinking and influence our capital allocation and execution.



OUR OPERATING CONTEXT | OUR STAKEHOLDERS | OUR RISKS AND OPPORTUNITIES | OUR APPROACH TO SUSTAINABILITY

OUR OPERATING CONTEXT

We operate in a constantly evolving environment, where complex and inter-related risks and opportunities influence our strategic direction and our business activities.

The geopolitical and macroeconomic outlook and Africa-specific structural and industry-related mega-trends impact on our business, shape our thinking and influence our strategy execution.

Geopolitical and macroeconomic landscape

Sub-Saharan Africa's economic growth was moderate in 2024 and was driven by commodity price fluctuations, regional trade agreements and ongoing recovery from the pandemic. However, many African economies continue to face challenges including high inflation, rising debt levels and slow recovery from the pandemic-induced recession.

Inflationary pressures in sub-Saharan Africa are expected to continue, influenced by factors like global energy prices, food inflation and currency fluctuations. Central banks, including the SARB, are likely to maintain tight monetary policies in the near term to control inflation, which will influence loan rates, borrowing behaviour and the cost of doing business.

Currency depreciation in several African countries continues to place pressure on performance.

Globally, elections took place in 76 countries, reshaping international dynamics with significant economic and regulatory implications. These elections have introduced a layer of complexity to the global economic landscape, with shifts in power balances, introducing major policy changes and increased geopolitical friction.

Africa's economies remain heavily reliant on commodities (oil, gold and metals). Price fluctuations, geopolitical tensions (especially related to the Ukraine-Russia conflict) and shifts in global demand for raw materials will significantly affect revenue from exports, foreign investment and overall economic stability.

OUR STRATEGIC PRIORITIES


OPPORTUNITIES FOR THE GROUP

Managing forex risk and offering hedging solutions to clients remain a key part of the group's offerings. The group continues to assist clients with navigating fiscal pressures and high debt levels by offering debt restructuring, project financing, and advisory services.

The credit loss ratio reduced, reflecting an easing in the credit environment.


LINK TO EMERGING RISKS

OUR STAKEHOLDERS




Global

- Geopolitical tensions persisted amid the ongoing Ukraine-Russia war and the escalation of the Middle East conflict
- Global inflation moderated, but was slower than expected, and central banks started cutting interest rates. Inflation is projected to decline to 4.2% in 2025, followed by a further decrease to 3.5% in 2025¹
- Global real gross domestic product (GDP) growth of 3.2% is forecast for 2024 and expected to be 3.3% for 2025 and 2026
- Elections concluded in 76 countries, with mixed outcomes. The outcome of the US elections sparked a US stock market rally into December and policy uncertainty.




Sub-Saharan Africa

- Inflation and interest rates remained high, contributing to increased fiscal pressures and sovereign risks in certain countries leading to currency weaknesses in certain regions
- Nigeria introduced reforms, including the liberalisation of the exchange rate while Kenya's proposed fiscal reforms were retracted amid widespread protests. Post-election unrest was experienced in Mozambique
- Following currency weakness in Angola, Malawi, Nigeria and Zambia, inflation remained elevated. Tanzania and Uganda experienced interest rate increases driven by local nuances, while Kenya, Mozambique and Ghana reduced interest rates as inflation subsided
- Significant currency devaluation was experienced in Angola, Malawi, Nigeria and Zimbabwe
- Growth in sub-Saharan Africa is forecast to recover to 4% in 2025, from 2.6% in 2024¹.



South Africa

- The electricity supply improved and progress was made in addressing logistic constraints, with strong backing from the private sector
- The 'two-pot system' for retirement funds went live in September 2024, with over R43 billion being paid to over two million taxpayers²
- Inflation steadily decreased with average inflation down to 4.4% (2023: 5.9%)
- SARB decreased interest rates by 50bps with the repo rate closing the year at 7.75%. The repo rate was reduced by an additional 25bps in January 2025, with a further 25bps decrease expected in March 2025, and then remain flat for the rest of the year
- The post-election Government for National Unity coalition improved international investor sentiment towards South Africa
- South African real GDP growth is expected to remain flat at 0.7% for 2024, and improve to 1.8% in 2025 and above 2.0% in 2026.

 Watch our Chief Economist, Goolam Ballim, share his views on what will shape the 2025 outlook globally and in South Africa [here](#).

 ¹ International Monetary Fund (IMF), World Economic Outlook January 2025 update.
² South African Revenue Services – Media Release, 31 January 2025.

Structural and industry mega-trends in Africa

In 2024, Standard Bank’s operating context was characterised by a rapidly evolving digital landscape, economic volatility in Africa and rising regulatory requirements.

Doing business in Africa requires careful consideration of local and global risks and opportunities. Our proactive response to this emerging landscape shapes our future sustainability and the execution of our strategy. Our top and emerging enterprise risks identify the related prevalent and emerging risks and related opportunities that could have an impact on the ability of the group to achieve its strategic priorities and ambitions. [Read more here.](#)

OUR STRATEGIC PRIORITIES

Digital transformation and innovation

The rise in fintech in Africa is reshaping the banking landscape. The shift towards open banking and the sharing of client data among banks and third-party providers is expected to accelerate. While Africa’s approach to introducing cryptocurrencies remains cautious due to regulatory concerns, there is growing interest in blockchain technologies for remittances, supply chain finance and cross-border payments.

LINK TO EMERGING RISKS

OUR STAKEHOLDERS

OPPORTUNITIES FOR THE GROUP

We continue to invest in improving our digital transformation offerings. AI, machine learning and advanced data analytics are being increasingly adopted by the group to enhance client experience, streamline operations and improve risk management. AI-driven tools for credit scoring, fraud detection and client service (for example chatbots and virtual assistants) play an expanding role.

Read more about our impact in our [report to society](#).

OUR STRATEGIC PRIORITIES

Sustainability and green finance

The global emphasis on environmental sustainability is also felt in Africa. This is driving a heightened focus on financing renewable energy projects, supporting sustainable agriculture and providing green bonds.

LINK TO EMERGING RISKS

OUR STAKEHOLDERS

OPPORTUNITIES FOR THE GROUP

We will continue our efforts to focus on green finance and applying appropriate ESG criteria to manage and mitigate the risks arising from our operations. We have a leading role in advancing Africa’s energy transition, which creates an opportunity for our growth and alignment with the UN SDGs.

Read more about our impact in our [report to society](#).

OUR STRATEGIC PRIORITIES

Social and economic factors

Many Africans remain excluded from the formal banking sector and cash remains a preferred means of transacting in many economies. Africa has one of the world’s youngest populations, who comprise a substantial client base of millennials and Generation Z individuals.

LINK TO EMERGING RISKS

OUR STAKEHOLDERS

OPPORTUNITIES FOR THE GROUP

Our offerings include financial products that target under-banked groups, including women and young people (savings, credit and investment tools). Financial inclusion and financial literacy remain key challenges. The group leverages digital banking, mobile wallets and micro-lending products to support financial inclusion for all, including lower-income groups. We also invest in financial literacy education for individuals and SME owners.

Read more about our impact in our [report to society](#).

OUR STRATEGIC PRIORITIES

Risk management and cybersecurity

As digital banking expands, cybersecurity becomes an increasingly critical issue. Investments in robust cybersecurity measures and fraud detection systems are essential to maintain client trust.

LINK TO EMERGING RISKS

OUR STAKEHOLDERS

OPPORTUNITIES FOR THE GROUP

The group continues to invest in safeguarding client data, preventing cyberattacks and ensuring compliance with data privacy regulations.

Read more about our [risk management](#) here.

OUR STRATEGIC PRIORITIES

Brand and client experience

The banking industry is increasingly focusing on providing a seamless, personalised client experience. Providing superior client service and convenience will be vital in maintaining and growing the client base.

LINK TO EMERGING RISKS

OUR STAKEHOLDERS

OPPORTUNITIES FOR THE GROUP

Our digital transformation focuses on improving client interactions through personalised products, AI-driven advice and more user-friendly digital interfaces.


Read more about our [accolades](#) here.

OUR STAKEHOLDERS

Our stakeholders are the individuals, groups and organisations that materially affect or could be affected by our business activities, products, services and performance.

They provide us with the resources and capital we need to achieve our strategy and purpose, influence the environment in which we operate our business and confer legitimacy on our activities. They include our clients and partners, employees, regulators, shareholders, service providers and the communities in which we operate.

Proactive engagement with our stakeholders provides us with insights that help shape our strategy, informs the identification of our material sustainability issues and enables us to manage and respond to stakeholder concerns and minimise reputational risk.



Clients

(direct relationship)

QUALITY OF RELATIONSHIP

We measure the quality of our relationships with our clients through:

- Client satisfaction surveys
- Client satisfaction scores.

Why they are important


Our 19.6 million clients are core to the growth and sustainability of our business.


Engagement mechanisms

We engage with clients through relationship managers, surveys exploring clients' priorities and expectations, online communication channels, call centres, social media, in-person and complaints channels.

Priority issues and our response


- Ethical conduct and business practices.

 Read more on [page 58](#).



VALUE DRIVER

CAPITALS IMPACTED



Employees

(direct relationship)

QUALITY OF RELATIONSHIP

We measure the quality of our relationships with our employees through:

- eNPS
- Workforce diversity
- Turnover data.

Why they are important


Our people are our brand ambassadors and our greatest source of sustainable competitive advantage.


Engagement mechanisms

We engage with employees through employee surveys, including the annual group-wide 'Are you a Fan' survey, online communication channels and in-person engagement. Trade union interactions include quarterly meetings as well as issue-specific engagements.

Priority issues and our response


- Employee engagement and wellbeing
- Diversity and inclusion
- Skills development and adapting to evolving needs.

 Read more on [page 55](#).



VALUE DRIVER

CAPITALS IMPACTED



Shareholders and investors

(direct relationship)

QUALITY OF RELATIONSHIP

We measure the quality of our relationships with our shareholders and investors through:

- Value created through ROE, earnings and dividends
- Investor and other market participant feedback (largely positive)
- AGM voting outcomes (no material concerns raised)
- ESG ratings reference to performance outcomes.

Why they are important


Our shareholders and investors are the primary providers of financial capital.


Engagement mechanisms

We engage with shareholders and investors through investor, analyst and credit agency meetings, one-on-one engagements, conferences, roadshows, presentations, SENS announcements and AGMs.

Priority issues and our response

- Achieve positive financial returns and impact.

 Read more on [page 63](#).



VALUE DRIVER

CAPITALS IMPACTED



Governments and regulators

(direct relationship)

Why they are important

We secure our licence to operate and maintain our credibility as a responsible corporate citizen through our engagements with governments and regulators.

Engagement mechanisms

We have regular engagements with involvement in policy making processes and government-business initiatives to address specific issues. Key issues are reported to the board through quarterly stakeholder engagement reports, among other channels.

QUALITY OF RELATIONSHIP

We measure the quality of our relationships with governments and regulators through:

- Constructive engagements
- Good working relationships with key departments
- Active participation in consultation processes, through trade associations and bilaterally.

Priority issues and our response

- Ethical conduct and business practices
- Maximising positive impact
- Reliability of digital transaction channels.



Read more on [pages 58, 61 and 72.](#)



VALUE DRIVER

CAPITALS IMPACTED



Banking and/or insurance associations and broader business associations

(direct relationship)

Why they are important

As active members of industry bodies and trade associations, we contribute to public policy debates, support evidence-based policy-making, contribute to processes such as the development of global standards and frameworks, and work collectively to enable positive impact.

Engagement mechanisms

Our memberships of industry associations and global forums enable us to contribute to public policy debates, support evidence-based policy making, contribute to processes such as the development of global standards and frameworks, and work collectively to enable positive impact.



Civil society organisations, NGOs

(direct relationship)

Why they are important

Civil society organisations and non-governmental organisations (NGOs) contribute to public policy debates, support evidence-based policy making, and help develop global standards and frameworks, thereby promoting positive societal impact.

Engagement mechanisms

We have issue-specific engagements, bilateral meetings, written correspondence, grievance channels. Key issues are reported to the board via the quarterly stakeholder engagement and reputation reports.

QUALITY OF RELATIONSHIP

We measure the quality of our relationships with civil society organisations and NGOs through:

- Diverse stakeholder group, engagements often focus on a single issue, and the frequency of engagement and quality of relationships varies.

Priority issues and our response

- Maximising positive impact.




Read more on [page 72.](#)



VALUE DRIVER

CAPITALS IMPACTED



Suppliers and service providers

(direct relationship)

Why they are important

Our suppliers and service providers ensure that we maintain operational efficiency and service quality as well as compliance and innovation. Our strategic partnerships enable our value propositions and ability to deliver positive impact.

Engagement mechanisms

We engage with suppliers and service providers through partnerships, third-party risk assessments and re-assessments, third-party agreements and SLAs, regular meetings and performance management of critical third parties.


QUALITY OF RELATIONSHIP

We measure the quality of our relationships with suppliers and service providers through:


- Performance against service level agreements (SLAs)
- Regular two-way engagement.

Priority issues and our response

- Ethical conduct and business practices
- Data security, privacy and cybersecurity.



Read more on [page 58.](#)



VALUE DRIVER

CAPITALS IMPACTED

Our sustainability-related issues

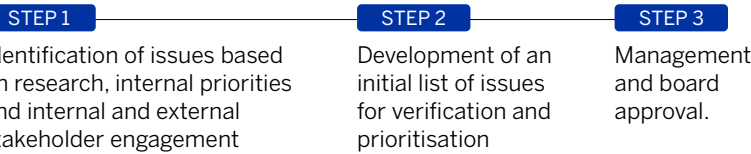
We prioritise our sustainability risks, opportunities and impacts according to the feedback received from our stakeholders.

0 More detail about our material sustainability-related issues process can be found in the [sustainability disclosures report](#).

How we determine our sustainability-related risks and opportunities

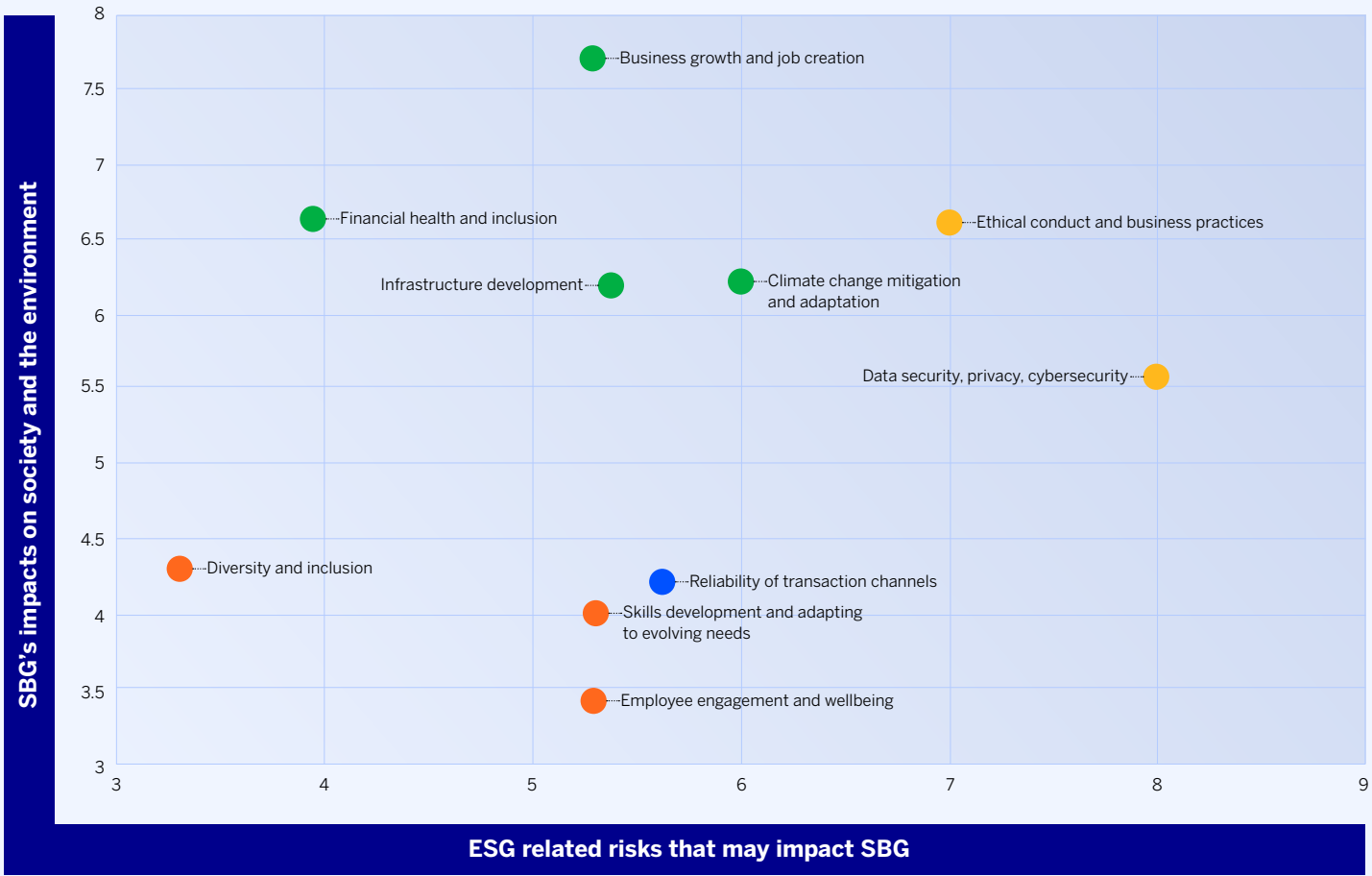
The group undertakes an annual assessment to assess the most significant sustainability risks, opportunities and impacts that could impact our prospects over the short, medium and long term.

The determination of our material issues also include inputs and outcomes on the six capitals over time and key events during the year.



Material sustainability-related issue	SBG VALUE DRIVER	Where to find out more
Maximising positive impact on society, economy and environment, with a focus on four major impact areas: <ul style="list-style-type: none">Financial health and inclusionBusiness growth and job creationClimate change mitigation and adaptationInfrastructure development		<div>Read more on page 72.</div> <div>Report to society.</div> <div>Climate-related financial disclosures report.</div>
<ul style="list-style-type: none">Ethical conduct and business practicesData security, privacy, cybersecurity		<div>Read more on page 58.</div>
<ul style="list-style-type: none">Reliability of digital transaction channels		<div>Read more on page 61.</div>
<ul style="list-style-type: none">Employee engagement and wellbeingDiversity and inclusionSkills development and adapting to evolving needs		<div>Read more on page 55.</div>
Focus areas for the group not included as separate material sustainability-related issues for purposes of sustainability reporting		
In 2023, we included improving client experience, competitiveness and changing client expectations, and fair outcomes for clients as material sustainability issues.		<div>Read more on page 41.</div>
In 2024, our focus is on ethical conduct and business practices, which incorporate the above.		
We aim to achieve positive financial returns through positive impact, and to manage ESG risk to mitigate financial risk.		<div>Read more on page 63.</div>

RANKING OF SUSTAINABILITY RISKS AND IMPACTS ON OUR BUSINESS AND ON SOCIETY



Our material sustainability-related issues

Maximising positive impact

RATIONALE: We are committed to doing business in a way that maximises positive impact on society, economy and the environment, while minimising the risk of harm as far as possible. We focus on four major impact areas: financial health and inclusion, business growth and job creation, infrastructure development and climate change mitigation and adaptation.

HOW WE MANAGE THIS: We have adopted group-wide metrics to track our impacts in each area. We are conscious that our business activities may also give rise to environmental and social (E&S) risk, which may impact our employees, our clients, the individuals and enterprises in our supply chain, and the communities impacted directly or indirectly by our business activities. We manage E&S risk through our E&S risk management system, human rights statement, exceptions list, restricted activities list, high-risk sector guidelines and climate policy.

CHANGE SINCE 2023: We have refined this impact area to better reflect the group's social, economic and environmental impacts and enable clear identification of input and impact metrics.

2023	2024	Status
Managing climate risk	Climate change mitigation and adaptation	Growing importance
Balancing social, economic and environmental impact for Africa's growth	Business growth and job creation	New/refined focus
Delivering positive impact for Africa's people	Financial health and inclusion	
Supporting Africa's just energy transition	Infrastructure development	

Ethical conduct and business practices

RATIONALE: We strive to deliver fair outcomes and market integrity by doing the right business the right way and upholding the trust of our stakeholders. Inappropriate conduct and behaviour in the execution of business activities poses a risk to the group's clients, the market and the group. This risk encompasses governance arrangements, business models, product development, sales practices, treating clients fairly, and remuneration and incentive structures.

HOW WE MANAGE THIS: We are committed to treating all clients fairly and applying policies equitably to all. We expect every employee to uphold the highest level of integrity and take accountability for their actions in line with our values and code of ethics and conduct. Conduct risk management is integrated into all relevant group policies and processes and managed as part of the group's non-financial risk management framework. All areas of the business submit quarterly conduct dashboards to executive management which include information about risks, complaints and grievances, investigations, breaches and remedial actions taken. The dashboards are reviewed by the social and ethics management and board committees.

CHANGE SINCE 2023: No change.

Data security, privacy, cybersecurity

RATIONALE: Our ability to do business depends on the integrity of the group's data and information assets and the protection of client privacy. Lapses in our controls and by individual employees risk undermining our efforts to combat financial crime, and negatively impacting our clients.

HOW WE MANAGE THIS: We prioritise data privacy rights as a fundamental human right and apply robust processes to give effect to the right to privacy. We are vigilant in addressing information risk, cyber risk, client privacy, technology risk and third-party risk. We invest in people, process, technology and organisational controls to safeguard our information assets. We continue to invest in improved capabilities to predict, prevent, detect and respond to cyber incidents. We ensure that third parties acknowledge and comply with group minimum requirements. Information risk, data privacy and cybersecurity receive extensive focus from the board and executives across the group.

CHANGE SINCE 2023: No change.

Reliability of digital transaction channels

RATIONALE: The stability, security and speed of our information technology (IT) systems is central to our ability to deliver against our purpose and strategy. The risk of recurring unavailability of digital services erodes our client's trust in the 'always on, always secure' promise that is core to our platform business value proposition. Outages cause inconvenience and frustration for our clients and impact negatively on our brand and reputation.

HOW WE MANAGE THIS: We have achieved significant improvements in system stability and have built the necessary processes and culture to ensure that incidents are escalated quickly and effectively. When outages do occur, we have improved communication to impacted clients.

CHANGE SINCE 2023: No change.

Employee engagement and wellbeing

RATIONALE: Standard Bank employs over 54 000 people. We depend on our people to achieve our purpose and deliver against our value drivers.

HOW WE MANAGE THIS: We aim to ensure that all employees are empowered to perform at their best, feel a strong sense of pride, are engaged in meaningful work and are passionate about contributing to the group's success.

CHANGE SINCE 2023: No change.

Skills development and adapting to evolving needs

RATIONALE: Digitisation and AI continue to disrupt ways of working, impacting on skills requirements and creating concerns about job security.

HOW WE MANAGE THIS: Our employees have access to extensive training and career development opportunities, with a specific focus on future skills. We also provide programmes and services to support employee health and wellbeing.

CHANGE SINCE 2023: Slight change, from 'skills attraction, retention and development'.

Diversity and inclusion

RATIONALE: Our regulators and clients expect our people to represent the populations they serve.

HOW WE MANAGE THIS: We are committed to diversity and inclusion and strive to ensure respect for and fair treatment of all employees. Diversity and inclusion strategies in our countries of operation are tailored to balance group and local priorities, with all countries focusing on promoting gender equality. In South Africa, our strategies and goals align with local employment equity requirements.

CHANGE SINCE 2023: No change.

OUR RISKS AND OPPORTUNITIES

Our top and emerging enterprise risks represent the enterprise risks that could have a material impact on the ability of the group to achieve its strategic priorities and ambitions. They consider the material issues that could impact the group’s delivery of its strategy and assess risks in terms of the potential impact of these issues on our performance and competitiveness.

How we determine our top risks and related opportunities

The group undertakes a robust process that identifies and consolidates the risks and related opportunities from across the group.

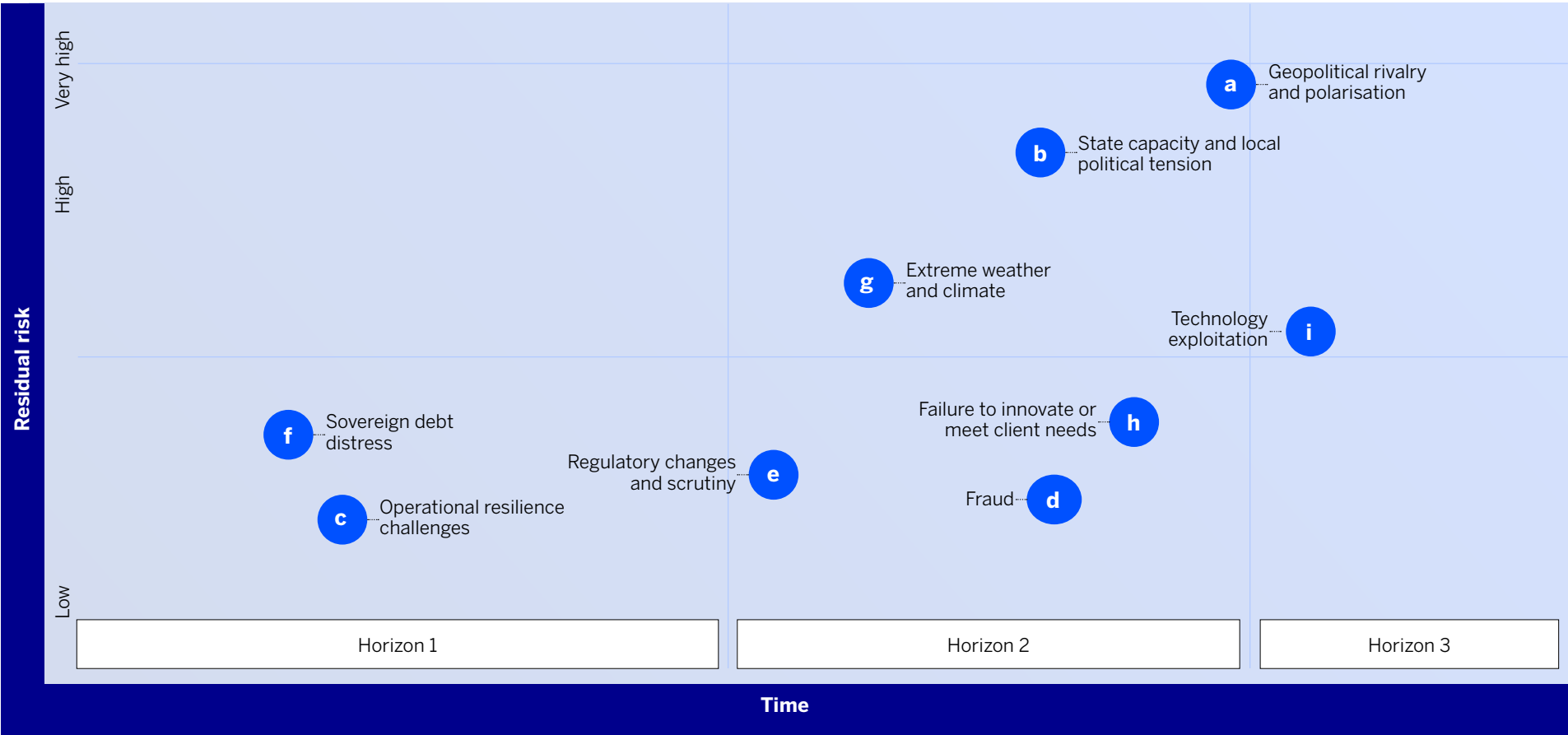
Their classification as top and emerging enterprise risks ensures that they are holistically understood and prioritised for enhanced oversight by management. Over time these risks evolve as mitigation efforts mature, the factors that influence a risk change, or as new risks emerge. Our risk management strategies adapt accordingly to capture opportunities over the long term.

These risks reflect the internal and external operating environment, and consider the strategic ambitions of the group. Sustainability-related risks, opportunities and impacts are collected in a simultaneous and related process and are considered in the determination of the top risks and related opportunities. Both inform the group’s material themes.




These risks may be at different stages of evolution and maturity in different areas and geographies across the group. All are monitored and managed, although the response and timing of potential impact may differ.

RESIDUAL RISK ON THE GROUP OVER TIME AFTER MITIGATING ACTIONS




Externally driven risks maintain a higher residual risk as the group has limited control over them and relies on monitoring and response-based mitigation efforts to minimise the impact.






Top and emerging enterprise risks

RISK THEME	a	b	c
	Geopolitical rivalry and polarisation	State capacity and local political tension	Operational resilience challenges
Description	High levels of geopolitical instability arising from armed conflicts and wars, US/China tensions and humanitarian crises.	The risks posed by the continued decline in state capacity, infrastructure deterioration and political unrest.	The risks arising from end-of-life technologies, legacy infrastructure and related costs, levels of third-party resilience, scarcity of skills and the ability to successfully implement large-scale modernisation programmes.
NEAR TERM FACTORS	<ul style="list-style-type: none">Escalation of conflictEscalation of US/China tensionsUS foreign policy changes	<ul style="list-style-type: none">Protest action from political leadership changesIneffectual coalitionsDeterioration of state infrastructureAvailability of expensive capital/liquidity to fund growth opportunities as a result of political and other events which drive up investor risk concerns	<ul style="list-style-type: none">Legacy and complex infrastructureThird-party failuresNavigating evolving labour expectations and demands amid tightening talent market
LONGER-TERM CONCERNS	<ul style="list-style-type: none">Social instability and sporadic conflict may drive intensifying defence spendChange in trade/financial flows may restrict access to foreign markets	<ul style="list-style-type: none">Water shortages from failing infrastructureGovernment guarantees on state owned enterprise debt could add to national government debt	<ul style="list-style-type: none">Rapid speed of disruptive innovation enabled by advanced technologiesUncertainties created by emerging technologies and the skills needed to develop and implement capabilities
MITIGATING ACTIONS	<ul style="list-style-type: none">Ongoing monitoring of geopolitical eventsStress testing of macro scenariosContinued management of risk appetiteStrategy revision	<ul style="list-style-type: none">Monitor public sector debt and adjust risk appetite where necessaryStress testing and scenario planningParticipation in business forums and public/private initiativesIncreased business continuity management capability and disaster recovery readiness	<ul style="list-style-type: none">Reviews of third-party performance and continuity plansEnhanced disaster recovery capability development and testingContinued zero-trust journey using cloud-first security capabilitiesClose monitoring of end-of-service technologies and accelerating the decommissioning of legacy systemsAppropriate prioritisation and management focus to enable the delivery of large-scale IT programmes within budgetTargeted talent acquisition and retention strategies to attract and retain people with the required skills by creating an exceptional work experienceMaintaining competitive reward strategies
Opportunity	<ul style="list-style-type: none">Expand offshore offerings to capture revenue streams	<ul style="list-style-type: none">Engage with policymakers and advocate for stable economic policies	<ul style="list-style-type: none">Deepen our employee value propositionDeliver excellent digital experiences that reduce the cost to serve our clients
RELATED STRATEGIC PRIORITY			
RELATED MATERIAL THEME	Creating positive social, economic and environmental impact	Using technology and data for innovation	Using technology and data for innovation

Top and emerging enterprise risks continued

RISK THEME	d Fraud	e Regulatory changes and scrutiny	f Sovereign debt distress
Description	The risks arising from unlawful misappropriation that could result in financial losses, reputational damage and legal consequences.	The risks to the group's operating model due to increasing and sometimes conflicting policy and regulatory requirements, coupled with the impact of grey-listing.	Increase of sovereign debt crises in countries in which the group operates or the voluntary decision of a sovereign to restructure their local debt leading to bank losses.
NEAR TERM FACTORS	<ul style="list-style-type: none"> Efficacy of basic scams Rapid evolution of fraud modus operandi by syndicates Economic conditions 	<ul style="list-style-type: none"> Increased local regulatory scrutiny Differences between country regulatory approaches Volume and velocity of regulatory changes may impact product development and services delivery 	<ul style="list-style-type: none"> Increase in sovereign debt crises Voluntary local debt restructuring Currency devaluations affect debt servicing costs and access to global markets
LONGER-TERM CONCERNS	<ul style="list-style-type: none"> Rapid speed of disruptive innovation enabled by advanced technologies 	<ul style="list-style-type: none"> Shifts in country regulatory frameworks or requirements that materially conflict with the group's strategic imperatives and competitive positioning 	<ul style="list-style-type: none"> Constrained growth Fiscal slippage Reduction in foreign aid
MITIGATING ACTIONS	<ul style="list-style-type: none"> Continued enhancement and monitoring of fraud trends in and outside of the bank to ensure controls in place are relevant, fit-for-purpose and working Client, agent, merchant and vendor fraud awareness programmes Enhanced fraud detection and monitoring capabilities – leverage data Maturity monitoring and embedment of frameworks and tools for fraud management 	<ul style="list-style-type: none"> Continued and proactive engagement with the regulator Continuous monitoring of regulatory developments to ensure alignment with the business operations Employee training and awareness to ensure adoption of the regulatory requirements Investing, enhancing and building adaptable technologies to streamline regulatory requirements Centralised communication channels with the regulator to ensure compliance with the different legal obligations 	<ul style="list-style-type: none"> Stress testing Established Sovereign Risk Forum Earnings at risk estimation
Opportunity	<ul style="list-style-type: none"> Improving fraud detection and prevention capabilities Upskilling teams with requisite skillsets 	<ul style="list-style-type: none"> Leverage competitive advantages of our unique Africa-wide capabilities 	<ul style="list-style-type: none"> Leverage strong risk management capabilities
RELATED STRATEGIC PRIORITY			
RELATED MATERIAL THEME	Supporting business growth and wealth creation	Using technology and data for innovation	Creating positive social, economic and environmental impact

Top and emerging enterprise risks continued

RISK THEME	g Extreme weather and climate	h Failure to innovate or meet client needs	i Technology exploitation
Description	The risks arising from the impact of climate change, access to transition finance, greenwashing and other climate related matters.	The risk of failing to innovate products and services to respond and adapt to market trends and client needs.	The risks arising from the evolution of technology used for nefarious purposes, including the use of AI in cyber attacks and spread of misinformation.
NEAR TERM FACTORS	<ul style="list-style-type: none"> ■ Catastrophic and recurring natural disasters ■ Biodiversity loss ■ Agricultural impact resulting in low output 	<ul style="list-style-type: none"> ■ Services not meeting client expectations gained from other industries ■ Evolving client preferences for different products, buying experiences and demographic shifts lead to increasingly difficult client retention and loyalty 	<ul style="list-style-type: none"> ■ Market manipulation, consumer confusion and competitive damage affecting the group's brand and reputation ■ Financial fraud and security vulnerabilities exposed by the adversarial use of AI
LONGER-TERM CONCERNS	<ul style="list-style-type: none"> ■ Reversal of climate agenda in first world political establishments ■ Disproportionate climate change impact on Africa 	<ul style="list-style-type: none"> ■ Inability to use advanced data analytics and AI to gain insights negatively affects core operations and strategic plans ■ New competitors raising the bar on client expectations ■ Growth in private credit provided by non-banks through bilateral agreements and not subjected to similar levels of regulation and supervisory oversight 	<ul style="list-style-type: none"> ■ Use of AI powered language models and quantum computing power increases speed and scope of cyber attacks ■ AI fundamentally changes cryptography controls, requiring detailed review of cyber controls, tools and investments ■ Spread of propaganda impacting operating environments
MITIGATING ACTIONS	<ul style="list-style-type: none"> ■ ESG function established to set up mandates, policies and framework ■ Provision of sustainable finance solutions to support green clients who are addressing climate risk adaptation and mitigation ■ Developing internal capabilities relating to scenario analysis and stress testing ■ Embedding climate risk operating model in the group 	<ul style="list-style-type: none"> ■ Ongoing review and redesign of client value proposition to ensure relevance to client needs ■ Integrate sustainability into business models to appeal to environmentally conscious consumers and meet regulatory expectations ■ Regular gathering of feedback through surveys and social media to understand client preferences and pain points 	<ul style="list-style-type: none"> ■ Policies and standards for the use and operationalisation of AI ■ Rigorous, system-enabled risk and impact assessments for all AI initiatives ■ Ongoing enhancement of the group's Cyber Resilience Framework ensures adequate controls are in place to mitigate cybersecurity risk ■ Modernisation of security technology ■ Upskill employees to monitor social media and online platforms for misinformation for quick identification and response to false claims
Opportunity	<ul style="list-style-type: none"> ■ Support African just energy transition and adaptation ■ Grow sustainable finance offering ■ Participate in carbon offset programmes with clients ■ Bridge the climate change knowledge gap for all internal and external stakeholders 	<ul style="list-style-type: none"> ■ Continuous improvement and collaboration within the group ■ Expand and enhance digital and innovative capabilities 	<ul style="list-style-type: none"> ■ Leveraging machine learning and AI capabilities for fraud detection and management as well as personalisation of product and service offerings for clients
RELATED STRATEGIC PRIORITY			
RELATED MATERIAL THEME	Creating positive social, economic and environmental impact	Supporting business growth and wealth creation	Using technology and data for innovation

OUR APPROACH TO SUSTAINABILITY

To deliver our strategy and achieve our purpose, we must ensure that our business activities solve Africa's challenges and deliver improved prosperity for Africa's people.

This approach enables us to undertake our core business activities in a manner that generates attractive financial outcomes for our shareholders, while generating positive social, economic and environmental impact for the communities in which we operate.

The Paris Climate Agreement, the UN Guiding Principles on Business and Human Rights, and sustainable banking frameworks in our

countries of operation, in line with our commitments as a founding Principles of Responsible Banking signatory. This includes identifying opportunities to maximise positive impact, and effectively managing the potential negative impacts arising from our activities, products and services. This commitment informs the two pillars of our sustainability approach.

THE TWO PILLARS OF OUR SUSTAINABILITY APPROACH

1 Maximising positive impact	2 Effectively managing risk
<p>We have identified four areas in which we believe we can make the greatest positive impact aligned with one or more SDG targets:</p> <ul style="list-style-type: none">Financial health and inclusionBusiness growth and job creationClimate change mitigation and adaptationInfrastructure development.	<p>We actively identify and manage potential risks and negative impacts, focusing on areas such as:</p> <ul style="list-style-type: none">Effective management of environmental and social risk associated with our lending and investment activitiesFair treatment of customersInformation security, data privacy and cybersecurityCombatting financial crimeEmployee engagement.
<p>The group has clear key performance indicators (KPIs) and targets in relation to both pillars, which are applied across the group, are regularly reported to management and the board. These inform performance management assessment and remuneration decisions.</p>	

Our governance of sustainability and ESG risk is described in detail in our [sustainability disclosures report](#).

Leading Africa's energy and infrastructure development and enabling decarbonisation of Africa's economies

Our role in leading Africa's energy and infrastructure development is central to maximising positive impact. We partner with Africa's governments and businesses to mobilise the investment needed to enable access to affordable and reliable energy and infrastructure. At the same time we implement appropriate risk management to protect the functioning of the environmental ecosystems on which we depend.

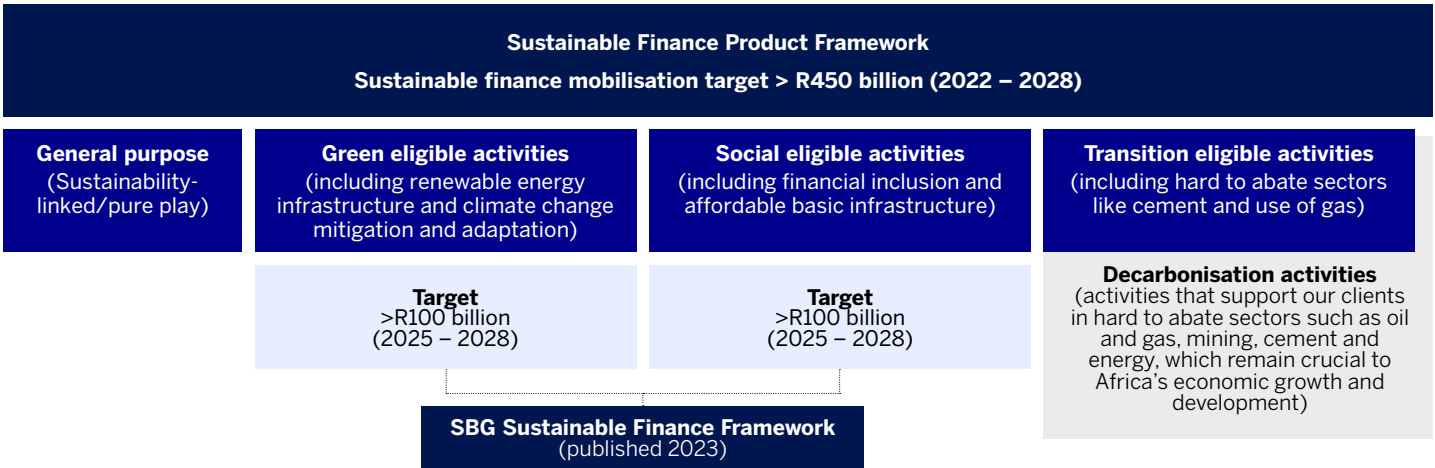
As an African bank with a deep understanding of Africa's economic and developmental challenges, we take a considered and responsible approach to decarbonisation. Guided by the need for a just transition and the Paris Agreement's principle of 'common but differentiated responsibilities', we recognise that while there is a duty on all countries to take climate action, the types of action they take will depend on their national circumstances.

Robust due diligence and responsible client selection are critical to our approach. We are engaging with our clients regarding sector transition pathways and the potential for technological developments to support and accelerate Africa's clean energy transition. We also continue to advocate for supportive policy and regulatory frameworks at national and regional level.

We enable our clients to support their sustainability objectives, including emissions reduction and climate resilience. Our sustainable finance solutions include use of proceeds and general purpose instruments. Our mobilisation of sustainable finance is defined as the arranging and lending activities in relation to all sustainable finance categories, including eligible green, social, sustainable and sustainability-linked transactions (excluding treasury activities).

Our sustainable finance frameworks ensure consistency, transparency and credibility in reporting on progress against our sustainable finance targets. We aim to mobilise over R450 billion in sustainable finance between 2022 and 2028.

We continue to prioritise investment in renewable energy while also supporting a wider range of activities that support the transition to a low carbon economy. Some of these are categorised as sustainable finance and have been independently reviewed and approved as such. Others are not eligible to be categorised as sustainable finance, but are nonetheless critical to support the decarbonisation of Africa's economies. We will continue to finance these activities, under clear and strict parameters as set out in SBG's [climate policy](#), and in line with our commitment to achieve net zero portfolio emissions by 2050.





3

GOVERNING VALUE CREATION

Our leaders discuss how the group manages the dynamics in the markets we operate and the progress we make in achieving them.



CHAIRMAN'S STATEMENT | VALUE CREATION THROUGH GOOD CORPORATE GOVERNANCE PRINCIPLES

CHAIRMAN'S STATEMENT

Nonkululeko Nyembezi
Chairman



“The group delivered strong underlying organic growth against a complex backdrop, reflective of the resilience of the underlying businesses. We are pleased with the group’s continued strategic progress and confident that this will continue.

The board continued to provide the oversight and input required to ensure that our group remains adept at managing uncertainty and change and that we deliver sustainable growth and value.”

2024 outcomes

Geopolitical tension remained elevated during 2024.

Although not affecting Africa directly, these tensions were reflected in higher inflation in much of Africa, sovereign debt distress in some countries, and severe political tensions in others, including Kenya and Mozambique. Most African currencies, therefore, depreciated against both the US dollar and the South African rand (ZAR).

Despite this challenging geopolitical and macroeconomic backdrop, the group has continued with the diligent execution of its strategy and has delivered a commendable financial performance for 2024.

The group’s results are described in more detail in the [🔗 driving sustainable growth and value](#) section of this report and are comprehensively analysed in our [🔗 annual financial statements](#).

The business units have proven resilient, displaying good underlying organic growth across all four business units. Particularly noteworthy is the solid progress in the integration of Liberty into the group, with synergies being realised in the personal and private banking segment. Their work to support our clients and business growth is described in each business unit’s report.

The board remains satisfied with the progress being made in maturing the group’s overall sustainability strategy. In our view, a steady focus on delivering positive social, economic and environmental impact is entirely appropriate when considering the economies, communities and natural environments in which the group operates.

In addition, the group continues to improve its understanding, analysis and reporting on climate change mitigation and adaptation. During the year, the board oversaw the group’s participation in the SARB’s first climate risk stress test. We will use this data and modelling platform to support further internal scenario analysis and stress testing exercises in 2025. During 2024, we also updated the [🔗 Group Climate Policy](#) and published targets for the reduction of oil and gas financed emissions, [🔗 available here](#). More detail on these issues may be found in our [🔗 report to society](#), our [🔗 sustainability disclosures report](#) and our [🔗 climate-related financial disclosures report](#).

With the continuing evolution of technology and data, monitoring system stability and security – including data privacy and cyber threats – remains a high priority on the board’s agenda. During the year, the board dedicated time specifically to an in-depth discussion of the risks and opportunities presented by AI in financial services, including generative AI. The board is comfortable with the group’s chosen AI-related approach as a fast follower, and with the

guardrails it has adopted in the principles, policies and processes in relation to AI. More detail is available in the [🔗 chief operating officer’s review](#) and the [🔗 chief risk & corporate affairs officer’s review](#).

As a large organisation with operations spanning 26 countries, the group faces risks linked to complexity and ongoing change, as well as regulatory and legislative oversight. The board regularly reviews the structures and processes in place to ensure they remain suitable to manage the changes and the risks in such an environment. In addition, regulatory and compliance matters are escalated to the board where appropriate.

By way of illustration, during the year the board considered an issue that brings together our duties in regard to technology and data with those relating to oversight of a multinational. This is the issue of how to balance the group’s intention to migrate processing into the cloud in the interests of client convenience, data security and efficiency with countries’ concerns about data sovereignty. The board will continue to ensure that the group complies with the letter and spirit of domestic legislation, although we also take the view that there is no inherent tension between cloud processing and domestic control. This is a topic on which the group will continue to engage our regulators.

The board is realistic about the fact that not all misconduct can be prevented, particularly in an organisation as large and diverse as ours. We are therefore committed to constant vigilance and to rigorously setting a demanding 'tone from the top' on culture, conduct and risk management. We remain satisfied that the culture of 'doing the right business, the right way' and 'upholding the highest levels of integrity' is well embedded across the group. Similarly, we remain confident that the necessary incentives and systems are in place to maintain the group's healthy culture and to keep our risks within appetite and well within tolerance. The details of our approach are described in the [🔗 chief risk & corporate affairs officer's review](#) and the [🔗 risk and capital management report](#).

The group has a well-established and rigorous strategic planning process which considers the risks and opportunities across the short, medium and long term. The outcome of this process is a strategic plan which provides focus and direction throughout our organisation. It recognises the need for appropriate resource prioritisation and capital allocation, ensuring that there is sufficient flexibility to deal with ambiguity and change over time, and importantly, enables strategic delivery both in the short and longer term. The board remains confident that the group's strategy remains appropriate – that strategic imperatives are executable, and that the management team is appropriately capacitated and incentivised to deliver.

Appreciation

On behalf of the board, and the group as a whole, I would like to express our gratitude to Dr Xueqing Guan and Mr Atedo Peterside con, who retired from the board during the year. Both have made contributions of enduring significance to the group, and their wisdom will be missed.

Governance matters

The board recognises the vital role that subsidiary boards play in ensuring that the group's governance framework is implemented and that governance standards are upheld. For this reason, as the group continues to expand, and as our subsidiaries beyond South Africa continue to grow in strategic and financial importance, it becomes ever more necessary to agree and implement a precisely defined set of governance principles and frameworks to manage the group's relationship with our subsidiaries and their boards. During the year, I visited and met with subsidiary boards from 17 countries of operation, and hosted our annual Chairmen's Roundtable. These engagements have been positive and achieved their aim of enhancing relationships and improving governance co-ordination across the group.

The board consists of a diverse group of experienced individuals who provide valuable input into board deliberations, offer appropriate challenge, and rigorously debate matters. The board's diversity extends across nationality, race, age and gender. Pleasingly, the board has achieved its 40% female target, a year earlier than planned.

We recognise that, despite the breadth of the board's collective experience, there may be gaps in skills. Accordingly, we supplement our skills with a combination of training and insight from internal specialists and external independent experts. During 2024, the board received training on several topics

We will equally miss the wisdom, and presence in our lives, of one of the greatest Standard Bankers, Dr Conrad Strauss, who passed away in November 2024. As managing director of the group from 1985 to 1992 and group chairman from 1992 to 2000, Dr Strauss was a primary architect of our purpose and our values.

including sustainability and generative AI. The board's skills, diversity and tenures are disclosed in the [🔗 governance summary](#) and the [🔗 corporate governance report](#).

The board, through the directors affairs committee (DAC), has a formal board succession process and plan in place, which the members of the DAC review regularly. Retirements and independence-related tenure restrictions provide an opportunity to introduce new members to the board, but the pool of people with the time and skills required to actively participate and contribute effectively is relatively small. Accordingly, the DAC was pleased to recommend the appointments of Sola David-Borha and Rose Ogega during the current year. They bring a wealth of experience and skills that complement the existing board experience. We were equally pleased to welcome Fenglin Tian as a deputy chairman and one of the two ICBC representatives on the board.

Management succession is also a multi-year endeavour, and the board is satisfied that it is receiving sufficient attention both at a board and management level, with a particular focus on growing our own timber in-country and at a group level.

Sim Tshabalala continues to lead the group with aplomb and was recently recognised as Business Leader of the Year¹ – a prestigious and befitting accolade that is a testament to Sim's exemplary leadership and, as Sim emphasises, to the professionalism and commitment of all the group's people.

I wish to thank our executive management and employees, for their professionalism and dedication to serving our clients, executing our strategy and fulfilling our purpose. It remains a privilege to guide and govern this dedicated team.

Looking ahead

The board remains appropriately skilled and engaged to act in the best long-term interests of the group.

The board will continue to give due consideration to the legitimate and reasonable needs and expectations of all material stakeholders.

Having subjected the plans proposed by management to appropriate challenge, the board endorses the updated medium-term financial targets for the group.

We remain confident that the group's strategy is in the best interests of the company, is being diligently executed, and will enable the group to continue to fulfil our purpose: Africa is our home, we drive her growth.

¹ Sunday Times Top 100 Companies awards for 2024, an accolade decided upon by the CEOs of Sunday Times Top 100 Companies.

VALUE CREATION THROUGH GOOD CORPORATE GOVERNANCE PRINCIPLES

The board continues to ensure that it maintains its commitment to high standards of corporate governance through transparency, good performance, effective controls, integrity and a sound, ethical culture across the group.

OUR CORPORATE GOVERNANCE APPROACH RESTS ON THE FOLLOWING CLEAR COMMITMENTS



This is achieved through the following mechanisms:

Internal controls

Adherence to frameworks, standards, mandates and policies, and the memorandum of incorporation (MOI), which cover all aspects of the group's activities.

External regulations

Compliance with all applicable regulatory requirements, including the South African Banks Act, 94 of 1990, Companies Act, 71 of 2008, as amended, Basel Corporate Governance Principles for Banks, JSE Listings Requirements and King IV.



Our board of directors

Our directors have deep experience and diverse skills, enabling the board to provide informed counsel, rigorous oversight and independent interrogation in leading integrated thinking in the group, and when guiding the group leadership council in the design and delivery of the group's strategy.

Non-executive directors provide independent and objective judgement. They constructively challenge and monitor executive management's delivery of strategy within the approval framework and risk appetite agreed by the board. The size of the board is considered appropriate for the group.

In line with the group's corporate governance arrangements, the board, assisted by the DAC, regularly reviews its composition to maintain its overall effectiveness and maximise the benefit of its skillset and directors' experience, tenure, independence and diversity. The size of the board is considered to be appropriate, with due consideration to ongoing succession planning for retirements and associated replacement of skills on the board.

Overall board
meeting attendance

97%

GENDER

Male
60%

Female
40%

NON-EXECUTIVE DIRECTOR INDEPENDENCE

15 board members



RACE¹



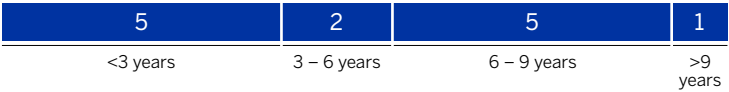
¹ As defined by South African B-BBEE regulations.

AGE



Average age
60
years

NON-EXECUTIVE DIRECTOR TENURE



Average tenure
6.2
years

NATIONALITY



Average
77%
independent

The majority of the board are independent non-executive directors.

Diversity

The board's composition is intended to reflect the markets in which we serve. In addition to diversity of skills and experience, care is also taken to ensure diversity in race, gender and geographic representation.

The board met its voluntary target of 40% female representative by 2025, set out in its promotion of gender and race diversity policy. The board, as well as four board committees, are chaired by female board members. The board resolved to maintain the race diversity targets in line with the management control scorecard as set out in the Amended Financial Sector Code of 2017.

The board continues to consider these targets in the implementation of its succession plans and is satisfied with the progress made.

COMMITTEES

- DAC – Directors' affairs committee
- GAC – Group audit committee
- GRCMC – Group risk and capital management committee
- GITC – Group information technology committee
- GSESC – Group social, ethics and sustainability committee
- REMCO – Group remuneration committee
- GMAC – Group model approval committee
- LECC – Large exposure credit committee
- Committee chairman

Read more about our board's skills and qualifications in the [governance report](#) and [online](#).

CHAIRMAN AND DEPUTY CHAIRMEN

Nonkululeko Nyembezi⁶⁵

Independent non-executive chairman, SBG and SBSA

NATIONALITY
South African

APPOINTED 1 January 2020
APPOINTED CHAIRMAN
1 June 2022



COMMITTEE MEMBERSHIP 7/7

Fenglin Tian⁵⁷

Senior deputy chairman, SBG, and non-executive director, SBG and SBSA

NATIONALITY
Chinese

APPOINTED
1 September 2024



COMMITTEE MEMBERSHIP 2/4

Jacko Maree⁶⁹

Deputy chairman, SBG, and independent non-executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
21 November 2016



COMMITTEE MEMBERSHIP 7/7

LEAD INDEPENDENT AND EXECUTIVE DIRECTORS

Trix Kennealy⁶⁶

Lead independent director, SBG, and independent non-executive director, SBSA

NATIONALITY
South African

APPOINTED
21 November 2016

COMMITTEE MEMBERSHIP

7/7

Sim Tshabalala⁵⁷

Chief executive officer, SBG, and executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
7 March 2013

COMMITTEE MEMBERSHIP

7/7

Arno Daehnke⁵⁷

Chief finance & value management officer, SBG, and executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
1 May 2016

COMMITTEE MEMBERSHIP

6/6

NON-EXECUTIVE DIRECTORS

Lwazi Bam⁵³

Independent non-executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
1 November 2022

COMMITTEE MEMBERSHIP

7/7

Paul Cook⁴⁴

Independent non-executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
22 February 2021

COMMITTEE MEMBERSHIP

7/7

Sola David-Borha⁶⁴

Independent non-executive director, SBG and SBSA

NATIONALITY
Nigerian

APPOINTED
13 March 2024

COMMITTEE MEMBERSHIP

7/7

Geraldine Fraser-Moleketi⁶⁴

Independent non-executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
21 November 2016

COMMITTEE MEMBERSHIP

7/7

Ben Kruger⁶⁵

Independent non-executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
6 June 2022

COMMITTEE MEMBERSHIP

7/7

Li Li⁴⁷

Non-executive director, SBG and SBSA

NATIONALITY
Chinese

APPOINTED
11 November 2021

COMMITTEE MEMBERSHIP

7/7

Nomgando Matyumza⁶²

Independent non-executive director, SBG and SBSA

NATIONALITY
South African

APPOINTED
21 November 2016

COMMITTEE MEMBERSHIP

6/7

Martin Oduor-Otieno^{* 68}

Non-executive director, SBG and SBSA

NATIONALITY
Kenyan

APPOINTED
1 January 2016

COMMITTEE MEMBERSHIP

7/7

Rose Ogega⁶⁴

Independent non-executive director, SBG and SBSA

NATIONALITY
Kenyan

APPOINTED
1 January 2025

COMMITTEE MEMBERSHIP

N/A

COMMITTEES

DAC – Directors' affairs committee

GAC – Group audit committee

GRCMC – Group risk and capital management committee

GITC – Group information technology committee

GSESC – Group social, ethics and sustainability committee

REMCO – Group remuneration committee

GMAC – Group model approval committee

LECC – Large exposure credit committee

Committee chairman

* Martin was an independent non-executive director for the 2024 year. From 1 January 2025, he is no longer classified as independent due to his tenure exceeding nine years.

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4

EXECUTING OUR STRATEGY

Our strategic priorities and financial targets inform the allocation of our resources and the targets we use to track the progress we are making in executing our strategy and delivering our commitments.



GROUP CHIEF EXECUTIVE OFFICER'S REPORT | MEASURING OUR PERFORMANCE

TRANSFORMING THE CLIENT EXPERIENCE | Personal & Private Banking | Business & Commercial Banking | Corporate & Investment Banking | Insurance & Asset Management

EXECUTING WITH EXCELLENCE | Chief people & culture officer's review | Chief risk & corporate affairs officer's review | Chief operating officer's review

DRIVING SUSTAINABLE GROWTH AND VALUE | Chief finance & value management officer's review | Maximising positive impact

GROUP CHIEF EXECUTIVE OFFICER'S REPORT

Sim Tshabalala
Chief executive, Standard Bank Group



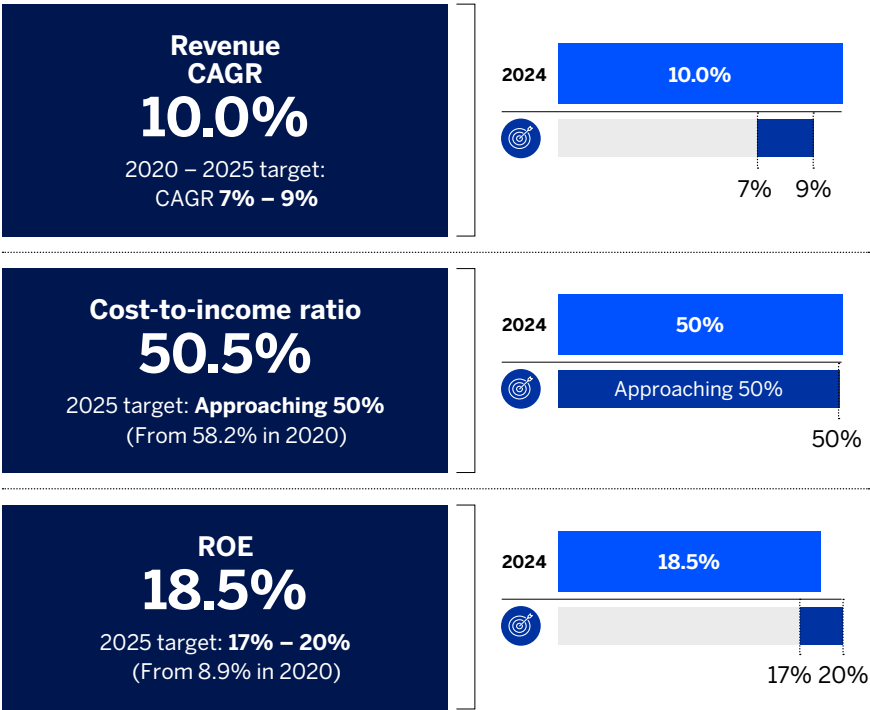
“We will continue to do everything in our power to drive growth here in South Africa and Africa-wide – and to enable our country and our continent to take their rightful place in the community of nations.”

A year of continued steady progress

Our diversified portfolio of businesses has proved resilient in a complex and evolving context. We made continued strategic and financial progress in 2024. Our focus remained clear – to transform our clients' experience, execute with excellence, and deliver sustainable growth and value to our shareholders and other stakeholders.

Our underlying financial performance across the business was strong. Currency weakness in certain African markets relative to the ZAR dampened our reported performance. Despite this, **we remain well on track to deliver against the targets to which we are committed for 2025.** Our financial results are outlined in the **driving sustainable growth and value** section of this report and discussed in detail in our [annual financial statements](#). Our positive impact is summarised in this report with more details found in the group's [report to society](#) and [sustainability disclosures report](#).

Good progress made toward 2025 targets




Our business units execute individually and in collaboration

The group has four business units, each with their own clients, product sets, and client-driven strategies focused on winning in their markets. The business units are also encouraged and incentivised to collaborate whenever necessary to deliver a comprehensive set of solutions to our clients. Our business units' respective competitive advantages are summarised [here](#).

The group's partnership with the ICBC continues to be strategically important and mutually beneficial.


Measuring progress against our strategic priorities



Transforming the client experience

The group requires each business unit to develop a suitably differentiated set of solutions for its client base, and to work together as required to meet the full range of our clients' needs.

We continued to make good progress in all four business units in 2024. Our client franchise has grown, our clients are doing more with us, and they are increasingly pleased with our service as reflected in our strong client satisfaction scores.



Active client base


19.6 million

(2023: 18.8 million)

#1

most valuable banking brand in Africa

(Brand Finance)



Executing with excellence




We value our people and work hard to keep them engaged and to help them develop their skills. We aim to attract and retain key talent.

We have a modern and robust core IT system, supporting a wide range of competitive digital capabilities to serve our clients. This places us in an advantageous position to compete effectively in an evolving and increasingly competitive landscape, and to continue to leverage data and technologies, such as AI, to help our clients achieve their goals. We are pleased to report that our system remained highly stable and resilient throughout the year, with no material outages.

We continue to optimise our infrastructure by, for instance, reducing branch square meterage and ATM numbers, while increasing our points of access. We know that many of our clients still need to access and process cash, and we understand that there is no substitute for in-person meetings when dealing with complex issues.

Our ability to manage risk underpins our clients' trust in us and supports our brand. Our risk management framework is defined at a group level and is rigorously applied by our business units and countries of operation.

Please follow the links below for more detail about:

-  [Employees](#)
-  [Technology and infrastructure](#)
-  [Risk management and controls](#)



Driving sustainable growth and value

In 2024, we achieved good growth in client-driven revenues, a decline in credit impairment charges, and an improvement in the cost-to-income ratio. We maintained strong liquidity and capital ratios.

We remain committed to supporting Africa's environmental and social development and are on track to deliver on our net zero carbon emissions targets by 2050. We are making excellent progress towards our target of mobilising more than R250 billion of sustainable finance by 2026 and have set new ambitious targets for 2028.



Over

R620 million

annualised pre-tax synergies unlocked from the integration of Liberty and improved sales due to collaboration across IAM and PPB.



Mobilised

R177 billion

in sustainable finance to grow the communities in which we operate

(cumulative since 2022)

More detail on our financial results and positive impacts are here:

 [2024 financial performance](#)

 [Positive impact](#)

 [Sustainability disclosures report](#)

 [Climate-related financial disclosures report](#)

 [Report to society](#)

Measures of our progress over the medium term can be found  [here](#).

Our operating context and strategic progress are summarised  [here](#) and described in detail across this report.

Our operating context

We operate in a constantly evolving environment, where complex and inter-related risks and opportunities influence our strategic direction and our business activities.

The most significant risks the group faced in 2024 included:

- **Geopolitical and political risk** was elevated as several African countries held elections during the year; some of which were accompanied by protests or brought about significant policy change. Elevated sovereign debt levels continued to put pressure on certain countries, driving devaluations, inflation and sovereign risk.
- **Climate change** is being felt globally. In 2024, numerous natural disasters, including floods and droughts, occurred across the world. These are a stark reminder of the increasing impact of climate change. Africa's risks are worsened by limited resources for adaptation and reliance on rain-fed agriculture.
- The **competitive environment** remains fierce throughout the markets in which we operate. We compete with local, regional and global incumbents as well as new entrants like fintechs and telecommunications companies. Decisions around our approach and positioning are set at a business unit level, closest to the client, and differ by business and by market.
- **People risk**, in particular, the risks linked to skills development and talent retention remains a challenge. As technological change accelerates, there remains a risk that employees cannot keep pace with the changes and lack necessary skills. Further, the world of work is becoming more global, making the retention of scarce skills increasingly difficult.

- **Technological change** gives rise to a range of operational and IT risks. The risk of falling behind needs to be carefully balanced against the risks brought about by continuous change.
- The **regulatory landscape** continues to evolve. Both regulation itself and implementation timeframes differ across regions and countries, which adds complexity and creates risk.

In light of the geopolitical and macroeconomic outlook and Africa-specific structural and industry-related mega-trends, as well as the group's capabilities and competitive strengths, we have identified the following as the most important growth opportunities for the group over the medium and long term:

- Leverage our leading industry expertise in CIB in Energy and Infrastructure to continue to drive Africa's just energy transition and the mobilisation of sustainable finance.
- Use macroeconomic and trade opportunities within East Africa, along the East Africa corridor, and between East Africa and its trading partners to grow our market share and deepen our share of the wallet.
- Scale and grow our private banking and wealth management offerings as populations expand, economies grow, and financial penetration and sophistication improves.

A more detailed view of the risks and opportunities we face in 2025 and over the medium term can be found [here](#).

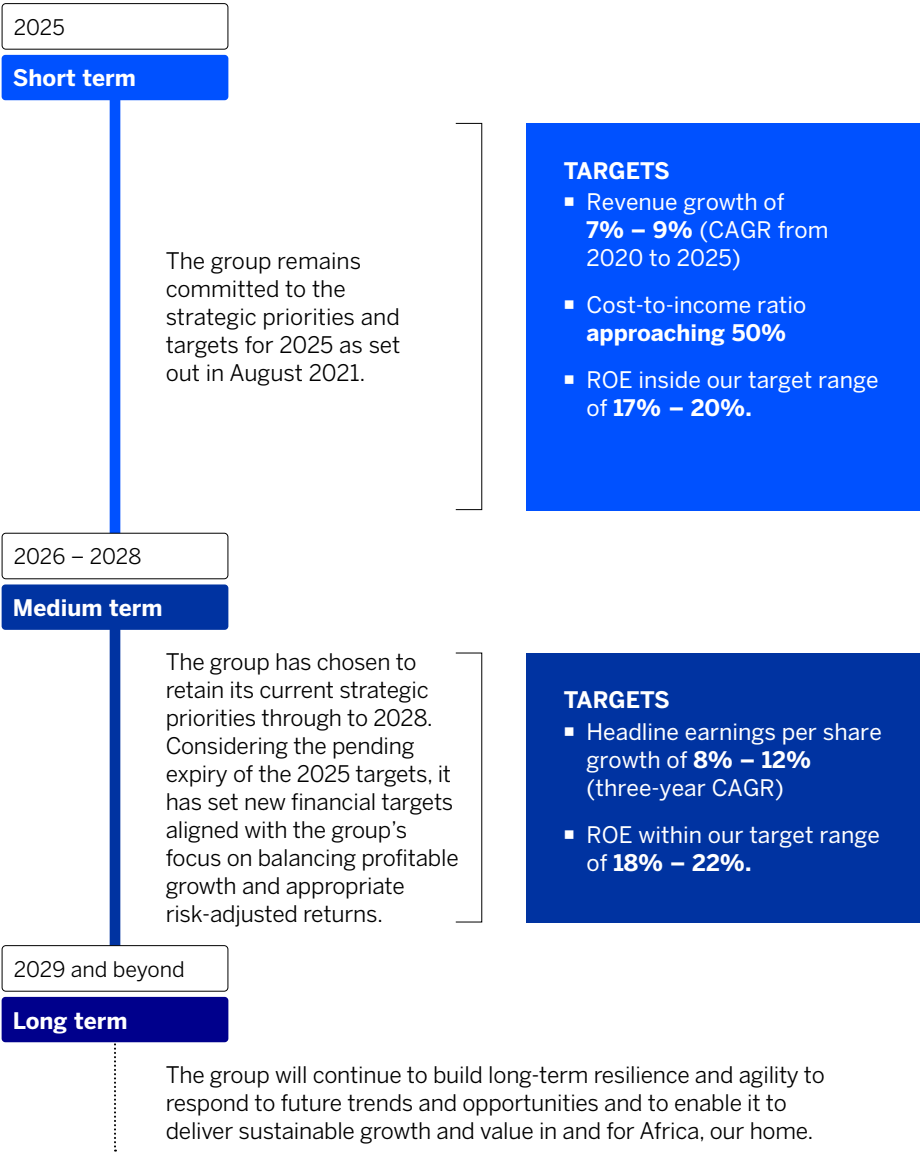
Looking forward

Our purpose remains unchanged: **Africa is our home, we drive her growth.**

We are committed to creating value for all our stakeholders by defending our core franchise and growing where we are sub-scale. We are aware of the risks and challenges surrounding our business and are determined to use these as opportunities to innovate, to become competitive, and to grow.

The group enters 2025 in a strong position, underpinned by an enviable client franchise across a well-diversified business and with sufficient resources to defend our core franchises and expand where the opportunity presents. This combination of attributes will drive profitable growth and support the group's return on equity.

Our commitments for the short, medium, and long-term horizons are:



MEASURING OUR PERFORMANCE

When talking about our business and strategy, we focus on six value drivers for our strategic delivery that measure the value we aspire to create for all our stakeholders as we strive to deliver our purpose and positive impact.















OUR VALUE
DRIVERS



Read more about our stakeholders on [page 19](#) and performance on [page 39](#).

Connecting our strategic progress to value creation

Our purpose and strategy enable the creation of value for our stakeholders. We use our value drivers to focus and measure our strategic delivery.

















OUR STAKEHOLDERS	THE VALUE WE AIM TO CREATE AND PRESERVE		OUR VALUE DRIVERS	WHAT THIS MEANS	THE VALUE WE AIM TO CREATE AND PRESERVE	OUR STRATEGIC PILLAR
 Clients	<ul style="list-style-type: none">■ We understand our clients and provide the products and services they need■ We treat our clients fairly■ We put our clients' interests at the centre of the decisions we make	<ul style="list-style-type: none">■ We deliver brilliant basics■ Our systems are reliable, resilient and trusted■ We are here for you when you need us.		We leverage our capabilities to offer relevant, competitive and innovative solutions through our digital offerings. We are responsive to their changing expectations. We ensure fair outcomes for our clients.	We provide consistently excellent client experiences via an expanded range of innovative solutions.	
 Employees	<ul style="list-style-type: none">■ Our people believe in our purpose and their role in achieving it■ Our people are productive, motivated and engaged and feel valued and respected	<ul style="list-style-type: none">■ Our people reflect the diversity of the communities in which we work■ Our people strive to learn, grow and adapt to the changing world of work.		We strive to provide a work environment in which all our people feel a strong sense of belonging, are enabled to realise their full potential and can bring their whole selves to work. We respect the rights of our employees and endeavour to offer a safe and fair work environment for all.	We ensure our people feel deeply connected to our purpose and are empowered and recognised.	
 Governments and regulators	<ul style="list-style-type: none">■ We are a proud and responsible corporate citizen■ We operate with integrity and high ethical standards■ We operate within our risk appetite	<ul style="list-style-type: none">■ We understand the risks and opportunities facing our business and have robust policies and processes in place to manage them.		We operate with integrity and hold ourselves to high ethical standards. We understand the risks and opportunities facing our business and have robust policies and processes to manage them. We ensure the security of our information and that of our clients and we guard against cyber threats.	We do the right business, the right way, with world-class governance and risk management embedded across the group.	
 Shareholders and investors	<ul style="list-style-type: none">■ We deliver sustainable value to our shareholders in line with our medium-term commitments■ We maintain a strong balance sheet to protect our shareholders	<ul style="list-style-type: none">■ We allocate our resources and apply scenario planning to deliver our targeted outcomes.		Our on-the-ground presence is complemented by our modernised digital capabilities, increasingly simplified systems architecture and investment in system security that enables us to improve efficiency and lower our cost to serve.	We use technology and data to better serve and protect our clients, reduce costs and scale our platforms.	
 Civil society organisations and NGOs	<ul style="list-style-type: none">■ We strive to add value for our clients and communities by supporting financial health and inclusion, business growth and job creation, climate change mitigation and adaptation and infrastructure development	<ul style="list-style-type: none">■ We balance economic, social and environmental considerations to drive sustainable growth.		We deliver sustainable earnings growth and attractive returns to our shareholders.	We allocate our resources to deliver attractive shareholder returns.	
 Industry bodies and business associations	<ul style="list-style-type: none">■ We promote the collective enablement of positive impact by contributing to public policy debates, supporting evidence-based policy making and contributing to processes, such as the development of global standards and frameworks.			We achieve positive impact by understanding the needs and challenges of Africa's people and delivering solutions to address these. We balance social, economic and environmental considerations to drive sustainable growth.	We drive Africa's growth by effectively managing ESG risk and delivering positive impact.	

Our performance outcomes

Our six value drivers are used to measure our strategic progress and focus our strategic delivery. We align the value we aspire to create for all our stakeholders to these value drivers.

Our performance outcomes are the financial and non-financial measures we use to evaluate our strategic delivery and inform our reward decision-making. We regularly evaluate our performance against our targets and ensure that we maintain a balance between our financial and non-financial objectives when executing our strategy. The metrics we use are regularly assessed to improve their coverage, accuracy, depth and appropriateness and, as such, may change over time.

OUR VALUE DRIVERS























Outcomes										
<div> CLIENT FOCUS</div>	WHAT WE MEASURE	Metric	Progress	2024	2023	2022	2021	2020	<div> 2025 TARGETS</div>	
	Client satisfaction	PPB net promoter score (NPS)	South Africa		79	77	74	76	73	Top quartile satisfaction scores/above industry benchmarks
			Africa Regions		43	37	37	32	30	
		BCB NPS	South Africa		61	68	69	71	64	
			Africa Regions		23	24	20	29	26	
		IAM NPS ¹	IAM (SA retail)		58					
		CIB	Client satisfaction index		8.4	8.3	8.2	8.2	8.2	
	Active client numbers ²	PPB (millions)	Active clients		16.1	15.6	14.8			Growing active client base
		IAM (millions)	Nigerian pension fund and asset management clients		2.3	2.1				
		BCB (thousands)	Active clients		816	819	791			
<div> EMPLOYEE ENGAGEMENT</div>	Employee engagement	Employee NPS (eNPS)		+48	+48	+42	+47	+44	Top quartile	
	Employee retention	Voluntary turnover rate (%)		4.5	5	6	4.2	3	<8%	
	Employee diversity	Women in executive and senior positions (%)		42.0	41.5	40.8	39.6	38.7	>42.5%	
		African senior management representation South Africa only (%)		30	29	28	25.3	23.2	32%	
	Employee development	Learning hours per employee per year		60	63	63	95	88		

¹ New measure introduced.

² An active client is defined as a single client transaction on at least one solution within a specific timeframe.

Note: where reporting responsibility changes for individual cost centres and divisions within segments, the comparative figures are reclassified accordingly.

Value created Value preserved Value eroded

	WHAT WE MEASURE	Metric	Progress	2024	2023	2022	2021	2020	 2025 TARGETS
 RISK AND CONDUCT	Responsible risk taking	CET I ratio ³ (%)		13.5	13.7	13.4	13.8	13.2	>12.5%
		Liquidity coverage ratio ⁴ (%)		136.2	129.1	146.8	144.3	134.8	>100%
		Net stable funding ratio (%)		123.3	121.2	124.1	122.0	124.8	>100%
	Solvency capital requirements cover	Liberty Group Limited (times)		1.7	1.8	1.8			1.3 to 1.7 times
		Standard Insurance Limited (times)		2.0	2.7	2.7			1.7 times
	Conduct index	Compliance training completion rate ⁵ (%)		99.7	99.0	99.0	98.0	98.0	
 OPERATIONAL EXCELLENCE	System security and stability	Priority 1 incidents ⁶ (number)		0	1	6	16	13	<2
		Mean time to restore ⁷		3.45	3.46	6.1	17.7		<4
	Lower cost to serve	Physical footprint rationalisation (m ²) (cumulative)		168 000	143 000	>126 000	>77 000		Lower cost to serve
 FINANCIAL OUTCOME	Group	Headline earnings (Rbn)		44.5	42.9	33.9	25	15.9	
		ROE (%)		18.5	18.8	16.3	13.5	8.9	17% – 20%
		Dividend payout ratio (%)		56	55	59	55	24	45% – 60%
	Banking	Revenue growth (%)		2	21	13	5	(2)	7% – 9% (CAGR 2020/25)
		Cost-to-income ratio (%)		50.5	51.4	53.9	58.6	59.1	Approaching 50%
		Credit loss ratio (bps)		83	98	83	73	151	70bps – 100bps (through the cycle)
 POSITIVE IMPACT	ESG performance	Sustainable finance mobilised (green, social and sustainability-linked) (Rbn)		74.3	50.6	52.5			R250 billion by 2026 (cumulative from 2022)
		S&P ESG score		69	67	66	61	60	70

³ Excludes the effect of the SARB's IFRS 9 phased-in approach which was applicable for the 2018 to 2020 period.

⁴ Three month daily average in line with Pillar 3 disclosure requirements.

⁵ Adjusted for leavers/joiners during the period.

⁶ A priority 1 incident refers to the non-availability of a critical service for which an acceptable alternative solution or workaround is not immediately available.

⁷ New measure introduced.

TRANSFORMING THE CLIENT EXPERIENCE

PERSONAL & PRIVATE BANKING



Funeka Montjane
Chief executive officer, PPB



“Our strategic intent remains our purpose – helping our clients create, preserve and transfer wealth across generations, thereby contributing to the economic growth of Africa.”

Our clients

We offer customised financial services and solutions to a range of individuals, broadly clustered as wealth and investment, private banking and personal banking clients.

Our client base is large and growing, representing over 16 million people across 15 African countries.

Our solutions

We deliver value to our clients through our retail home services, vehicle and asset finance, personal lending, credit cards, transactional banking, and forex solutions, and also offer insurance and investment products and services, available from IAM. We continue to expand our suite of non-banking value-added offerings. With a strong presence in 15 sub-Saharan African countries, supported by our offshore hubs in the Isle of Man and Jersey, we are well-equipped to continue serving our clients' diverse needs. Our clients benefit from our extensive network of branches, cost-effective kiosks, ATMs, dedicated call centres and retail partners. Additionally, our clients access our services digitally through our mobile banking apps, USSD and via internet banking.

Our competitive advantages

Our team of highly skilled bankers, relationship managers, and financial advisors enable us to build meaningful relationships with our clients, ensuring that we meet their unique needs by providing them with competitive value propositions. We leverage data and AI to enhance our client value propositions and to deliver hyper-personalised digital offerings.

Our digital platforms and client value propositions, combined with the expertise of our professional teams and relationship managers, advisors and bankers, fortify our relationships with clients, providing them with compelling reasons to remain with us.

We partner with our clients throughout their life journeys, supporting them through all economic cycles and giving access to relevant client assist programmes and solutions.

We have an on-the-ground presence and deep understanding of the African market, which positions us for growth opportunities.

We have the capabilities to leverage our comprehensive range of financial solutions to meet clients' changing needs and enable them to live a better life across the continent and across generations.

This competitive advantage positions us strategically to capture the opportunities present in Africa, ensuring the continued growth of our diversified and resilient client franchise.

Our competitive position

We have a strong and trusted brand across the continent.

In **South Africa**, we compete directly with other established South African retail banks that have a similar broad offering, as well as with new entrants with more niche offerings. We continue to maintain a leading position in home loans by size and profitability, financing one in three home loans across the country. We have the second largest deposit base for current and savings accounts, and top three in card and personal loans. We are in the top three for funeral policies, with the highest persistency among peer banks, protecting 4.5 million lives. Vehicle and asset finance remains sub-scale and we have repositioned it to prioritise existing clients and improve sustainable profitability. We have an enviable distribution force of relationship managers and wealth managers, combined with the expertise of IAM financial advisors to deliver holistic financial services and advice beyond banking.

In **Africa Regions**, we have on the ground understanding backed by a trusted brand. We compete with the local and regional retail banks, as well as with mobile network operators. We have fast growing profitable retail franchise with large market shares in Uganda, Botswana, Eswatini, Lesotho, Namibia and Zimbabwe, with significant opportunities to build scale in high growth markets where we are currently sub-scale (Nigeria, Kenya, Angola and Ghana).

Our presence in Jersey and the Isle of Man provides our African clients with an opportunity to diversify their investment portfolios and grow their wealth, which is a key differentiator. We continue to strengthen and scale our client proposition and build seamless client experiences. We aim to become the financial partner of choice for Africa's high net worth individuals and private banking clients by managing, growing and protecting the generational wealth of our clients and their families. We will achieve this by offering tailored, integrated solutions, underpinned by deeply intelligent relationships and a superior client experience.

Our strategic execution

Our strategy is aligned to the group's strategy and remains unchanged.

We continue to prioritise sustainable growth through broadening our active client base, retaining and entrenching our existing clients, and delivering excellent client experience. We are committed to partnering with our clients throughout their life journeys, and delivering relevant solutions through their channel of choice.



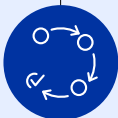
Defending our core franchise

We will defend our franchise, focusing on deepening our client relationships, understanding their needs and offering them holistic contextual solutions and advice beyond banking. Furthermore, we will continue to leverage our strong data-driven personalisation capabilities to drive client retention and expand the range of products in clients' portfolios.



Growing our business

We are committed to driving sustainable growth across the continent by providing access to valuable financial solutions that enable growth of our clients. In the medium term, there are significant growth opportunities from the rising population dividend and growing wealth in Africa and we are well positioned in key markets to capture this.



Optimising our business

We are accelerating optimisation and simplification of our infrastructure to more agile cloud technologies, to drive down cost to serve while providing more innovative digital capabilities. We continue to strengthen our system resilience to support our growth ambition, while ensuring that we retain trust with our clients through providing secure digital capabilities.

Strategic dependencies and trade-offs

We will continue to manage the dependencies and risks associated with delivering our strategy as well as the associated trade-offs.

These include:



Monitoring and mitigating against the anticipated impact of macroeconomic trends in the near term, including the slower than expected recovery of inflation and interest rate levels across markets, ongoing currency volatility and increasing inflationary risks in certain markets.

Effectively managing our resources to remain competitive and respond to market pressure driving down pricing and margins, while responsibly investing in areas that will deliver long-term profitable growth and returns balanced with our save-to-invest principles that aim to reduce our cost to serve.

Focusing on delivering operational excellence and deepening our risk culture to reduce the risk of operational disruption and/or data breaches due to our own or third-party actions.



Our 2024 financial performance and impact

We delivered a solid performance across our markets, resulting in headline earnings of R11.3 billion and a ROE of 23.3%. This 8% headline earnings growth was underpinned by the strengthening of our client franchise and the diligent execution of our strategy.

PPB focused on delivering sustainable growth through broadening our active client base, retaining and entrenching clients, and transforming client experiences as the retention strategies implemented yielded pleasing results. Africa Regions NPS has improved to +43, and in South Africa, brand NPS improved to +72. Our Nigeria franchise has continued to maintain its number one ranking in the retail segment for the fourth consecutive year in the Nigeria Banking Industry Customer Experience survey conducted by KPMG, with our Ghana franchise elevating its position from fifth place to second place in the same survey. Our South African clients have rated us number one for customer experience in consumer banking, according to the inaugural Customer Experience Index 2024 from the University of Pretoria. Furthermore, we have been recognised as a leader for our products (credit card and home loans) and a leader in channel experience, with our Banking App rated the best for safety and security in the same report.

In South Africa, the active client base grew by 4%, underpinned by continued core franchise growth and momentum in our new to bank client acquisitions and account upgrade efforts. Private banking active clients grew by 6%, driven by our deliberate focus on enhancing the private banking value propositions, with notable gains in professionals and upper private banking segments. Our client service centres have been fully migrated to Amazon Web Services (AWS) Cloud, enabling omnichannel platform servicing.

During the year, we focused on deepening our engagements with the nearly three million new to bank clients gained in the past three years as well as existing clients. These engagements focused on offering relevant financial solutions that support client growth aspirations, insure their lives, and grow their wealth. This improved the number of products held by clients and delivered stronger non-interest revenue.

We have continued to make progress on our digital transformation, focusing on providing seamless client experiences and optimising the cost to serve. The Mobile App saw a 12% increase in number of clients and more than 1.6 billion logins. Digitally active clients increased by 6% to 4.3 million, with 64% digital adoption by active transactional clients. Digital sales contribution to total sales continues to improve across products, increasing by 22%. Our digital sales conversion rates improved significantly as our straight through processing rate increased from 50% in 2023 to 70% in 2024, further enabled by improved visibility of personalised offers on digital platforms and value-added services. Our recommendation engine generated close to six million tailored client conversations across our footprint, driving deeper client engagement and data monetisation value with non-interest revenue growing by 36% on digital solutions. Our personal finance management tool, Digital Money Manager, is also available on the Mobile App and has 550 000 subscribers.

Branch volumes continued declining in line with our ongoing efforts to migrate clients to digital platforms. We have been deliberate in managing our physical presence, reducing the branch footprint by 42% since 2017 and achieving cost savings of R768 million, while increasing points of representation by introducing low-cost kiosks.

In Africa Regions, we successfully implemented our hybrid application across nine countries. This empowers each country to build and implement their own locally relevant features on digital platforms. We have enhanced client experience and reduced friction by introducing single sign on capabilities and migrating 1.8 million clients to digital platforms. This has reduced average login times from 24 seconds to under 10 seconds and driven a 38% increase in unique app logins and a 125% rise in value-added services purchases. In addition, we


have launched 20 innovative features on the app, including a refreshed user experience tailored to each country's local needs.

System stability remained a top priority as we continued to focus on enhancing the resilience of our core infrastructure and digitising key processes to deliver more stable systems and enabling a seamless banking experience for our clients.


Fraud continues to evolve considerably, driven by rapid technological advancements and the complexities inherent in today's financial systems. We implemented several measures to manage and mitigate fraud risk, including strengthening prevention and detection tools as well as in-app anti-vishing alerts to provide real-time notifications to users within the digital platforms.

We strive to make a meaningful and positive impact on Africa's development and growth. We have curated impactful client value propositions for women, student loans and affordable housing that has positive impact in the societies we operate in. We remain relevant in societies in which we operate by supporting broader societal upliftment and sustainability, including Africa's just energy transition. We contributed in reducing the cost of home ownership in South Africa and enhancing energy security and availability for our clients in Africa Regions.

In South Africa, the return to zero loadshedding initially reduced demand for **LookSee** solar and solar lending solutions. However, with the implementation of significant electricity tariff increases, a new phase of demand is driven by the cost of utility-supplied electricity. Estimated lifetime savings for homes and CO₂ emissions avoided improved significantly.

 Read more about our LookSee platform [here](#).

Additionally, disbursements and registrations for green-aligned funding rose from R1.1 billion in 2023 to R2.4 billion in 2024.

 Read more in the [report to society](#).

We believe that the growth of the continent is directly linked to the growth of our people, and we continue to invest in relevant market leading programmes focused on the development and wellbeing of our people. The deliberate initiatives have yielded sustained positive outcomes as evidenced in the 2024 'Are You A Fan' survey with high engagement levels and a strong eNPS outcome.

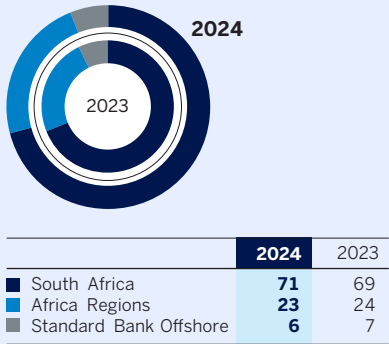
2025 and beyond

We remain well positioned to drive sustainable growth and support our clients through attractive opportunities that grow and deepen our client relationships and we will continue to focus on:

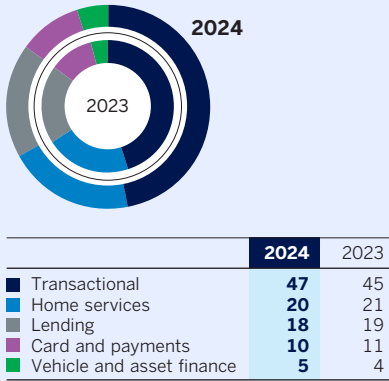
- Retaining the trust of our clients, shareholders and regulators by ensuring the stability and resilience of our systems, enhancing fraud detection capabilities, and accelerating digital transformation to enable client entrenchment
- Growing our transactional franchise and fostering deeper client relationships beyond banking while accelerating client adoption of value-added services and insurance solutions
- Diversifying our revenue streams by leveraging our digital platforms
- Building scale in wealth management solutions by expanding delivery of investment advice and refining our wealth management propositions
- Diligently allocating our resources to support our medium term priorities.

KEY METRICS

Total income by geography (%)



Composition of total income by product (%)



Client activity
Transaction volumes



Digital
(millions)
South Africa
2 827
2023: 2 551 | 2022: 1 916



ATM
(millions)
South Africa
250.7
2023: 253.5¹ | 2022: 209.8



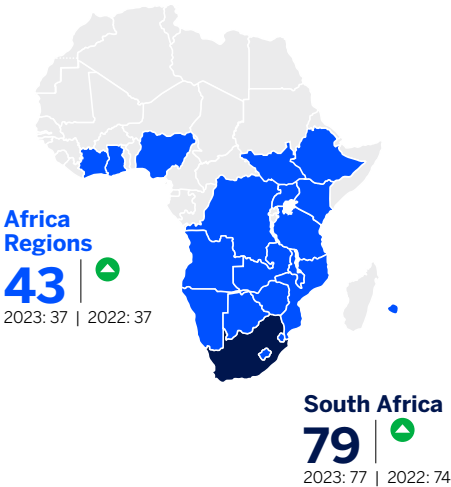
Branch
(millions)
South Africa
4.8
2023: 5.3 | 2022: 7.4

Africa Regions
282.4
2023: 264.7¹ | 2022: 286.1

Africa Regions
75.9
2023: 92.0 | 2022: 128.0

Africa Regions
8.0
2023: 11.5 | 2022: 11.1

Net promoter score



Active clients
(millions)

South Africa
11.9
2023: 11.4
2022: 10.8

Africa Regions
4.2
2023: 4.2
2022: 4.0

Total
16.1
2023: 15.6
2022: 14.8



Digitally active clients
(millions)

South Africa
4.3
2023: 4.1
2022: 3.8

Total income
(Rbn)
59.0
2023: 57.3 | 2022: 48.5

Return on equity
(%)
23.3
2023: 21.5 | 2022: 17.7



2024 awards

Euromoney Global Private Banking Awards

- Africa's Best Regional Private Bank, Best for Family Office Services, Best for High-Net Worth and Best for Next Gen
- Best Domestic Private Bank, Best for Family Office Services and Best for Next Gen in South Africa
- Best International Private Bank in Ghana, Kenya, Nigeria and Zambia
- Best for Digital Solutions in Ghana, Kenya and Nigeria
- Best for Wealth Management

Euromoney Awards for Excellence

- Best Bank in Africa, Malawi, Uganda and South Africa
- Best Bank for Digital in Nigeria
- Best Bank for Wealth Management in Africa

Euromoney Islamic Finance Awards

- Best Islamic Bank in Africa and South Africa

Le Fonti Awards

- Wealth and Investment South Africa: Africa's Best Private Bank

Product of the Year Awards

- MyMo in the Youth Banking Category
- Achieva in the Banking Category

Private Banker International Global Wealth Awards

- Outstanding Private Bank

¹ Comparative restated due to data enhancements made. ● Value created ● Value preserved ● Value eroded

BUSINESS & COMMERCIAL BANKING

**Bill Blackie***Chief executive officer, BCB*

“Our strategy continues to yield solid returns based on our differentiated and competitive value propositions, developed to support our clients in unlocking Africa’s growth and enabling us to achieve our purpose of *turning possibility into opportunity for the businesses that power Africa’s vibrant economy.*”

Our clients

Our clients include SMEs and large commercial enterprises that operate across a wide range of industries throughout our footprint in Africa.

Our clients remain the backbone of many of the economies in which we operate.

Our solutions

We provide a full range of banking solutions to our clients including transactional, trade, lending, commercial card issuing, fleet solutions, vehicle and asset finance, card acquiring, international payments and forex. Our client coverage team extends across a wide range of regions, sectors and industries to deliver the necessary advisory, solutioning, networking and sustainability support to our clients to enable their growth. Our established service model provides seamless access to our dedicated relationship managers, physical network and digital capabilities, ensuring that while we are digitally enabled, we maintain the critical human touch.

Our competitive advantages

Our broad presence across Africa and in our offshore hubs, combined with unparalleled banking expertise, supports our client franchise, which is grounded on deep relationships, trust and integrity that enables our ability to deliver market access that creates growth and value opportunities for our clients.

Our knowledgeable and experienced relationship managers provide a deeply personal service based on our in-depth understanding of our clients, their transactional behaviours and the local intricacies of conducting business in and across our markets.

Our digital channels are designed for always on and always secure delivery, and we continually introduce enhancements to enable ease of access, swift transactional capability and intuitive self-service functionality. Our awareness of the insistent challenges

of cybercrime ensures that we place every effort into protecting our clients and their data to minimise their exposure and risk. We remain closely attuned to competitor and new entrant digital capabilities, ensuring that our own solutions address their differentiators.

Our sector expertise and strong Africa-China relationships enable us to foster valuable client connections, introducing new networks to our clients while facilitating quality trade interactions and in doing so, connecting Africa to the world and the world to Africa.

Our competitive position

The intricacy of our business lies in our ability to facilitate the low cost servicing model of small, simple client demands, balanced with the higher cost servicing model of large, multifaceted, complex and trans-regional client needs.

In **South Africa**, we maintain a leading presence, with continued focus placed on increasing our overall market share, offering personal connections, digital capability alongside well priced, and competitive client solutions. Insights from a recent survey indicate that we have stabilised the market share gains from 2023, with an increase in our medium-sized business segment, and shown progress in both the Western and Eastern Cape provinces.

In **Africa Regions**, survey insights indicate that we consistently rank in the top three business banks across the South and Central regions, while opportunities exist for meaningful growth in the East and West regions. In these regions, we evidence top three presence in two of the countries, however in many of these markets we rank very favourably in terms of brand consideration for future purchases indicating clear organic growth potential.

Our strategic execution

We are focused on becoming the **leading enterprise, business, and commercial bank in sub-Saharan Africa.**

Our strategy is clearly defined, centred around our client needs and an established alignment to risk appetite. We continue to leverage our segment and sector client value propositions, supported by fit for purpose banking solutions, and a human-led and digitally enabled delivery model, designed to leverage personalised data insights and the ambition to deliver an optimised cost to serve model.



Defending our core franchise

We will defend our franchise by partnering with our clients' on their growth journeys – leveraging personal and human touchpoints and enhancing our client experience while ensuring that our enablement efficiency and technology investments respond appropriately to our client needs.



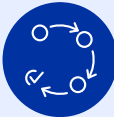
Growing our business

Our growth is closely linked to both the business opportunities evident in the markets in which we operate and our clients' growth journeys.

To accelerate growth, and recognising the specialised needs of these environments, we are increasing focus on enhancing our sector and ecosystem capability. We have prioritised several key sectors including green financing, agriculture, trade and public sector, while also clearly defining client value propositions for the secondary sector base. These are country specific and bespoke, including education, health, accounting, legal and franchising, among others. We are ensuring that we are positioned to leverage the opportunities across these value chains at scale.

Our client acquisition strategy considers the levels of complexity and relative reward across highly differentiated client needs, ranging from simple transactional demands through to highly complex structured lending needs. Growth strategies are therefore granular in nature and aligned with local market and sector specific nuances.

Although there is a natural preference, and high success, for internally supported delivery, if viable commercial partnership opportunities exist, we will collaborate to solve for client needs to deliver an expanded set of locally relevant, flexible and affordable solutions or channels.



Optimising our business

We have made significant progress in optimising our operating model to drive integrated and efficient delivery across the client value chain while influencing client experience through technology, process enhancements and data-based insights. We have a deliberate focus on effective, clearly defined risk management, creating a solid and refreshed risk platform for the business.

We continually enhance our data capabilities, enabling increasingly personalised engagements, discussions and risk management. By using behavioural sciences and granular understanding of client data, our front line teams can provide proactive and meaningful insights supported by solution suggestions that are pertinent to the client and support their business. The impact of this capability across the continent has led to increased client conversations with substantially higher conversion rates.

We will further optimise our technology capability to enable our differentiated digital, relationship and advisory model. We support the delivery of low cost, multi-platform solutions enabled by technology and the modernisation of core systems to deliver always on, always secure, personalised services and efficient support.

We will continue to build a competitive team, supported by skills development to facilitate the growth of our talent pipeline and enabling robust succession plans.



Strategic dependencies and trade-offs

Over the past year, the business performance has been impacted by continuous environmental, regulatory and economic challenges.

These include geopolitical tensions, cash reserving adjustments, the introduction of windfall taxes, country rating downgrades, ongoing currency deterioration and inflationary challenges, among others. In addition, our operating landscape is constantly evolving and becoming increasingly competitive, and we continue to closely monitor it to ensure an agile and appropriate response to competitor banks, fintechs and mobile network operator strategies.

We have continued to invest in this franchise, ensuring appropriate and targeted granular client value propositions, with consideration of segment, ecosystem and sector specific needs. We effectively optimised our resource utilisation through initiatives to control costs and improve efficiency, while balancing expansion and solution investment.

This continued investment into the franchise, combined with a proactive approach to delivering growth, will position us well, once market factors stabilise. BCB will benefit from increasingly competitive offerings, broad-based portfolio diversification, endowment hedging and a targeted approach to client acquisition. These strategic trade-offs enable continued long-term profitability growth and meaningful shareholder returns.

Our 2024 financial performance and impact

We achieved headline earnings of R9 304 million, and a credible and increasing ROE of 38.0% (2023: 37.1%). This performance was influenced by a challenging operating environment characterised by high interest rates and inflation, regulatory changes, political uncertainty and the devaluation of key Africa Regions currencies.

However, the deliberate execution of the client led relationship strategy to build the franchise supported growth and increased transactional activity which mitigated the downward pressure from the changing environment. The year was characterised by our intentional focus on improving execution, channel capability and solutions across the client value chain.

Deposits from customers grew by 5%, driven by increased client demand for higher-yielding deposit offerings particularly evident in South Africa. This was supported by Africa Region's client growth of 4% and deposit mobilisation drives across the region.

Loans to customers reduced by 1% due to lower client demand, affordability constraints, reduced business confidence and a stronger ZAR against most Africa Region currencies. In Standard Bank Offshore, prepayment levels were elevated, and combined with the reduced client demand for further offshore property investment, led to lower loans and advances.

Credit impairment charges declined by 11% to R3.1 billion, largely due to a focused collections strategy and effective watchlist management, while elevated impairments in West Africa were diluted by currency weaknesses relative to ZAR. The portfolio coverage ratio increased to 6.3% (2023: 5.8%), reflecting the impact of elevated stage 3 levels. Collectively, given an improved economic outlook, forward-looking provisions also moderated during the year, leading to an improved credit loss ratio of 141bps (2023: 156bps).

Operational efficiency was introduced through deliberately addressing identified solution shortcomings, advancing back-end service delivery by improving technology utilisation and

the introduction of additional robotic and process interventions while evolving our data utilisation and storage access.

Throughout the year, we improved client entrenchment by leveraging our trans-regional capability, improving structured lending alternatives and enhancing personalisation data driven conversations. The launch of our Mauritius offering has also led to exceptional client interest and demand across South Africa as well as the South and Central regions.

The launch of our first annual client conference, **Africa Unlocked**, highlighted our brand strength through a highly professional, relevant event that celebrated clients across the continent creating relevant content for discussion and interactive client engagement and networking.

We launched several new solutions through the year to support client value propositions and maintain competitiveness. These included, but are not limited to:

- Investing in structured financing capability to strategically and structurally support our clients' needs in a more complex, well understood manner
- Launching Payshap for business, enabling a 'request to pay' capability
- Enhancing the ease of collections capability via Mpesa in Kenya
- **Simply Blu** is an all-in-one solution for businesses, who can rent or purchase a Simply BLU device for secure transactions and to facilitate payments



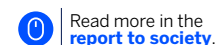
- Launching the innovative Visa EMV fleet solution.

Our **Africa Trade Barometer**, a comprehensive view of trade as experienced on the ground by African businesses, provides insights for businesses, governments, non-governmental organisations and investors looking for opportunities offered by African trade. We also support networking opportunities by hosting matchmaking events using a blended virtual-physical format to reaffirm our Africa-China trade import and export capabilities by fostering client connections.

BCB is committed to advancing Africa's economic development, propelling initiatives in financial inclusion, enterprise growth and job creation, infrastructure and the just energy transition, supporting climate change initiatives and resilience and corporate social responsibility.

We have clarified our approach to sustainability and mitigating the impact of climate change. In 2024, we provided R4 billion in funding to support access to energy and infrastructure development and R2.2 billion for climate smart agriculture investment. Since 2022, BCB has cumulatively mobilised R9.1 billion in green financing and provided R2.1 billion of social financing.

Our recent collaboration with Spouts of Water was our first carbon financing transaction of a revolving facility that will enable them to provide over 500 000 people in Uganda with a clean water solution.



2025 and beyond

Our 2025 commitments

We are excited about the growth opportunities that this business represents and will continue to adapt to meet the evolving challenges and opportunities that arise in the markets in which we operate.

In South Africa, we are focused on aspirational growth in the small business segment with the potential to drive market share progress, while in the medium and commercial business client segment we will maintain our solid market share hold through relationships, personalisation, digital channels and enhanced or new solutions. In Africa Regions, our game plan hinges around organic, ambitious growth while inorganic opportunities will be explored, and our international offshore capability is being carefully repositioned to drive growth.

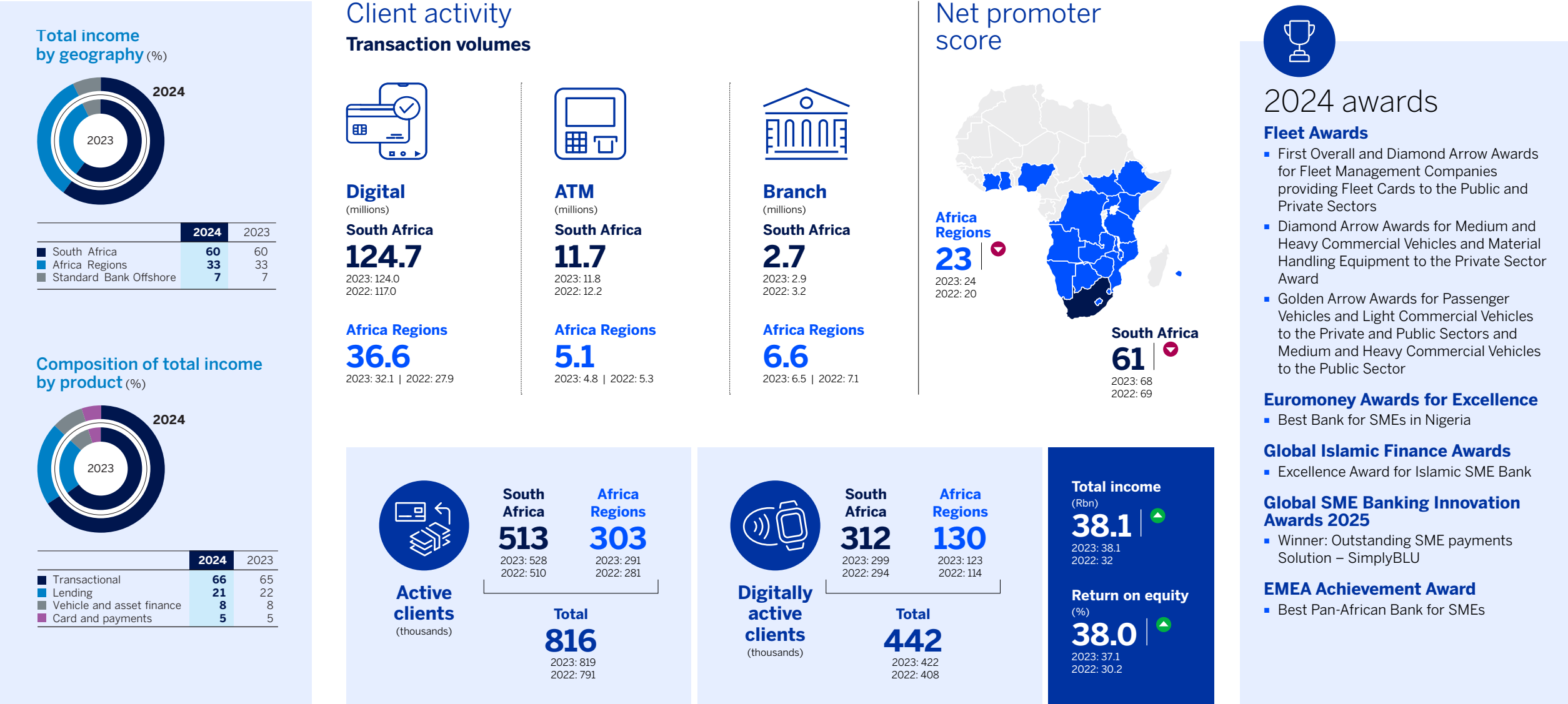
We will continue to turn possibility into opportunity for the businesses that power Africa's vibrant economy.

Our medium and long-term aspirations

In the medium term, we will:

- Stay true to supporting sustainable outcomes and recognising our core responsibility in supporting Africa's growth
- Focus on new business origination within sector and country specific risk appetite parameters
- Ensure an appropriate and targeted client value proposition that balances simplicity and affordability with client complexity
- Use technology, data and efficiency adjustments to deliver a best-in-class operations environment and deliver more personalised and efficient support to our people and clients
- Focus on building competitive solutions, insights and capabilities
- Support business skills training to facilitate delivery based on our client growth journeys
- Drive leadership development and upskilling to assist with our talent pipeline ensuring robust succession plans.

KEY METRICS



Value created Value preserved Value eroded

CORPORATE & INVESTMENT BANKING



Luvuyo Masinda

Chief executive officer, CIB



“We aspire to be the leading Corporate and Investment Banking business in, for and across Africa, with a focus on sectors driving her growth.”

Our clients

We serve a diverse client base, including multinational corporations, regional and domestic corporates, governments, parastatals and institutional investors. We also partner with clients who do business in and across Africa, particularly in sectors driving its economic growth.

Our solutions

Our process begins with a deep understanding of our clients' We design and deliver client-specific products, encompassing advisory services, transactional, risk management and funding solutions.

Our competitive advantages

Our in-depth sector, product and regional expertise, together with our specialist capabilities and our access to global markets are key competitive advantages, and have enabled us to build a sizable, well-diversified franchise with market leading positions.

Our client franchise is underpinned by strong, long-standing relationships and the valuable connectivity we offer through our network of on-the-ground capabilities across 20 countries in sub-Saharan Africa, offices in four key global financial centres, and through our other global and regional partners, including ICBC.

We are a diverse and inclusive business, attracting and retaining the brightest minds across Africa and globally. Our teams possess a unique blend of local market knowledge, deep sector expertise, and international experience which positions us well to deliver the best solutions to our clients.



Our competitive position

Our African footprint and global market presence support our unrivalled positioning, enabling us to meet the needs of multinational corporations operating on the continent. Local corporates are pivotal to diversifying our growth and client footprint. The strength of our value proposition is supported by robust business models and long-term strategies to deliver sustainable growth and returns.

In South Africa, we compete with large, well-capitalised peers, and in Africa Regions, we compete with nimble local and large global banks.

Our market share reflects the deep strength of our businesses, supporting the resilience of the franchise through economic cycles in our key operating countries. For example, we hold leading positions in forex in South Africa, Angola, Kenya, Uganda and Ghana; in custody in South Africa, Nigeria, Angola and Uganda; and in debt capital markets in South Africa and across sub-Saharan Africa.

We are leaders in sustainable finance on the continent and provide market leading solutions and impact investing opportunities to clients.

In keeping with our purpose of driving Africa's growth, we regularly review our presence across the continent and our ability to best serve our clients. As part of this commitment, we are in the process of establishing a representative office in Egypt. Egypt represents significant growth potential, with a large economy and mature banking sector. We are in the final stages of approval and expect to have an operational presence during the course of 2025. The representative office aligns with our strategic focus on deepening client relationships and supporting cross border trade and investment.

Our strategic execution

Our strategy has remained consistent – aligned to the group.

We continue to defend our market position, drive growth, and optimise our business, now, and into the future.



Defending our core franchise

Deepening client relationships and consequently reinforcing our competitive advantages in key regions and products will enable us to defend our core franchise and market positions and ensure sustained growth.



Growing our business

Growth will be driven by key sectoral developments, including active support for energy and sustainability opportunities, banking the value chain for transport and logistic corridors and enabling infrastructure and trade development across the continent. These growth objectives will be combined with a strategic focus on protecting our existing client franchise.



Optimising our business

Our success is built upon the exceptional talent and dedication of our people to strengthen our CIB winning culture. We will optimise activities that modernise our systems and enhance overall efficiency.



Strategic dependencies and trade-offs

We will continue to prudently manage the dependencies and risks associated with delivering our strategy as well as the associated trade-offs.

These include:

- Monitoring and mitigating against the anticipated impact of macroeconomic trends in the near term, including heightened geopolitical tensions, ongoing currency volatility and increasing inflationary risks in certain markets
- Credit conditions are expected to remain challenging as growth in South Africa remains muted and economic conditions volatile in several African Regions markets
- The durability of South Africa's Government of National Unity and continued positive sentiment in the country is expected to drive improved economic activity and growth
- Effectively managing our resources and optimisation initiatives to reduce costs and improve efficiency are balanced against investment in expansion and growth areas that will deliver long-term profitable growth and returns.

Our 2024 financial performance and impact

Our performance reflects both our leading position in certain products and geographies, and the material growth opportunities still present across the franchise.

As a result of our competitive position and strict strategic focus, CIB achieved headline earnings of R20 507 million, an increase of 5% from 2023, with an ROE of 21.9% (2023: 22%). After a period of considerable earnings growth from 2020 to 2023 (three year CAGR of 28%), and against significant currency devaluations in some of our largest markets, an increase in earnings represents confirmation of the quality, scale and diverse strength of our business.

Client activity across our sectors remained healthy with strong underlying client revenue growth. The energy sector remains our largest client sector in revenue terms and saw growth in ZAR despite the currency depreciation. We will continue to leverage our deep sector expertise as we execute our strategy to support Africa specific growth themes, protect our leading client franchise and capture emerging opportunities.

As a result, revenues grew by 2%, with the second half of the year producing our best revenue growth for a six-month period. Good cost discipline in the face of revenue headwinds, as well as a low customer credit loss ratio contributed to earnings growth of 5%.

We are well-positioned as a thought leader to key sectors and to leverage our partnerships to grow inter- and intra-African trade and foreign exchange flows.

We are developing the leading sustainable finance offering on the continent and provide clients with market-leading sustainable finance solutions and impact investing opportunities. In 2022, we committed to mobilising over R250 billion sustainable finance by 2026. We have cumulatively mobilised R177 billion of sustainability linked, green and social icons and bonds since 2022, of which R74.3 billion was mobilised during 2024 (2023: R50.6 billion).

Client activity remained robust across sectors, supporting income growth and a resilient performance considering material currency depreciation in some of our largest markets. Client revenues represent almost 90% of revenue earned. Our multinational clients continued to contribute 65% of client revenue and declined by 1% for the year.



Read more in the
[report to society](#).

2025 and beyond

Our 2025 commitments

We are on track to deliver our 2025 strategic commitments and are well positioned to drive Africa's growth. We will continue to protect our client franchise and leading positions in South Africa and drive growth and scale in markets where opportunities for expansion exist.

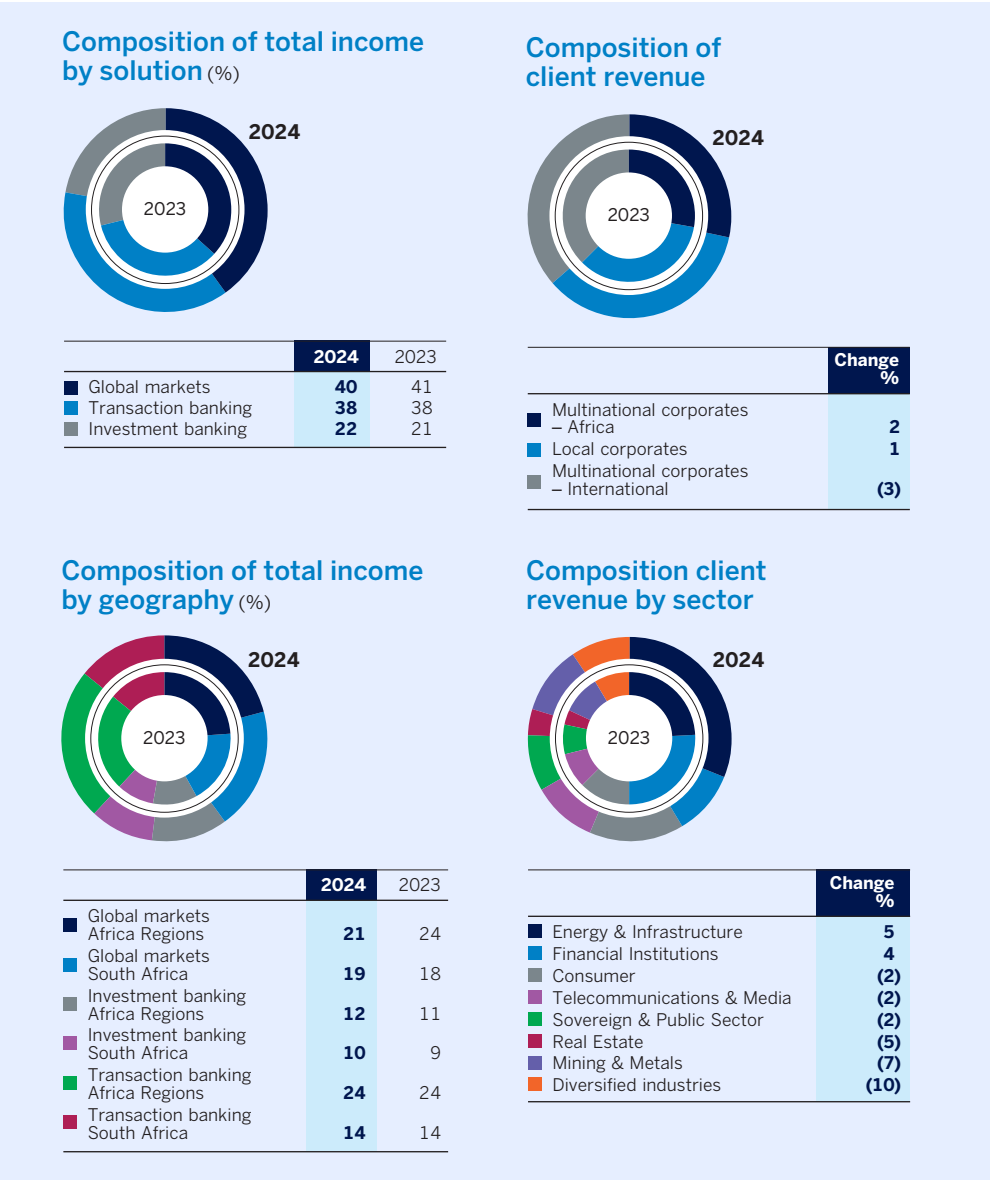
Our medium and long-term aspirations

Grow our client franchise through key sectoral development, including active support for energy transition and infrastructure opportunities across the continent. Our international presence and partnerships, bolstered by our incoming representative office in Egypt and our deep sector focus, will allow us to understand and capture opportunities that flow from increasingly relevant regions.

Our on-the-ground presence and product capabilities provide us with an unparalleled competitive advantage, enabling us to deliver and structure superior solutions and manage risk more effectively for our clients.

Harness the power of data and AI to transform client experience and modernise CIB while we maintain a culture of cost discipline. Our winning culture and strong collaboration among our people will enable us to be agile in responding to client needs and capitalising on emerging opportunities.

KEY METRICS



Client activity
Client satisfaction index



8.4 |

2023: 8.3 | 2022: 8.2

Financial metrics



Total income (Rbn)

64.7 |

2023: 63.4 | 2022: 53.4

Return on equity (%)

21.9 |

2023: 22.0 | 2022: 19.6

Value created Value preserved Value eroded



2024 awards

African Banker Awards

- Leading Sustainable Bank

Financial Mail Top Analyst Awards

- Top Research House in South Africa

Euromoney Awards for Excellence

- Best Bank for ESG in Botswana and South Africa
- Best Investment Bank in Kenya, Mozambique and Uganda
- Best Bank for Corporates in South Africa
- Best Bank for Advisory in Africa
- Best Bank for Financing in Africa

Landmark deals in 2024

HEINEKEN
Heineken International B.V.
R10 billion
Co-mandated lead arranger lender

TRANSNET
Transnet SOC Limited
R6 billion
Sole arranger

Pick n Pay
R4 billion
Rights issue for JSE Listed retailer
Join global co-ordinator and joint underwriter

Tolaram
Tolaram Africa Private Ltd
USD90 million
Sole mandated lead arranger



Lesotho Highlands Water Project



“An expansive water infrastructure initiative in the heart of Lesotho. The project aims to leverage the water resources of the Lesotho Highlands, serving dual processes: facilitating hydroelectric power generation and enabling the transfer of water to support industrial and urban areas in South Africa”.

INSURANCE & ASSET MANAGEMENT



Yuresh Maharaj
Chief executive officer, IAM



"The past year has been one of growth, learning and strategic positioning. Today, IAM is a firmly established business unit in the group, standing testament to our commitment of being a trusted partner to grow and protect what matters most to our clients. Our integrated approach ensures that the group provides comprehensive financial solutions tailored to meet the diverse needs of our clients, unlocking meaningful growth and prosperity for Africa's people."

Our clients

Our clients range from individuals to corporate and institutional clients across Africa. They leverage our extensive, market-leading range of investment and insurance propositions and services so that together we can protect and grow what matters most to them.

Our solutions

We deliver solutions that aim to build and preserve our clients' wealth and ease the financial burden associated with key life events, in many cases underpinned by personalised financial advice.

We offer our client's a wide range of solutions to fulfil their long and short-term insurance, investment and asset management needs through our advice-led distribution force, third-party distribution network as well as in partnership with the group's banking sales channels.

Our competitive advantages

We are a trusted partner in our clients' lives. We are a part of Africa's heartbeat, with a presence in multiple African countries, offering asset management, investment and short and long-term insurance products to over three million people on the continent. We have one of the largest retail life insurance books in South Africa, complemented by a strong balance sheet and well-embedded risk and non-life books. This makes us one of the leaders in life insurance, providing security for individuals and families while offering a robust institutional asset management service.

We have an enviable property portfolio and proudly own and manage a number of South Africa's iconic retail properties. Our investment in premier properties like Johannesburg's Sandton City enhances our portfolio and demonstrates our commitment to contribute to the continent's economic growth and development.



Our competitive position

Our competitor landscape includes a broad range of traditional insurance groups and more diversified banking groups. On the continent, we are one of the largest asset managers and have a leading pension fund administration business in Nigeria.

We have a formidable distribution network with the largest advice-led tied distribution force on the continent, as well as third-party channels and group banking sales teams. This enviable network enables us to reach clients in every corner of the market. We deliver holistic, personalised solutions and build relationships that last a lifetime.

Our strategic execution

Our strategic ambition is centred on providing our clients with holistic financial propositions comprising insurance, investment and asset management offerings that complement the group's wide range of banking offerings.



Defending our core franchise

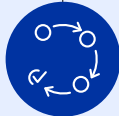
Our leading market position and scale in South Africa, together with the largest distribution network on the continent, provide a strong platform for growth and competitive improvement in our portfolio.

Our diverse portfolio caters to a broad spectrum of client segments and our strong advisory capabilities give us the ability to provide insurance, investment and asset management propositions to our existing client base while expanding our reach to attract more clients.



Growing our business

We have sharpened our focus to accelerate growth in the middle, affluent and high net worth segments by creating client value propositions and competitive insurance and investment solutions that meet their needs holistically. We will distribute our solutions by collaborating with the banking business units and through our own distribution channels to maximise our market reach and strengthen client retention and entrenchment.



Optimising our business

We continuously invest in our technology to support our clients and our advisers, to enhance and differentiate our propositions and experiences, and to leverage efficiencies.

We continue to invest in technology to ensure that we can provide our clients with financial solutions that they want and that are efficient, simple and easy to access. We continue to make progress on our digital programmes, with a particular focus on giving our clients and advisers the support and tools they need to have meaningful, real-time, personalised conversations with clients.

Strategic dependencies and trade-offs

We will continue to manage the dependencies and risks associated with delivering our strategy as well as the associated trade-offs.

These include:



Monitoring and mitigating against the anticipated impact of macroeconomic trends in the near term, including heightened geopolitical tensions, ongoing currency volatility and increasing inflationary risks in certain markets.

Effectively managing our resources and optimisation initiatives to reduce costs and improve efficiency balanced against investment in expansion and growth areas that will deliver long-term profitable growth and returns.

Climate change and infrastructure investment requirements posing a risk to property and corporate valuations.



2024 awards

South African Listed Tracker Awards (SALTAs)

- Total Investment Returns Performance – 3 years (Foreign Non-Equity): Invest Global REIT Index Feeder ETF
- Total Investment Returns – 5 years (Foreign Equity): Invest S&P 500 Info Tech Feeder ETF
- Total Investment Returns – 5 years (Commodity and Currency): Invest Rhodium ETF

International Council of Shopping Centres Global Marketing Awards

Sandton City, managed by Liberty Two Degrees, won

- MAXI Marketing Award (Silver) for the centre's 2023 festive season activation
- Global Visual Victory Award (Gold) for its LEGO, Your Dream Car Generation campaign

DFM Awards

INN8 Invest received

- Overall Performance Award
- Equity General-Global Award
- Multi-Asset High Equity Award

Corporate benefits

- PMR Africa Business Excellence Awards
- Diamond Arrow Award for group life/risk products
- Gold Award for investment products
- Third PMR award for 2024, receiving the prestigious Diamond Award for Administration

Our 2024 financial performance and impact

IAM continued the upward trend in its financial performance, with headline earnings growth of 17% to R3 300 million, ROE improving by 310bps to 16.7%, new business value growing by 14% to over R3.4 billion and key legal entities remaining well capitalised.

The headline earnings increase was supported by a combination of improved persistency experience in the SA retail business, good risk experience in the Corporate Benefits portfolio, together with improved operational results in the Liberty Africa Insurance operations and STANLIB South Africa asset management business. This was offset by worse retail risk experience, the dampening impact of currency translations in certain Africa Regions markets, and costs related to the orderly market exit of the Liberty Health business. The Shareholder Portfolio delivered an increased profit due to a more favourable investment market and property valuation outcomes in 2024.

The increase in ROE to 16.7% was due to the execution of capital efficiency initiatives and the favourable Shareholder Portfolio result.

Insurance operations new business value of R3.4 billion increased by 14% mainly due to improved margins and increased sales. Focus remains on sales efforts and new business volumes in the prevailing constrained consumer environment, with specific initiatives that have driven an increase in the new business value.


Strong capital coverage has been maintained in IAM's main long-term and short-term insurance licensed entities, these being Liberty Group Limited and Standard Insurance Limited.

Assets under administration and management (AUA and AUM) in the South African asset management businesses increased by 13% to R1 133 billion. This growth was mainly attributed to the STANLIB South Africa business given positive net external third-party customer inflows and positive local and offshore investment market movements during 2024. The Africa Regions AUA and AUM were adversely impacted by the significant devaluation of the Nigerian Naira during the year.

Good strategic progress was made during 2024, and we delivered key initiatives to meet our 2024 targets, positioning the IAM businesses for future growth and improving customer outcomes.

We aim to have a measurable societal impact that supports the growth and prosperity of Africa's people. We will set an example through innovation and responsible stewardship, through net zero initiatives in our property division that protect and preserve the environment for future generations, creating spaces that not only serve our clients but contribute to the wellbeing of the planet.

We believe that financial literacy is essential for enhancing the financial security and growth of individuals and communities across Africa. We support this through sponsorship, marketing and other financial education initiatives that help Africa's people secure their futures.

 Read more in the report to society.

2025 and beyond

Our 2025 commitments

We are committed to executing our strategy, focusing on value adding initiatives and providing advice on a market leading range of propositions to meet clients' needs and guide them to protect and grow what matters most to them.

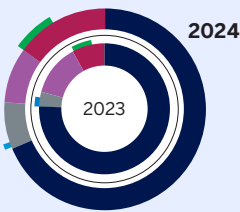
We remain focused on retention of business, increasing digitisation and enhancing our client value proposition to deliver diversified revenues that complement the group's banking businesses. We are committed to delivering franchise growth and financial outcomes to assist the group in achieving the 2025 targets.

Our medium and long-term aspirations

- In the medium term, we will focus on collaboration with banking units:
- Mobilise for growth by leveraging the group's client base to provide integrated financial solutions that meet the diverse needs of our clients
- Leverage capabilities across the group to provide integrated client experiences that differentiates and scales our business
- Grow and scale in key markets outside South Africa.

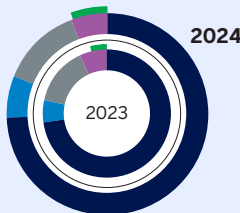
KEY METRICS

Composition of IAM headline earnings (before inter-BU attribution)



	2024 Rm	2023 Rm
Insurance Operations South Africa	4 057	4 054
Insurance Operations Africa Regions	(40)	(136)
Asset Management Operations South Africa	453	201
Asset Management Operations Africa Regions and International	524	686
Other	(343)	(263)
Shareholder Portfolio	878	418

Composition of South Africa Insurance Operations headline earnings (before inter-BU attribution)



	2024 Rm	2023 Rm
SA Life Savings and Investments (Liberty SA Retail and Embedded Funeral and Credit Life)	3 163	3 066
Corporate Benefits	277	239
Libin Markets	554	621
Short-term Insurance	243	281
Other	(180)	(153)

Client satisfaction

IAM NPS¹
SA Retail
58

Retail industry benchmark
50

Financial metrics

Headline earnings (Rm)
3 300 | ▲
2023: 2 820 | 2022: 2 320

Return on equity (%)
16.7 | ▲
2023: 13.6

Client activity

Death and disability claim cashflows (Rm)
13 519
2023: 12 493

Annuity payments (Rm)
12 121
2023: 11 667

Assets under administration

R1.5 trillion
2023: R1.5 trillion

South Africa
R1.1 trillion
2023: R1.0 trillion

Africa Regions
R401 billion
2023: R473 billion

- Value created
- Value preserved
- Value eroded

¹ New measure introduced in 2025.

EXECUTING WITH EXCELLENCE

CHIEF PEOPLE & CULTURE OFFICER REVIEW



Sharon Taylor
Chief people & culture officer

“Our people are our greatest source of sustainable competitive advantage. We are committed to their growth and in turn they are the driving force behind the growth of our clients and the continent. ‘Africa is our home, we drive her growth’ is not just a statement of our purpose – it is something all Standard Bankers have the opportunity to truly live. This powerful value proposition is underscored by Forbes, who named SBG as the 18th World’s Best Employer for 2024 – #1 in Africa and #2 in global financial services.”

Introduction

The group would not exist without its people. In our world, where products and technology are easily copied, and enduring client relationships are paramount, our people are what makes the difference. We recognise that the average person will spend more than one third of their life at work, so we are very focused on making sure that Standard Bankers work in an environment that enables them to be their best. Our People Promise reflects this commitment to build a workplace where our people are *driven to win, human at heart and Africa to our core*.

Our people are our brand and as a result, we make a significant investment in them, while being mindful of the following:

- Most people join a great organisation, but will leave a bad leader
- Great strategy never survives a poor culture
- Human dignity is grounded in having a sense of belonging and meaningful work
- Creating a great employee experience is critical to enable work that creates value in the digital era. Companies scoring high in employee experience deliver double the customer satisfaction, twice the innovation and 25% greater profitability when compared to competitors (Kristine Dery, MIT CISR).

Our workforce profile

Total headcount Employees

Permanent
50 316
2023: 50 451

Non-permanent
3 799
2023: 3 725

Permanent headcount per region

Permanent employees



	2024	2023
■ South Africa	33 648	34 209
■ Africa Regions	15 937	15 534
■ Standard Bank Offshore	731	708


Workforce ROI¹

Workforce return on investment (ROI) times

2.7

2023: 2.6

¹ A measure of workforce productivity, calculated as net operating profit impact of each rand invested in human capital.



Accolades

People & culture related awards 2024

Global

Employer of choice

- One of the top 20 World’s Best Employers by Forbes
- World’s Best Companies by Time Magazine
- World’s Most Trustworthy Companies by Newsweek
- Global Leading Employer for 2024, an accolade awarded exclusively to the World’s Top 1% (850) companies.

Learning and development

- Silver Award for the SBG Operations FutureShift Learning programme by the Brandon Hall Group
- Best Private Bank for Education and Training of Private Bankers by Private Wealth Manager Global Awards for 2024
- Gold Award of Excellence in the Best Leadership Development Programme category for the Standard Bank CIB Servant Leadership programme from the Brandon Hall Group
- Responsible organisations: Sustainable Practice Achievement award for our ESG and Sustainability Learning Framework by the Gordon Institute of Business Science, University of Pretoria.

A history of evolution and growth

Our purpose and strategy are clear and our people tell us that they are proud to be associated with the group. They clearly understand how their contribution as individuals is linked to what we achieve as a business.

Over the past few years, we have refined our operating model, organising ourselves to compete and win in our chosen markets. This 'skeleton' is working well, and the advantages of tilting to a business unit led operating model are clear.

We have now turned our attention to our 'nervous system', our culture. Standard Bank is blessed with a great culture, built over many years by great leaders, who have acted as stewards – careful to preserve the legacy of those before them, while at the same time building and evolving for the future. Our past chairman, Fred Phaswana, captured this essence in his foreword to Hoisting the Standard, written to commemorate the 150th anniversary of Standard Bank. He speaks of coming to know the organisation's character, leaving him with a rewarding insight – "The first is a feature of enduring organisations: strong corporate cultures that run far deeper than the personalities or indeed the tenure of the management of the day. Such organisations attract people who subscribe in an intensely personal way to the values and principles of the organisation – what it stands for, its way of being and doing. In this organisational echo of my personal principles was the alignment that I interpreted as recognition, a home I did not know I had until I returned to it."

So it is with great reverence that we preserve this strong culture and shape it for the future. 2024 saw us introduce a set of leadership habits, built on strong neuroscience principles, which will be role modelled by our leaders at all levels. We believe that these habits – when practised consistently by all our people as we

embed the framework in 2025 – will contribute to the effective execution of our strategy.

In the same vein, Fred reflects on the power of values. Our eight values originated in 2004 under the leadership of Jacko Maree, the group's chief executive at the time. He considered these values to be at once both a 'drum beat' – the call to move as one to the rhythm of Africa – and a beacon guiding our decisions and actions. So enduring are they, that the values have only been tweaked once over the intervening 20 years. As we set the group's course for the next wave of growth to 2030 and beyond, we feel the time is right for us to modernise our values so that they continue to reflect the best of who we are and what we stand for. This will ensure their longevity as a guiding light for the generations of Standard Bankers who will lead the organisation into the future. We are excited to introduce these 'refreshed' values in 2025.

There is a popular saying – 'Leaders cast a long shadow' – and there is no doubt that what leaders say and do has a disproportionately large impact on their organisations. For a group of our size and scale in today's increasingly complex world, having excellent leaders is non-negotiable. We pay particular attention to whom we hire and promote into leadership roles, and we invest heavily in their development, enhancing their ability to lead themselves, our strategy and our culture. In 2024, close to 17 000 employees took part in various leadership and management development initiatives.

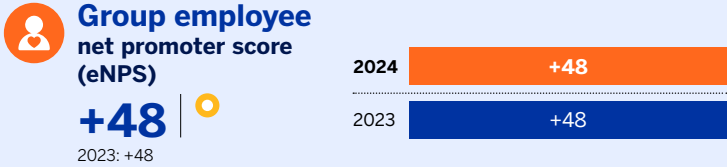
Leadership is a team sport, and in this day and age where leaders of large complex organisations cannot possibly do it all, they

need teams that are prepared to tell them what they need to know, which may be different from what they would like to hear. It follows that leaders need to invite perspectives and be open to the gift of feedback.

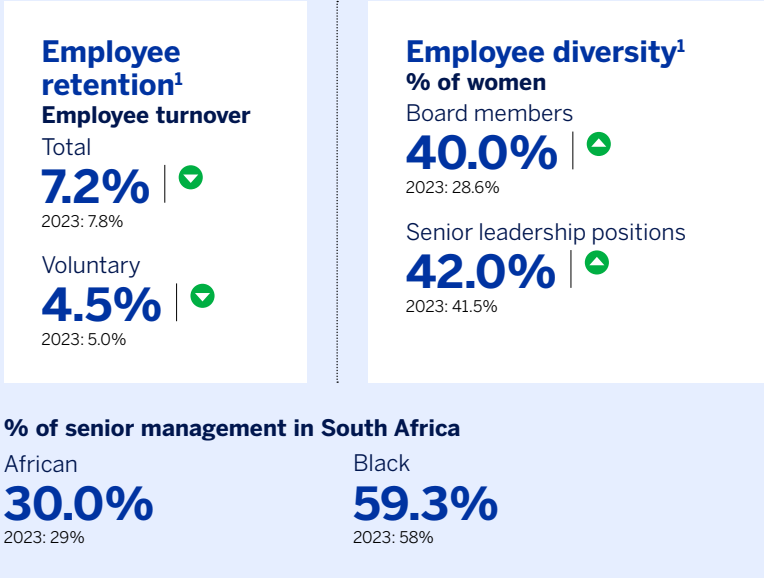
This year over 4 200 of our leaders voluntarily participated in our leadership 360 feedback survey, actively soliciting feedback from their peers and team members and reflecting on their results to grow as leaders.

Finally, one of the most important roles of a leader is to ensure they set up a succession pipeline for their own role that gives the organisation the best possible choices at the point they need to be replaced. Much was written in 2024 about the state of leadership succession in financial services. We have a rich history of recruiting a multinational cohort of talented individuals with long-term leadership potential and the impact of this can be seen in the depth and breadth of our top leadership. It is also evident in several seamless transitions at the group's top table – including the appointment of Luvuyo Masinda as the chief executive of CIB and Doreen Musiime-Rwakatungu as the chief audit officer. Our talent management and succession practices across the group are mature and as a result we have excellent succession coverage across all key roles and a deep, diverse talent pipeline, which has enabled the appointment of internal talent into key roles. 62% of all vacancies in 2024 were filled by internal talent – a strong testament to our value of growing our people.

KEY METRICS



Gender equity



Creating a work environment that inspires excellence

In 2019 we set ourselves the goal of becoming Africa's employer of choice. We do this by ensuring a laser-sharp focus on employee engagement – one of the key drivers of non-financial value that all our leaders are accountable for.

We need no convincing that high engagement levels correlate strongly with great business outcomes and as a result, we listen carefully to our 54 000 people, who share their reflections annually on the environment we are creating for them and whether this enables them to be at their best.

We began measuring engagement in 2017. Back then we had a participation rate of 56% and our eNPS was +14. This year we achieved an eNPS of +48, well ahead of the relevant benchmarks for financial services globally and in Africa. Perhaps more importantly, 93% of our people participated in the survey, which in itself is a strong indicator of high engagement. We ask for feedback across a wide range of elements that reflect the experience of our people at work. Leaders across our business areas and countries actively engage with their feedback and the areas highlighted for further improvement are built into specific people strategies. At a group level, the three areas of strength are pride in SBG, the link between individual contribution and organisational performance and cross-team collaboration. We can do more to provide opportunities for growth and career advancement, ensuring people feel appreciated and continuing to improve psychological safety. Hybrid work featured prominently in the qualitative feedback from certain segments of our workforce, which was unsurprising given that in 2024 we increased the number of days we require our people to work from the office. We believe that in-person collaboration

enables better outcomes for clients, better business performance, more effective learning and integration of new employees and strengthens our culture. This transition was managed with care and those impacted were provided with sufficient notice to make the necessary adjustments. Flexibility has always been part of our value proposition, and will continue to be as we adjust our hybrid approach in the context of our commercial requirements.

In 2024 we were independently recognised as an employer of choice. In addition to being featured by Forbes as one of the World's Best Employers, Newsweek named us as one of the World's Most Trustworthy Companies for the second consecutive year, and for the first time, we featured in Time Magazine's World's Best Companies list. These rankings measured a range of employee sentiment factors such as trust, satisfaction, working conditions, salary and equality.

We won a total of 26 awards for achievements in learning, diversity and inclusion and leadership development. We were named as the overall Aspirational Employer of choice by the South African Graduate Employer's Association and the South African Reward Association awarded us the prestigious 2024 Remuneration Report Award for our fair, transparent and responsible reward policies and practices, aligned to King IV. Various industry bodies named us an employer of choice in Mozambique, Malawi and Nigeria.

A legacy of growth through our people

As we begin to plan for the medium to long-term growth trajectory of the group, we are increasingly working with our business and country teams, our strategy office and our finance & value management teams to ensure that our people strategies and resource allocation support our commercial aspirations.

In 2024,

- We welcomed 3 100 new employees to the group, and witnessed a noticeable increase in hiring across our Africa Regions countries, in line with our growth aspirations
- We built on our 27-year legacy of providing young people with their first work opportunities, hiring 320 talented graduates across thirteen countries and creating a further 534 first time work opportunities for learners and interns
- We invested more than R900 million to help our people learn and grow and enabling them to keep pace with rapidly evolving skills requirements. On average, each of our employees spent more than 60 hours on learning this year, with 53% of learning time spent on developing future skills. Key focus areas this year included the strengthening of our relationship management capability, investment in specific sector skills and the addition of AI and ESG learning pathways into our future skills curriculum
- We introduced a career navigator tool to help our people reflect on their career journey and aspirations for the future and to create an aligned personal development plan
- We promoted 7.5% of our global workforce to take on roles with greater accountability
- 15 000 employees joined our 'Opportunity Marketplace' platform, matching them to current vacancies, internal mentors and short-term project opportunities or assignments. This unlocked over 7 000 hours of capacity where our people contributed to projects that they are passionate about and gained valuable new skills, at no additional cost to the business
- We focused on the holistic wellbeing of our people through a wide range of benefits, education and support and placed greater emphasis on mental wellbeing, in line with global trends
- We continued to celebrate our rich, diverse workforce and ensured that our people, representing 73 nationalities, feel a strong sense of belonging within the group. Central to this effort is our focus on gender equity, the inclusion of under-represented or historically marginalised populations and people who are living with disabilities
- We continued to stand for a workplace free of discrimination and harassment, acting swiftly and fairly to investigate and address any allegations to the contrary.

2025 and beyond

In 2024 we marked our 162nd birthday by hosting a special 'growth' day for our people, which celebrated our pioneering history and inspired everyone to keep on growing. We believe that growth is a journey, and it does not happen in a comfort zone – it happens when the pressure is on.

For us to sustain the great positive momentum we achieved in 2024, we will:

- Continue to invest in leaders at all levels, so that they in turn create the right conditions for our people to thrive
- Strengthen our culture even further by embedding our habits framework and refreshing our values
- Leverage our employee value proposition to attract and retain the best people
- Continue to grow our people and build organisational resilience
- Ensure that we have enough of the right talent in the right places across our geographic footprint to enable our strategy
- Evolve our people-related service offerings and supporting technology to maintain a world-class employee experience.

CHIEF RISK & CORPORATE AFFAIRS OFFICER'S REVIEW

**David Hodnett***Chief risk & corporate affairs officer*

“We operate in a challenging and constantly evolving environment. Our ability to effectively respond to unexpected events requires holistic and proactive risk management processes that enable our resilience and support growth. Our commitment to the highest standards of ethical and responsible business practice is reflected in our ongoing compliance with all applicable legislation and regulations, which – together with our embedded risk culture and conduct – forms the basis for the continued trust our stakeholders place in the group.”

Our risk context

Our legitimacy centres on meeting the needs of our clients by doing the right business the right way and delivering world-class governance and risk management as we deliver our strategy. Our operating environment is constantly evolving, bringing significant opportunities and requiring an agile response to emerging challenges and risks as we continue to make progress in meeting our 2025 commitments.

The global economy has been experiencing a slower-than-expected recovery, largely due to persistently high inflation and interest rates, and slow consumer demand. Heightened geopolitical tensions have contributed to a reconfiguration in the world economy and trade flows, exacerbated by conflicts in Ukraine and the Middle East.

In sub-Saharan Africa, higher interest payment obligations continue to place pressure on sovereign debt levels. In South Africa, inflation and interest rates are moderating, easing consumer pressure, and reduced political risk following the elections is improving business confidence.

We continue to deepen our understanding of the factors and forces that shape our environment through a range of risk strategies, including current and emerging stress scenarios. This allows us to not only make more informed decisions, but also gives us the insights needed to adapt our risk management approaches to better support the group's resilience and longer-term sustainability.

Our primary risks largely remain the same, and we continue to manage our risk universe closely. We monitor the board-approved risk appetite metrics at a group and country level for each of the core risk types on an ongoing basis. We regularly review and amend our risk appetite across geographies, segments and products and proactively adapt our risk management strategies as required.

Our capital and liquidity positions remain sound.

Emerging trends

We follow a robust and comprehensive annual process to identify our top and emerging enterprise risks, with a focus on the issues which could have a material impact on the ability of the group to achieve its strategic priorities. This process provides management with insight into the emerging risk areas to which they may need to apply heightened focus, in addition to managing the existing financial and non-financial risks to which the group is exposed.

Among these is the continued and rapid advancement of AI, which brings extensive opportunities together with evolving risks and vulnerabilities. During the year, we deepened our understanding of the risks presented by AI and developed appropriate AI-related risk governance frameworks and processes to proactively manage this risk.

Cyber risk remains a material risk for the group. We continue to monitor technology advances to understand how this impacts the cyber risk landscape. We complement our cybersecurity measures with focused programmes and communications to increase awareness of cyber risks among employees and clients. We continue to prioritise information security, data privacy and cybersecurity as areas of focus across the group.



Read more about our operating context [page 17](#).



Read more about our material themes on [page 11](#).




Read more about our top and emerging enterprise risks on [page 23](#).

Our risk management approach

We take a holistic forward-looking view to identifying risks, assessing threats and opportunities in our operating environment and being consistent in our approach to risk and capital management, guided by our well-developed risk management framework.

This approach preserves the consistent and effective management of risk through appropriate accountability and oversight structures. Risk management is enterprise-wide and is a crucial element in the execution of our strategy.

 Read more about how we manage risk in the [risk and capital management report](#).



Risk universe

Our risk universe comprises the core risk types of our business, grouped into strategic, financial and non-financial categories. We routinely scan our operating environment for changes to ensure we respond appropriately to risk and opportunity.



Strategic risk

The risk that future business plans and strategies may be inadequate to prevent financial loss or protect the group's competitive position and shareholder value.

Strategy position risk

Risks relating to strategic choices like value proposition, product, consumer segment and channel that result in unexpected variability of earnings and other business value drivers.

Strategy execution risk

Risks relating to strategy implementation failures where management execution capability and operational decisions do not meet strategic objectives.

Reputation risk

Risks relating to the potential or actual damage to our reputation which may impair the profitability and sustainability of our business.



Non-financial risk

Operational risks arising from inadequate or failed processes, people and systems as a result of internal or external factors.

There are 17 non-financial risk types included in our risk management framework. They are managed separately from financial risks and exclude strategic risks.

Non-financial risks are complex, and difficult to anticipate and quantify. They evolve rapidly with significant overlap across risk types and could have financial and non-financial implications.



Financial risk

The risks associated with unexpected changes in external markets, price, rates and liquidity supply and demand.



Credit risk

The risk of loss arising from the failure of obligors to meet their financial or contractual obligations when due. It comprises obligor risk, concentration risk and country risk and represents the largest source of risk exposure for our banking segments.



Market risk

The risk of changes in the market value, actual or effective earnings or future cash flows of a portfolio of financial instruments, including commodities, caused by adverse movements in market variables, such as commodity and other stocks prices, held equity stock prices, interest and currency exchange rates.



Funding and liquidity risk

The risk that an entity, although solvent, cannot maintain or generate sufficient cash resources to meet its payment obligations in full as they fall due, or can only do so at materially disadvantageous terms.



Country risk

The risk that obligors, including relevant sovereigns and our branches and subsidiaries in a country are unable to fulfil obligations due to the group, given political or economic conditions in the host country.




Insurance risk

The risk of unexpected policyholder behaviour that is different from the price and contract value assumption made at the time of underwriting.

Top and emerging enterprise risks

We have a well-developed process to identify the risk themes likely to be most impactful to the group across businesses and geographies which we follow to identify our top enterprise risks.

 Read more about our top and emerging enterprise risks on [page 23](#).

Our purpose and sustainability

The group is committed to delivering a positive social, economic and environmental impact in the communities and countries where we operate, helping to shape a prosperous and resilient Africa.

We aim to support a just energy transition to a lower carbon economy, to mitigate the impact of climate change and improve access to reliable, affordable and sustainable energy sources, a critical contributor to Africa's economic growth and poverty alleviation. We are working with our clients to support their climate transitions and enable their adoption of mitigation and adaptation strategies.

Our ESG risk management approach is based on evolving best practice and thorough processes that require multi-stage approvals. We are focused on providing financial products and services that support positive ESG outcomes. This includes green and social bonds and loans, sustainability-linked loans and bonds, sustainable trade and working capital solutions and impact investing.

Climate risk remains a priority for the group. Climate risk mitigation and adaptation is one of our four impact areas and is recognised as a material risk and opportunity by the group. We have taken a phased approach to setting climate targets and commitments at sector level, taking account of government policy and regulatory frameworks, the pace of the transition pathways afforded to developing countries by the Paris Agreement, sector transition pathways and available technologies, together with the level of material exposure to risk and opportunity within our lending portfolio.

During the year, we participated in a climate risk stress testing process initiated by the SARB, to assess the resilience of the South African banking sector to climate-related risks. This exercise provided initial indicators of potential credit and other risk-related vulnerabilities while accelerating understanding of climate risk measurement. The process demonstrated the inherently complex nature of climate risk modelling. We will use the lessons learned to further improve our use and application of climate-related data and modelling of climate-related risks.

Our purpose requires us to ensure that our business activities solve for Africa's challenges and deliver improved prosperity for Africa's people. We recognise that in pursuing positive impact, certain trade-offs may sometimes be necessary. We strive to achieve an appropriate balance between social, environmental and economic risks and impacts. When assessing trade-offs, we always ensure that we adhere to all applicable laws and regulations and we keep our purpose – to drive sustainable growth in Africa – and our four impact areas top of mind, ensuring that we do not compromise our commitment to respecting human rights, responsibly managing ESG risk and making life better for Africa's people.

Read more in our [climate report](#), which includes our climate commitments and targets.

Read more in our [sustainability disclosures report](#) and our impact in our [report to society](#).

Doing the right business, the right way

Our ability to achieve our purpose depends on our reputation as a trusted partner. Our ethics and values shape the conduct and culture of our people, forming the basis of our reputation. Our approach to ethics is based on three pillars linked to our purpose and values.

OUR CODE IS BASED ON THREE PILLARS, LINKED TO OUR PURPOSE AND VALUES:

ONE

Conduct in the market
How we do business

TWO

Personal conduct
Our responsibilities to one another and the group

THREE

Societal conduct
Our impact on society and the environment

OUR VALUES

Providing you with excellent service	Helping our people reach their full potential
Fostering a culture of collaboration	Treating each person with respect and dignity
Delivering consistent value to our shareholders	Staying ahead of the curve by being proactive
Upholding the highest levels of integrity	Consistently pushing the boundaries for success

Our group code of ethics and conduct is supported by our comprehensive, culture-led approach to conduct risk management and is integrated into all relevant group policies and processes. It guides our decision-making, behaviours and interactions with our diverse stakeholders.

Our commitment to doing the right business, the right way, is enabled by informed, conscious risk-taking that ensures that we comply with all applicable laws and regulations to meet the highest standards of business conduct. Regular training ensures that our people understand our expectations in terms of ethics and conduct.

Conduct and reputational matters continued to receive focus in 2024. Compliance training completion remained above the 95% completion threshold.

Read more in our [sustainability disclosures report](#).

As a global financial services conglomerate operating in complex, diverse and highly regulated environments, we engage regularly with our regulators on relevant matters. These engagements include periodic regulatory investigations, inspections, visits and requests for information by various industry regulators across our footprint.

We remain committed to the continued improvement of our relationships with our partners and communication across the group. This allows us to contribute to improving client experience, leveraging data for strong decision-making processes, and identifying opportunities, while managing and mitigating material risks and concerns that may arise that could have a significant impact on the group.

2025 and beyond

Our short-term focus remains on supporting the achievement of the group's strategic objectives to deliver our 2025 commitments.

Beyond 2025, we will continue to develop and evolve our risk capabilities to leverage data and develop intuitive risk management processes.

We will allocate our resources to areas that will build long-term resilience and agility, optimise our capital allocation and maintain regulatory ratios in excess of the minimum regulatory requirements to deliver long-term sustainability and profitable returns.

Key areas of focus going forward will include:

- Further improving our use and application of climate-related data and modelling of climate-related risks to enhance our understanding of our climate risk exposures across our portfolio and expand our sustainability-related disclosures
- Continuing to drive fraud awareness for employees and clients through programmes and communication while leveraging automation and AI to proactively mitigate against fraud risk
- Deepening our ability to anticipate, prevent and respond to disruptive events and uncertainty by enhancing our organisational resilience framework through enhanced situational awareness that addresses both internal and external threats to service continuity, reputation and financial loss
- Continually enhancing our culture-led approach to managing conduct risk
- Deepening the co-ordination of multiple assurance partners to increase the scope and efficiency of risk assurance.

CHIEF OPERATING OFFICER'S REVIEW

Margaret Nienaber
Chief operating officer



“Our commitment to growth goes beyond operational excellence — it aligns with our unwavering purpose: **Africa is our home, we drive her growth.** By leveraging cutting-edge technology, strengthening our brand and fostering sustainability within our operations, we aim to create meaningful impact, empowering our clients and enabling prosperity across the continent.”



How we transform the client experience

Technology is at the core of our business and is no longer seen as a support function. It is a key driver of our ability to meet evolving client needs. In today's client-centric world, seamless, efficient, and personalised interactions are essential to building satisfaction and loyalty.

At Standard Bank, we leverage digital channels for 24/7 accessibility, data-driven personalised interactions and AI-driven innovations.

Our transformation is supported by our fundamental focus on resilient and secure technological infrastructure. We believe resiliency builds trust and confidence with our clients. In 2024, we made further improvements to system stability, including sustained month-end uptime and reduced material incidents, leading to a decrease in overall downtime. This progress reflects our commitment to providing uninterrupted services and a superior client experience.

Equally critical is the protection of client data. Despite an increase in global cyber threats, we successfully avoided material incidents in 2024,

underscoring the effectiveness of our cybersecurity measures. Maintaining our cyber risk within defined limits remains a cornerstone of our operational excellence, fostering trust and confidence among our clients.

In parallel, we are harnessing the power of our brand to elevate client experiences. In 2024, we were again recognised as South Africa's and Africa's most valuable banking brand and earned a runner-up position as Africa's most admired financial services brand. Building on these achievements, we initiated a brand simplification strategy to elevate our iconic brand with a more cohesive brand identity. This brand transformation unfolds in two phases: the first, completed in 2024, focused on visual consistency; the second, now underway, emphasises infusing purpose and emotional resonance.

This approach engages internal and external stakeholders, fostering a sense of ownership and sharpening our narrative to better connect with our people, clients and communities.



How we execute with excellence

We are dedicated to delivering exceptional value to clients and stakeholders by enhancing efficiency, productivity, automation and standardisation across our operations. Our modernisation initiatives, such as service and application decoupling, have reduced downtime and the extent and impact of system outages. Investments in cloud infrastructure have enhanced business agility, the ability to release products and features faster, bolstered system resiliency and improved our technology carbon emissions footprint.

Complementing these efforts is our investment in talent development, including specialised training programmes in platform technology and generative AI. Initiatives such as the annual UniHack and Technology Hackathon inspire innovation and strengthen our internal capabilities.

We have internalised our public relations functions, increasing media visibility and improving reputation sentiment. Investment in spokesperson training ensures effective public engagement, positioning Standard Bank as an organisation with a multiplicity of subject matter experts and credible thought leaders.

We are also reimagining our physical spaces to foster collaboration and innovation. By creating modern, inspiring workplaces, we aim to strengthen employee engagement and bolster our brand as an employer of choice.



How we drive sustainable growth and value

Amid challenging macroeconomic conditions, we remain focused on disciplined fiscal management and advancing sustainability through deliberate and achievable targets.

Since 2018, we have achieved a 36% reduction in direct carbon emissions across our real estate portfolio. This progress results from energy-saving initiatives, including optimised heating, ventilation and air conditioning (HVAC) systems, energy-efficient lighting and movement sensor-driven spaces which increase energy efficiency.

Our cloud migration strategy has further reduced data centre emissions by leveraging energy-efficient infrastructure, even as digital transaction volumes grow. Consequently, carbon emissions per transaction have decreased significantly, showcasing our commitment to sustainable growth.

Disciplined fiscal management underpins our operations, guided by a 'fit-for-purpose' principle that includes:

- Balanced sourcing strategies to optimise internal and third-party resources
- Infrastructure optimisation, reducing on-premises technology
- Advanced automation, such as AI operations, to boost productivity and efficiency.

By integrating innovation, operational excellence, and sustainability, we continue to deliver meaningful growth and long-term value for all stakeholders.



Accolades

Our commitment to excellence has been recognised by leading independent industry bodies.

Group marketing and communication

- Africa's most valuable banking brand for the third consecutive year in Brand Finance's 2024 ranking of the world's Top 500 Banking Brands
- South Africa's most valuable banking brand for the fourth consecutive year in Brand Finance's 2025 ranking of South Africa's Top 100 Brands
- Press Pulse's sentiment analysis for South Africa's largest banks showed that Standard Bank achieved the highest sentiment score and measures how the South African business community perceive Standard Bank¹
- Standard Bank Schools' Sports Sponsorship – Standard Bank South Africa won Brand or Sponsor of the Year at the Sport Industry Awards 2024.

Technology, operations and application programming interface (API)

- Outstanding API Initiative for Customer Experience at the 2024 Digital CX Awards
- Our world-class Riverclub and Samrand Data Centres were awarded their level-4 Data Centre Operating Standard 1st year certification
- Winners of the Silver Brandon Hall Group HCM Excellence Award in Learning and Development for Operations #FutureShift Programme.

Sustainability

- Stanbic IBTC Pension Managers head office is the first Green Star building in the country with a four-star rating for its environmentally-friendly design and modern amenities
- Won the SANEA 2024 ESG Excellence Award
- Awarded Runner-Up by the AEE for Corporate Energy Management
- 1 Simmonds achieved Net Positive Carbon certification.

2025 and beyond

As we navigate an increasingly competitive and dynamic global environment, we remain steadfast in our commitment to being Africa's leading financial services organisation, consistently achieving market leadership where we operate.

Empowered by the diverse perspectives and expertise within our workforce, we are dedicated to providing exceptional experiences tailored to our clients' changing expectations. Ensuring stability and improved system uptime remains central to building trust and loyalty, further solidifying our reputation for reliability, while also ensuring we continue to innovate and adopt new technologies.

Sustainability is a fundamental pillar of our future. We will continue our journey towards net zero by decarbonising our real estate and embedding sustainability into every facet of our technology and operations strategy.

Our iconic brand stands as a beacon of trust, we will continue to harness the strength of our renowned brand to propel growth. By enhancing our value proposition, fostering deeper connections with our clients and managing our reputation, we will unlock new opportunities and markets, ensuring long-term success.

¹ Based on top-tier publications and not general news articles.

DRIVING SUSTAINABLE GROWTH AND VALUE

CHIEF FINANCE & VALUE MANAGEMENT OFFICER'S REVIEW

Arno Daehnke
Chief finance & value management officer



“In 2024, the group delivered R45 billion of headline earnings and an ROE of 18.5%. The franchise recorded strong underlying organic growth across both our banking, insurance and asset management businesses. The group remains on track to deliver on its 2025 strategy and targets.”

Operating environment

In 2024, global inflation moderated, interest rates declined, and real GDP remained relatively strong year on year (2024: 3.2%). Across the group's portfolio of countries in sub-Saharan Africa (outside of South Africa), while inflation also trended lower, it was still relatively high at 13.5% on average (2023: 14.4%). Accordingly, interest rates were higher on a weighted average basis (14.3%). In West Africa, high inflation, elevated interest rates, and weakening local currencies persisted, particularly in Angola and Nigeria. In East Africa, despite fiscal pressures and local protests, macroeconomic tailwinds from lower inflation and strong foreign exchange inflows positively impacted the region. Currencies strengthened and real GDP growth remained robust. In the South & Central Region, shifts in commodity prices, climate-induced energy crises, particularly in Malawi and Zambia, negatively impacted the region. Forex shortages and post-election protests impacted Mozambique. Despite the headwinds, the South & Central Region performed well.

Following general elections in South Africa and the formation of the Government of National Unity, consumer and business confidence strengthened and investor sentiment improved. Electricity supply stabilised and progress to reduce logistical constraints was viewed positively. Average consumer inflation moderated to 4.4% (2023: 5.9%), supporting interest rate cuts of 50bps to 7.75% by the SARB in the last quarter of 2024. Following an unexpected decline in the third quarter of the year, South Africa's real GDP growth was 0.6% for the year.

Group performance

In the twelve months ended 31 December 2024, the group recorded headline earnings of R45 billion and delivered an ROE of 18.5%. This performance is underpinned by continued balance sheet growth, lower credit impairment charges and flat costs in the banking franchise and a robust performance in IAM.

In 2024, the group's client franchise health showed improvements across several metrics. Active clients grew by 4% to 20 million clients, driven largely by growth in South Africa. Digitally active retail clients in South Africa grew by 6% as more clients transitioned to our convenient digital channels.

Our South African franchise delivered double-digit earnings growth supported by increased client activity and improving credit trends. Our Africa Regions' franchise delivered another exceptional performance, growing earnings by 22% in local currency. After taking the currency headwinds into account, most notably in the West Region, the Africa Regions' portfolio delivered earnings of R18.0 billion, marginally down on the prior period, and a ROE of over 28%. In 2024, Africa Regions contributed 41% to group headline earnings. Key contributors to Africa Regions' headline earnings were Angola, Ghana, Kenya, Mauritius, Mozambique, Nigeria, Uganda and Zambia.

Active capital and liquidity management across our portfolio remains key to driving attractive ROEs and funding dividend payments to shareholders. The group ended the year with a strong CET 1 ratio of 13.5%. The group board approved a final dividend of 763 cents per share which equates to a final dividend payout ratio of 56%. When combined with the interim dividend, the dividend declared for the year was 1 507 cents per share, up 6% year on year.

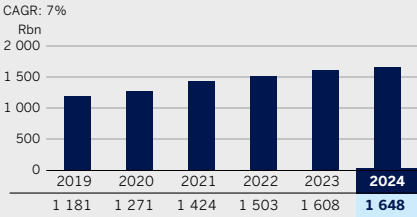
We are pleased to report that we are well on our way to meet our target of more than R250 billion of sustainable finance mobilisation by the end of 2026. Since we began recording this data in 2022, Standard Bank has cumulatively mobilised over R177 billion in sustainable finance, R74 billion of which was added in 2024 alone.

It has been three years since the Liberty minority buyout. The business has been integrated into the group and close collaboration across the banking, insurance and asset management businesses is institutionalised. Integration costs were significantly less than expected and over R620 million of annual pre-tax synergies have been realised, ahead of the original business plan. The corporate structure has been simplified, enabling considerable capital efficiencies and distributions. The cumulative distributions approved, since the Liberty transaction was announced, amount to R13 billion, more than the purchase price on announcement.

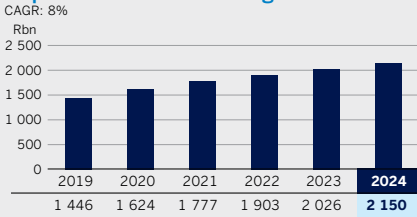
Measuring our financial outcome

Banking activities
balance sheet
drivers

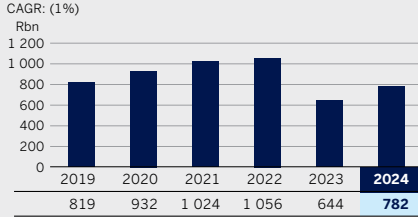
Net loans and advances



Deposits and debt funding



Trading and pledged assets and financial investments



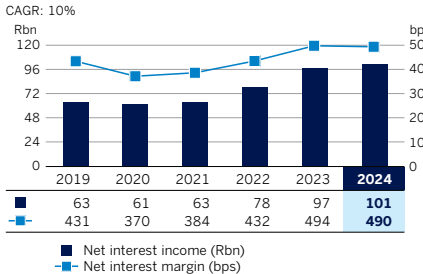
▲ 3% average deposits and funding

▼ 4bps net interest margin

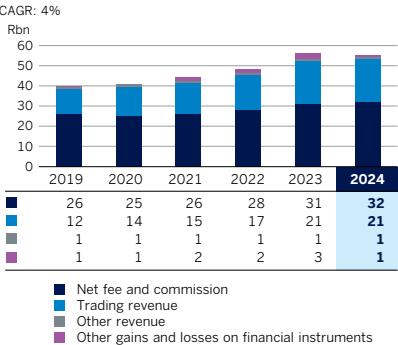
Headline earnings

The group's headline earnings is one of the components used in the determination of the group's ROE and represents the major lever in lifting the group's ROE.

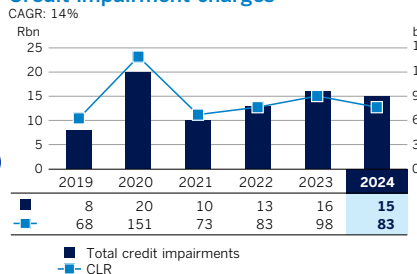
Net interest income



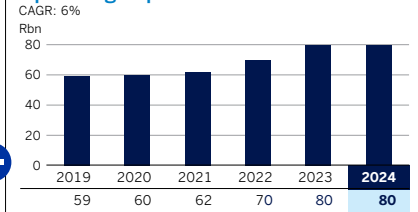
Non-interest revenue



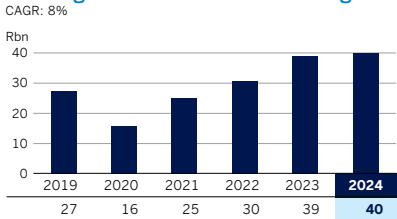
Credit impairment charges



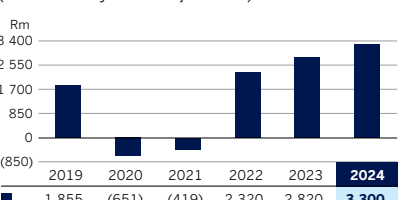
Operating expenses



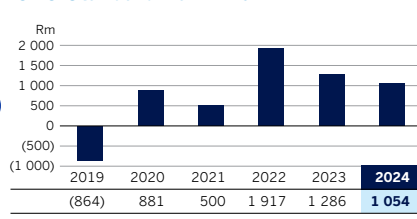
Banking activities headline earnings



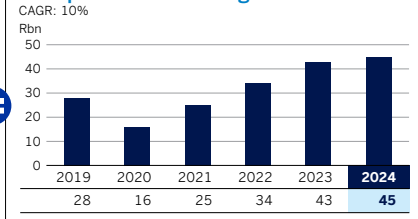
IAM¹ headline earnings (after treasury share adjustment)



ICBC Standard Bank Plc²

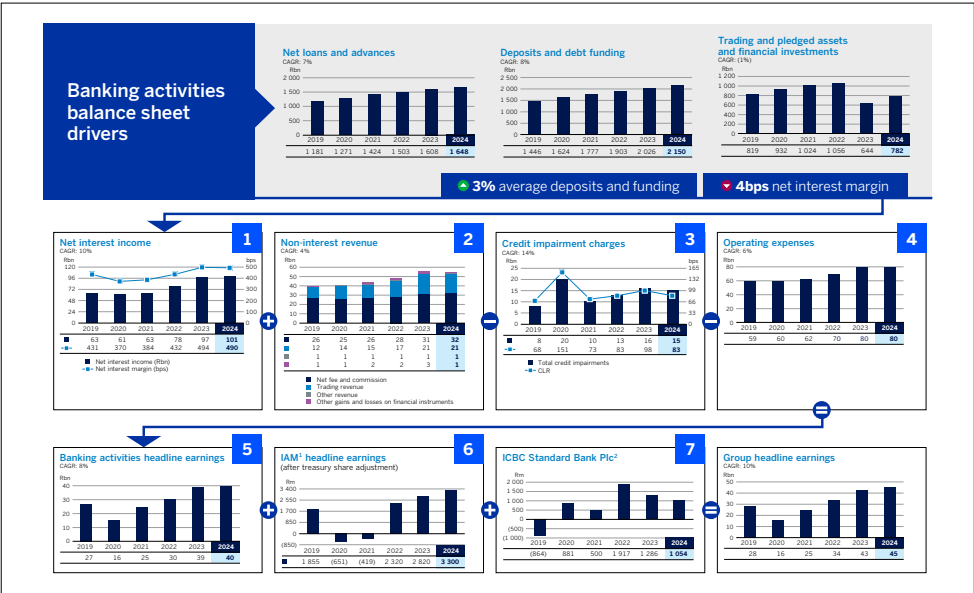


Group headline earnings



¹ IAM comprises Liberty to 2021 and IAM from 2022 onwards.

² Earnings attributable from 40% interest.



1 Net interest income grew by 3% driven by average balance sheet growth and the inclusion of income on liquid assets recorded at amortised cost offset by a small reduction in margin. Net interest margin declined from 494bps in 2023 to 490bps. Positive endowment in a higher average interest rate environment was offset by competitive pricing pressure and an unfavourable mix impact as the Africa Regions portfolio grew slower than South Africa in ZAR.

2 Net fee and commission revenue increased by 4% to R32 billion supported by growth in the client base, higher transactional volumes and annual price increases. Major contributors to the growth in group fees included increases in card-based commissions, account transactional fees, electronic banking, and arrangement, guarantee and other committed fees.

Trading revenue increased year on year by 3% to R21 billion against a high base in 2023. The impact of reduced demand for commodity hedging and lower equity trading volumes was more than offset by strong growth in fixed income and currency trading.

Bancassurance revenue increased by 7%, driven by growth in the funeral policy base and from the partnership between the Banking and IAM businesses yielding good results.

Other gains and losses on financial instruments reduced to R1.0 billion (2023: R2.7 billion) primarily due to the reinvestment of matured held at fair value liquid assets into an amortised cost liquid asset portfolio at the beginning of 2024, which then generated net interest income during the year. Excluding the impact of this change, net interest income growth of 3% would have reduced to 2% and non-interest revenue would have increased by 2% year on year.

3 Credit impairment charges decreased by 7% year on year. Within this, credit impairments on lending activities decreased by 13% and credit impairments on financial investments increased substantially. Lower credit impairment charges on lending were driven largely by a slowdown in early arrears and inflows into non-performing loans in the retail and business segments on the back of enhanced collections processes and customer assist programmes, provision releases due to an improved macroeconomic outlook in South Africa, and a restructuring and cure of a long outstanding stage 3 corporate loan. This was partially offset by increased impairment charges in personal unsecured linked to higher write offs and late-stage portfolio sales. While stage 1 and 2 impairment charges declined across all portfolios, stage 3 impairment charges increased.

Credit impairments were raised against financial investments to account for sovereign credit risk deterioration in Malawi due to the distressed economic environment and in Mozambique following 2024 post-election unrest. 2023 included a sovereign credit risk release relating to Ghana.

The relatively slow loan growth combined with lower credit impairment charges resulted in a decline in the credit loss ratio to 83bps (2023: 98bps). This was better than expected.

4 Operating expenses remaining flat year on year due to continued focus on cost management, combined with the favourable currency impact. Employee costs were marginally higher as the impact of annual wage increases was largely offset by lower performance-related incentives. A decline in professional fees, as well as reduced

communication, depreciation and marketing expenses provided scope for continued investment in software and technology.

Software, cloud and technology-related costs increased by 3% due to contractual increases on software services, client platforms, cloud subscription costs, and an increased usage of cloud applications to support security and the stability of client platforms.

Total income growth exceeded cost growth, resulting in positive jaws of 1.8% and an improvement in the cost-to-income ratio to 50.5% (2023: 51.4%).

5 Banking headline earnings grew by 3% year on year, with strong organic growth. Banking ROE declined slightly to 19.0% (2023: 19.4%).

6 Insurance and asset management The Insurance & Asset Management franchise headline earnings grew by 17% to R3.3 billion and ROE improved to 16.7%.

Insurance operations new business value of R3.4 billion was 14% higher than 2023 mainly due to improved margins and increased sales. A combination of improved retail persistency experience and lower new business strain supported earnings growth. This was partially offset by worse than expected risk claim experience in the second half of 2024. The solvency capital requirement cover of Liberty Group Limited and Standard Insurance Limited both remained robust.

Asset management operating earnings increased by 10% to R1.0 billion, driven primarily by increased earnings from STANLIB in South Africa. The business recorded positive net external third-party customer inflows secured into higher margin mandates.

AUA and AUM in the South African asset management business increased by 13% to R1.1 trillion attributable mainly to positive net external third-party customer inflows and positive investment market movements.

The African Regions' asset management earnings were adversely affected by the material devaluation of the Nigeria Naira against the ZAR.

It has been three years since the Liberty minority buyout. The business has been integrated into the group and close collaboration across the banking, insurance and asset management businesses is institutionalised. Integration costs were significantly less than expected and over R620 million of annual pre-tax synergies have been realised, ahead of the original business plan. The corporate structure has been simplified, enabling considerable capital efficiencies and distributions. The cumulative distributions approved, since the Liberty transaction was announced, amount to R13 billion, more than the minority consideration on announcement.

7 ICBC Standard Bank Plc, via the group's 40% interest, contributed just over R1 billion to group earnings in 2024, an 18% decline from a high base in 2023. ICBCS is well capitalised and the group expects it to continue to pay dividends going forward.

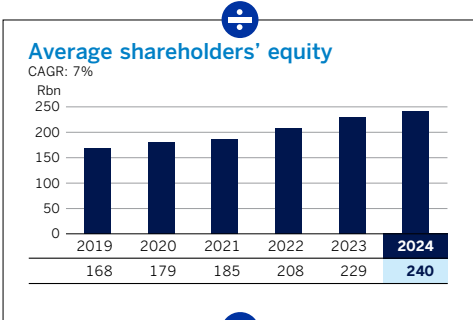
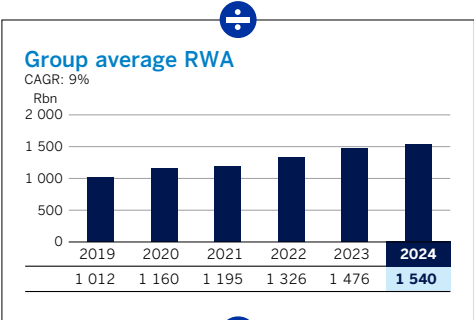
Return on equity

Our ROE is the most relevant measure of our financial performance over time as it combines all of our critical drivers, including earnings growth and capital utilisation, into a single metric.

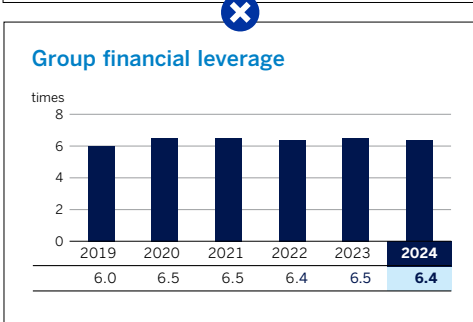
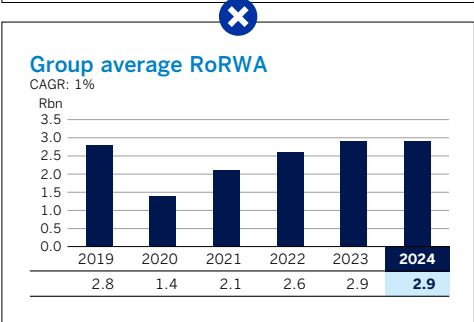
We measure our return on risk-weighted assets (RoRWA) internally as a more direct measure of earnings relative to regulatory capital utilisation.

Group average RWA increased by 4% to R1 540 billion, mainly due to strengthening ZAR and a slower increase in deposits and funding.

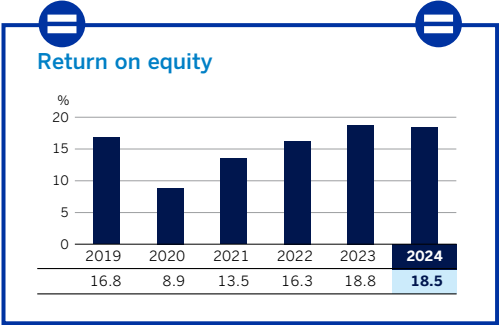
Group average RoRWA remained flat at 2.9% (2023: 2.9%), contained by lower earnings growth and average RWA.



The **group's average shareholders' equity** increased by 10%, supported by ZAR strength.



Financial leverage is the ratio of average RWA to average shareholders' equity. For 2024, financial leverage was 6.4 times, slightly down due to the relative increase in shareholders' equity (10%) to lower average RWA (4%).



In 2024, the **group's ROE of 18.5%**, remained in our medium-term target range of 17% – 20%.

Our performance

Our income statement

The income statement reflects the revenue generated and costs incurred by our business activities, with material income statement line items explained.

A detailed analysis on the group's financial performance, and the principal headline earnings drivers for growth in our ROE is on [page 66](#).

For further detail on the group results, including definitions, and details of restatements to previously reported figures, please refer to the Standard Bank Group analysis of financial results 2024 [here](#).

Income statement

for the year ended 31 December 2024

	Change %	2024 Rm	2023 Rm
A Net interest income	3	101 253	98 188
B Non-interest revenue	(1)	61 090	62 003
C Net income from Insurance and Asset Management	11	19 386	17 425
Total net income	2	181 729	177 616
Credit impairment charges	(7)	(15 152)	(16 261)
Net income before operating expenses	3	166 577	161 355
D Operating expenses	0	(95 174)	(94 749)
Net income before non-trading and capital related items	7	71 403	66 606
E Non-trading and capital related items	(>100)	(971)	1 487
Share of post-tax profit from associates and joint ventures	(10)	1 484	1 648
Profit before indirect taxation	3	71 916	69 741
F Indirect taxation	25	(4 212)	(3 373)
Profit before direct taxation	2	67 704	66 368
F Direct taxation	9	(17 520)	(16 065)
Profit for the period	(0)	50 184	50 303
Attributable to ordinary shareholders	(1)	43 727	44 211
Attributable to other equity instrument holders	19	2 091	1 762
G Attributable to non-controlling interests	1	4 366	4 330
Earnings per share			
Basic earnings per ordinary share (cents)	(1)	2 644.1	2 666.6
Diluted earnings per ordinary share (cents)	(1)	2 617.9	2 635.0

A Net interest income

What it is: the interest received on lending products that we offer to our clients and investment in debt instruments, less the interest paid on the deposits that our clients place with us and debt funding sourced from other lenders.

Drivers: number of clients, product offerings and pricing, level of economic and client activity, foreign exchange, pricing in commodities and equity capital markets, competition and market volatility.

B Non-interest revenue

What it is: comprises net fee and commission revenue, trading revenue and other revenue.

Drivers: number of clients, transactional banking volumes and pricing, capital markets activity, trading volumes and market volatility, property-related revenue, and income from bancassurance and unlisted investments.

C Net income from insurance and asset management activities

What it is: comprises insurance service result (insurance revenue, depicting the provision of services arising from a group of insurance contracts, less insurance service expense, which comprise the actual incurred risk claims and other incurred insurance expenses on insurance contracts), insurance finance income/(expenses) and investment and protection/risk advice and products.

Drivers: number of policies, market volatility, underwriting performance and investment return.

D Operating expenses

What it is: costs that are incurred to generate future and current revenues.

Drivers: inflation, headcount, investments in branch and IT infrastructure which results in amortisation, general costs to operate (including those related to innovation and work efficiency programmes), and operational losses.

E Non-trading and capital related items

What it is: items typically excluded from headline earnings, for example, gains and losses on the disposal of businesses and property and equipment, impairment of goodwill and intangible assets.

Drivers: obsolescence and asset replacement, operational performance and changes in market prices, which result in impairment on goodwill and intangible assets, and corporate activity resulting in disposal-related gains.

F Direct and indirect taxation

What it is: includes both direct income taxes (and related deferred tax in terms of IFRS) and indirect taxes, including withholding tax and value-added tax.

Drivers: corporate tax rates in the countries in which the group operates, level of profitability of our operations, interest income from certain bonds and treasury bills, dividends on investments that are exempt, and costs that are not tax deductible.

G Attributable to non-controlling interests

What it is: portion of profit generated which is attributable to minority shareholders in entities in which we own less than a 100% interest.

Drivers: level of profitability of these entities, and other shareholders' interest in our subsidiaries.

Our resilient balance sheet

The balance sheet or statement of financial position shows the position of the group's assets, liabilities and equity, and reflects what the group owns, owes and the equity attributable to shareholders.

Balance sheet

as at 31 December 2024

	Change %	2024 Rm	2023 Rm
Assets			
Cash and balances with central banks	(1)	136 172	137 787
A Derivative assets ¹	(18)	63 157	77 379
Trading assets ¹	34	427 596	318 632
Pledged assets	(16)	16 883	20 210
Disposal group assets held for sale	>100	5 088	235
Financial investments ¹	11	842 460	756 659
Receivables and other assets	14	38 074	33 482
Current and deferred tax assets	8	10 586	9 784
B Loans and advances	3	1 651 555	1 608 846
C Reinsurance contract assets	6	5 768	5 422
C Insurance contract assets	(22)	1 271	1 631
Interest in associates and joint ventures	5	12 732	12 173
Investment property	(13)	26 489	30 444
Property, equipment and right of use assets	(0)	20 261	20 298
D Goodwill and other intangible assets	(11)	11 286	12 723
Total assets	7	3 269 378	3 045 705
Equity and liabilities			
F Equity	6	292 656	276 920
Equity attributable to ordinary shareholders	6	250 655	236 445
E Equity attributable to other equity holders ²	(2)	23 725	24 167
Equity attributable to non-controlling interests	12	18 276	16 308
Liabilities	8	2 976 722	2 768 785
A Derivative liabilities ¹	(8)	76 663	83 333
Trading liabilities	13	106 574	94 468
Provisions and other liabilities	14	164 574	144 594
Current and deferred tax liabilities	24	12 559	10 093
G Deposits and debt funding	7	2 138 856	2 001 646
C Financial liabilities under investment contracts	12	168 993	151 035
C Insurance contract liabilities	9	273 720	251 389
Subordinated debt	8	34 783	32 227
Total equity and liabilities	7	3 269 378	3 045 705

¹ Restated. During 2024, the group identified that a portfolio of forward derivative contracts had been erroneously presented on a gross fair value basis in the balance sheet, rather than on a net fair value basis. Refer to [annual financial statements](#) for more information.

² Includes other equity holders of preference share capital and additional tier 1 capital.

A Derivative and trading assets and liabilities

What it is: derivative assets and liabilities include transactions with clients for their trading requirements and hedges of those client positions with other market positions and hedges of certain group risks. Trading assets and liabilities are held by the group to realise gains from changes in underlying market variables.

Drivers: number of clients, product offerings, level of economic and client activity in debt, foreign exchange, commodities and equity capital markets, competition, and market volatility.

B Loans and advances

What it is: includes our lending to banks and our clients.

Drivers: number of clients, product offerings, competition, level of economic and client activity, repayments and level of credit impairments.

C Insurance and reinsurance contract assets and liabilities

What it is: Assets and liabilities relating to IFRS 17 insurance and investment portfolio balances.

Drivers: number of policies, market volatility, underwriting performance and investment return.

D Goodwill and other intangible assets

What it is: represents the excess of the purchase price over the fair value of business that we acquire, less impairments, where applicable, and the cost of internally developed IT assets less amortisation and impairments (where applicable).

Drivers: corporate activity, investment in IT and digital capabilities to better serve our clients.

E AT1 capital issued

What it is: the group's Basel compliant AT1 capital bonds that qualify as tier 1 capital. The capital notes are perpetual, non-cumulative with an issuer call option and contain certain regulatory prescribed write-off features.

Drivers: regulatory capital requirements, and growth in RWA.

F Standard Bank Group – total equity

What it is: the total of the group's ordinary and preference share capital, AT1 capital, foreign currency translation reserve, minority interests and other reserves.

Drivers: income statement drivers, changes in foreign exchange rates, and regulatory capital requirements.

G Deposits and debt funding and subordinated debt

What it is: provides the group with the funding to lend to clients, fulfilling the group's role in connecting providers of capital with those that require additional capital and thereby contributing to the functioning of the broader financial system.

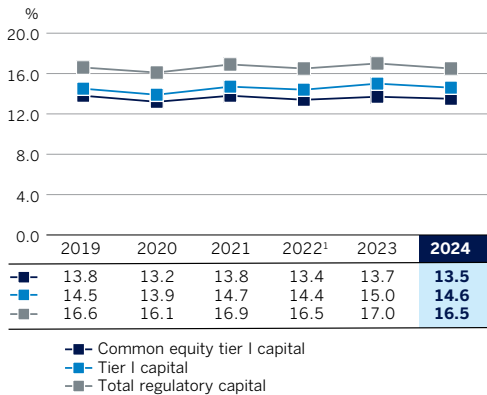
Drivers: client demands, transactions and savings.

Maintaining a robust balance sheet

Capital management, funding and liquidity

The group's CET 1 ratio (including unappropriated profits) was 13.5% as at 31 December 2024 (31 December 2023: 13.7%). The group's Basel III liquidity coverage ratio and net stable funding ratio both remained well above the 100% regulatory requirements.

Capital adequacy



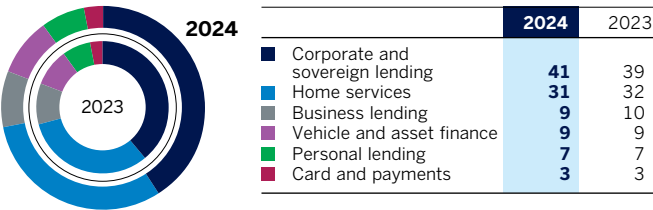
¹ 2022 was restated due to the adoption of new accounting standards.

Loans and advances

Growth in loans and advances was muted at 2% year on year due to lower consumer affordability levels and a lower demand for credit as interest rates remained high on average in 2024. Corporate lending grew by 5% driven by higher investment in energy and infrastructure. In South Africa, gross loans and advances to customers grew by 4% to R1.3 trillion. Africa Regions' loans and advances to customers remained flat in ZAR.

Total provisions for credit impairments increased by 2% year on year to R65 billion as the decrease in stage 1 and 2 provisions was more than offset by an increase in stage 3 provisions. Stage 3 loans as a percentage of the total book increased marginally from 5.8% at 31 December 2023 to 5.9% at 31 December 2024. The group increased coverage on stage 3 mortgages and vehicle and asset finance loans in response to continued client strain as well as the impact of delays in the courts. Importantly, the group continues to proactively engage clients who are showing signs of distress and remains committed to keeping clients in their homes where possible. Stage 3 coverage on the card and personal unsecured portfolios declined due to specific actions linked to collections and restructurings, as well as late-stage portfolio sales. Corporate stage 3 coverage is client specific, and the change is linked to a change in mix year on year. Total coverage remained flat at 3.8% and stage 3 coverage remained robust at 48% (2023: 47%).

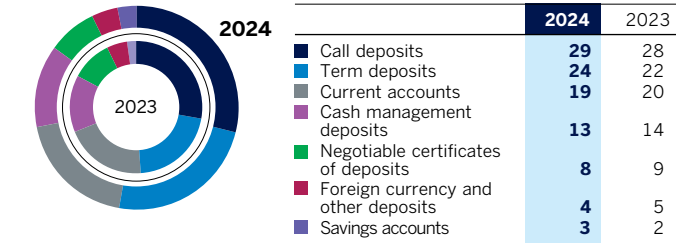
Composition of loans to customers (%)



Deposits and funding

Total deposits increased by 6% year on year to R2.2 trillion. Growth in deposits from customers was largely driven by a combination of high growth in current and savings account balances and call and term deposits. This growth was partially offset by a decline in foreign currency deposits due to a reclassification of certain balances to current accounts. In African Regions, deposits from customers increased, driven by particularly strong growth in the West Africa Region.

Composition of deposits from customers (%)



Regional performance



SBSA overview

SBSA delivered headline earnings of R18 545 million, up 11% against the prior year with an improved ROE of 15.3% (2023: 14.6%), which is higher than the cost of equity. SBSA contributed 42% to group headline earnings (2023: 39%).

Headline earnings growth was supported by good net interest income growth, improved fee generation activity and lower credit impairment charges for the year. Focused cost management resulted in a below inflation increase in operating expenses of 2.1%. Income growth of 3.2% exceeded cost growth, which resulted in positive jaws of 1.1% and an improved cost-to-income ratio of 59.9% (2023: 60.4%).

SBSA remains well capitalised, with a CET 1 capital ratio of 11.8%, liquidity coverage ratio of 123% and net stable funding ratio of 108%, all above the regulatory minimum requirements and board-

approved targets. Capital initiatives focused on a combination of optimising capital supply and efficient allocation to improve ROE (after considering the appropriateness of stress buffers and future changes in regulations). Contingent liquidity buffers remained adequate in catering for internal as well as regulatory stress testing requirements. Enhanced deposit diversification across the ZAR and foreign currency funding base continued to provide competitively priced funding to support client lending growth.

SBSA's strategic initiatives, supported by a strong balance sheet and effective resource allocation, empower the franchise to navigate the competitive landscape. By leveraging technology and innovation, through a dedicated workforce, SBSA is on track to deliver against the group's committed 2025 targets and to support sustainable growth in South Africa.



African Regions overview

Africa Regions delivered an ROE of 28.4% and contributed 41% to group headline earnings (2023: 42%). The Africa Regions franchise produced headline earnings of R18 032 million, down 1%, due to the translation impact of local currency devaluations, particularly in Angola, Malawi, Nigeria and Zambia.

A challenging global economic environment with heightened geopolitical risk and reduced investor confidence in emerging markets led to a difficult operating environment for Africa Regions.

Income declined by 2.1% to R59 798 million and operating expenses growth reduced by 7.1% to R25 787 million. This led to positive jaws of 5.0% and a cost-to-income ratio of 43.1% (2023: 45.4%).

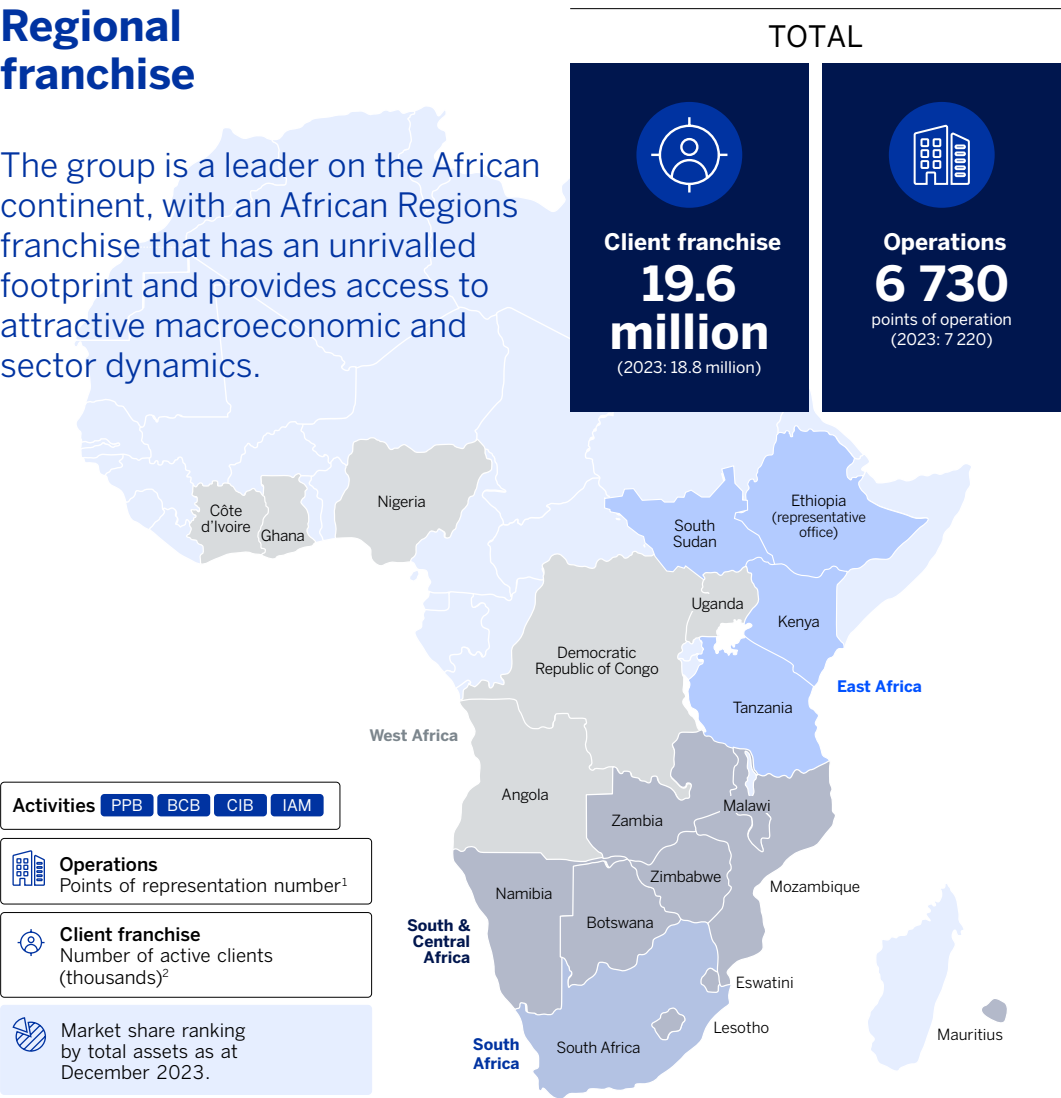
Balance sheet growth was driven by an increase in loans and advances to customers of 9% supported by deal momentum in the corporate

loan book particularly in West Africa. Increased investments in the Energy & Infrastructure sector across the region and stronger loan demand from multinational corporates in the Consumer sector also contributed to loan growth. Demand for trade facilities, particularly in West Africa, further contributed to growth. Deposits from customers grew by 16%, supported by higher current account and call deposit balances due to targeted client acquisition and retention strategies.

The Africa Regions business remains committed to delivering superior client experience, as well as building sustainable solutions that enable the continent to achieve its just energy transition goals. Africa Regions is well positioned to deliver ongoing investment in client journeys and digital capabilities that will support continued business growth. Countries are on track to deliver committed franchise growth and financial outcomes to assist the group in achieving its 2025 targets.

Regional franchise

The group is a leader on the African continent, with an African Regions franchise that has an unrivalled footprint and provides access to attractive macroeconomic and sector dynamics.



Looking ahead

In January 2025, the IMF forecast global real GDP growth of 3.3% for 2025 and 2026. This was premised on a continued decline in global inflation and a gradual normalisation of monetary policy as well as continued open trade.

While recent developments, driven primarily by US policy changes and related tariffs, could lead to trade disruptions and inflation pressures, these are expected to be temporary and are not expected to disrupt the significant medium- and long-term opportunities we see across Africa.

Across the group's portfolio of sub-Saharan African countries outside of South Africa, economic headwinds are expected to moderate and currencies to be more stable in 2025. In the West Region, inflation is expected to moderate, interest rates to remain high, and real GDP to improve. In the East Region, inflation is expected to remain low, interest rates to decline, and growth to remain robust. In the South & Central Region, inflation, interest rates and growth are expected to be mixed, with improvements in Botswana, Malawi and Zambia and a deterioration expected in Mozambique.

In South Africa, inflation is expected to remain well anchored in the target band of 3% to 6% and interest rates are expected to decline to 7.5% (one more 25bps interest rate cut in March 2025) and then remain flat for the rest of the year. This, together with ongoing policy reform and improved business and consumer confidence, will support economic growth. South African real GDP growth is expected to improve to 1.7% in 2025 and above 2.0% in 2026.

We are focused on delivering against our strategic priorities and remain on track to deliver on the 2025 targets we committed to in August 2021.

For the twelve months to 31 December 2025, the group's **three core metrics** are as follows:

ONE

Banking revenue growth of **mid-to-high single digits** in ZAR

TWO

Banking revenue growth slightly **higher than operating expenses growth**, resulting in a marginally declining cost-to-income ratio year on year

THREE

Group ROE to remain well anchored in the group's 2025 **target range of 17% to 20%**.

As we look beyond 2025, our footprint, people and capabilities provide us with access to many exciting opportunities linked to Africa's development. We will both defend and grow our core businesses and pursue growth opportunities. We will focus on opportunities where we have a clear competitive advantage and that provide accretive risk-adjusted returns. More specifically, we want to lead Africa's energy and infrastructure development, build Africa's best private bank and maximise the value of our diversified portfolio by diligently re-allocating capital and resources to support our strategic growth ambitions.

Accordingly, we commit to the following new medium-term targets (2026 – 2028):

**Headline earnings
per share** growth of
8% – 12%

ROE
target range of
18% – 22%

We remain excited about the prospects of **driving Africa's growth**, and we are confident in our ability to continue to proactively manage risk while balancing growth and returns.




MAXIMISING POSITIVE IMPACT

We achieve positive impact by understanding the needs and challenges of Africa's people and delivering solutions to address these.

We balance social, economic and environmental considerations to drive sustainable growth.

Our impact at a glance

 Read more in the [report to society](#).



Financial health and inclusion

388 780

participants in financial literacy initiatives

R567 million

estimated savings for homeowners through LookSee solutions and discounts on home loans in EDGE¹ certified developments

2.8 million

MyMo account holders with total client deposits of

R7.38 billion, South Africa

4 831

new affordable housing mortgages with total value

of **R2.67 billion**, 55% female borrowers, South Africa

195 450

accounts tailored for women in Kenya, Nigeria,

Uganda and Zambia, with **R6.9 billion** in loans

¹ EDGE is a green building certification system focused on making buildings more resource efficient.



Business growth and job creation

762 790

SME clients in 16 countries

14 620

SMEs participated in capacity development programmes across our countries of operation

20 000

SMEs accessed lending with total value of

R22.8 billion

R149.8 billion

in intra-Africa trade flows facilitated for business and commercial clients



Climate change mitigation and adaptation

R2.4 billion

green aligned² financing disbursed to homes

R2.2 billion

climate-smart agri-finance mobilised

1 500

business and commercial clients provided

with **R2.9 billion** for renewable energy solutions representing **235MWp**

7%

year on year reduction in own emissions and 27% increase in onsite solar photovoltaic (PV) energy generation capacity

² Loans and advances used to finance products or houses that are designed, built or have solutions that have a favourable, or less harmful impact on the environment, and are verified or certified.



Infrastructure development

R33.6 billion

in sustainable finance mobilised for infrastructure including

R19.8 billion

finance for new renewable energy power plants,

1 703MWp

estimated cumulative installed capacity of renewable energy.

5.96

times more finance for renewable energy power generation compared to non-renewable energy power generation





5

OVERSEEING AND REWARDING VALUE CREATION

Our leadership and how we approach value creation in relation to good governance practices that reward performance.



OUR GOVERNANCE OUTCOMES | OUR REMUNERATION SUMMARY

OUR GOVERNANCE OUTCOMES


Our approach to corporate governance enables integrated thinking and decision-making, balancing the achievement of our strategic priorities over time and reconciling the interests of the group, stakeholders and society by creating and protecting sustainable shared value.

We have well-defined governance structures embedded across the group, designed to support our ability to create and preserve value while guarding against value erosion. As an integral part of the societies in which we conduct our business and on which we depend for our licence to operate, we recognise our duties as a responsible corporate citizen to act in a manner that benefits these societies.

Our governance framework

Our board-approved governance framework is embedded in all the group's operations and is designed to provide clear direction for responsive decision-making and to support responsible behaviour.

King IV is the cornerstone of our governance approach. Our application of its principles is embedded throughout our governance framework, allowing us to achieve the good governance principles of an ethical culture, good performance, effective control and legitimacy.

 Read more about how we apply King IV in our [governance report](#).

We implement our framework principles to:

- Ensure the pursuit of strategic opportunities within the board-approved risk appetite, supporting a prudent balance of risk and return.
- Provide controls that are effective in avoiding financial loss or reputational damage due to misconduct or unethical behaviour.
- Embed the principle of doing the right business, the right way and ensuring ethical business practices are embedded within and across our markets.
- Support our legitimacy as a responsible corporate citizen, enhancing the resources and relationships we rely on today for the future benefit of the group, our clients, employees, stakeholders and society.

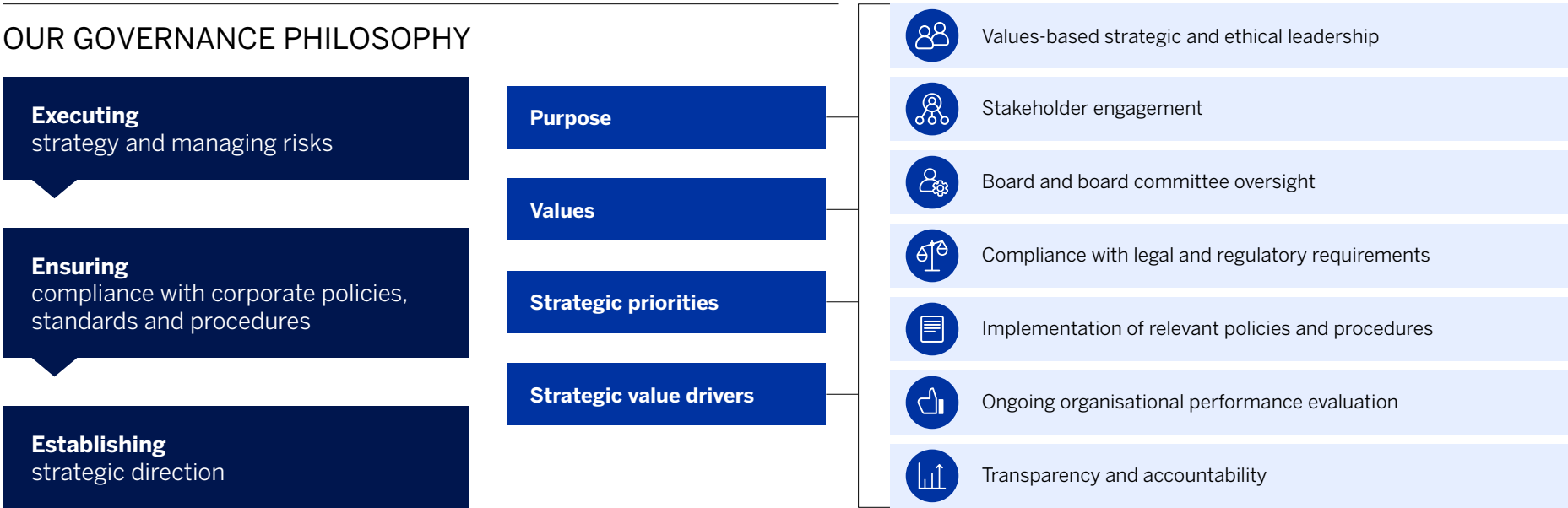
Our board upholds the highest standards of corporate governance and recognises its fundamental role in maintaining transparency, accountability and trust

among our stakeholders. With an unwavering dedication to integrity, fairness and ethical conduct, the board fosters a culture of responsible leadership that ensures short, medium and long-term sustainability and value creation for our shareholders, employees, clients and communities.

Our ability to anticipate and respond effectively to change underpins our governance philosophy and supports the acceleration of our strategy, including how the board provides counsel and oversight.

Our philosophy supports the digital enablement of governance, allowing the group to adequately introduce new operating models, understand the opportunities and risks associated with accelerating the strategy and managing constraints, and effectively allocating our resources in an ever-changing world to deliver and protect sustainable shared value.

OUR GOVERNANCE PHILOSOPHY





SUMMARY OF KEY GOVERNANCE PRACTICES APPLIED

Leadership, ethics
and corporate governance

The governance framework outlines the board’s governance structures to ensure effective board oversight.

The board and executive management set the tone from the top to instil an ethical culture.

Our strategy, purpose and conduct align with the principles of being a good corporate citizen.

The group’s approach to ethics is based on three ethics pillars, linked to our purpose and values:

Societal conduct	Conduct in the market	Personal conduct
---------------------	--------------------------	---------------------

A group-wide personal account trading policy, as well as the directors’ and prescribed officers’ dealing in group securities policies, prohibit directors and employees from trading in group securities during closed periods.

The group does not fund political parties outside of South Africa and donations are made directly to the Independent Electoral Commission in South Africa.

The group ensures adherence to our values, code of ethics and conduct, as well as fulfilling our commitments under the UN Principles for Responsible Banking.

Strategy, performance and reporting

The board reviews quarterly business performance updates.

The board receives regular feedback on operational performance across its subsidiaries.

An annual board strategy summit is held to discuss the context for the group’s strategic delivery, business unit strategic initiatives, people and culture priorities and technology plan.

The maximum number of board appointments for non-executive directors is limited to four directorships on listed entities.

All board members declare any conflicts of interest in respect of matters on the agenda at each board meeting.

Directors have unrestricted access to executive management and company information.

The board oversees and monitors how the consequences of the group’s activities and outputs affect the group’s legitimacy and status as a responsible corporate citizen.

Governing structures
and delegation of authority

The board governance framework includes its corporate governance structure, the subsidiary governance framework and board-approved committee mandates.

Ongoing director education is scheduled in advance and forms part of the board’s annual calendar.

Director appointment process is in line with the board nomination and appointment policy and considers the board’s skills matrix.


Board continuity plans are in place for the orderly succession of both board and senior executives.

An annual independence assessment of directors is approved, using the criteria set out in King IV and the SARB Prudential Authority Directive 4 of 2018.

The role of chairman is separate from that of CEO with clear division of responsibilities.

The group has a delegation of authority framework in place which is reviewed annually.

An annual board evaluation process is performed through mandate self-reviews, effectiveness evaluations and one-on-one discussions.

 Read more about our governance practices in the full [governance report](#).

Risk oversight of climate-related financial risk

The board has delegated oversight of risk management, including climate-related financial risk and climate risk associated with our own operations to the GRCMC. Climate risk is governed as a component of environmental and social risk under the ESG risk governance framework and embedded within our enterprise-wide risk management system, and specifically our environmental and social management system (ESMS). This aims to ensure that executive management has an integrated view of our ESG risks, thereby enabling effective risk management. The framework explicitly incorporates climate-related risk and provides processes and accountability for climate-related risk identification, classification, analysis, monitoring and reporting.

Read more in our [climate-related financial disclosures report](#).

Ongoing director education

Ongoing director education contributes to the board's awareness of relevant trends and the development of skills to offer relevant counsel and provide effective oversight as the group delivers against its strategic objectives. In addition, directors are kept abreast of applicable laws and regulations, changes to legislation, standards and codes, as well as relevant financial sector developments that could affect the group and its operations.

Ongoing director education dates are scheduled in advance and form part of the board's annual calendar.

Read more about our governance practices and outcomes in the [governance report](#).

Governing sustainability

The group is committed to driving sustainable and inclusive economic development across Africa. As Africa's largest banking group by assets, the board recognises the impact of the group's business activities on the societies, economies and environments in which it operates. The group has embedded considerations on ethics and conduct, people and culture, and environmental and social risk management into its corporate strategy and day-to-day decision-making. It consistently works to optimise the positive impact and mitigate negative impact arising from our business decisions and activities. The board has mandated the GSESC with oversight over social and sustainability matters. It considers and monitors the environmental impact of the group's activities, including climate change, and approves the group's environmental and sustainability initiatives, including any frameworks and policies, and oversees their implementation.

Read more in our [sustainability disclosures report](#).

Board effectiveness assessment

The board conducted an external evaluation of its board effectiveness in 2024. The results of the effectiveness review indicate that the overall board performance and that of its committees was considered effective. The board is satisfied that the insights gained from the evaluation process continue to reflect a maturing trajectory in the performance and effectiveness of the board.

A summary of findings from the review can be found in the [governance report](#).

Strategic priorities and relevance

As a financial services organisation, the ability to innovate is critical to remaining relevant to clients. The board is committed to ensuring the group remains agile to meet the changing needs of clients and other stakeholders and has access to the strategic resources it needs to deliver its long-term strategic priorities.

The board continues to provide oversight over management's strategic plans to offer a wider range of digital services, to become a client-centric services business and deliver sustainable value and growth.

Read more about our resource allocation on [page 15](#).

Stakeholder relationships

The group is committed to understanding and being responsive to the interests and expectations of stakeholders. Our approach to governing our stakeholder relationships and maintaining a high quality of engagement in these relationships is to ensure our stakeholders' views are heard and fully considered through our engagement processes.

Read more about our stakeholder relationships on [page 19](#).

Promoting and enabling innovation

Information and technology are integral components in executing the group's strategic priorities to achieve our commitments and deliver our purpose.

Oversight of the strategic direction and transformation of the group's information security, technology and data capabilities is delegated to the GITC, which also ensures that prudent and reasonable steps are taken to govern technology and information in line with King IV.

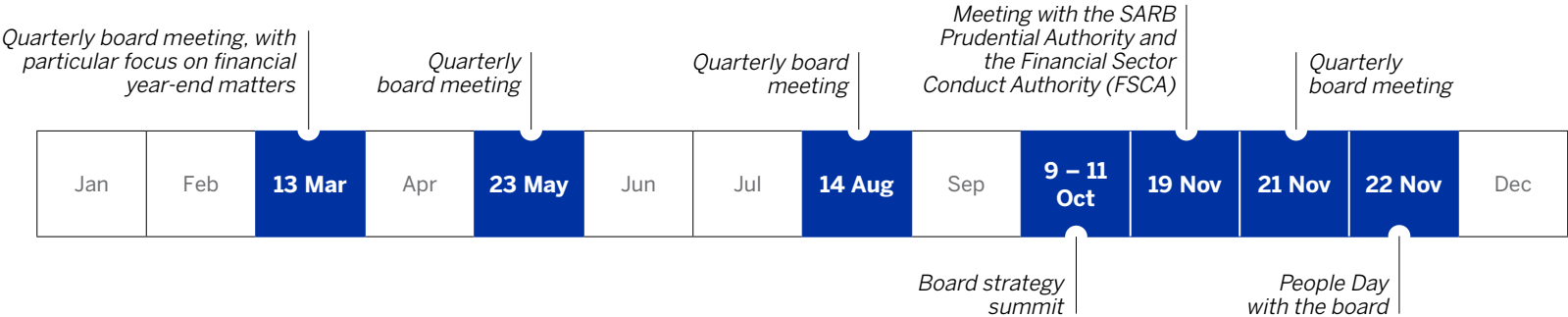
Technology and information risks are integrated in the group's risk management framework.

Read more about the GITC activities in the [governance report](#).

Board meetings

During 2024, the board continued to adopt an interactive in-person model of engagement, while allowing for virtual attendance where necessary.

Seven board meetings were held in 2024:



Balancing our value outcomes and providing effective oversight

The board and its committees considered the following key items in addition to the standard agenda items according to their mandates.

Looking forward

Key themes and topics that will continue to receive heightened focus in 2025 include:

- Sustainability priorities
- Emerging technologies, AI and megatrends
- Regulatory environment
- External environment, with focus on geopolitical risk and global trade tensions
- Realisation of synergies with strategic partners.

CLIENT FOCUS		<ul style="list-style-type: none">■ considered strategic progress made by the group and business units on their strategic and digitisation journeys	<ul style="list-style-type: none">■ reviewed updates on client onboarding processes, including the effectiveness of Know Your Client (KYC) and Anti-Money Laundering and Combatting Terrorist Financing (AML/CFT) controls	<ul style="list-style-type: none">■ reviewed the group's complaints management programme and management's commitment to addressing issues raised by clients.
EMPLOYEE ENGAGEMENT		<ul style="list-style-type: none">■ reviewed the group's progress against transformation, diversity and inclusion targets	<ul style="list-style-type: none">■ considered the results from the annual 'Are you a Fan?' employee engagement survey	<ul style="list-style-type: none">■ reviewed executive succession and talent management planning.
RISK AND CONDUCT		<ul style="list-style-type: none">■ reviewed the quarterly risk management report■ considered the impact of the ongoing geopolitical tension on the group's risk profile■ reviewed and confirmed the appropriateness and adequacy of credit metrics and approved risk appetite limits	<ul style="list-style-type: none">■ reviewed and discussed the group's country and sovereign risk exposures■ received updates on key risk and control matters across the group's operations■ reviewed and approved material outsourcing arrangements in accordance with SARB regulatory requirements	<ul style="list-style-type: none">■ considered key matters highlighted in internal audit reports and remedial actions to continuously strengthen the control environment■ considered the group's risk management framework for AI■ considered group reputational matters and engagements with stakeholders.
OPERATIONAL EXCELLENCE		<ul style="list-style-type: none">■ considered the group's approach to organisational resilience as it pertained to systems, processes and controls■ reviewed the quarterly group technology report and received updates on the group's key technology priorities	<ul style="list-style-type: none">■ noted the group's shift in focus towards emerging technologies and further refinement of digitisation strategies■ continued to monitor system stability across the organisation	<ul style="list-style-type: none">■ reviewed the group delegation of authority framework.
FINANCIAL OUTCOME		<ul style="list-style-type: none">■ approved the 2024 financial plan, targets and metrics■ reviewed and approved the group's annual financial statements and interim results	<ul style="list-style-type: none">■ approved the declaration of interim and final preference and ordinary shares dividends■ considered the adequacy of financial provisions in the annual financial statements	<ul style="list-style-type: none">■ considered the adequacy of the group's capital and liquidity balances, its ability to continue as a going concern as well as solvency and liquidity for interim and financial year end.
POSITIVE IMPACT		<ul style="list-style-type: none">■ reviewed and discussed ESG and sustainability matters, with emphasis on climate-related matters and social elements	<ul style="list-style-type: none">■ reviewed the group's progress in relation to climate policy and climate risk management.	
SPECIFIC GOVERNANCE MATTERS CONSIDERED BY THE BOARD AND ITS COMMITTEES		<ul style="list-style-type: none">■ reviewed its priorities and oversight responsibilities for the group as the holding company of a financial conglomerate■ considered the board succession plan with reference to core skills required for a high-performing board■ reviewed and approved updates to board-related policies	<ul style="list-style-type: none">■ considered and approved the composition of the board and its committees■ approved the appointment of directors to board committees and subsidiary boards■ reviewed progress on implementing actions from the 2023 external board effectiveness review, which had been substantially addressed by the end of 2024	<ul style="list-style-type: none">■ monitored the adoption of the group's subsidiary governance framework by group subsidiaries■ approved the 2023 corporate governance, risk and capital management process in line with regulation 39 of the Banks Act■ engaged with the Prudential Authority as part of its regulatory oversight programme.

Skills of the board

Our directors have deep experience and diverse skills, enabling the board to provide informed counsel, rigorous oversight and independent interrogation in leading integrated thinking in the group, and when guiding the group leadership council in the design and delivery of the group's strategy.





Non-executive directors provide independent and objective judgement. They constructively challenge and monitor executive management's delivery of strategy within the approval framework and risk appetite agreed by the board.





A comprehensive succession plan is in place, tailored to the essential skills required for an effective board and the specific skills identified below to achieve the group's strategic priorities. The plan aims to maximise the value of a high-performing board, comprising directors with diverse expertise across multiple disciplines.

	<div>Banking and other financial services</div> <div> 11/15</div> <div>EXPERIENCE Experience in banking including investment banking, retail banking, global financial markets or consumer products; and/or experience in other financial services, including insurance and asset management.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to evaluate the group's business model, strategies and the industries in which it competes.</div>	<div>Doing business in sub-Saharan Africa, International markets</div> <div> 11/15</div> <div>EXPERIENCE Experience in diverse geographic, political and regulatory environments in sub-Saharan African markets and international financial markets, meeting client needs in these jurisdictions.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to effectively oversee the group as it operates and serves its customers across its footprint.</div>	<div>Client and stakeholder management</div> <div> 11/15</div> <div>EXPERIENCE Experience in monitoring and improving client and stakeholder relationships.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to effectively manage relationships with clients and stakeholders to effectively resolve issues facing the organisation.</div>
<div>Risk & capital management and controls</div> <div> 12/15</div> <div>EXPERIENCE Skills and experience in assessment and management of financial and non-financial risks and capital management.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to effectively oversee risk and capital management and understand the most significant risks facing the group.</div>	<div>Accounting and auditing</div> <div> 13/15</div> <div>EXPERIENCE Knowledge of or experience in accounting, financial reporting and auditing processes and standards.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to effectively oversee the group's financial position and condition and the accurate reporting thereof, and to assess the group's strategic objectives from a financial perspective.</div>	<div>Technology and cybersecurity</div> <div> 11/15</div> <div>EXPERIENCE Experience in, or oversight of innovative technology, cybersecurity, information systems, fintech, data and privacy management.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to oversee the security of the group's operations, assets and systems as well as the group's ongoing investment in and development of innovative technology and digitisation.</div>	<div>Leadership of a large complex organisation</div> <div> 12/15</div> <div>EXPERIENCE Senior executive experience in managing business operations and strategic planning.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills allow board members to effectively oversee the group's complex operations.</div>
<div>People development, diversity and inclusion, and remuneration</div> <div> 13/15</div> <div>EXPERIENCE Experience in senior executive development, succession planning, diversity, inclusion and executive remuneration.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills help the board to effectively oversee the group's efforts to recruit, retain and develop key talent and provide valuable insight in determining compensation including that of executive officers.</div>	<div>Public company governance</div> <div> 13/15</div> <div>EXPERIENCE Knowledge of public company governance matters, policies and best practices.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills assist the board in shaping group policies, considering and adopting applicable corporate governance practices, regulations, interacting with key stakeholders and understanding the impact of various policies on the group's functions.</div>	<div>Regulation, public policy, macroeconomic policy</div> <div> 12/15</div> <div>EXPERIENCE Understanding of and experience in regulated businesses, regulatory requirements, including conduct and culture, and relationships with global regulators.</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to assess and oversee the group's compliance with applicable regulations and ensure appropriate conduct.</div>	<div>Environmental and social</div> <div> 10/15</div> <div>EXPERIENCE Knowledge and experience in how the group's activities affect the environment (including the impact on climate change) and society (including consumers and communities).</div> <div>VALUE PROVIDED BY THESE SKILLS These skills enable the board to oversee and monitor on an ongoing basis its status as a responsible corporate citizen.</div>

Board committees

The board committees assist the board in discharging its responsibilities and have formal written mandates that are reviewed annually.

			KEY ACTIVITIES TO PROTECT VALUE	Meetings	Member attendance
	Group directors' affairs committee Chairman: Nonkululeko Nyembezi	80% Independent members	<ul style="list-style-type: none"> Corporate governance Succession planning Board performance review Group subsidiary governance framework 	4	100%
	Group risk and capital management committee Chairman: Ben Kruger	91% Independent members	<ul style="list-style-type: none"> Financial and non-financial risk management Capital and liquidity risk management Internal capital adequacy assessment process Regulatory matters Governance and oversight 	4	100%
	Group audit committee Chairman: Trix Kennealy	100% Independent members	<ul style="list-style-type: none"> Subsidiary governance oversight Internal control, compliance and tax Financial accounting and external reporting External audit and non-audit services 	9	100%
	Group information technology committee Chairman: Paul Cook	43% Independent members	<ul style="list-style-type: none"> Technology strategy, technology cost and investment Technology risk, including information security and cybersecurity Data and analytics 	4	100%

			KEY ACTIVITIES TO PROTECT VALUE	Meetings	Member attendance
	Group social, ethics and sustainability committee Chairman: Geraldine Fraser-Moleketi	67% Independent members	<ul style="list-style-type: none"> Stakeholder engagement Transformation Employee engagement Ethics and conduct ESG Subsidiary governance oversight 	4	100%
	Group remuneration committee Chairman: Trix Kennealy	100% Independent members	<ul style="list-style-type: none"> Remuneration Incentive schemes, share-based payments and other benefits Subsidiary remuneration committees Governance 	5	100%
	Group model approval committee Chairman: Jacko Maree	25% Independent members	<ul style="list-style-type: none"> Model risk oversight Model approvals Model governance 	4	100%
	Group large exposure credit committee Chairman: Ben Kruger	42% Independent members	<ul style="list-style-type: none"> Review and approval of large exposures 	13	97%

Group leadership council

Leading by example

The group chief executive officer, supported by the members of the group leadership council, is accountable for the implementation of strategy and the performance of the group, as delegated by the board. The skills and experience of committee members underpins the group's ability to deliver its strategy.

<p>Sim Tshabalala <i>Group CEO, SBG, and executive director, SBG and SBSA</i></p> <p>QUALIFICATIONS BA, LLB (Rhodes), LLM (University of Notre Dame, USA), HDip Tax (Wits), AMP (Harvard)</p>		<p>Kenny Fihla¹ <i>Deputy CEO</i></p> <p>QUALIFICATIONS MSc (University of London), MBA (Wits)</p>		<p>Yuresh Maharaj <i>CEO, IAM</i></p> <p>QUALIFICATIONS BCom (Hons) (UKZN), BCom Accounting (UKZN), CA(SA)</p>		<p>Margaret Nienaber <i>Chief operating officer</i></p> <p>QUALIFICATIONS BCompt (Hons) (UFS), CA(SA)</p>	
<p>Arno Daehnke <i>Chief finance & value management officer, SBG and executive director, SBG and SBSA</i></p> <p>QUALIFICATIONS BSc, MSc (UCT), PhD (Vienna University of Technology), MBA (Milpark), AMP (Wharton)</p>		<p>David Hodnett <i>Chief risk & corporate affairs officer</i></p> <p>QUALIFICATIONS BCom (Wits), BAcc (Wits), CA(SA), MBA (Manchester Business School/University of Wales), Advanced Diploma in Banking (UJ)</p>		<p>Luvuyo Masinda <i>CEO, CIB</i></p> <p>QUALIFICATIONS BCom (Hons) (UKZN), CA(SA)</p>		<p>Sharon Taylor <i>Chief people & culture officer</i></p> <p>QUALIFICATIONS BCom (UKZN), BCom (Hons) (UNISA)</p>	
<p>Bill Blackie <i>CEO, BCB</i></p> <p>QUALIFICATIONS BCom (Rhodes), LLB (Rhodes), MBA (UCT), AMP(INSEAD)</p>		<p>Adam Ikdal <i>Chief strategy officer</i></p> <p>QUALIFICATIONS Bachelor in Business and Administration (University of Stavanger), MSc (Strategy and Finance) (Norwegian School of Economics)</p>		<p>Funeka Montjane <i>CEO, PPB</i></p> <p>QUALIFICATIONS BCom (Hons) (Wits), MCom(UJ), CA(SA)</p>		<p>The following changes came into effect from 1 September 2024:</p> <ul style="list-style-type: none">– Kenny Fihla was appointed as deputy CEO of the group and assumed responsibility for both SBSA and for the group's Africa Regions and Offshore businesses. He was also appointed as CEO of SBSA– Luvuyo Masinda was appointed as CEO, CIB– Lungisa Fuzile and Yinka Sanni stepped down from the group leadership council. <p>¹ Kenny Fihla, the deputy CEO, tendered his resignation on 16 March 2025 and will serve his contractual notice period until 13 June 2025.</p>	

OUR REMUNERATION SUMMARY

Our people are at the heart of our business and our greatest source of sustainable competitive advantage. To meet the needs of our clients and accelerate our strategy to achieve higher growth and efficiency, our people must be highly skilled, experienced and engaged.

Our responsibility to them is to ensure that they have the resources and capabilities needed to support our ambitions, and are recognised and rewarded for their performance and the value they create for our stakeholders.

Remuneration policy

Principles that underpin our remuneration policy

Strategic alignment

- Our remuneration framework is directly and transparently linked to the achievement of the group's strategic goals.

Pay for performance

- Our performance philosophy emphasises and drives the achievement of agreed deliverables in a way that reflects the group's culture and values.
- Remuneration decisions are directly linked to performance outcomes.
- The weight on at-risk variable remuneration is proportionate to the seniority and influence of each role.

Fairness

- Pay differentiation is based on objective and transparent criteria which reflect individual performance as well as role differences and market pay levels.
- Remuneration decisions are impartial and free from discrimination, self-interest, favouritism or prejudice.
- Remuneration decisions are rational and objective and consider both horizontal and vertical fairness:
 - Horizontal fairness: employees performing the same or similar job requirements receive the same or similar levels of total remuneration, allowing for objective differentiation factors such as individual performance, experience, qualifications and skills.
 - Vertical fairness: differences in total remuneration between job levels are justified according to objective factors such as complexity and risk of the role, decision-making responsibility, sphere of impact and market benchmarks.

Responsible pay decisions

- Remuneration is funded by and linked to the creation of sustainable value for stakeholders in the short, medium and long term, and in congruence with the group's risk appetite.
- All remuneration decisions fall under the ambit of Remco oversight.
- Our short-term incentive deferral approach ensures that executives and senior management are significantly invested in the group's share price and performance over time.
- Targeted long-term incentives are linked to stretching financial and non-financial performance conditions aligned to shareholder and other stakeholder interests.
- Multi-faceted risk adjustment mechanisms are embedded in all our incentive structures and decision-making. This includes forfeiture (malus) and clawback provisions.
- Executive directors and prescribed officers are subject to a minimum shareholding requirement to ensure alignment with long-term shareholder interests.
- Minimum remuneration levels enable employees to participate with dignity in the economies of the countries where they reside.
- Remuneration structures comply with tax and regulatory requirements across all geographic operations.

Competitiveness

- Our remuneration framework is designed to attract, motivate and retain talented and experienced people.
- Competitiveness is assessed on a total remuneration basis considering the appropriate mix between fixed and variable pay for each role.
- All elements of remuneration are determined in the context of market and internal pay benchmarks.

Inclusivity

- We engage with relevant stakeholders, including our employees, unions, regulators and shareholders, on our remuneration policy and structures to help us ensure that our remuneration is fair and responsible.

Total remuneration overview

Fixed remuneration	Components	Application	
	Cash remuneration <ul style="list-style-type: none">Monthly salaryAllowances Core benefits <ul style="list-style-type: none">Pension fundingMedical coverDeath and incapacity cover Optional benefits <ul style="list-style-type: none">Varies according to country context and requirements	Fixed remuneration levels reflect the role and its market context and the employee's experience and performance. Fixed remuneration structuring differs according to the country market context: South Africa <ul style="list-style-type: none">Non-managerial employees: guaranteed package plus a medical aid employer contributionManagers and executives: inclusive cost to company package¹ Other countries <ul style="list-style-type: none">Basic salary plus benefits package²	
Variable remuneration	Components	Application	
	Short-term incentive (STI) <ul style="list-style-type: none">Cash incentiveMandatory deferred incentiveDiscretionary deferred incentive Long-term incentive (LTI) <ul style="list-style-type: none">Performance Reward Plan (PRP) award	Cash incentive All STI awards include a cash component. Awards below R1.5 million (or similar local currency threshold) are settled fully in cash. Mandatory deferred incentive A portion of awards exceeding R1.5 million (or similar local currency threshold) are deferred over a period of 18 to 42 months. Discretionary deferred incentive Key roles at managerial level and above may receive part of their STI as a discretionary deferred incentive to aid retention and to achieve the desired mix between cash and deferred components. Awards follow the same deferral terms as mandatory deferred incentives. All permanent employees are eligible for a discretionary STI award based on group, business unit and individual performance in the context of the role being performed and market considerations. PRP eligibility is limited to senior executives in roles which influence the group's results and long-term strategy. Awards vest after three years if, and to the extent, performance conditions are met.	

Pay mix:
Variable pay as a percentage of total remuneration increases with seniority and is dependent on the type of role. For example, investment banking roles generally have a higher variable pay component than personal banking and group function roles. Share-linked deferred STI and LTI awards as a percentage of total variable remuneration also increase with seniority to ensure sustained alignment with shareholder and other stakeholder interests.

¹ Fixed remuneration for all Liberty employees comprises a guaranteed package plus a medical aid subsidy. STANLIB fixed remuneration is set on a cost to company basis for all employees.
² With the exception of Namibian managers and executives who receive cost to company fixed remuneration packages.

Summary of remuneration outcomes for 2024

Fixed remuneration increases

Remco approved the following increases to fixed remuneration with effect from March 2025:

- 5.5% overall increase to fixed remuneration across the group, reflecting current levels of inflation in the countries in which we operate
- 3.9% average increase to cost to company packages for managers and executives in South Africa
- 5.8% average increase in fixed pay for unionised employees in South Africa. The minimum banking guaranteed package was increased to R258 390 per annum from R244 920.

Short-term incentive pool

The group STI pool is anchored as a percentage of headline earnings and modified for performance against set targets under each of the group's value drivers with financial metrics weighted at 80% and non-financial metrics weighted at 20%.

Remco set the 2024 group STI pool at R12.1 million (inclusive of Liberty and STANLIB) which is slightly lower than the prior year pool.

Long-term incentives

Long-term incentives are awarded under the PRP and vest after three years, if and to the extent stretching performance targets are achieved, as determined by Remco. PRP participation is limited to senior executives in roles which influence the group's results and long-term strategy.

The three-year performance period for the March 2022 PRP award ended on 31 December 2024 and Remco approved an overall vesting percentage of 164%, with vesting to take place on 31 March 2025.

See our [performance outcomes](#) on [page 38](#).

Executive director and prescribed officer remuneration

Single figure remuneration R'000	Sim Tshabalala		Kenny Fihla ¹		Arno Daehnke		Funeka Montjane		Bill Blackie		Luvuyo Masinda ²	Yuresh Maharaj ³		Margaret Nienaber	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2024	2023	2024	2023	2024
Fixed remuneration	11 670	11 879	8 790	9 281	8 483	9 006	7 921	8 377	7 916	8 369	2 973	5 404	8 874	8 264	8 524
Cash incentive	10 800	10 800	12 987	11 700	9 900	9 900	9 900	10 150	9 900	9 900	2 984	4 218	5 650	9 900	9 900
Deferred incentive	13 200	13 200	15 888	14 300*	12 100	12 100	12 100	12 350	12 100	12 100	3 647	3 826	6 950	12 100	12 100
PRP vested	47 634	53 337	32 238	32 011	37 574	37 353	29 533	34 661	16 119	13 334	3 031	5 349	20 247	29 533	32 011
Liberty Equity Growth Scheme award (historic)	–	–	–	–	–	–	–	–	–	–	–	6 260	–	–	–
Total remuneration	83 304	89 216	69 903	67 292	68 057	68 359	59 454	65 538	46 035	43 703	12 635	25 057	41 721	59 797	62 535

¹ Kenny was appointed as deputy CEO of the group from 1 September 2024. His remuneration reflects his role as CIB CEO until August 2024 and his new role from September 2024.

* Kenny will forfeit these 2024 awards when he leaves the group's employment in June 2025.

² Luvuyo was appointed as a prescribed officer on 1 September 2024 and his remuneration is shown from this date.

³ Yuresh was appointed as a prescribed officer on 12 May 2023 and his remuneration is shown from this date.

More detail about the [remuneration awarded](#) to executive directors and prescribed officers can be found in our remuneration report [here](#).



6

ADDITIONAL INFORMATION



[CREDIT RATINGS](#) | [BIBLIOGRAPHY](#) | [DEFINITIONS](#) | [CONTACT AND OTHER DETAILS](#) | [FORWARD-LOOKING DISCLAIMER](#)

CREDIT RATINGS

Standard Bank Group Limited credit ratings

As at 12 March 2025

0 More detail about credit ratings for key banking entities in the group can be found [here](#).

	Short term	Long term	Outlook
Fitch Ratings			
Foreign currency issuer default rating	B	BB-	Stable
Local currency issuer default rating	F1+(zaf)	BB-	Stable
National rating		AA+(zaf)	Stable
Moody's Investor Services			
Issuer rating		Ba2	Stable

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<https://www.thebanker.com/content/4ad12a87-ae11-5822-b0e7-ba67925a67f2>

South African Revenue Services

Media release – 31 January 2025
<https://www.sars.gov.za/media-release/more-than-2-million-taxpayers-withdraw-from-their-savings-pot/>



Cederberg Wilderness
South Africa



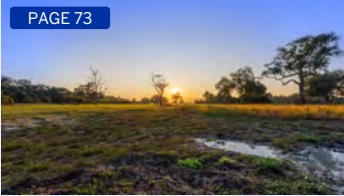
Masai Mara
Kenya



Kalahari Desert
Namibia



Flic en Flac Beach
Mauritius



Zambezi National Park
Zambia



Boya Mountains
South Sudan



Liwonde
Malawi



Mlilwane Sanctuary
Eswatini



Axim
Ghana

DEFINITIONS

A summary of key financial terms and definitions used in this report has been included for reference purposes.

Term	Definition
A2X Markets	A2X is a multilateral trading facility-styled stock exchange that was awarded a license to operate an exchange by the Financial Services Board, now the FSCA on 6 April 2017.
Black	People who fall within the ambit of the definition of black people in the relevant South African legislation as determined by court ruling.
Black economic empowerment	Socioeconomic term concerning formalised initiatives and programmes to enable historically disadvantaged black individuals and groups to participate gainfully and equitably in the mainstream economy.
Capital adequacy ratio	Capital as a percentage of risk-weighted assets.
Common equity tier I (CET 1) capital adequacy ratio	CET I regulatory capital, including unappropriated profits, as a percentage of total risk-weighted assets.
Cost-to-income ratio	Operating expenses as a percentage of total income after revenue sharing agreements with group companies but before credit impairments.
Credit loss ratio	Total impairment charges on loans and advances per the income statement as a percentage of average daily and monthly gross loans and advances.
Dividend payout ratio	Dividend per share divided by headline earnings per share.
Dividend per share	Total dividends to ordinary shareholders in respect of the year. The dividend is calculated using the cash component of any distribution where an election to receive scrip was available.
Headline earnings	Determined, in terms of the circular issued by the South Africa Institute of Chartered Accountants and amended from time to time at the request of the JSE, by excluding from reported earnings-specific separately identifiable re-measurements net of related tax and non-controlling interests.

Term	Definition
Jaws	Measure of the extent to which total income growth rate exceeds the operating expense growth rate.
Liquidity	Liquidity refers to the ease with which an asset, or security, can be converted into ready cash without affecting its market price.
Liquidity coverage ratio	The proportion of highly liquid assets held by financial institutions, to ensure their ongoing ability to meet short-term obligations.
Net interest margin	Net interest income as a percentage of daily and monthly average total assets, excluding derivative assets.
Return on equity	Headline earnings as a percentage of monthly average ordinary shareholders' funds.
Return on average risk-weighted assets	Headline earnings as a percentage of monthly average risk-weighted assets.
Risk appetite	An expression of the maximum level of residual risk that the group is prepared to accept in order to deliver its business objectives.
Risk-weighted assets	Determined by applying prescribed risk weightings to on- and off-balance sheet exposures according to the relative credit risk of the counterparty.
Sustainable finance mobilisation	The arranging and lending activities in relation to all sustainable finance categories, including eligible green, social, sustainable and sustainability-linked transactions (excluding treasury activities).
Tier I capital adequacy ratio	Tier I regulatory capital, including unappropriated profit, as a percentage of total risk-weighted assets.
Total capital adequacy ratio	Total regulatory capital, including unappropriated profit, as a percentage of total risk-weighted assets.

Key frameworks considered and applied in the reporting suite

To satisfy various compliance reporting requirements, the following corporate reporting and regulatory frameworks and guides are considered when preparing the reports in our reporting suite:

- International Integrated Reporting Framework (January 2021)
- Listings Requirements of the JSE Limited
- International Financial Reporting Standards and International Sustainability Standards Board
- South African Companies Act, 71 of 2008, as amended
- South African Banks Act, 94 of 1990
- Basel Framework (previously Basel III)
- South African Reserve Bank Regulations
- Basel Committee on Banking Supervision Guidance
- King IV Report on Corporate Governance for South Africa 2016
- Task Force on Climate-Related Financial Disclosures
- Equator Principles
- United Nations Sustainable Development Goals
- International Finance Corporation performance standards
- Paris Agreement
- Principles for Responsible Banking
- Principles for Responsible Investment
- Code for Responsible Investing in South Africa
- JSE Sustainability Disclosure Guidance
- Global Reporting Initiative standards.



A full glossary of all definitions, terms, acronyms and abbreviations used in our suite of reports is available [online](#).



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FORWARD-LOOKING DISCLAIMER

This document contains certain statements that are “forward-looking” with respect to certain of the group’s plans, goals and expectations relating to its future performance, results, strategies and objectives. Words such as “may”, “could”, “will”, “expect”, “intend”, “estimate”, “anticipate”, “aim”, “outlook”, “believe”, “plan”, “seek”, “predict” or similar expressions typically identify forward-looking statements. These forward-looking statements are not statements of fact or guarantees of future performance, results, strategies and objectives, and by their nature involve risk and uncertainty because they relate to future events and circumstances which are difficult to predict and are beyond the group’s control, including but not limited to, domestic and global economic business conditions, market-related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities (including changes related to capital and solvency requirements), the impact of competition, inflation, deflation, the timing impact and other uncertainties of future acquisitions or combinations within relevant industries, as well as the impact of changes in domestic and global legislation and regulations in the jurisdictions in which the group and its affiliates operate. The group’s actual future performance, results, strategies and objectives may differ materially from the plans, goals and expectations expressed or implied in the forward-looking statements. The group makes no representations or warranty, express or implied, that these forward-looking statements will be achieved, and undue reliance should not be placed on such statements. The forward-looking statements in this document are not reviewed and reported on by the group’s external assurance providers. The group undertakes no obligation to update the historical information or forward-looking statements in this document and does not assume responsibility for any loss or damage arising as a result of the reliance by any party thereon.



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