

# OUR STRATEGY

Our strategy is underpinned by our purpose and revolves around delivering simple, relevant and holistic solutions to our clients through their channel of choice in a seamless manner. Our strategy provides us with the path to get there.

The group is large and complex and requires focus to deliver on our strategic objectives. We have defined three key strategic focus areas and articulated our expectations and aspirations for each, over the short, medium and long term. The focus areas, related priorities and timeframes have been cascaded to the business lines and corporate functions for execution.

## OUR PURPOSE

### THE REASON WE EXIST

Africa is our home, we drive her growth.

## OUR VISION

### WHAT WE ASPIRE TO BE

To be the leading financial services organisation in, for and across Africa, delivering exceptional client experiences and superior value.

## OUR VALUES-DRIVEN CULTURE

### Our values

Our values are the behaviours and qualities that define us at our best.

- Being proactive
- Growing our people
- Constantly raising the bar
- Working in teams
- Delivering to our stakeholders
- Respecting each other
- Serving our clients
- Upholding the highest levels of integrity

### Our culture

Our purpose, vision, values and approach to ethics inform our culture. Our culture comprises specific characteristics required to achieve our strategy and is underpinned by the principle of doing the right business, the right way.

## OUR KEY FOCUS AREAS

### WHAT WE NEED TO DO TO DELIVER OUR STRATEGY

These direct our efforts and enable us to prioritise the allocation of our resources.

## OUR EXECUTION TIMEFRAMES

### WHEN WE NEED TO DO WHAT

These outline our expectations so that our business lines can plan and deliver against our short-term priorities and medium- and long-term aspirations.

## OUR STRATEGIC VALUE DRIVERS

### HOW WE TRACK OUR STRATEGIC PROGRESS

These enable us to measure our progress against our stated medium-term targets.

FOCUS AREAS

EXECUTION TIMEFRAMES



CLIENT CENTRICITY

Deliver exceptional client experiences

**CLIENT CENTRICITY PLACES OUR CLIENTS AT THE CENTRE OF EVERYTHING WE DO.**

We do valuable things for our clients as their needs and expectations change.



DIGITISATION

Leverage our digital platforms

**DIGITISING OUR PRODUCTS AND PROCESSES IMPROVES HOW WE MEET OUR CLIENTS' AND EMPLOYEES' NEEDS.**

Digitisation is about delivering secure, personalised, relevant experiences and a full range of solutions, in real-time, all the time.



INTEGRATION

Deliver Standard Bank Group

**OUR INTEGRATED OFFERING DELIVERS COMPLETE SOLUTIONS TO OUR CLIENTS.**

We are organising the group to work as an integrated whole to seamlessly and efficiently service our clients' financial needs.

**Horizon 1**

The short term, managing the present  
2020

- Deliver consistent, excellent client experience.
- Accelerate digitisation to meet clients' needs.
- Improve resource allocation to support growth in Africa Regions.
- Continue to improve our efficiency by generating meaningful positive jaws.
- Make progress in returning our ROE to the 18% to 20% target range.

**Horizon 2**

The medium term, becoming future ready  
2021 – 2024

- Ensure that our clients remain at the centre of everything we do.
- Use digital technology and human skill to offer an integrated and comprehensive set of products and services.
- Reshape our infrastructure and resources to remain relevant and competitive in the digital age.
- Create SEE value for the communities and countries where we do business.

**Horizon 3**

The long term, creating the future  
2024 onward

Become a **truly human, truly digital** financial services group

**Truly human** – providing services, solutions and opportunities that our clients and employees need to achieve growth, prosperity and fulfilment.



**Truly digital** – serving clients predominantly online, processing in the cloud, embracing open innovation underpinned by data and insights.

