

# OUR VALUE PROPOSITION

The successful execution of our strategy will deliver a robust business capable of creating sustainable value for all our stakeholders over the long term.

## ALLOCATION OF OUR RESOURCES

We apply a formal decision-making framework to optimally deploy our resources.

### Strategy

- Does the investment or opportunity align with our strategy?
- Does it create value for our clients and support our ability to deliver an integrated financial services offering?
- Does it drive Africa's growth?

YES

### Capability

- Does the investment or opportunity fall within our risk appetite and available resources, and can we deliver it through our existing expertise, processes and digital platforms?

YES

### Value

- Will the investment or opportunity provide us with an adequate return and/or unlock future opportunities to create value?

YES

The investment or opportunity is assessed taking into account trade-offs between our resources.

NO

NO

NO

NO

The investment or opportunity will either be ranked lower in priority, subject to trade-off decisions or will not be pursued.

### Unrivalled, African-focused capability

Our on-the-ground capabilities across the 20 countries in which we operate in sub-Saharan Africa, links to international capital and funding pools and a unique partnership with ICBC.

### Established franchise with a large, growing client base

Our franchise strength is underpinned by our strong brand, excellent people, a fit-for-purpose branch and ATM network and our modern digital platforms.

### Diversified revenue streams

Our businesses and revenue streams are well-diversified across client, sector, product and geography, which provides protection in times of volatility.

### Robust capital and liquidity position

Our strong and liquid balance sheet provides flexibility to manage uncertainty, change and growth.



### **Strong growth prospects**

Our prospects for future growth are driven by regional economic fundamentals and increasing financial inclusion and penetration, and opportunities to increase our market shares, particularly in some of the large markets in which we operate where we have relatively small market shares.

### **Appetite to invest, deliver and partner**

We have the resources and appetite to expand on our own and through partnerships and alliances.

### **Attractive medium-term financial targets**

We remain committed to delivering on our medium-term financial targets of sustainable headline earnings growth and an ROE in our target range of 18% to 20%.

### **Purpose-driven organisation**

We are committed to driving sustainable and inclusive growth across Africa.