



TRANSFORM CLIENT EXPERIENCE



Our strategic priorities are the framework for delivery





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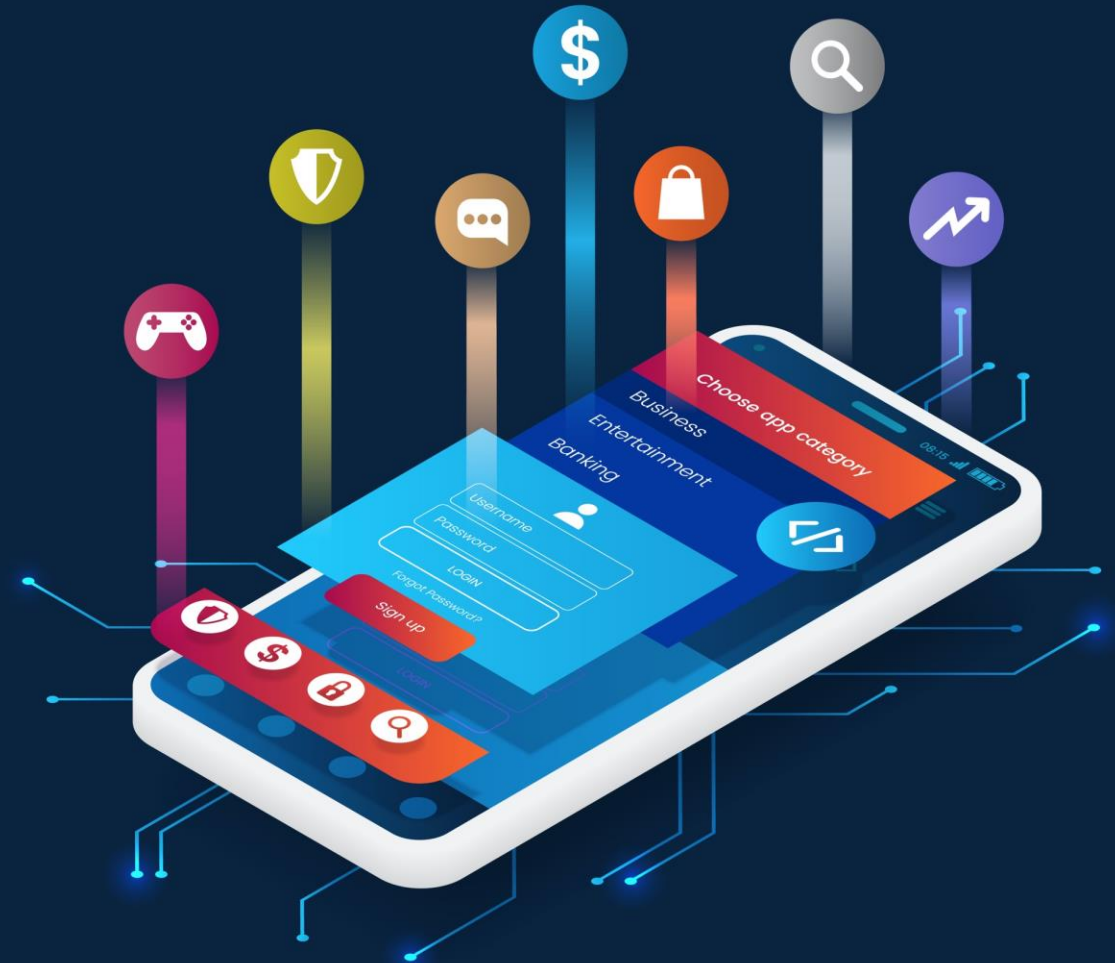
CONSUMER AND HIGH NET WORTH CLIENTS

*Funeka Montjane, Chief Executive Officer, Consumer and High
Net Worth Clients*



Agenda

- 1 CHNW client segment - today
- 2 Strategic progress to date
- 3 Focus areas going forward
- 4 Measures of success
- 5 Key take-aways





Who we service

The Consumer and High Net Worth (CHNW) client segment is responsible for the end-to-end lifecycle of clients. CHNW services clients across the main market, affluent and high net worth segments across sub-Saharan Africa.

We enable our clients' daily lives and partner with them to grow by providing relevant solutions throughout their life journeys.

We believe when people grow, Africa grows.

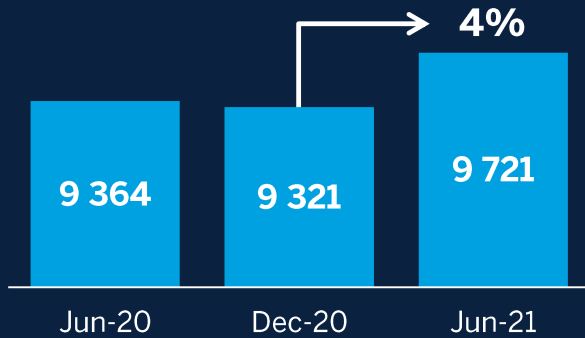


¹ Segment cut off relationship and country specific, ² Includes entrepreneurs



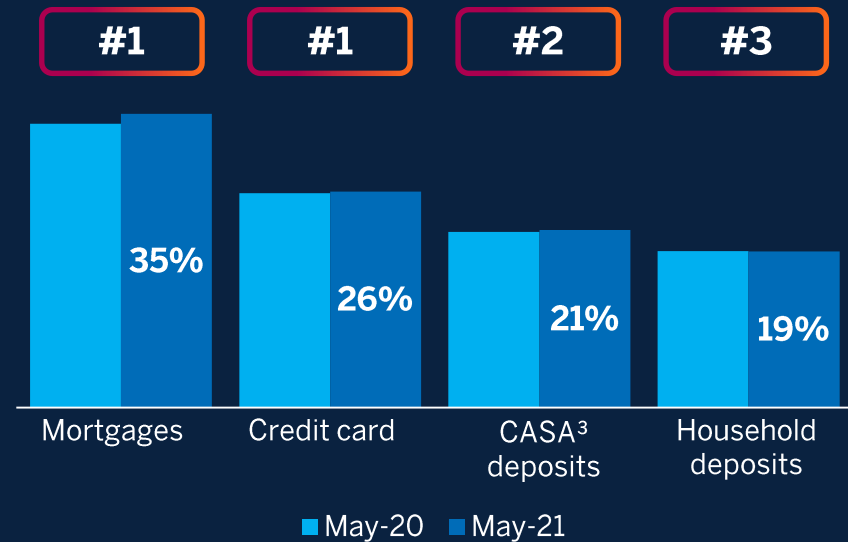
South Africa | We have a large client base, solid market shares and a low risk profile

Scale
Active clients, '000



- #1** Loyalty and rewards¹
- #3** Call centre
Mobile app¹
- On par** ATM
Mobile
Internet¹

Market share
May BA 900, %



- **9.7m** active clients
- **2.1m** unique Instant Money senders²
- Driving improvements in client experience, service and offering

- Leading market share in mortgages and credit card
- Deposit market shares have stabilised – focused on maintaining appropriate margins

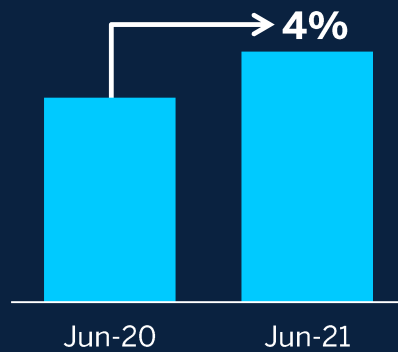
¹ Based on SAcsi – Consulta South African Consumer Satisfaction Index, ² Instant Money is our remittance solution, ³ Current accounts and savings accounts



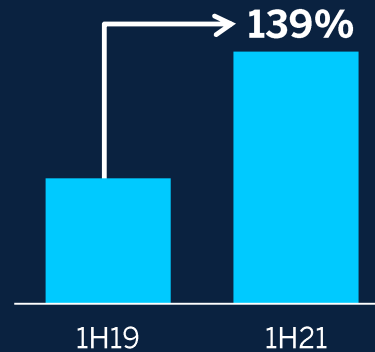
South Africa | Our client segments are growing and doing more business with us

Main market

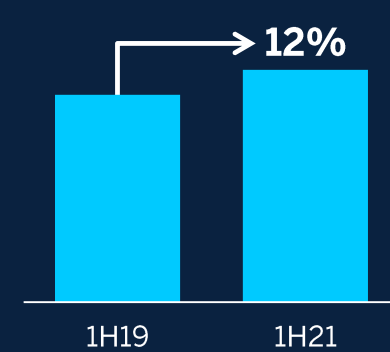
Active clients
of clients



Solution sales
YTD volumes, '000

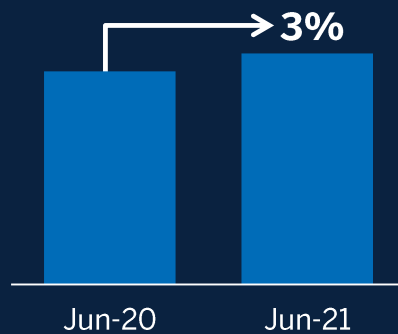


Transactions flows
R'bn

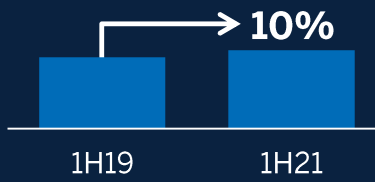


Affluent

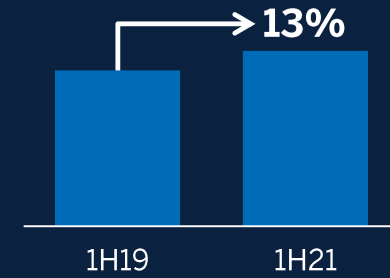
Active clients
of clients



Solution sales
YTD volumes, '000



Transactions flows
R'bn

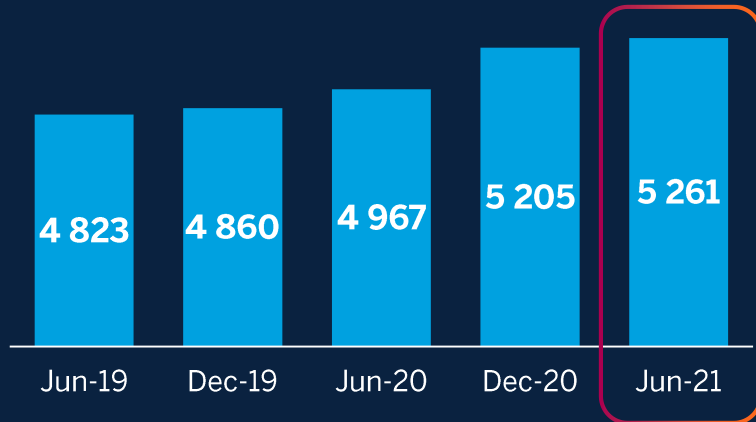




Africa Regions | We have a growing franchise with attractive prospects

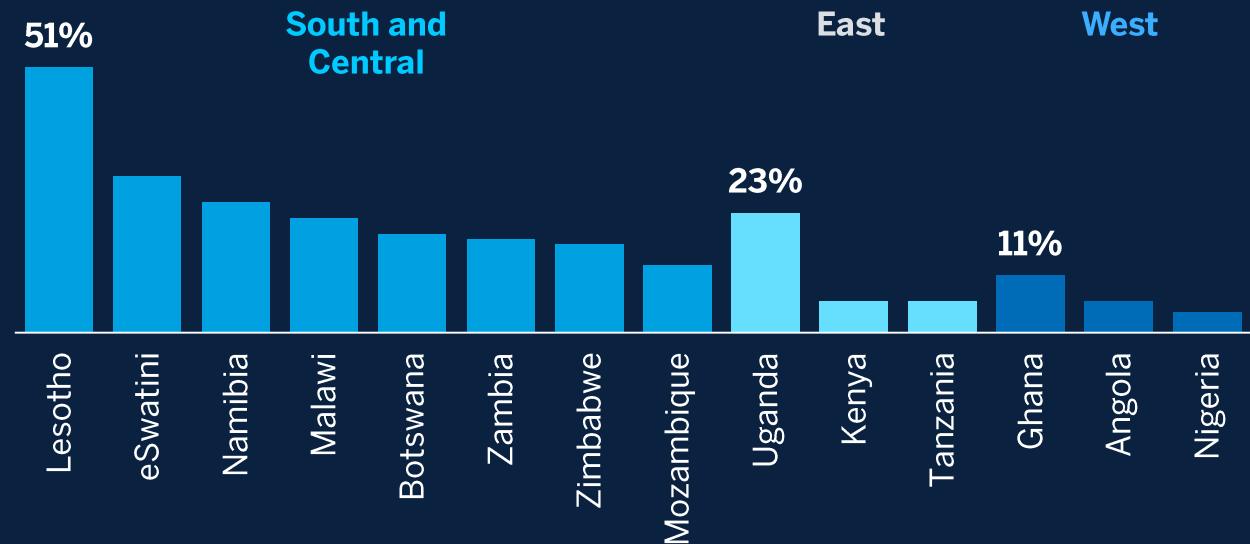
Client growth

of clients, '000



Banking market shares¹

%



Consistently grown our client franchise but remain subscale in large economies – opportunity to gain market share e.g. Nigeria and Kenya

¹ Legal entity market shares



We continue to drive digital adoption and increased engagement



Improving client offering

4.7 rating from 2.9



4.4 rating from 3.9



Increasing digital engagement

33% DAU/MAU¹

+71% Engaged time on SBG mobile app²

>60% Disbursements executed digitally (49% in 1H20)



Increasing delivery cadence

2X Digital upgrades and new features deployed³

¹ Daily active users as a percentage of monthly active users in 1H21 on SBG mobile app; ² Client time spent on SBG mobile app across 10 countries 1H21 vs 1H20; ³ SBG mobile app and internet banking rollout in 1H21 vs 1H20



We are pivoting the South African franchise and growing scale in Africa Regions



Growth in South African main market

Differentiated solutions to suit client needs

>1m MyMo¹ clients

>600k Active Flexi Funeral² policies



Growth in digital adoption

90% of South Africa affluent clients are digital

Average income **4X** higher than traditional clients



Delivery of personalised client engagements and experiences

Leveraging client data and AI³ to derive “next best action” and increase cross sell

>1m personalised conversations

>40% conversion rate



Innovative client offerings

#1 UCount rating⁴

#2 # of funeral policies sold in South Africa in 2020

#1 Pension Fund and Asset Management business in Nigeria



Partnerships

- South Africa distribution partners: **>50k** access points in South Africa including PEP and Spar for Instant Money
- Workforce solutions for BCC and Wholesale clients

¹ MyMo is a low-cost digital solution, ² Flexi Funeral is a simple, flexible cover funeral product ³ Artificial intelligence, ⁴ Ranking in the 2021 SAcsi survey: Consulta South African Customer Satisfaction Index



We are growing our client franchise through scale and increased engagement

Defend



Retain and grow clients within the South African affluent and HNW market



Grow



Scale and retain main market clients in South Africa



Scale and maintain main market and affluent clients in Africa Regions



Scale ecosystems and platforms



Continue to optimise distribution in South Africa



Defend | Retain and grow clients within the South African affluent and HNW market



Deepen client engagement

- Increase usage of solutions
- Leverage personalised capabilities

Chosen ecosystems

- Home
- Global citizen
- Education



Be a trusted advisor

- Bank
- Advise
- Invest
- Insure



MelvilleDouglas
STANLIB



Continue to grow the franchise

- Bank the value chain of BCC and Wholesale clients
- Partner young professionals for growth

Continued client acquisition and increased client activity will support revenue growth



Grow | Scale and retain main market clients in South Africa



CONTINUE TO GROW THE FRANCHISE

- Offer workforce solutions for BCC and Wholesale clients
- Increase digital engagement
- Increase engagement of new MyMo¹ clients into more banking and insurance solutions
- Increase engagement of Instant Money² recipients



PARTNERSHIPS

- Enhance our proposition and increase our points of access through partnerships



ECOSYSTEMS AND PLATFORMS

- Scale school ecosystem (Sorted) in partnership with BCC
- Launch and scale another main market ecosystem

¹ MyMo is a low-cost digital solution, ² Instant Money is a money transfer solution



Grow | Scale and retain main market and affluent clients in Africa Regions

Through locally-relevant propositions and digital solutions

A sizeable opportunity...



Africa's population

>1.3bn

population in the countries in which we operate¹

>600m

5m clients

...enabled through growth in mobile money



↑23%

Increase in mobile money in sub-Saharan Africa to USD490bn²

> South Region

USD3bn

> East Region

USD275bn

> West Region

USD178bn

Our approach for success

- **Ecosystem value chain banking** - Bank the value chain of BCC and Wholesale clients
- **Increase our solution penetration** - Drive wealth creation through insurance and asset management solutions, providing access to international markets
- **Leverage partnerships for growth** - Drive scale through partnerships e.g. Sanef, Opay, Terragon in Nigeria
- **Scale main market using digital platform capabilities** - Unayo³, Paypulse³, @Ease³, Flexipay³ and other platforms focusing on key growth ecosystems

Continued client acquisition and increased client activity will support revenue growth

Source: GSMA, World Bank, ¹Excluding South Africa, ² From 2019 to 2020, ³Unayo, Paypulse, @Ease and Flexipay are digital wallet and payment capabilities

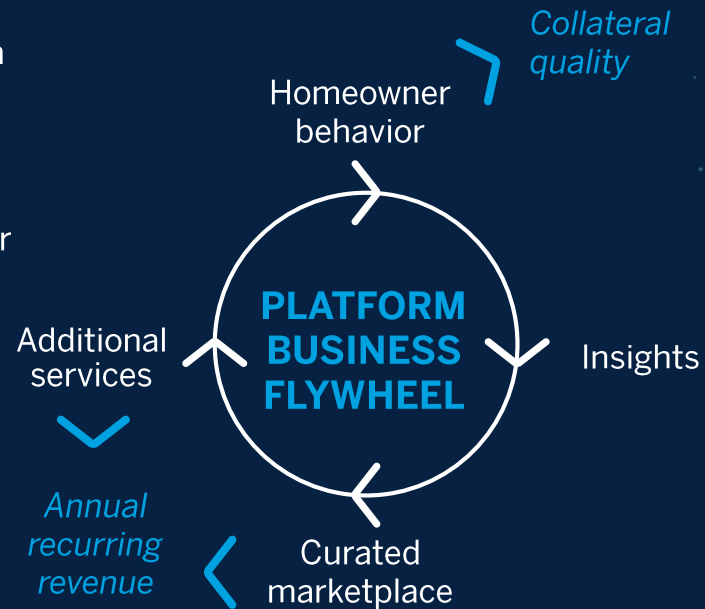


Grow | Scale ecosystems and platforms

Africa's first home management platform - reducing the cost of home ownership



- Leverage SBG and partner data to provide clients with deep insights on their homes
- Provide access to a curated marketplace and set of services
- Deliver value to clients through lower home-related costs
- Monetise via subscription model



Targets

>5m

Users by 2025

>R1bn

Cumulative value delivered to clients through lower cost of home ownership

Leverage our strength in mortgages to provide our CHNW clients with value via an expanded service offering, provide a market for our BCC clients, particularly SMEs, and **drive new revenue streams**



Grow | Continue to optimise distribution in South Africa

To deliver client convenience and drive lower cost to serve

THE DISTRIBUTION RESET

- Digitised 80% of transactions in branch
- Employee focus shifted from service to sales
- Branch cash transformation – limited cash to no cash in branches
- Expand our distribution channels through retail partnerships



Lower cost of distribution

- Lower distribution costs by **> R1bn**
- Drive cash to alternative channels (ATMs, agents and on-premises devices)



Branch and call centre employee re-skilling

- Increased sales capability, **~80%** employees now focused on sales
- Solution sales per month increased¹ **>3x**



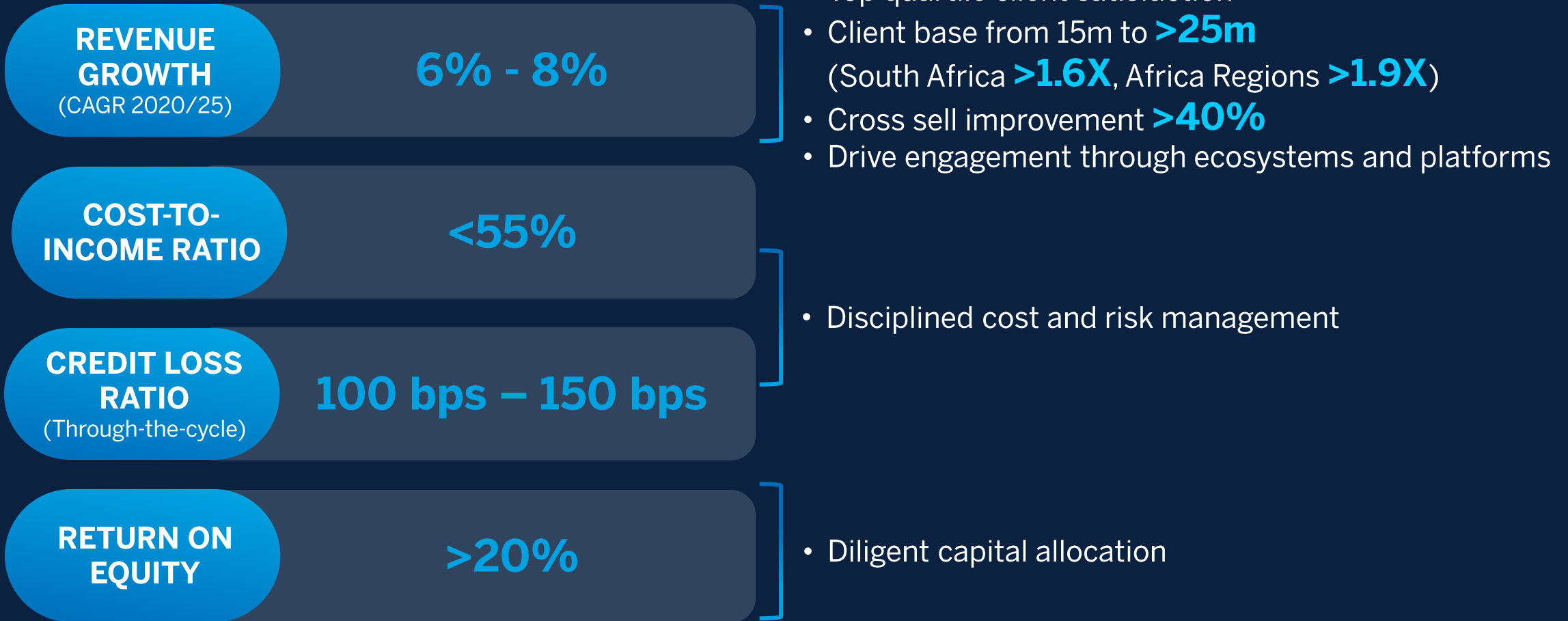
Leverage retail distribution partnerships

- Access to new client base
- Lower set up and running costs
- Access to data and insights

¹From 2019 to 1H21



CHNW 2025 financial targets



¹Customer satisfaction based on external surveys e.g. SAcSi



Key take-aways

- Our prospects across the continent are vast
- Targeting more clients to increase client base to >25m, targeting more transactions and more solutions
- Looking to leverage platforms and ecosystems
- Optimising distribution in South Africa
- Forecast ROE >20%