

# 'EXCELERATE25' — our strategy

AT THE END OF FY21, WE LAUNCHED OUR 'EXCELERATE25' STRATEGY, WHICH AIMS TO LEVERAGE OUR RICH HERITAGE, DIVERSIFY OUR BUSINESS AND BUILD A CUSTOMER-CENTRIC, DATA-DRIVEN, SCALABLE AND DIGITAL-FIRST BUSINESS.

TO DISTIL OUR FY25 STRATEGY INTO A USER-FRIENDLY SUMMARY, WE ORGANISED ITS KEY COMPONENTS INTO AN INFOGRAPHIC. OUR FY25 STRATEGY IS INTENDED TO BE IN PLACE UP TO THE END OF OUR 2025 FINANCIAL YEAR.

## OUR FY25 STRATEGY

### OUR PURPOSE

Advancing lives through financial and related services

### OUR VISION

An African bank, for the people, by the people, serving the people

### OUR MISSION

We are building a customer-centric, digital and data-enabled business that will be scalable, diversified and sustainable with a compelling listing proposition

### THE APEX OF OUR STRATEGY — OUR 'WHY'

Our **purpose** and our **vision** are the two elements of the apex to our strategy that remind us of why we exist as a bank. This links our purpose of *advancing lives* with our broadened vision of being *an African bank, for the people, by the people, serving the people*. In April 2022, we added the following mission statement: *We are building a customer-centric, digital and data-enabled business that will be scalable, diversified and sustainable with a compelling listing proposition*.

### THE PILLARS OF OUR STRATEGY — OUR 'WHAT'

Our strategy comprises two core components: **strengthen the core** and **expand the core**. It outlines what we are to achieve through six focussed **strategic themes** (initiated to deliver our strategy through measurable targets). By successfully driving these themes, we are ultimately able to attain and maintain our **organisational purpose, vision and mission**.

These **six strategic themes** are categorised as follows:

- **Strengthen our core business** by the implementation of four strategic themes:
  - digitisation to improve end-to-end customer journeys and drive growth;
  - securing and enhancing our IT systems;
  - transforming our front-line capabilities to increase sales cross-sell and driving growth; and
  - distribution optimisation through additional distribution opportunities.
- **Expand our core business** through the following two strategic themes:
  - updating our product range and customer reach through partnering arrangements and alliances; and
  - developing a business offering beyond unsecured lending that is at its core a digital, fully-fledged business banking solution.

### DIGITAL WAYS OF WORK



Embed new ways of working across the organisation



Build the relevant capabilities, skill sets and partnerships

### DRIVEN BY OUR SUSTAINABILITY LEVERS



Customer satisfaction



Social responsibility



Financial resilience



Inclusivity



Environmental protection

### UNDERPINNED BY OUR VALUES



Sustainability



Creativity



Transparency



Collaboration



Empathy



Excellence

### THE FOUNDATION OF OUR STRATEGY — OUR 'HOW'

A solid **three-tiered foundation** comprises the base of our strategy infographic and explains our 'how'. It consists of our:

- **digital ways of working principles**, which explain how we work together in our new operating model and what skills we require to deliver our strategy.
- **sustainability levers**, which summarise how we use our organisational building blocks to drive inclusivity and good corporate citizenship and to be future-fit, sustainable and competitive.
- **values**, which describe how we interact and engage both internally and externally; during the half-year we added '**Excellence**' as a new value.

### OUR STAKEHOLDERS

A core component of our longevity and sustainability as an organisation is how we interact and work collaboratively with our key stakeholders.



**Our customers** are at the centre of everything we do. We aim to deliver fit-for-purpose and cost-effective financial products and services for a largely underserved part of our society. Our renewed focus is both on retail and business banking customers.



**Our African Bankers** are the lifeblood of the organisation. We seek to energise, empower, upskill and inspire a workforce that is as invested in our future as its leaders are. By being audacious as an organisation, we will be able to deliver on our bold and ambitious 'Excelerate25' strategy.



**Our partners** include our suppliers, shareholders and funders and are crucial in an environment where synergies and collaborative efforts enable us to future-proof the organisation. We pride ourselves on fostering trust-based relationships.

**Our communities** and broader society hold us to account; we endeavour to promote and educate on the positive impact of sustainability practices through our economic, social and environmental initiatives.

### THE GLUE THAT HOLDS IT ALL TOGETHER — OUR 'WHO'

Our vision of '*for the people, by the people and serving the people*' takes us back to our 1964 heritage and reason for existence. It is the glue that holds our strategy together and ensures its focussed execution. Our strategy is delivered by a range of stakeholders and its outcomes, once achieved, will also serve a wide range of stakeholders.