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Deepening Impact

Building a Sustainable Future

Stanbic Holdings Plc

Sustainability Report

For the Year Ended 31 December 2024

Corporate Information

Chairman
Joseph L.O. Muganda

Chief Executive
Patrick Mweheire*

Chief Executive of Stanbic Bank Kenya Limited
Joshua Oigara

Non-Executive Directors
Dorcas F. Kombo
Peter N. Gethi
Rose B. Osoro
Wambui K. Mbesa
Sabira R. Thakker (appointed 23 July 2024)
Stephen Odinga Okello (appointed on 5th March 2025)

* Ugandan

Company Secretary
Nancy Kiruki
P.O. Box 72833
00200 Nairobi, Kenya

Auditor
Deloitte & Touche LLP
Deloitte Place
Waiyaki Way, Muthangari
P.O. Box 40092
00100 Nairobi, Kenya

Registered Office
Stanbic Bank Centre
Chiromo Road, Westlands
P.O. Box 72833
00200 Nairobi, Kenya

Principal Banker
Stanbic Bank Kenya Limited
Chiromo Road, Westlands
P.O. Box 72833
00200 Nairobi, Kenya

Ultimate Parent
Standard Bank Group Limited (South Africa)
9th Floor, Standard Bank Centre
5 Simmonds Street, Johannesburg 2001
P.O.Box 7725 Johannesburg 2000,
Johannesburg, South Africa

Contents







Our 2024 Sustainability Highlights

Environmental

Enabling Access to Clean Energy
Over **KShs 500 million** in solar financing

Environmental Stewardship
99.92% of waste recycled

Reducing Plastic
98% elimination of bottled water in all our Branches

Responsible Lending
All facilities >USD 1million screened for Environmental and Social (E&S) risks

Enhancing a Greener Future
8,000 trees planted
cumulative: 31,960

Partnerships
Partnered with Kenya Breweries Limited to plant 1 million trees over the next 5 years

Social

Economic Empowerment
Facilitating trade:
KShs 76 billion worth of trade facilitated
9%: proportion of loan book in Agriculture sector

Driving the growth of small businesses
KShs 63 million grants and catalytic funding to MSMEs (KShs 182.4m since 2020) with over 400 jobs created

Fulfilling Home Ownership Dreams
KShs 1.79 billion advanced in affordable housing, enabling 250 new homeowners

Inclusive Finance
KShs 37.8 billion loans issued to D.A.D.A's (women) since inception

Wealth Building and Preservation
KShs 2.45 billion in Assets Under Management (enables savings as low as KShs 1k)

Enhancing Quality Education
Supplied meals to over **1600** students daily
74,380 meals served
Over **100** Stanbic staff participated in the school feeding program

Driving efficiency for our Clients
Over 91% of transactions are conducted through digital channels

Inclusive Sourcing
10% of our procurement spend was to women vendors

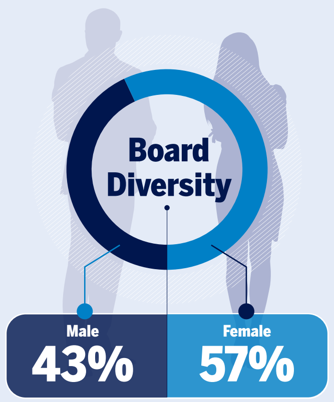
Enhancing Digital Literacy Through Future Ni Digital Program
77,714 individuals trained

Empowering Lives Through Financial Fitness Academy
75 training sessions conducted
Over **8,000** lives impacted (individuals trained)

Governance

Policies informing our ESG approach
- Climate Policy
- Whistleblowing Policy
- Dispute Resolution Policy
- Third-party Code of Conduct
- Human Rights Policy
- Code of Ethics and Conduct

Board Diversity
4 out of 7 board members are women



Our People, Our Strength

Equal Opportunity Employer
Male to Female ratio **51:49**

Inclusive Ways of Work
0.7% of staff are differently abled against target of 1%

Youth Employment
33% of staff are aged 35 years and below

Positive Shift in Workplace Dynamics
Employee satisfaction score increased from **33** to **38**
Reduced staff turnover rate to below **9%**

Empowering Our Employees through Training
KShs 47 million invested in training our employees
Average training hours per employee: **97.2** (Target: 60)
55.2% of training focused on future-ready skills

Introduction

About This Report

Overview

This report provides a comprehensive overview of Stanbic Holdings Plc's (the Group) efforts to drive positive impact on the economy, the environment and the communities it serves. Central to this journey is the Group's proactive management of the Environmental, Social and Governance (ESG) risks, which are categorised into sustainability and climate-related risks and opportunities. This report details how these risks are integrated into the Group's business model and operating environment, ensuring resilience and long-term value creation.

This report underscores our stakeholder-centric approach by emphasising the Group's sustainability objectives and unwavering commitment to ESG principles. The Group collaborates closely with its stakeholders – clients, employees, governments, regulators, communities, and investors – to foster a shared vision for a sustainable future.

This report outlines our robust ESG framework and showcases how the Group addressed key material issues and risks, aligning sustainability goals and stakeholder expectations.

This sustainability report augments the 2024 Annual Integrated Report. It provides detailed disclosures on our performance across the four impact areas of our sustainability strategy: enterprise growth and job creation, infrastructure development and just energy transition, climate change mitigation and adaptation, and financial inclusion. It showcases how the Group deploys innovative tools, systems, and capabilities to deliver sustainable value for its stakeholders.

Deepening Impact: Building a Sustainable Future

About the Theme

The theme "Deepening Impact while Building a Sustainable Future" reflects the Group's commitment to leveraging its financial expertise to support initiatives that address climate change, impact investing, and empower underserved communities. Through this approach, we position ourselves as a catalyst for sustainable development, ensuring our impact is meaningful and enduring.

Scope and Timelines

"Kenya/South Sudan is our home; we drive her growth." This purpose fuels our proactive approach to sustainable development and guides our efforts to create lasting impact.

This report primarily covers Stanbic Holdings Plc's sustainability impact and progress in Kenya and South Sudan for the period 1 January 2024 to 31 December 2024. We have also included information relating to periods outside this specific period in certain sections to provide necessary context and better illustrate the progress achieved over time.

The Board of Directors assumes ultimate responsibility for the disclosures contained in this report. No external assurance has been provided.

List of Definitions

CBK Guidelines	Central Bank of Kenya Guidance on Climate-related Risk Management
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IFRS S1	General requirements for disclosure of sustainability-related information
IFRS S2	A standard that sets out specific climate-related disclosure requirements for an organisation to disclose information about climate-related risks and opportunities
ISSB	International Sustainability Standards Board: Governance body responsible for developing IFRS standards.
King IV	King Report on Corporate Governance
KMRC	Kenya Mortgage Refinance Company
SLLs	Sustainability-Linked Loans
SSP	South Sudan Pound
The Group	Stanbic Holdings Plc (Stanbic)

Our Reporting Standards

This report has been developed with reference to both international and local sustainability reporting disclosure frameworks and standards, including:

Global Reporting Initiative (GRI) Standards

The Group adheres to the GRI principles by transparently and fairly disclosing its impact. The Group addresses material matters like resource consumption, human capital, ethical conduct, and governance framework, among others.

To effectively address these areas, we have adopted the GRI standards to identify and prioritise the material issues that significantly impact the Group and stakeholders. Our materiality assessment process incorporates the concept of double materiality, which considers both financial and impact materiality. This dual focus ensures a comprehensive approach to sustainability, aligning our reporting with global standards and our stakeholders' expectations.

IFRS International Financial Reporting Standards

International Financial Reporting Standards (IFRS) S1 & S2

At Stanbic, we understand that sustainability and climate-related risks are not just regulatory checkboxes but real threats to our business model, portfolio, clients, investors, and critical assets. Therefore, informing our stakeholders how these risks impact our financial performance and our resilience approach is crucial.

In alignment with the Institute of Certified Public Accountants of Kenya (ICPAK) roadmap for the adoption of IFRS Sustainability Disclosures Standards in Kenya - which outlines a phased approach with voluntary adoption beginning 1 January 2024 and mandatory adoption starting 1 January 2027 - we are committed to integrating these standards into our reporting framework.

> **"In this report, we have taken the initial step of partially disclosing key aspects as we progressively work towards full adoption in future disclosures. This phased approach supports informed decision-making among our stakeholders and strengthens our contribution to sustainable development."**

In addition, we are guided by local and global frameworks on sustainable banking, including:

- The Nairobi Securities Exchange (NSE) ESG Disclosure Guidance Manual
- The Central Bank of Kenya (CBK) Guidance on Climate-related Risk Management
- United Nations Principles for Responsible Banking
- UN Global Compact Principles
- Equator Principles
- Paris Agreement
- Agenda 2063
- King IV Code on Corporate Governance
- Kenya Bankers Association Sustainable Finance Initiative (KBA-SFI)
- Task Force on Nature-related Financial Disclosures (TNFD)
- International Finance Corporation (IFC) Performance Standards

Our Reporting Landscape

Annual Integrated Report
The report provides a view of how we create and preserve value while delivering sustainable growth in the short, medium and long term.
Find the Report here

Investor Presentations
Provides a comprehensive overview of financial performance for the specific period
Find the Presentation here

Annual Financial Statements
The Statements comprehensively present the Group's fully audited financial statements..
Find the Financial Statements here

Who We are

Stanbic at a glance:

Stanbic Holdings Plc is a leading financial services group with a rich legacy spanning over a century. Headquartered in Nairobi, Kenya, the Group operates through key subsidiaries in Kenya and branch operations in South Sudan and is a member of the Standard Bank Group, Africa's largest bank by assets, which is headquartered in South Africa.

The Group wholly owns three subsidiaries: Stanbic Bank Kenya Ltd, SBG Securities Ltd, and Stanbic Bancassurance Intermediary Ltd. It also operates the Stanbic Kenya Foundation Ltd, the philanthropic arm of Stanbic Bank Kenya.

Stanbic is one of Kenya's leading banking groups and also maintains a branch in Juba, South Sudan, demonstrating its commitment to socio-economic growth in the region. The Group serves individuals, businesses, and commercial clients through an extensive branch network across Kenya. Stanbic Holdings Plc is listed on the Nairobi Securities Exchange (NSE).

Our Purpose

Kenya/South Sudan is our home, we drive her growth.

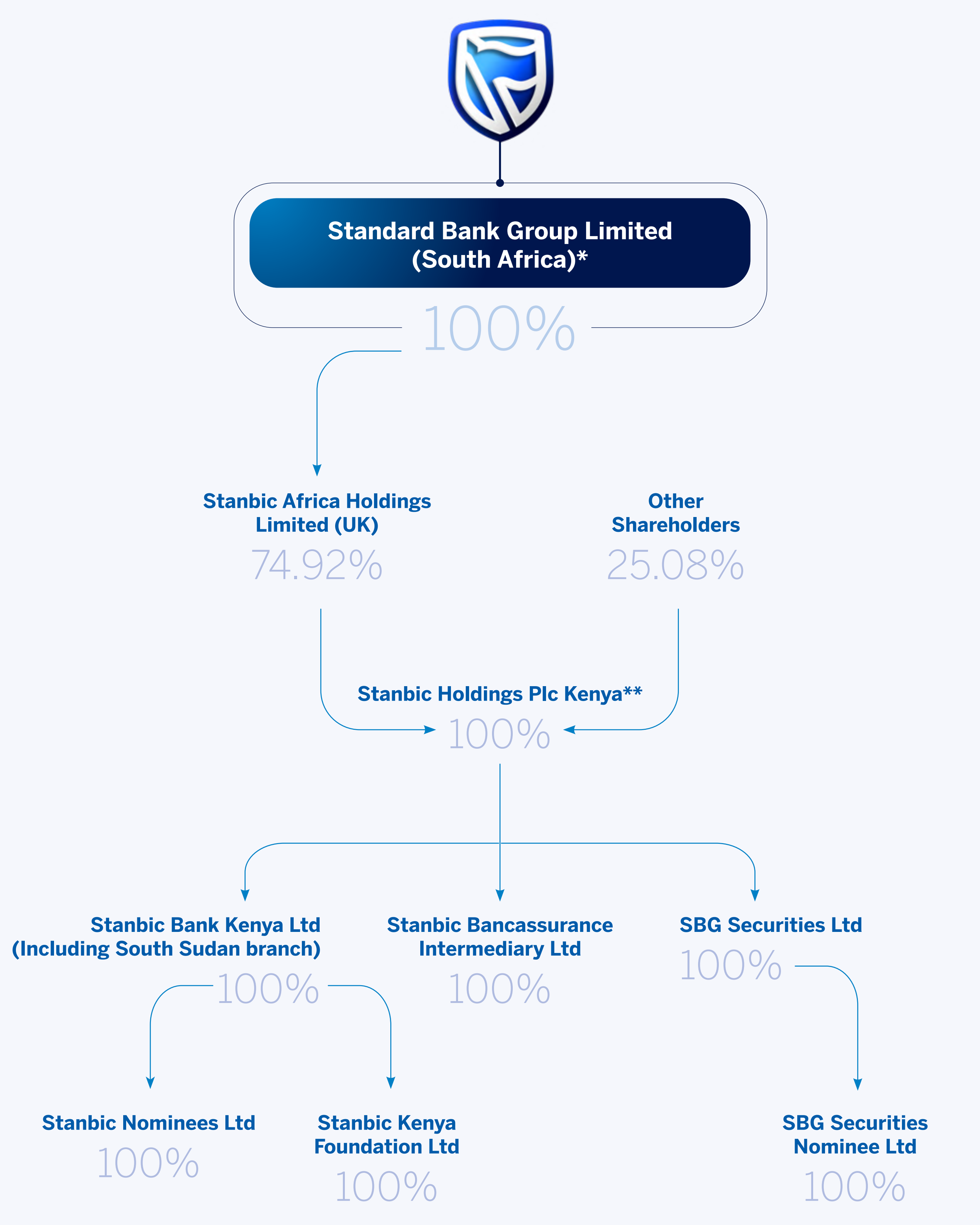
Our Vision

To be a leading financial services organisation in Kenya and South Sudan, delivering exceptional client experiences and superior value

Our Footprint

Kenya		South Sudan
30	Branches	1
57	ATMs	5
138	Cash Deposits Machines	0
740	Agent Outlets	0

Ownership Structure



* Listed on the Johannesburg Stock Exchange. | ** Listed on the Nairobi Securities Exchange.

How We Create Value

Our products and services form the basis of how we create value for our clients. This has been achieved through the following service lines:

Business Units	What We Do	What We Offer	How We Drive Positive Impact
Personal and Private Banking	We provide a comprehensive range of financial services for private and personal banking clients whether looking to build a home, grow their wealth or to secure a card for daily transactions, we offer solutions to meet their needs.	**Seamless Transactions:** Enjoy accounts designed for easy and convenient access to your funds. **Wealth Growth:** Secure your savings in an investment account that offers competitive interest. **24/7 Banking Service:** Manage your finances anytime, anywhere with our online banking services. **Flexible Financing:** Access tailored lending solutions to help you achieve your goals.	By providing personalised banking solutions, we enable clients to grow their wealth thus uplifting the overall wellbeing of society. We also enable financial inclusion through access to financial services.
Business and Commercial Banking	We take pride in our long-standing commitment to supporting Kenyan businesses, including MSMEs and commercial clients with a comprehensive range of banking services.	**Transactional Business Accounts:** Unlock a world of efficiency with solutions that streamline payments and collections. **Working Capital Solutions:** Whether short-term liquidity or long-term investments, our tailored offering acts as the financial catalyst for your business growth. **Business Solutions:** Built around our client's unique needs, these solutions drive operational efficiency, ensuring the business scales seamlessly in a competitive market. **Trade Solutions:** Facilitating expansion that positions a business for sustainable growth—both locally and globally.	By supporting businesses to access credit and other financial services, we promote enterprise growth and job creation.
Corporate and Investment Banking	We offer our diverse clients a variety of tailored innovative products, services and solutions.	**Transaction Banking:** We deliver a full range of innovative solutions focused on simplicity, processing efficiency, and creating sustainable value for our clients. **Global Markets:** We provide structured, innovative solutions across multiple asset classes, offering comprehensive currency solutions and products to support the success of our clients' businesses across Africa and beyond. **Investment Banking:** Leveraging our deep local market insights and global sector expertise, we offer long-term financing and value-driven solutions to support our clients' holistic growth ambitions. **Sector Expertise:** We connect valuable insights and build lasting relationships by developing and implementing client strategies, continuously enhancing our capabilities and expertise in key sectors driving economic growth.	Promoting sustained, inclusive and sustainable economic growth and job creation.
Insurance and Asset Management	We offer non-banking financial solutions tailored to our clients' needs.	**Insurance Solutions:** We offer comprehensive life, health and general insurance products **Investment Opportunities:** Our clients have access to equities and fixed-income products for wealth growth. **Asset Management Solutions:** Our Money Market and Fixed Income Funds make investing simple, with entry points as low as KES 1,000 or USD 100 and are built to help you reach your financial goals with ease. **Financial Literacy:** Expert training through our Financial Fitness Academies (FFAs). **Chama Solutions:** Tailored financial services for group and informal savings.	Promoting inclusive financial services for sustainable social and economic growth.

Below reflects the contributions of our subsidiaries:

Subsidiaries	What We Do	What We Offer	How We Drive Positive Impact
SBG Securities Limited	SBG Securities is a licensed investment company supporting our clients in their investment journey.	**Equities trading**: We support clients to trade in shares of listed companies **Investment banking advisory services**: We help our clients secure funds in the capital markets **Fixed-income trading:** We facilitate clients to invest in fixed income securities like bonds **Asset Management:** We facilitate clients to invest in Unit Trusts **Investment research**: Through research, we guide our clients to make informed investment decisions.	By promoting investment, we contribute to growth of the capital markets. Driving Stanbic purpose of economic growth in Kenya and South Sudan. Strengthening capacity of domestic financial institutions to encourage and expand access to financial services for all.
Stanbic Bancassurance Intermediary Limited	Stanbic Bancassurance Intermediary Limited (SBIL) is an intermediary between the bank's clients and insurance companies. It is licensed and regulated by the Insurance Regulatory Authority (IRA). SBIL specialises in risk management by identifying client needs and matching them with appropriate insurance solutions. We partner with leading underwriters and insurance service providers to offer our clients a wide range of insurance solutions.	**Short-term insurance solutions:** Our coverage options include medical insurance, motor insurance, personal accident, marine insurance, fire, theft, liability covers, etc. **Life solutions:** Individual life policies, Group life insurance, pension, and funeral expense cover. **Superior policy** servicing and claims processing from our dedicated team.	We promote sustainable development through providing risk management tools for businesses and individuals. Encourage and expand access to insurance services for all.
Stanbic Kenya Foundation	Stanbic Kenya Foundation is the corporate social investment arm of Stanbic Bank Kenya, dedicated to fostering inclusive socio-economic growth and environmental awareness in Kenya and South Sudan. The Foundation's mission is to accelerate the growth of entrepreneurship ecosystems, aligning with Sustainable Development Goals to create sustainable businesses.	**Economic Empowerment**: The Foundation supports MSMEs by providing access to low cost credit, access to information, access to market and policy influence. **Education:** The Foundation enters into strategic partnerships to enhance access to quality education and literacy. Through initiatives like the 'Future ni Digital' program, the Foundation aims to enhance digital literacy among the youth, equipping them with skills necessary for the modern job market. **Health:** The Foundation emphasizes preventive healthcare by organising cancer screening events and donating medical equipment. Additionally, it invests in sustainable health infrastructure and fostering partnerships for long-term health solutions. **Partnerships:** The Foundation actively collaborates with a diverse range of strategic partners, including NGOs, government agencies, private sector players, and development organizations to amplify the impact of its social investment programs. It also fosters a strong culture of corporate volunteerism among staff.	Enabling sustainable livelihoods through access to markets and finance, skills development and youth empowerment. Promoting access to quality education and literacy. Investment in sustainable health infrastructure through partnerships with government and health service providers. Partnerships for attainment of SDGs on education, health, decent work and economic growth.

Reflections From Our Leadership

Chairman's Statement

"Good governance is the cornerstone of sustainability, driving positive impact and resilience in an ever-evolving landscape."

Joe Muganda

I am honoured to present the Stanbic Holdings Plc ("the Group") Sustainability Report for the year ended 31st December, 2024.

This year, we have taken an important first step by aligning with the new IFRS S1 and S2 guidelines, adopting voluntary disclosures on sustainability and climate-related risks. To enhance transparency and accountability, we have also strengthened our governance structures in line with global best practices. By integrating these standards, we are building a strong foundation to provide stakeholders with reliable, decision-useful information, underscoring our commitment to a sustainable future and responsible business practices.

Key to our governance approach is the multi-tiered oversight system that embeds sustainability into strategic decision making.

Governance as a Bedrock of Sustainability

The Board of Directors remains steadfast in its responsibility to ensure that sustainability is not treated as a mere compliance exercise but embraced as a core driver of long-term value creation. The Board plays a pivotal role in strengthening the Group's governance framework, which is essential for embedding sustainability across all aspects of our operations.

Key to our governance approach is the multi-tiered oversight system that embeds sustainability into strategic decision making. For instance, the Board and its committees - particularly the Risk and Credit Committee - oversaw the integration of climate related risks, ethical lending practices and social impact initiatives into our business model. A dedicated sustainability scorecard was introduced to track progress against targets, linking executive performance to ESG outcomes.

We reinforced our governance by embedding policies such as the Climate Policy, Whistleblowing Policy and Human Rights Policy ensuring a robust governance framework. These promote accountability, transparency, and ethical behavior across the Group. Regular engagements with regulators, clients and communities informed our materiality assessments, ensuring our strategy addresses socio-economic challenges like financial inclusion, climate resilience and equitable growth.

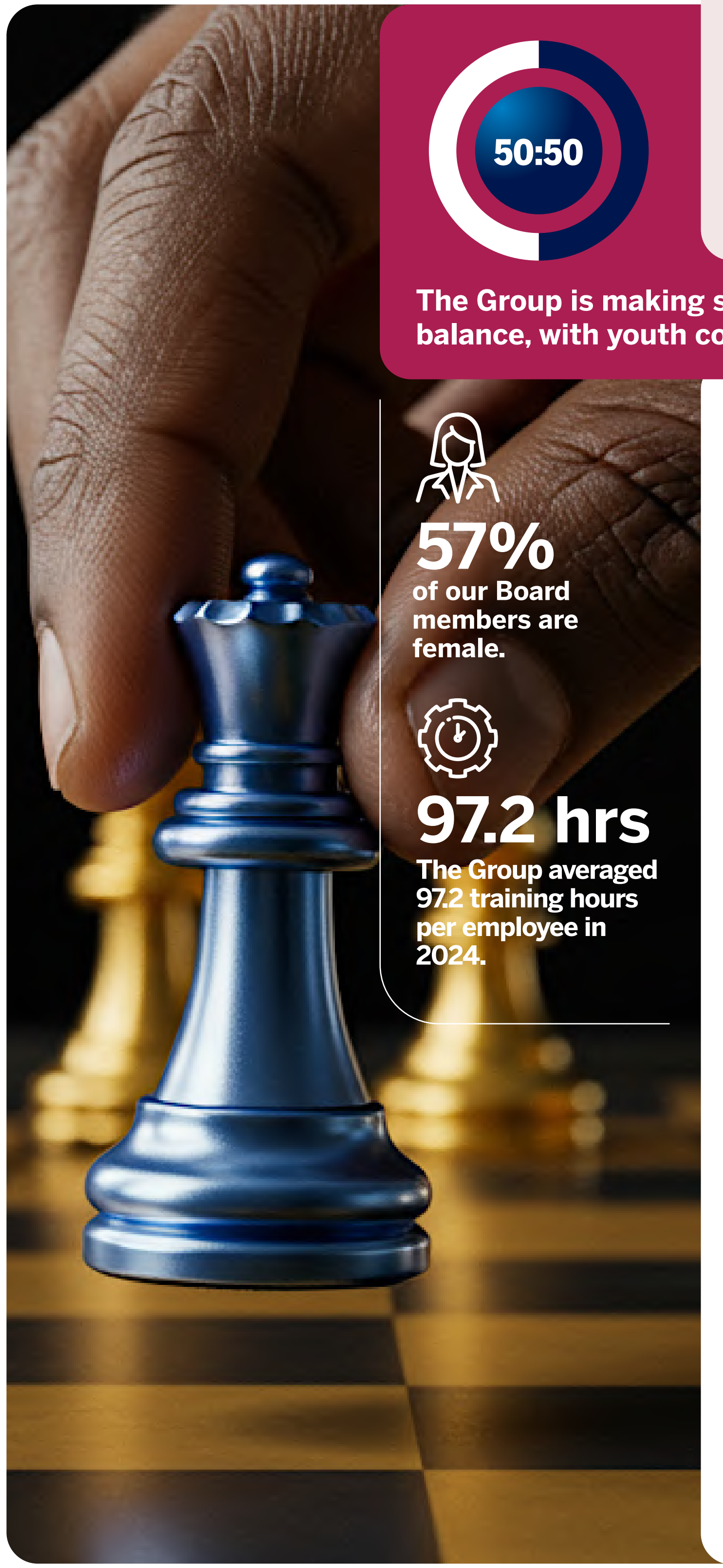
Championing Diversity

Building a diverse workforce is a key social agenda for the Group, reinforcing our commitment to being an equal opportunities employer. As a Group, we are steadily progressing towards a 50:50 gender balance, demonstrating our dedication to inclusivity. Currently, youth make up a third of our workforce, while differently-abled individuals account for 0.7%—approaching our target of 1%. Additionally, 57% which is 4 out of 7 of our Board members are female, further underscoring diversity as a cornerstone of our social pillar.

Investing in employee development is equally crucial. Last year, the Group spent KShs 47million on employee learning and development. This saw us dedicate an average of 97.2 learning hours per employee, focusing on upskilling and future readiness. This strategic approach not only enhances individual performance but also equips employees to meet the evolving demands of the business.

50:50

The Group is making steady progress towards a 50:50 gender balance, with youth comprising a third of the workforce.



57%
of our Board members are female.

97.2 hrs
The Group averaged 97.2 training hours per employee in 2024.

Our Strategic Priorities

Sustainability and climate-related matters are integral to our positive impact initiatives. While certain functions are delegated to management, the Board oversees the review, approval, and monitoring of Environmental, Social, and Governance (ESG) strategies to ensure their effective implementation. For instance, Management provides the Board with updates on the performance of socio-economic initiatives undertaken by the Group. This fosters effective communication and ensures thorough review and monitoring, identifying gaps and opportunities for driving sustainability.

At Stanbic Holdings Plc, we acknowledge the rapidly evolving sustainability landscape and the significance of sustainability and climate-related risks, which are as critical as credit and operational risks within our operations. To stay informed about these changes, the Board receives quarterly reports on sustainability, encompassing material issues such as social inclusion, climate change, and ethical practices.

Looking Ahead

As we navigate an evolving macroeconomic landscape - marked by inflation, geopolitical tensions and climate disruptions - the Board's focus remains on execution and measurable impact. We are looking towards bolstering disclosures for investors by working towards full IFRS adoption by 2027. The Board reaffirms its pledge to steward Stanbic's legacy as a catalyst for positive change—because Kenya and South Sudan are our home, and their prosperity is our purpose.

Group Chief Executive Statement

"Sustainability is not just a goal, it is a continuous journey that requires unwavering commitment, innovative thinking and collaborative efforts to create a lasting positive impact."

Patrick Mweheire

Sustainability has been a fundamental aspect of Stanbic Holdings Plc's operations, significantly contributing to our success over the years. We have evolved with the times, consistently prioritising environmental stewardship, social responsibility, and robust governance.

Building on the growth momentum from 2023, we implemented key measures in 2024 that further strengthened our market position. Our continued focus on three core pillars—enhancing client experience, executing with excellence, and driving sustainable value—was instrumental in this progress.

As a result, we achieved double-digit bottom-line growth and recorded

KShs 318.2 billion in deposits, reinforcing our ability to lend and support economic growth.

Additionally, our Gross Non-Performing Loans (NPLs) declined by

14% from **KShs 26.5 billion** to **KShs 22.6 billion**, reflecting improved asset quality and prudent risk management.

400

We have created over 400 direct jobs and, in 2024, extended KShs 63 million in grant and catalytic funding to MSMEs together with our partners.

D.A.D.A

Through D.A.D.A, we continue to promote financial inclusion for women entrepreneurs, providing financial and non-financial support to help them grow their businesses.

Supporting SMEs and Entrepreneurs

We recognise the vital role of small and medium enterprises (SMEs) and entrepreneurs in driving economic growth. Our SME programme provided catalytic funding to businesses to expand access to financial services, create employment and improve the livelihoods of people who would otherwise not qualify for funding.

Since 2020, we have disbursed more than KShs 180 million to help small businesses grow and sustain their operations. Our initiatives have already made a tangible impact, creating over 400 direct jobs and in 2024, we extended KShs 63 million as grant and catalytic funding to MSMEs together with our partners.

Additionally, we continue to advance financial inclusion for women entrepreneurs through D.A.D.A, our dedicated platform offering both financial and non-financial services to help them scale their businesses. Since its launch, Stanbic has supported over 100,000 women entrepreneurs and women-led businesses, reinforcing our commitment to gender-inclusive growth. To date, we have disbursed nearly KShs 37.8 billion, providing women with affordable financing to expand their enterprises and strengthen their contribution to Kenya's economy.

Embedding Sustainability in the Supply Chain

Enhancing our supply chain practices is vital to addressing challenges like climate change and social inequalities. At Stanbic, we prioritise transparency and accountability by conducting thorough due diligence before onboarding vendors. This proactive approach helps us mitigate current and emerging risks that could impact the supply chain.

As part of our ESG commitments, we assess our vendors' practices against our sustainability standards, which are also embedded in our contractual agreements. Notably, as of 2024, 10% of our procurement spend was to women-owned businesses, reinforcing our commitment to inclusive and equitable sourcing.

10%

of our procurement spend was to women-owned businesses.

Gradual Greening of Our Portfolio

Our aim of greening our portfolio to 10% began in 2019 with a key focus on sustainable agriculture, renewable energy and projects that address climate change adaptation. This involves understanding the current and potential environmental and social risks that our clients are prone to.

We issued over KShs 500 million in solar loans to support our clients' transition to green energy. Within the Group, we identified opportunities to reduce our carbon footprint. In 2025, we plan to fully revamp the head office to make it more sustainable.As members of the Kenya Green Building Society (KGBS), this initiative underscores our dedication to sustainability by accelerating progress towards achieving IFC EDGE certification - International Finance Corporations Excellence in Design for Greater Efficiencies standard.

Over KShs 500 million

We issued over KShs 500 million in solar loans to support our clients' transition to green energy.

Ensuring Long-Term Resilience

Sustainability and risk management go hand in hand. In 2024, we enhanced our Environmental and Social (E&S) risk framework, screened all loans over USD 1 million for environmental and social risks and achieved a 99.92% waste recycling rate. Our climate policy aligns with global net-zero targets, where we have integrated ESG principles into our credit risk assessments. By leveraging technology like AI and Robotic Process Automation (RPA), we have streamlined operations while mitigating risks such as fraud and cybersecurity threats.

Over USD 1 Million

In 2024, we screened all loans above USD 1 million for environmental and social risks.

Looking Ahead

To maximise our positive impact and accelerate progress towards a sustainable future, we will prioritise deepening partnerships with key stakeholders. These strategic collaborations will not only advance our sustainability goals but also drive innovation as we build the bank of the future, ensuring our initiatives are scalable, inclusive, and aligned with global priorities.

Equally vital to this mission is the role of our employees, whose expertise, creativity, and dedication are indispensable. We will empower our teams by fostering a culture of environmental stewardship, embedding sustainability into everyday practices, and encouraging active participation in initiatives that create meaningful change. By uniting external partnerships with internal engagement, we aim to cultivate a shared commitment to sustainability that resonates across every level of our organisation and beyond.

Stanbic Bank Kenya & South Sudan Chief Executive Statement

"In 2024, we made remarkable progress in our ongoing commitment to sustainable growth, achieving significant milestones that enhanced value for both our clients and shareholders."

Dr. Joshua Oigara

Sustainability remained deeply embedded in the Group's strategy and ambitions, as we executed and delivered various initiatives across different business segments. Our enduring commitment to integrating Environmental, Social, and Governance (ESG) principles into our operations influenced the design of our products, the services we offered, and the sectors we chose to engage with. This commitment also guided how we created shared value with our clients and the communities we serve.

Empowering Communities

Our Corporate Social Investment (CSI) initiatives remain a cornerstone of our strategy to create lasting social impact. For instance, our partnership with the Brigid Kosgei Foundation and Mary Immaculate Rescue Centre supported education for less privileged children, vulnerable girls and teen mothers.

4 QUALITY EDUCATION

These efforts align with the United Nations Sustainable Development Goal 4, particularly in reducing inequalities and improving access to quality education.

Our Contribution to Affordable Housing

As the largest lender in the affordable housing program, Stanbic recognises that housing is a fundamental human need—one that fosters social stability and helps reduce inequality within communities. In 2024, in alignment with this national agenda, we strengthened our partnership with the Kenya Mortgage Refinancing Company (KMRC), where we hold a shareholding interest, to provide affordable mortgage solutions. Through this collaboration, we disbursed KShs 1.79 billion in low-cost mortgage loans at a competitive rate of 9.5% per annum, enabling 250 households to become homeowners.

KShs 2.7 billion

Our cumulative financing for affordable housing has reached KShs 2.7 billion.

Collaboration for Shared Success

Our stakeholder-centric approach ensures that we listen, adapt, and respond to the needs of our clients, employees, investors, regulators, and communities. Through structured engagement—such as client surveys, employee town halls, and investor briefings—we gather invaluable feedback to refine our strategies. In 2024, our Employee Net Promoter Score (eNPS) improved significantly by rising to 38, reflecting a more engaged and motivated workforce. Similarly, our partnerships with government agencies and industry bodies, like the Kenya Bankers Association, have strengthened our ability to contribute to national development agendas, such as affordable housing and renewable energy projects.

Stanbic Bank South Sudan Efforts to Socio-Economic Resilience

The year 2024 was particularly challenging for South Sudan, a country heavily dependent on oil revenues. The economy was severely impacted when a crucial oil pipeline—responsible for transporting crude through Port Sudan on the Red Sea coast—was shut down in February. This disruption halted nearly 70% of South Sudan's oil exports, triggering a major economic crisis.

With oil contributing over 90% of government revenue, the shutdown led to significant financial losses, plunging the nation into hyperinflation. By the end of the year, the South Sudanese Pound (SSP) had depreciated dramatically, falling from 1,095 SSP per dollar in January to 4,900 SSP in December on the parallel market.

Amid these economic hardships, Stanbic Bank South Sudan, in collaboration with UNDP and UN Women, disbursed USD 2.6 million to 856 clients, including women and youth groups, while also providing capacity-building support in agriculture. Additionally, our partnership with UNDP has played a vital role in strengthening financial literacy and skills development for women and youth in key sectors like agriculture, which remains a critical pillar of South Sudan's economy.

Beyond financial empowerment, the bank also invested in youth development through sports. In partnership with NBA Africa and the Luol Deng Foundation, we launched the first Junior NBA league in South Sudan. To support the initiative, the Bank built a new basketball court in Juba, providing over 450 boys and girls with the opportunity to engage in the sport and develop their skills.

Looking ahead

In recent years, we have taken a more proactive approach to advancing our sustainability agenda. By engaging the Group's leadership and collaborating with partners across Stanbic, regulators, and the broader industry, we are driving meaningful change for future generations.

Building on our expertise and business strengths, we remain committed to addressing economic and social challenges. Through strategic capital deployment, we will continue to support our clients and contribute to a more inclusive and sustainable economy.

Leading With Purpose

This was a year of remarkable milestones for Stanbic, as our unwavering commitment to innovation, client service and industry leadership was recognised with accolades. These awards reflect not just our success, but the trust and partnership of our clients, the dedication of our team and our relentless pursuit of excellence. Here is a glimpse at the honors that celebrated our impact this year.

Awards	Recognition Entity
Euromoney Awards for Excellence 2024	Kenya Best Investment Bank Best Foreign Exchange Bank in Kenya
KBA SFI Catalyst Awards	Best Client Case Study - 3rd Place
Internal Audit & Risk Awards	Banking Category - 2nd Place
DIAR Awards	Best Impact Investing Initiative
Global Finance Best Investment Banks 2024	Best Investment Bank in Kenya
The Digital Banker Middle East and Africa Region Innovation Awards 2024	Best Trade Finance Initiative in Kenya
Global Finance Best Sub Custodian Awards 2024	Best Sub Custodian Awards 2024 in Kenya
Euromoney Real Estate Awards	Kenya's Best Bank for Real Estate

Our Approach to Sustainability

Message from Head of Sustainability

“Sustainability is a shared journey. I extend gratitude to our employees, partners, clients and communities for their collaboration. Together, we are unlocking opportunities for an equitable and low-carbon future.”

Priscilla Were

As we reflect on the strides made during the reporting year, our Sustainability Report encapsulates unwavering commitment to fostering sustainable growth across Kenya and South Sudan. Guided by our purpose, “Kenya/South Sudan is our home; we drive her growth,” we have integrated ESG principles into every facet of our operations, ensuring resilience, inclusivity, and long-term value creation for all stakeholders.

Our Sustainability Roadmap

During the reporting year, our commitment to sustainability has been driven by a well-defined strategy, anchored on two core pillars: maximising positive impact and effectively managing risk. This dual focus has provided a clear and actionable framework for our initiatives, ensuring that we not only contribute meaningfully to environmental and social progress but also mitigate potential challenges with foresight and responsibility.

Maximising Positive Impact

Our approach to maximising positive impact is built on key pillars that guide our strategy and actions. During the reporting year, we made significant progress in:

1 Enterprise Growth and Job Creation

We remain steadfast in supporting MSMEs, a cornerstone of economic empowerment. Through grants and catalytic funding totaling to KShs 63 million, and targeted capacity-building programs like the Future Ni Digital, we have enabled entrepreneurs to thrive. Strategic partnerships with organisations such as the USADF and GIZ have further amplified our reach, with a particular focus on uplifting women and youth-led businesses.

2 Infrastructure Development and Just Energy Transition

Advancing sustainable infrastructure remains a priority. We disbursed over KShs 500 million in solar financing, bolstering renewable energy adoption, while supporting transformative projects like the Nairobi Expressway. In line with our decarbonisation goals, we transitioned some branches to solar power, with plans to fully solarize the Head Office, a critical step towards reducing our carbon footprint.

Over KShs 500mn

We disbursed over KShs 500 million in solar financing, bolstering renewable energy adoption.

3 Climate Change Mitigation and Adaptation

Environmental stewardship is central to our operations. We conducted rigorous environmental and social risk screenings for all loans above USD 1million, recycled 99.92% of operational waste, and planted 8,000 trees to restore ecosystems. Our partnership with Kenya Breweries Limited underscores this commitment, with a five-year initiative to plant 1 million trees, enhancing biodiversity and community climate resilience.

8,000

We planted 8,000 trees to restore ecosystems, enhancing biodiversity and community climate resilience.

4 Financial Inclusion

Empowering underserved groups is key to inclusive growth. Through our D.A.D.A solution, we disbursed KShs 37.8 billion to women-led enterprises, unlocking opportunities for economic participation.

Effectively Managing Risks

At the heart of our approach is the commitment to minimising and mitigating risks—including climate-related financial risks—that may arise from our operations, business relationships, and financing activities. Our pursuit of positive impact is grounded in the careful identification, management, and mitigation of environmental, social, and governance (ESG) risks. This encompasses not only risks within our own operations but also those associated with our clients, investments, and the projects we finance.

To ensure robust risk management, we integrate ESG considerations into our policies, processes, and governance frameworks. Additionally, we actively engage with our diverse stakeholders to identify and address material ESG issues, fostering transparency and accountability in our decision-making.

Embedding Sustainability at Our Core

Sustainability is embedded in our governance framework. The Board and its committees oversee ESG integration, supported by policies such as our Climate Policy and Whistleblowing Policy. We adhere to global standards like the IFRS S1 & S2, GRI, and UN Principles for Responsible Banking, ensuring transparency and accountability. In 2024, we introduced a Sustainability Scorecard linking management performance assessment to ESG metrics. Our stakeholder-centric approach prioritises dialogue and collaboration. Through surveys, digital platforms, and community initiatives like the Gatina School Feeding Program, we engaged clients, employees, and communities.

Our initiatives are closely aligned with the United Nations SDGs, contributing to Goals 3,4,5,7,8,9,10,11,13, and 15. We have made significant strides in promoting financial inclusion, supporting education and fostering economic empowerment through a range of programs and partnerships. Such efforts are aimed at creating positive societal impact while contributing to global sustainability objectives.

Digital transformation was pivotal in driving efficiency and inclusivity. Robotic Process Automation (RPA) and AI were able to streamline operations, while Kargo Pay revolutionised port transactions. We also prioritised data security, achieving full compliance with Kenya’s Data Protection Act.

Looking Ahead

Sustainability is a shared journey. I extend gratitude to our employees, partners, clients and communities for their collaboration. Together, we are unlocking opportunities for an equitable and low-carbon future.

As we deepen our impact, we remain steadfast in our mission to be a catalyst for sustainable development - because growth, when inclusive and resilient, leaves no one behind.

Our Strategic Priorities

We are driven by our purpose - Kenya/South Sudan is our home, we drive her growth. Our strategy is designed to fulfill our purpose through three key strategic priorities:

- Transform the Client Experience by delivering tailored, comprehensive solutions that address their needs.
- Execute with Excellence by doing business the right way, with integrity and precision.
- Drive Sustainable Growth and Value to create lasting value for our clients, society and the planet.

We implement our strategy by strengthening and expanding our competitive strengths in our target segments and markets, while also exploring new growth opportunities. To track our progress and the value we aim to deliver to all stakeholders, we rely on six key performance drivers

Our Strategic Priorities	Transform Client Experience		Execute with Excellence		Drive Sustainable Growth and Value	
Our Value Drivers	Client Focus	Employee Engagement	Risk and Conduct	Operational Excellence	Financial Outcome	Positive Impact

Positive Impact
We are dedicated to making a meaningful difference by thoroughly understanding the needs and challenges faced by our audiences in Kenya and South Sudan, and by providing effective solutions to address those issues.

Impact Areas
- Enterprise Growth and Job Creation
- Infrastructure Development and Just Energy Transition
- Climate Change Mitigation and Adaptation
- Financial Inclusion

Our Approach to Sustainability

To execute our strategy and fulfill our purpose, we are committed to addressing key challenges in Kenya and South Sudan while driving greater prosperity for their people. By aligning our business activities with these goals, we create strong financial returns for our shareholders and deliver meaningful social, economic and environmental benefits for the communities we serve.

We are committed to aligning our strategy with key global sustainability frameworks, including the UN Sustainable Development Goals (UN SDGs), the Paris Climate Agreement, the Equator Principles, and the UN Global Compact Principles, across all our operating countries. Our approach involves identifying opportunities to maximise positive impact while effectively managing any potential negative effects stemming from our operations, products, and services

This commitment informs the two pillars of our sustainability approach, including:

Maximising Positive Impact
Our business activities drive positive impact in four areas:

- Enterprise Growth and Job Creation
- Infrastructure Development and Just Energy Transition
- Climate Change Mitigation and Adaptation
- Financial Inclusion

Effectively Managing Risks
We actively identify and manage potential risks and negative impacts, focusing on areas such as:

- Effective management of environmental and social risks associated with our lending and investment activities
- Fair treatment of customers
- Information Security, Data Privacy & Cyber Security
- Combatting financial crime
- Employee engagement

Governance Approach

Governance of Sustainability

Our governance structures, at board and management level, ensure effective oversight of both pillars of our sustainability strategy. Our enterprise-wide risk management framework defines the structures and accountability for the oversight, governance and execution of ESG risk management. All identified material ESG risks are prioritised and monitored through quantitative or qualitative measures.

Board's Role

The Board of Directors is the primary governance body responsible for overseeing the effective management of sustainability-related developments across the Group. It delegates certain functions to management but retains oversight of key decisions, including those related to sustainability and risk management.

The Board is responsible for guiding the group's strategy and overseeing progress against its strategic priorities and related value drivers. This includes overseeing performance in relation to the two pillars of the group's sustainability approach, namely Positive impact and Management of ESG risk. Responsibilities are delegated to several board sub-committees. Committees meet quarterly and provide feedback to the full board. All committees are chaired by non-executive directors. The board assesses its performance annually through various processes, including board and committees' effectiveness evaluations, board Key Performance Indicators (KPIs) review and Chairman's one-on-one performance discussions with individual directors.

The Board's responsibilities for sustainability are reflected in its oversight of the Group's governance of sustainability initiatives. The Board ensures that Stanbic's operations align with principles of transparency, fairness and accountability. A delegation of authority matrix is in place to ensure that mandates from shareholders are clearly communicated to the Board, committees, and management. This structure ensures that decision-making is aligned with the Group's strategic objectives.

"The Board is responsible for guiding the group's strategy and overseeing our progress against our strategic priorities and related value drivers."

The Board undergoes extensive training in areas such as artificial intelligence (AI), cybersecurity and risk management, strengthening its ability to oversee sustainability-related risks and opportunities. Additionally, the Group uses a skills matrix to ensure that Board appointments are aligned with the Group's strategic needs, considering diversity in skills, experience, gender and background. This ensures the Board has the necessary competencies to oversee sustainability and risk management strategies.

Through quarterly reports on sustainability, the Board is regularly informed about the Group's related risks and opportunities. This ensures that sustainability remains a key focus area for Stanbic. The Board also receives updates from the Stanbic Foundation Board regarding the social-economic initiatives undertaken by the Group. During the reporting period, the Board conducted physical visits to various branches to engage with staff and understand the impact of Stanbic's initiatives on the ground.

The Group's strategic process incorporates ESG considerations. The Group's strategy is holistic, taking into account both the financial performance and the impact of the Group's operations on society and the environment. This considers material issues such as climate change, social inclusion, and ethical lending practices. The Board's oversight ensures that the material issues are integrated into major decisions and risk management processes.

The Group's commitment to ethical behaviour is further reinforced by its adherence to the King IV principles of corporate governance, which emphasise ethical leadership, risk management, and stakeholder engagement.

For more information on our Board of Directors please refer to Page 86-102 of the Stanbic Holdings Plc 2024 Annual Integrated using the following link

Board Committees

Board Risk Committee

The committee is responsible for the following:

- Approving updates to the Environmental and Social (E&S) risk standards and policies.
- Monitoring significant stakeholder concerns and ensuring they are adequately addressed by the Board and management.
- Alignment between the Group's overall strategy and its climate commitments, while tracking progress against locally defined climate goals and targets.
- Overseeing compliance with the E&S risk management system and policies.
- Monitoring Stanbic's exposure to climate-related risks, and evaluating executive performance based on Positive Impact metrics and Environmental and Social criteria.

Board Technology and Operations Committee

The committee is responsible for the following:

- Overseeing the efficient utilization of water and energy resources, waste management practices, and green building initiatives.
- Monitoring technology developments, including system stability enhancements.

Board Credit Committee

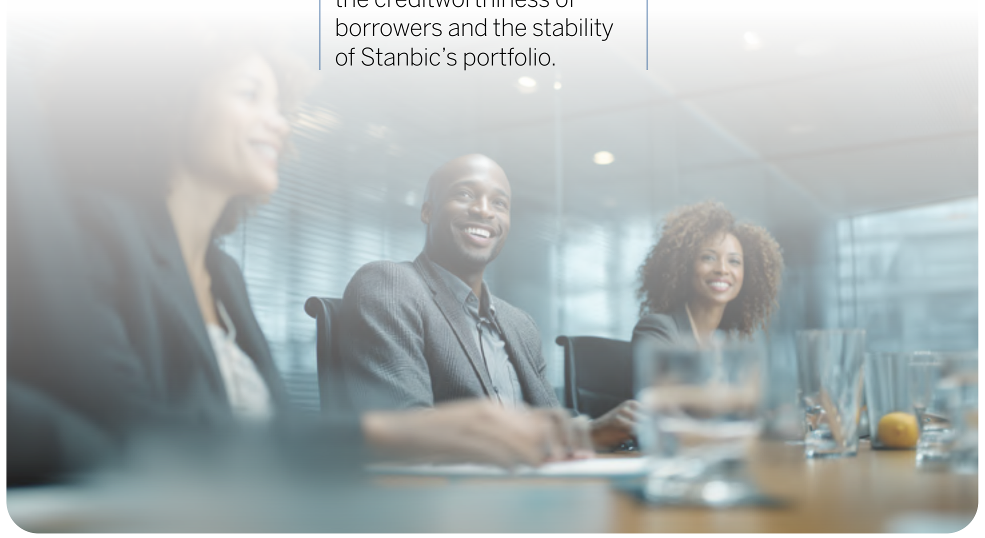
The Credit Committee integrates ESG factors into its credit risk assessment framework. It does so by:

- Evaluating enterprise-wide risks, emerging risks and Environmental and Social risks that could directly or indirectly affect the credit portfolio and the Group's overall risk profile.

This approach ensures a thorough analysis of potential risks, safeguarding the creditworthiness of borrowers and the stability of Stanbic's portfolio.

Board Audit Committee

The Committee has a duty to oversee and ensure the ethical conduct of the Group, including reviewing management reports related to the Code of Ethics and addressing any conflict of interest.



Stanbic Kenya Foundation Board

The Stanbic Kenya Foundation Board ensures that the Group's strategy aligns with the commitment to generate positive impact. The Foundation Board regularly updates the Board on Stanbic's progress in creating shared value.

Key Policies to Inform ESG Approach

The policies below help identify, prioritise and manage sustainability and climate-related risks and opportunities.

Policies	Description	Output in 2024
Climate Policy	Our climate policy aligns with Standard Bank's dedication to reaching net-zero financed emissions by 2050. Additionally, it outlines targets to reduce Scope 1 and 2 emissions from our operations, aiming for a 2030 deadline for newly constructed facilities and a 2040 deadline for existing ones. Furthermore, our policy reflects our commitments to supporting Nationally Determined Contributions (NDCs) and sustainable development plans in Kenya and South Sudan, ensuring our efforts contribute to broader national and regional climate goals.	• We accelerated green financing and collaborated with existing clients to support their decarbonisation transitions. • We established a comprehensive screening process to address potential environmental and social risks for loans exceeding USD 1 million. • We have invested in staff training on ESG risks, equipping them with knowledge and tools to identify, mitigate and manage these risks effectively. • Aligned disclosures on climate-related risks and opportunities to IFRS S2.
Whistleblowing Policy	The policy is designed to empower both employees and external stakeholders to report any actions they believe are inconsistent with the company's core values, code of ethics, and standards of conduct. This policy ensures the protected disclosure of any unlawful, irregular or unethical conduct encountered by employees, in compliance with relevant legislation, such as Kenya's Bribery Act of 2016. However, Stanbic will take disciplinary measures against individuals who make false, malicious or bad-faith reports or who attempt to unfairly damage another person's reputation.	• We undertook an annual review of the policy to ensure that it remains relevant to the organisation. • The efficacy of the whistleblowing line is demonstrated by the number of reports that are filed through the channel. • A total of 33 matters were filed through the hotline in 2024 in comparison to 36 matters that were filed in 2023. These matters were dealt in line with the Whistleblowing policy and corrective action taken, as necessary. • We conduct monthly tests to ensure that the hotline operates efficiently. • The following channels have been provided to both employees and third parties to report unethical conduct: Toll-Free Whistleblowing Number: **0800722138** Email Address: whistleblowingline@tip-offs.com Online Form: https://www.tip-offs.com/MakeReport.aspx • The details of the whistleblowing channels are communicated internally to employees through emails, awareness sessions and through the intranet. The same details are also captured in the Group's websites: SBG Securities | Stanbic Bank https://www.stanbicbank.co.ke/kenya/personal
Dispute Resolution Policy	The policy is designed to ensure the swift and equitable resolution of any conflicts that may emerge within the Board. Such disputes, if left unaddressed, could hinder the Board's effective functioning and negatively affect relationships with stakeholders. Key aspects of the policy include: • Guidance on Resolution Processes: The policy outlines clear procedures for resolving disputes among Board members, ensuring that the chosen approach aligns with the company's best interests. • Timely Resolution: Underscores the importance of addressing conflicts promptly to avoid prolonged disruptions that could harm the Board's operations. • Fairness and Impartiality: The policy guarantees a fair and unbiased dispute resolution process, providing all parties with the opportunity to express their viewpoints. • Stakeholder Relations: Includes mechanisms to preserve positive stakeholder relationships throughout the resolution process, minimising any potential adverse impacts.	During the year, the Dispute Resolution Policy was reviewed and amended as follows- (a) Addition of amicable dispute resolution mechanisms and timeliness as the other principles of the Policy. (b) Addition of the role of management in resolving disputes. (c) Incorporation of a dispute resolution process for disputes between the company and its stakeholders. (d) Clarification of the scope to include Stanbic Holdings Plc and its Subsidiaries.
Human Rights Policy	Our commitment to human rights extends to our employees, suppliers, service providers and all individuals affected by the projects and businesses we support. We define human rights as the fundamental and universal entitlements that uphold every person's inherent freedom, dignity and equality. This definition is grounded in the principles outlined in the United Nations Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. We adhere to the UN Guiding Principles on Business and Human Rights, which guide our responsibility to respect and promote human rights in all our operations. We are dedicated to preventing human rights violation and avoiding any involvement, directly or indirectly, in the infringement of human rights by others. We have a zero-tolerance policy towards slavery, forced labour and human trafficking in any form. Furthermore, we will never knowingly engage in or support any activities that contravene modern slavery laws, regulations, or other applicable legal requirements.	• We fostered a work environment that upholds human rights, reflected in our policies and practices. These include our Code of Ethics and Conduct, Human Rights Statement, and guidelines on diversity and inclusion, workplace harassment (including sexual harassment), discrimination, occupational health and safety, and whistleblowing protections. • We conducted due diligence in selecting business partners, assessing human rights risks in our relationships, procurement, lending, and investment activities. • We remained vigilant against financial crime and corruption, including bribery, extortion, and money laundering. • We adhered to the Equator Principles in project financing to ensure environmentally and socially responsible investments. • We integrated ESG risk assessments into our supply chain and procurement processes. • We encouraged clients, suppliers, and partners to uphold human rights and avoid violations in their operations. • Employees were required to report any suspected human rights violations through leadership channels or our whistleblowing hotline. Where violations were identified—whether directly or indirectly linked to our operations—we took corrective actions, including disciplinary measures, terminating business relationships, or engaging stakeholders to improve practices.

Policies	Description	Output in 2024
Third-party Code of Conduct	All third-party service providers contracted by the Group must comply with a third-party code of conduct that upholds the principles of value optimisation, fair and effective competition, accountability, sustainability and risk management. The code mandates that third parties respect fundamental human rights and maintain a safe and ethical working environment. Therefore, they should: • Prohibit forced labour, child labour, and any form of discrimination. • Ensure workers are paid fair wages. • Regulate working hours to prevent exploitation. • Uphold the freedom of association for all individuals. • Adhere to relevant environmental and social laws. • Implement industry-standard environmental and social practices applicable to their sector, goods and services. • Manage risks responsibly, including those related to climate change. Non-compliance with this code of conduct is considered a breach of contract and may lead to the termination of the agreement. The specific information required from third parties will vary depending on the level of risk, nature of the product or service being provided, and type of relationship established.	• Prioritised sourcing goods with minimal environmental and social impact while supporting local business growth in Kenya. • Integrated data security into our third-party risk management framework. External partners must comply with our information risk management policy, affirming their commitment during onboarding. • Conducted comprehensive risk assessments and due diligence for all critical third parties, evaluating potential social and environmental impacts before engagement. • Continued proactive engagement with third parties to mitigate emerging risks throughout partnerships. • Mandated third-party adherence to our Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), anti-bribery, anti-corruption, anti-fraud, and tax evasion policies.
Code of Ethics and Conduct	Shapes our decision-making processes, behaviours and interactions with our diverse stakeholders. Influences the development of Group policies, standards, and risk management frameworks. We continually revise the code to ensure it effectively aligns with our commitment to delivering positive sustainability impact. In the previous year, we maintained conduct risk within acceptable levels, as evaluated by our various business units. Any conduct-related issues were promptly addressed within the respective departments. Efforts were made to improve the complaints management framework and standards, ensuring they meet client expectations and comply with the Conduct Standard for Banks.	• We refined our code to better reflect our commitment to delivering positive social, environmental, and economic impacts. • A revised risk reporting approach was implemented to strengthen oversight by the board and executive leadership. • We completed an initial evaluation to identify key risks and impacts affecting employees, clients, supply chains, and communities linked to our operations. • Conduct risk stayed within acceptable thresholds, as confirmed by business unit assessments. Any breaches were promptly addressed at the operational level. • We further improved our complaints management system to meet client expectations and comply with the latest banking conduct standards.

Stakeholder Engagement and Material Issues

Identifying and Prioritising Sustainability/Climate-related Risks and Opportunities

In alignment with IFRS Sustainability Disclosure Standards, Stanbic Holdings Plc is committed to transparently disclose sustainability and climate-related risks. Along with opportunities that could reasonably be expected to influence the Group's prospects. This approach ensures that stakeholders, including investors and other users of general-purpose financial reports, are equipped with reliable and credible information to support informed decision-making.

IFRS
International Financial Reporting Standards

Where specific IFRS Sustainability Disclosure Standards do not explicitly address a particular sustainability related risk or opportunity, we apply informed judgement to identify and prioritise information that meets the following criteria:

Relevance: The material information must be pertinent to the decision-making needs of stakeholders, thus enabling them to assess the potential impact of sustainability and climate-related factors on Stanbic's financial performance and long-term resilience.

Faithful Presentation: The disclosed material information must accurately reflect the nature and magnitude of the sustainability-related risk and opportunity, ensuring transparency and reliability in reporting.

Our Materiality Approach

Stanbic recognises that material issues play a crucial role in shaping the sustainability related risks and opportunities. These could influence the Group's prospects in the short, medium and long term. To address these issues, we employ a double materiality approach, which evaluates sustainability matters as material-based on two key dimensions:

Impact Materiality: This considers whether an issue has significant actual or potential effects on society and the environment due to Stanbic's operations.

Financial Materiality: This assesses whether sustainability-related risks or issues could substantially impact the Group's business performance, shareholder value, reputation, and litigation risks with key stakeholders.

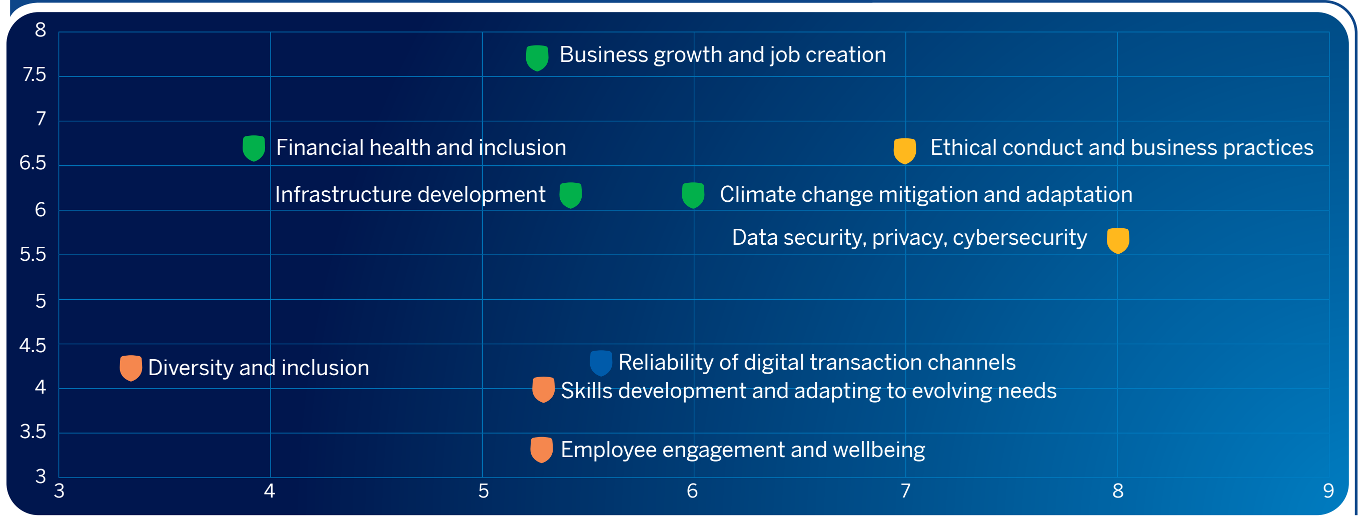
To identify and prioritise material issues, we follow a structured process.

1. **Identifying Sustainability Themes:** Through ongoing stakeholder engagement, industry trends analysis, and internal assessments, we identify key sustainability themes relevant to our operations in Kenya and South Sudan.
2. **Risk Identification and Process Mapping:** We assess the potential positive and negative impacts associated with each theme across our core business processes. This helps us identify ESG risks that could significantly affect our business if not managed properly.
3. **Materiality Matrix:** We then evaluate the identified ESG risks based on two key dimensions:
   a. Financial Significance: The potential impact on our financial performance, stability, and future viability.
   b. Stakeholder Importance: The relevance to our stakeholders, including clients, employees, communities, and the environment.

Considering the structured process, we identified the following as material issues:

- Enterprise Growth and Job Creation
- Infrastructure Development and Just Energy Transition
- Climate Change Mitigation and Adaptation
- Financial Inclusion
- Ethical Conduct and Business Practices
- Reliability of Digital Transaction Channels
- Employee Engagement and Wellbeing
- Diversity and Inclusion
- Data Security, Privacy and Cybersecurity
- Skills development and adapting to evolving needs

The materiality matrix below presents an analysis of the materiality assessment, evaluating the identified key issues based on their level of significance:



Engaging Our Stakeholders

The Group is deeply committed to the idea that meaningful engagement with stakeholders is crucial for a sustainable business approach. This commitment ensures that Stanbic stays flexible, accountable, and aligned with the broader social and environmental landscape where it operates.

Our Stakeholder Engagement Matrix

Clients

How we Engage

- Client surveys
- Digital communication channels
- Call centre
- Direct client engagements
- Product presentation
- Client events and visits
- Brand and sponsorship events
- Relationship managers
- Inperson and complaint channels

How we Measure Engagement

Net Promoter Score (NPS)

Client Satisfaction Index (CSI)

Quality of Relationship

NPS Score:
2023: 41
2024: 23

The 2024 upgrade of our online platform and core banking system temporarily impacted our NPS Score in Personal and Private Banking. In response, we acted on client feedback to ensure a more seamless and responsive banking experience.

CSI Score:
2023: 8.3
2024: 8.5

Priorities

- Service quality and responsiveness to queries and problems
- Ease of use of digital channels, always on
- Solutions tailored to individual needs
- Client education to address gaps (e.g. saving for education, saving for retirement and tax-free savings)
- Reliability, data security, protection from fraud and cybercrime
- Sustainability solutions, including for supply chain

How we Responded

- Enhanced client interaction channels - launched omnichannel / new mobile banking app to improve convenience, security, and functionality for our clients.
- Leveraged data analytics to deliver personalised solutions.
- Trained clients on financial fitness to effectively manage, save and plan ahead.
- Improved system stability; Ongoing investment in cybersecurity and anti-financial crime capabilities.

Ongoing expansion of sustainable finance offerings.

Value Created

We advanced **KShs 230bn** in loans,

Supported a savings culture through **KShs 318bn** in deposits

Employees

How we Engage

- Employee surveys
- Engagement sessions with the CEO
- Employee town halls
- Stanbic news (weekly newsletter)

How we Measure Engagement

- Employee Net Promoter Score (eNPS)
- Diversity and Inclusion (D&I)
- Percentage of learning time invested in future skills learning
- Learning hours and investment in learning

Quality of Relationship

eNPS Score:
2023: 33
2024: 38

Learning Hours:
2023: 65,593
2024: 110,200

Amt invested in Capacity Building:
2023: KShs 58 mn
2024: KShs 47 mn

Priorities

- Skills, employability, job security amid concerns about AI and digitisation
- Diversity and inclusion
- Employee wellbeing especially with rising cost of living

How we Responded

- Provided training on future ready skills in various learning platforms
- Steady progress towards meeting D&I targets at senior manager, executive and Board level.
- Fixed compa-ratios, education on Group-wide reward policies.
- Equitable renumeration
- Enhanced communication and leadership updates, town halls "Tubonge", monthly departmental meetings.
- Internal promotions and job rotations.

Value Created

KShs 9.1bn paid to our employees in wages and other benefits

KShs 47m invested in employee learning and development

Shareholders and Investors

How we Engage

- Investor briefings
- Presentations and roadshows
- Annual Integrated Report
- Annual sustainability report
- Annual General Meetings (AGMs)
- Newspaper notices

How we Measure Engagement

- Shareholder value created – ROE, earnings growth, net asset value growth and dividends.
- Investor and other market participant feedback.
- AGM voting outcomes.

Quality of Relationship

Profit after Tax:
2023: KShs 12.2bn
2024: KShs 13.7 bn

Return on Equity:
2023: 18.6%
2024: 19.3%

Priorities

- Board: skills gaps (climate and ESG), independence,gender diversity
- Need for clearer ESG/climate linked KPIs and targets linked to executive remuneration

How we Responded

- We achieved strong revenue growth, driven in part by client activity.
- We continue to strengthen our assessment, measurement and management of climate risk, informed by relevant standards, regulations and our climate policy
- Revised our strategy and established clear metrics

Value Created

Recorded **KShs 13.7bn** in profit after tax translating to 12.8% increment compared to 2023.

Paid **KShs 6.3bn** in dividends in 2024 up from KShs 5.4bn in 2023.

Government and Regulators

How we Engage

- Two-way communication through a range of regulatory engagements and discussions
- Thought leadership events/ workshops
- Sponsorship engagements

How we Measure Engagement

- Compliance with CMA Corporate Governance code.
- Compliance with laws and regulations.
- Constructive engagements.

Quality of Relationship

Constructive engagements, good working relationship with key departments. Active participation in consultation processes.

Priorities

- Financial inclusion, including access to credit for SMEs and low-income clients, treatment of vulnerable clients and consumer protection
- Sustainable finance taxonomies
- Increased private sector participation in sustainable development
- Operational risk, especially from use of third parties and cyber, data and technology risk, and systems stability and disruptions when new digital capabilities are deployed
- Business resilience, including in relation to climate risk
- AML/CFT compliance and monitoring and addressing grey-listing
- Fraud and financial crime
- Responsibility towards clients and responsible product development

How we Responded

- Legal and regulatory compliance.
- Support national development agenda.
- Knowledge sharing and contribution to industry and regulatory working groups.
- Transparent and proactive interactions with tax authorities.
- Engagement and collaboration with Regulators and policy makers to support strengthening of AML and Countering the Financing of Terrorism (CFT) controls.

Value Created

KShs 5.3bn paid as government taxes, up from KShs 4.9bn in 2023.

KShs 1.79bn invested in affordable housing.

Communities

How we Engage

- Stanbic Foundation.
- Rotary Club of Nairobi Samawati.
- Sponsorship engagements.
- Employee voluntarism.

How we Measure Engagement

Constructive engagements, media monitoring

Priorities

Value for society, both internally with our people and externally with other stakeholders.

- Drive economic growth by creating social and environmental value.
- Value for the environment through conscious and responsible lending

How we Responded

We are steadfast in our commitment to support sustainable economic growth and human development in Kenya and South Sudan.

- We continue to integrate ESG considerations into business decisions and operations.
- We are committed to respecting the human rights of people involved in and impacted by our business.
- We are focused on targeted engagement with our communities.

Value Created

KShs 95 mn invested in Corporate Social Investment (CSI).

Maximising Positive Impact

How We Drive Positive Impact

Our purpose is the driving force behind our commitment to making a positive impact and fostering growth in Kenya and South Sudan. It guides our efforts towards the UN SDGs, which provide a comprehensive framework for addressing global challenges and promoting sustainable development.

We aim to contribute to the achievement of these SDGs while integrating sustainability and climate-related risks and opportunities through our financial services, investments, partnerships, and initiatives, paving the way for a more resilient future for our communities and the region.

> **"By focusing on the four impact areas and CSI, and aligning our purpose with the SDGs, we strive to effect meaningful and long-term change that addresses pressing societal challenges and promotes inclusive and sustainable development."**

Our Impact at A Glance

Enterprise Growth and Job Creation

9 Industry, Innovation and Infrastructure

8,269 individuals benefited from Stanbic Financial Fitness Academy training

KShs 63 million in grants and catalytic funding to MSMEs (KShs 182.4million since 2020) creating over **400** jobs

Facilitated **KShs 76 billion** in trade

9% of our loan book is under Agriculture sector

Infrastructure Development and Just Energy Transition

7 Affordable and Clean Energy; 9 Industry, Innovation and Infrastructure

KShs 9 billion of our loan book is towards infrastructure

Over KShs 500 million lent under solar financing

Climate Change Mitigation and Adaptation

13 Climate Action

Screened all loans above **USD 1 million**

99.92% of waste recycled

Reduced energy cost by **4%** year-on-year

98% elimination of bottled water across all branches

8,000 trees planted (Cumulative 31,960)

Partnered with Kenya Breweries Limited to plant **1 million** trees over the next 5 years

Financial Inclusion

8 Decent Work and Economic Growth; 10 Reduced Inequalities; 11 Sustainable Cities and Communities

Over 91% of transactions are conducted through digital channels

Since 2021, **KShs 37.8 billion** has been disbursed to D.A.D.A platform

KShs 1.79 billion issued under affordable housing

10% of our procurement spend went to women owned vendors

Corporate Social Investment

3 Good Health and Well-Being; 4 Quality Education

Over **4 million** spent on education to support bright, needy and vulnerable students.

Distributed **375** computers to different institutions including TVETS, high schools and community based organisations.

77,714 individuals trained in digital literacy.

122 trainers from **9** counties trained on digital skills.

Enterprise Growth and Job Creation: Advancing Sustainable Development Through ESG-Centric Business Practices

In the pursuit of sustainable development, it is crucial to develop and expand businesses that prioritise ESG principles. This approach helps to address sustainability and climate change challenges by fostering effective solutions. Additionally, sustainability has evolved due to expanded investor demands beyond financial returns, changes in stakeholder preferences, and increased regulatory compliance.

Key highlights in 2024

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Empowering SMEs through the Stanbic Financial Fitness Academy
Conducted a total of **75** training sessions.
8,269 individuals benefited from the training

Availing affordable credit to small businesses - Partnership with USADF
Disbursed **KShs63 million** in grants and catalytic funding to MSMEs (in 2024)
Since 2020, we disbursed a cumulative total of **KShs 182.4 million**
Over **400** direct jobs were created

Facilitating trade
KShs 76 billion worth of trade facilitated

Spurring economic growth through Agriculture
9% loan book under the agriculture sector

Alignment to the UN SDGs:

SUSTAINABLE DEVELOPMENT GOALS

UN SDG Goals	Our Focus
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**9.3: Increase small enterprises' access to financial services, including affordable credit, and their integration into value chains and markets**

Stanbic focus

- Facilitate trade and investment. Stanbic is empowering businesses of all sizes—from small enterprises to large corporations by providing innovative borderless banking solutions designed to streamline trade and financial operations. Through seamless cross-border transactions and advanced mobile payment capabilities, we are breaking down barriers to commerce, enabling businesses to transact efficiently and expand their reach
- Provide training, networking opportunities, and market access for MSMEs to foster sustainability and growth.
- Educate consumers to help individuals and business owners manage finances, save, and plan effectively.
- Strengthen the agricultural value chain.

Our Impact

Stanbic Financial Fitness Academy is a structured financial education program where financial experts interact with individuals or groups on how they can best manage their finances to achieve their wealth goals. It aims to improve the quality of life and enhance financial inclusion for both individual and corporate clients.

The academy focuses on helping individuals become financially independent, deepening client engagements and providing personalised advisory insights to address client needs. For SMEs and small businesses, the training emphasises the importance of understanding that business funds are not for everyday personal use. These businesses are also trained on maintaining accurate records /bookkeeping among others.

The program through financial experts guides participants through the Wealth framework which includes:

Create and Build – How to make money and set yourself up for success.

Live and enjoy – How to live life you can afford and make lifestyle choices in line with your budget and future goals.

Save and invest – Save to achieve short-term goals and provide for the unexpected. Invest to reach financial independence and secure your chosen lifestyle.

Share and legacy – How to use your resources to make a difference and leave a legacy for future generations.

Plan and protect – How to protect yourself, your family and your assets against risk.

The Financial Fitness Academy (FFA) Wealth Framework-unpacking Your Wealth Journey

A total of **8,269** participants benefited from the training, which covered key financial management topics, including:
Budgeting – Effective money management for personal and business growth.
Saving Strategies – Techniques to build financial resilience.
Debt Management – Responsible borrowing and repayment planning.
Basic Investment Principles – Fundamentals for wealth creation and sustainable business expansion.

In 2024, Stanbic reinforced its commitment to economic empowerment by conducting 75 Financial Fitness Academy sessions designed to equip individuals and businesses with essential financial and entrepreneurial skills. These programs aimed to enhance access to job and business opportunities, ultimately contributing to the reduction of unemployment and poverty.

Enabling access to affordable credit to small businesses

In 2020, the United States African Development Foundation (USADF) in partnership with the Stanbic Kenya Foundation, launched a grant competition designed to uplift MSMEs in Kenya. The initiative was designed to equip African owned businesses with financial support and technical assistance.

Over the years. we continued our partnership with USADF to empower MSMEs. Through concessionary loans, we bridged the financial gap, enabling these businesses to scale and thrive.

In 2024, we disbursed KShs 63 million in grants and catalytic funding to MSMEs, with a cumulative total of KShs 182.4 million since 2020. This financial support has not only strengthened businesses across sectors ranging from health, fashion, agribusiness, nutrition, manufacturing, and renewable energy but also spurred job creation, generating over 400 direct jobs in the process.

Facilitating trade and development

By facilitating trade and investment within and across borders, the Group supports the growth of enterprises and the creation of jobs and sustainable livelihoods.,

Import - Export operations

In 2024, we disbursed KShs 76 billion in trade financing, further reinforcing our role as a key enabler of economic activity. This funding supports businesses in accessing essential capital, facilitating smoother import-export operations, and driving sustainable growth across industries.

Through our borderless banking solution, we continue to enable seamless banking across borders, allowing clients to open accounts and transact as effortlessly as they would in their home markets. The solution enables clients to transact in the local currency in any of the markets in East Africa, which eases challenges such as foreign exchange availability.

For clients who want to expand beyond East Africa, we endeavour to make that journey seamless. For instance, we continue to support businesses in the Africa- China corridor, working with our strategic partner ICBC.

Strengthening the agriculture value chain

Stanbic continues to play a key role in the full agricultural value chain providing the right finance, insurance, working capital, and even non-financial solutions. This contributes to sustainable livelihoods and agribusinesses in this vital sector. In 2024, 9% of our loan book was to the agriculture sector compared to 6% in 2023.

Case Study

Expanding Poultry Farming for Economic Growth: Kamsa Poultry Limited

Kamsa Poultry Limited, successfully expanded its egg production capacity in Kisumu with the support of a USD 50,000 grant from Stanbic Foundation and USADF. "This addition has gone a long way in helping us expand and increase production." said Steve Kamwamu, CEO of Kamsa Poultry Limited. The grant enabled the construction of additional poultry production units to accommodate 5,000 more hens, significantly boosting daily egg production from 6,000 to 10,500 eggs. Kamsa Poultry is now looking to expand to a third production unit. This expansion has not only strengthened local food security by ensuring the availability of affordable eggs but has also improved accessibility for low-income consumers, particularly in rural areas.

To ensure high-quality and affordable eggs reach underserved households, Kamsa Poultry Limited has adopted an innovative distribution model. The company partners with 60 mama mbogas (local vegetable vendors), ensuring that eggs are easily available within local markets. Additionally, 30 motorcycle riders have been engaged to supply eggs directly to retailers in remote areas, overcoming the challenge of poor road infrastructure. These efforts have played a crucial role in making food affordable and accessible to the local community.

Job Creation and Economic Impact

The expansion has had a direct and indirect impact on employment in Kisumu. The company has created 5 direct jobs, 3 permanent positions and 2 casual roles, while indirectly supporting 30 motorcycle riders and 60 women vendors who earn income from egg sales. This job creation initiative has provided financial stability for many families while fostering local entrepreneurship within the supply chain.

Moreover, the reduction in egg prices has benefited consumers. In most urban centers, eggs retail at KShs 20 per egg (KShs 600 per tray), but due to economies of scale and cost-saving measures, we sell at KShs 400 per tray and KShs 15 per egg. This represents a direct saving for consumers, making nutritious food more accessible. While urban areas continue to retail eggs at KShs 20 per egg, our efficient operations ensure that rural consumers can still buy eggs at a lower price, even after factoring in transportation costs.

USD 50,000

Kamsa Poultry Limited, successfully expanded its egg production capacity in Kisumu with the support of a USD 50,000 grant from Stanbic Foundation and USADF.

> **"This addition has gone a long way in helping us expand and increase production."**
>
> Said Steve Kamwamu, CEO of Kamsa Poultry Limited.

Operational Efficiency and Sustainability

The grant enabled greater operational efficiency, including bulk purchasing of chicken feed, which has reduced per-unit costs. Additionally, production consistency has improved, with the company now operating three production units instead of two, ensuring a steady supply of eggs to meet growing demand.

Sustainability remains a key focus for Kamsa Poultry. The company has implemented eco-friendly waste management practices, composting chicken droppings and selling them to farmers for organic farming. Looking ahead, the company plans to invest in biogas production, which will replace charcoal as a heating source, further reducing environmental impact.

Overcoming Challenges and Future Growth

Despite its success, Kamsa Poultry has faced challenges in accessing capital, as financial institutions often require collateral for loans. The high cost of inputs, human resource shortages, and disease outbreaks have also posed obstacles. However, the company has navigated these issues through strategic cost management, local farmer training, and long-term planning.

Stanbic's support has been instrumental in scaling operations, creating jobs, and promoting food security in rural Kenya. As the company continues to grow, it remains committed to empowering farmers, enhancing supply chains, and fostering sustainability within the poultry industry.

Infrastructure Development and the Just Energy Transition: Building Inclusive Growth Through Infrastructure and Clean Energy

Sustainable development aims to create a balanced, resilient, and inclusive future. This can be achieved through infrastructure development, which generates job opportunities at various stages. These include construction, technology, and maintenance, thereby contributing to economic growth. A just energy transition ensures that all communities, including marginalised and underserved populations, have access to affordable and reliable clean energy. Sustainable infrastructure projects are designed to benefit all segments of society, reducing inequalities and promoting social inclusion.

Key highlights in 2024

Financing for Infrastructure Projects
KShs 9 billion of loan portfolio comprised of infrastructure projects

Financing Access to Clean Energy
Over KShs 500 million disbursed in solar financing

Our Alignment to the UN SDGs:

SUSTAINABLE DEVELOPMENT GOALS

UN SDG Goals	Our Focus
7 Affordable and Clean Energy	**7.1 and 7.2: Ensure Universal Access to affordable energy** We strive to enhance universal access to affordable, reliable, and modern energy services, while significantly increasing the proportion of renewable energy in the global energy mix.
9 Industry, Innovation and Infrastructure	**9.1: Infrastructure development** Create high-quality, reliable, sustainable, and resilient infrastructure, including regional and cross-border projects, to promote economic development and enhance human well-being, ensuring affordable and equitable access for everyone. To achieve this, the Group's focus is to: • Facilitate a fair energy transition and enhance access to affordable energy. At the macro level, the Group actively supports the development of energy infrastructure, prioritising renewable energy sources in alignment with global and national sustainable energy transition goals. At the micro level, the Group offers digital platforms that allow homeowners and businesses to access clean energy solutions. • Provide financial support for essential infrastructure in sectors like transport, manufacturing, and telecommunications.

Our Impact

As Stanbic, we are dedicated to funding infrastructure development and promoting a just energy transition as essential strategies for achieving sustainability goals, encompassing both environmental protection and social justice. To achieve our objectives in this area, we collaborate with the government and development organisations to structure and provide innovative financial products for the development of critical infrastructure.

We also work with and finance the private sector, which plays a key role in the sustainable infrastructure space.

"We collaborate with the government and development organisations to structure and provide innovative financial products for the development of critical infrastructure."

Financing Access to Clean Energy

Over KShs 500 Million

The Group issued over KShs 500 million in solar financing while providing strategic expertise to help clients scale their decarbonisation efforts.

Case Study

Solar Integrated Appliances Ltd - Empowering Rural Kenya with Clean Energy

Solar Integrated Appliances Ltd is committed to providing clean energy solutions to rural and peri-urban communities in Kenya's North Rift region, including Elgeyo, Uasin Gishu, and Baringo. The company's mission aligns with the SDGs by enhancing energy accessibility and promoting sustainability. The company received a USD 50,000 grant from Stanbic Foundation in partnership with USADF, which has been strategically allocated to expand its reach and impact.

A significant portion of the funding has been directed towards training and employment, with additional staff recruited and trained, including in-house employees and sales agents, to promote product adoption within target areas. Investments have also been made in inventory procurement, specifically Essential Solar Solutions (ESS), to facilitate distribution across multiple regions. Community sensitisation efforts have been implemented through outreach programs conducted within village groups (chamas) and mobile roadshows to demonstrate product efficiency and benefits. Furthermore, a truck has been acquired to enhance logistics, allowing for mobile demonstrations and timely product deliveries to rural locations.

Measurable Impact

The grant has resulted in tangible social and economic benefits. Employment growth has been notable, with the number of permanent staff increasing from 21 to 26, alongside the onboarding of commission-based agents to further expand market penetration. The company has successfully expanded its operational footprint, reaching communities in Kakuma, Bungoma, Lodwar, Makutano, West Pokot, Trans Nzoia, Uasin Gishu, Baringo, and Elgeyo Marakwet. Each newly installed milling facility serves approximately 50 households, positively impacting an estimated 250 people per village. Despite the economic downturn leading to a decline in solar lantern distribution from 12,000 per month in 2019 to 3,000-4,000 in 2023, the company continues to provide essential lighting solutions to off-grid communities.

Product and Environmental Benefits

The introduction of Micromills has significantly improved efficiency in grain processing. These mills reduce wait times, support whole grain milling,

USD 50,000

The company's mission aligns with the SDGs by enhancing energy accessibility and promoting sustainability. The company received a USD 50,000 grant from Stanbic Foundation in partnership with USADF, which has been strategically allocated to expand its reach and impact.

and minimise wastage, ensuring a more cost-effective and sustainable approach to food production. The company's solar solutions have further contributed to environmental conservation by reducing reliance on fossil fuels, leading to lower carbon emissions and mitigating deforestation. Additionally, the initiative has been particularly beneficial for women's groups, enabling them to mill their own grain locally, thus improving food security and fostering economic participation.

Despite these achievements, economic hardships have posed challenges, particularly in reducing consumer purchasing power and retaining skilled staff. However, the company remains committed to overcoming these obstacles through continued expansion efforts and strategic partnerships.

Climate Change Mitigation and Adaptation: A Path to Resilience and Sustainability

Climate change mitigation and resilience are pivotal in our quest to build a sustainable future. As the current sustainability landscape evolves, it is imperative to address both the risks and opportunities associated with climate change. Mitigation efforts focus on reducing greenhouse gas emissions and transitioning to renewable energy sources, while resilience involves adapting to the inevitable impacts of climate change.

This dual approach not only safeguards our environment but also fosters economic stability and social well-being. By integrating sustainability into our strategies and recognising the interconnectedness of climate-related risks and opportunities, we can pave the way for a more resilient and sustainable world.

Alignment to the UN SDGs:

SUSTAINABLE DEVELOPMENT GOALS

Key highlights in 2024

13 CLIMATE ACTION

Responsible Lending
Screened all loans above **USD 1million** for environmental and social risks

Operational Efficiency
99.92% of our waste recycled
Reduced energy cost by **4%** year-on-year
98% elimination of bottled water in all our branches

Tree Planting
8,000 trees planted in 2024
Partnered with Kenya Breweries Limited to plant **1 million trees** over the next 5 years

UN SDG Goals	Our Focus
13 CLIMATE ACTION	**13.1: Enhance resilience and adaptive capacity** Stanbic thrives to strengthen resilience and adaptive capacity to climate-related risks and impacts.
15 LIFE ON LAND	**15A: Enhance financial support for biodiversity** Substantially enhance financial resources from all sources to conserve and sustainably manage biodiversity and ecosystems.

Stanbic focus

- **Green Finance**: Stanbic recognises the need to support initiatives that mitigate climate change and promote sustainable development.
- **Climate Risk Management**: Integrating climate risk assessment into our lending practices helps ensure responsible financial decision making.
- **Sustainable Agriculture**: We aim to support agricultural practices that are more resilient to climate change impacts.
- **Reducing carbon emission:** Reducing our environmental footprint
- **Nature and Biodiversity:** Sustainably conserve and manage biodiversity and ecosystems

Our Impact

Our Commitment to Environmental Stewardship

Our tree-growing initiative reflects our dedication to environmental stewardship. Through strategic partnerships with like-minded organisations such as Kenya Breweries Limited, we have committed to jointly plant 1 million trees over the next five years under a formal Memorandum of Understanding (MOU). In 2024 alone, we planted 8,000 trees, engaging our employees in hands-on planting activities to foster a culture of sustainability. To date we have planted over 31,000 trees (23,960 in 2023). This initiative not only contributed to the preservation of ecosystems and water conservation (protecting critical water towers) but also directly benefited the community groups engaged in the production and maintenance of the tree seedlings.

8,000

In 2024 alone, we planted 8,000 trees, engaging our employees in hands-on planting activities to foster a culture of sustainability.

In partnership with industry stakeholders, we continued to engage in climate risk assessments and capacity-building initiatives. Our ongoing engagements with the Kenya Bankers Association, Nairobi Securities Exchange, and other regulatory bodies ensure that we are at the forefront of developing and implementing effective climate adaptation strategies. Beyond our internal efforts, we supported our clients in adopting sustainable practices through education and guidance. This involved providing resources and guidance on integrating environmental considerations into their operations and aligning financial success with responsible environmental behavior. The Group also provided green financing solutions such as renewable energy and climate smart agriculture financing aimed at combating climate change. To ensure responsible lending, the Group also conducted environmental and social risk assessments. Last year, we screened all loans over USD 1million loans for potential risks, helping businesses mitigate negative impacts and align their operations with sustainable standards.

> **"Our ongoing engagements with the Kenya Bankers Association, Nairobi Securities Exchange, and other regulatory bodies ensure that we are at the forefront of developing and implementing effective climate adaptation strategies."**

Driving Operational Efficiency

Our sustainability achievements extend to waste management and energy efficiency.

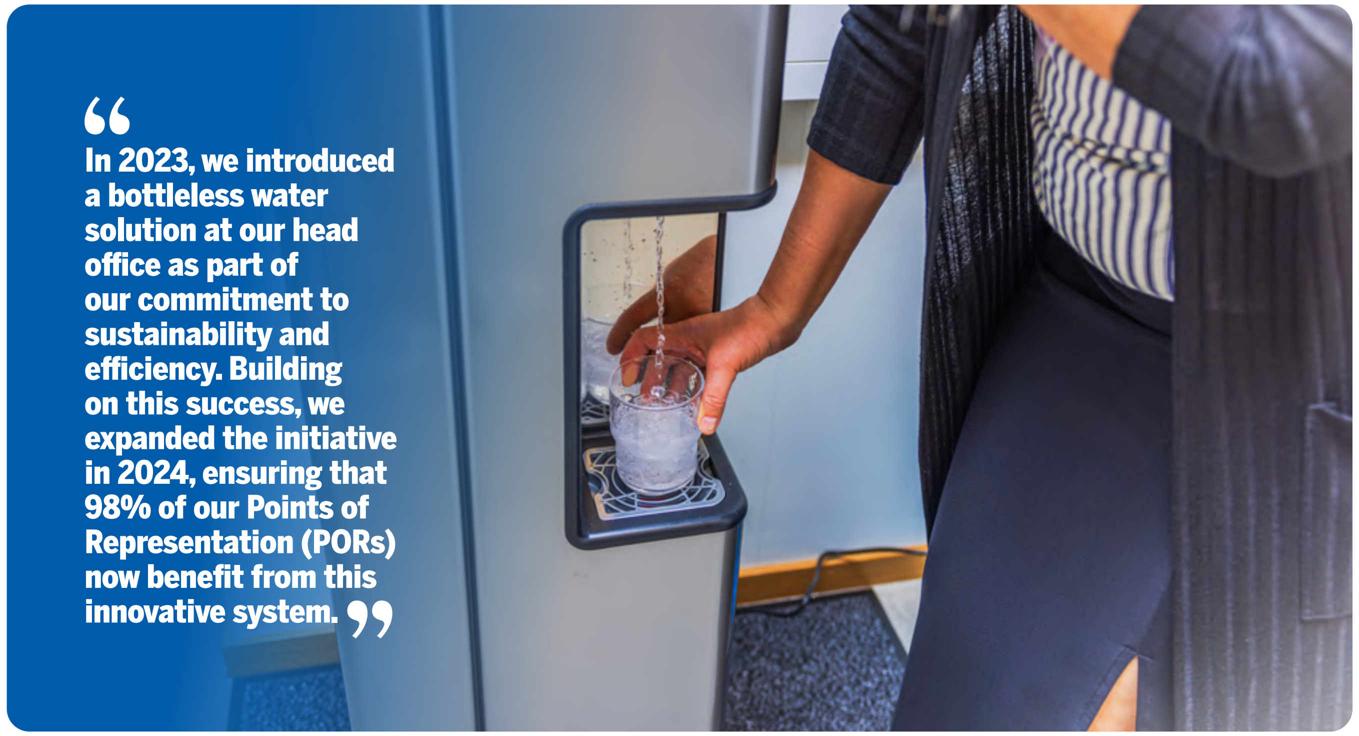
In 2024, we recycled 99.92% of our waste, underscoring our commitment to responsible resource use.

Additionally, we transitioned to energy-efficient LED lighting across our facilities and installed motion sensors to optimise energy consumption.

These measures have already reduced our energy costs by 4% year-on-year, proving that sustainability and operational efficiency go hand in hand.

We are committed to reducing our environmental footprint through innovative resource management practices. We have installed solar power systems at our branches in Two Rivers Mall and Nyali, with plans to fully solarise our Head Office by the end of 2025. We are also planning to solarize our branches such as Ananas Mall branch in Thika, the Digo Road branch in Mombasa, the Busia branch and the Kisumu branch.

Energy efficiency measures, such as smart lighting and motion sensors, have been implemented in meeting rooms and across office floors to minimise energy consumption. To reduce paper usage, we adopted the Swift Stop Print and e-courier systems. Across all offices, we enforce strict waste segregation protocols, ensuring that paper, plastic, e-waste, and other materials are properly sorted and recycled. We have also partnered with a specialised waste management vendor to enhance our recycling efforts and promote a circular economy.



> "In 2023, we introduced a bottleless water solution at our head office as part of our commitment to sustainability and efficiency. Building on this success, we expanded the initiative in 2024, ensuring that 98% of our Points of Representation (PORs) now benefit from this innovative system."

In 2023, we introduced a bottleless water solution at our head office as part of our commitment to sustainability and efficiency. Building on this success, we expanded the initiative in 2024, ensuring that 98% of our Points of Representation (PORs) now benefit from this innovative system. Today, no matter which Stanbic branch you visit, you can enjoy clean, filtered water directly from our taps—eliminating the need for single-use plastic bottles.

This transition has not only enhanced convenience for our clients and staff but also delivered measurable benefits, including:

- A more sustainable approach, reducing plastic waste across our operations.
- Advanced technology enabling real-time water usage tracking and quality monitoring.
- Cost savings through a significant reduction in our water expenses.

Case Study

Stanbic's Strategic Financing of Eneo at Tatu Central

In a landmark transaction underscoring its commitment to sustainable development in Africa, Stanbic Bank Kenya, a subsidiary of Standard Bank Group, acted as the Mandated Lead Arranger and Sole Lender for a USD 25.9 million facility to Gateway Real Estate Africa (GREA). This financing supports the completion of Eneo at Tatu Central, a pioneering green mixed-use commercial development within Tatu City, Kenya. The project exemplifies the convergence of innovative real estate development, environmental stewardship, and long-term economic value creation.

This landmark project was also proudly developed by a diverse all-women development team.

Company Overview: Gateway Real Estate Africa (GREA)

Founded in 2018 as a pan-African real estate development firm, GREA is anchored by institutional heavyweights such as the Public Investment Corporation of South Africa (PIC) and Grit Real Estate Income Group (Grit). Since inception, GREA has established itself as a leader in delivering high-quality, tenant centric commercial and mixed-use properties across the continent.

GREA currently has a c. USD 500 million portfolio with an immediate approved pipeline of c. USD 250 million.

The company's core strategy revolves around securing long-term, dollar-denominated leases with multinational corporations and sovereign entities, mitigating currency risk while ensuring stable returns. Since its inception, GREA has successfully delivered multiple projects spanning office, industrial, healthcare, data centers and diplomatic housing asset classes, cementing its reputation as a trusted partner for institutional-grade real estate in Africa.

Sustainability Highlights: Redefining Urban Development

Eneo at Tatu Central is not merely a commercial development but a blueprint for environmentally conscious urban growth. As a green-certified project, its design and operations prioritize:

Transaction Overview:

Borrower: Gateway CCI SEZ Limited

Guarantor: Gateway Real Estate Finance Africa

Debt Amount: USD 25.9 million

Standard Bank's Role: Mandated Lead Arranger & Sole Lender

Purpose: Development loan to finalize construction of Eneo at Tatu Central

Total Project Value: USD 43 million

Tenor: 12-month Development Finance Loan (DFL) + 60-month Medium-Term Loan (MTL)

USD 25.9 million

The transaction underscores Standard Bank's capacity to structure tailored financing solutions for large-scale infrastructure projects. The USD 25.9 million facility bridges critical funding gaps, enabling GREA to complete Eneo—a 15,000-square-meter commercial hub designed to attract multinational tenants seeking premium, sustainable office and retail spaces in Nairobi's thriving Tatu City.

Developing while making an Impact

- Strong emphasis was placed on local procurement – **64%** (9 out of 14 contractors)
- Circa **3,070+ jobs** created in construction & **4,500 jobs** created through CCI
- Invested **USD 34,000** into an NGO called BuildHer to train and develop women in construction related jobs on site, from laying bricks, to plastering, painting and carpentry.
- Invested **USD 20,000** in Ngewa Primary School in educational infrastructure. The school is just **10 km** from Eneo at Tatu Central.
- **Zero** Health and Safety incidents
- CCI employs people from socioeconomically growing markets
- Target young national talent for development through Career Box
- This has a huge impact on the economy

Financial Inclusion: A Pathway for Economic Growth and Social Equity

The provision of accessible and affordable financial services and products to all individuals and businesses, especially the unbanked and under-served, is crucial for fostering economic growth, reducing poverty, and promoting social equity. This inclusivity enables individuals to manage risks, accumulate wealth, and invest in their futures. Recent studies underscore the pivotal role of financial inclusion in sustainable development.

A bibliometric review published in 2024 revealed that financial inclusion not only stimulates economic growth but also mitigates climate change and reduces income inequality. Furthermore, the World Bank has identified financial inclusion as a key driver for achieving several SDGs, including those addressing poverty, hunger, health, and gender equality. By embedding financial inclusion into sustainability strategies, Stanbic aims to cultivate a more inclusive and resilient economy that benefits all members of society following the following sustainability targets:

Our Alignment to the UN SDGs:

SUSTAINABLE DEVELOPMENT GOALS

UN SDG Goals	Our Focus
8 DECENT WORK AND ECONOMIC GROWTH	**8.3:** Promote productive activities, decent job creation, entrepreneurship, creativity, and innovation. Encourage the formalisation and growth of MSMEs by providing access to financial services.
11 SUSTAINABLE CITIES AND COMMUNITIES	**11.1:** Facilitate access to adequate, safe and affordable housing.

Key highlights in 2024

8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 11 SUSTAINABLE CITIES AND COMMUNITIES

Bridging the financial gap
Over 91% of transactions are conducted through digital channels

Our women value proposition
Since 2021, **KShs 37.8 billion** has been disbursed to women

Affordable housing
KShs 1.79 billion issued under affordable housing

Inclusive sourcing
10% of our procurement spend went to women owned vendors

Stanbic Money Market Fund (MMF) and Fixed Income Fund (FIF)
Low entry points to enhance financial inclusion in wealth management

Our Impact

Empowering Our Communities

In 2024, we remained committed to community empowerment and fostering inclusive economic growth.

Bridging the Financial Gap

Stanbic has taken significant steps to bridge the financial inclusion gap by providing accessible, affordable, and relevant digital financial solutions—including digital banking—tailored to the needs of underserved individuals and businesses. By investing in user-friendly digital platforms, the Group has simplified access to its products and services, reducing reliance on physical branches.

Over 91% of transactions are conducted through digital channels, demonstrating the success of these efforts in making banking more convenient and inclusive.

Through the Stanbic Chama App (Digital solution for Informal Savings) we have digitised Chama collections and transparency in governance structures for informal groups operating outside the banking system. To date, we have onboarded over 52,000 individual users and over 4,000 groups. At a personal level, our Chama App allows individuals to save for short-to-medium term goals such as: school fees, parent's visits, vacations, medical expenses, appliances and emergency funds.

For groups, savings are increasingly directed towards medium to-long term goals such as: investing in land/agriculture, life events (weddings, birth of a child, loss of a loved one), providing emergency loans to members, residential association contributions, sibling contributions to support parents back at home and capital for business start-up. The solution continues to drive accessibility of financial products and thereby deepening financial inclusion, eliminate geographical barriers, promote trust and transparency, deliver efficiency and improve client experience.

In collaboration with UNDP and UN Women, Stanbic Bank South Sudan disbursed USD 2.6 million to 856 MSMEs and cooperatives, including women and youth groups, alongside providing capacity-building support in agriculture.

Fulfilling Home Ownership through Affordable Housing

Unlocking access to affordable housing by families is key to providing decent and adequate shelter to all. We provide home loans for affordable housing through the Bank's partnership with Kenya Mortgage Refinance Company (KMRC). This solution offers fixed, competitive and affordable interest rates and long-term repayment tenors to support clients.

In 2024, Stanbic disbursed KShs 1.79 billion lower-interest mortgage loans, enabling over 250 Kenyans to own homes. Cumulatively, the Group has disbursed KShs 2.7 billion to households under the affordable housing scheme reinforcing our dedication to expanding decent housing opportunities across the country.

Our Women-Value Proposition

Through D.A.D.A by Stanbic Kenya, women entrepreneurs continue to receive tailored financial support, empowering them to learn, connect, and grow their businesses. The initiative offers a comprehensive suite of services—from transactional banking and loans (for individuals, chamas, and businesses) to insurance, savings, investments, and retirement solutions.

Since 2021, KShs 37.8 billion has been disbursed to women-owned enterprises, driving meaningful economic impact.

Inclusive Sourcing

Through our Inclusive sourcing approach we are able to integrate diverse, often marginalised suppliers such as women, youth, and minority-owned businesses into our supply chain. In 2024, 10% of our procurement spend went to women vendors.

> **"D.A.D.A's success was further recognised when it won the DIAR Awards in partnership with the Stanbic Kenya Foundation, underscoring its role in fostering financial empowerment and inclusion."**

Case Study

Bridging Opportunities for Women: Amore Business Systems and Ventures Ltd

Amore Business Systems and Ventures Ltd, led by entrepreneur Grace Moraa Moreka, has significantly transformed the lives of women tailors in Kisumu with the support of a USD 50,000 grant from Stanbic Foundation in partnership with USADF. This financial boost enabled the establishment of a tailoring workshop in rural Kisumu, providing direct employment to 10 women tailors and five marketing representatives. Additionally, women from disadvantaged communities received tailored training, equipping them with stitching skills and business knowledge.

One of the success stories is that of a single mother who had only completed primary school. With the opportunity to join Amore, she was able to take her child through school, earn a stable income, and gain financial independence. Amore also supported women like Hellen, who, after completing her training, successfully established her own tailoring business.

The grant enabled the company to set up a garment manufacturing unit, ensuring better control over production quality and bulk manufacturing. The initiative ensured that women not only earned fair wages, in line with the Employment Act, but also moved from a daily wage of KShs 350 to a monthly income of KShs 24,000 – KES 35,000, allowing them to access healthcare, education, and improved living conditions.

Enhancing Market Access and Sustainability

Through the grant, Amore strengthened its market presence and business sustainability. The allocation of funds was structured to maximise impact: 50% of the funds were invested in machinery to enhance production capacity, 25% was used to purchase materials for training and initial stock production, 10% went into marketing efforts, including website revamping, signage, and social media promotion and a total of USD 1,000 was allocated to remuneration for workers. Additional funding covered training, hiring consultants, and installing CCTVs for security.

With improved production capacity, Amore was able to expand beyond its initial fashion brand focus and secure corporate clients such as West Rift Aviation for uniform production. Discussions with Quickmart have also positioned Amore as a potential supplier for staff t-shirts. Moreover, partnerships with the Kenya Association of Manufacturers (KAM) during expos have increased visibility, allowing Amore to reach a wider market.

While challenges such as language barriers, workplace culture adjustments, and transportation costs persist, the company has taken proactive measures, including a curriculum for communication skills training to enhance workplace efficiency. The grant has also enabled the hiring of a qualified production manager, ensuring compliance with KEBS standards on record-keeping, material handling, occupational safety (OSHA), and incident reporting.

USD 50,000

Amore Business Systems and Ventures Ltd. has significantly transformed the lives of women tailors in Kisumu with the support of a USD 50,000 grant from Stanbic Foundation in partnership with USADF.

Impact and Future Growth

The funding has directly contributed to measurable outcomes. A total of 15 women trained in tailoring and business management and 10 women were contracted for long-term employment. Additionally, there was creation of a full-time production manager, caretaker, and security team, five marketing executives were onboarded to enhance sales, two administrative staff based in Nairobi to support operations were onboarded and other indirect job opportunities were created for videographers, photographers, riders, and cleaners.

Financially, Amore has stabilised revenue streams and reduced operational costs by 5%, thanks to the modernisation of its workshop in 2022/2023. The company anticipates a significant increase in sales as it continues to leverage its expanded production capacity and digital marketing initiatives.

Beyond direct economic benefits, the initiative has improved social and economic well-being in the community. Women tailors now have financial stability, access to healthcare, and a renewed sense of purpose, reinforcing the transformative power of targeted financial support. Through the grant, Amore Business Systems and Ventures Ltd has not only empowered women but has also built a sustainable model for long-term economic growth and industry excellence.

Corporate Social Investment: Our Focus on Education, Healthcare and Community Development

Environmental, Social, and Governance (ESG) principles create long-term value and positively impact societal well-being. Stanbic focuses on providing education and healthcare support to underserved communities. This is achieved by supporting community development projects, improving access to education and healthcare, and promoting diversity and inclusion.

We partner with local organisations in Kenya and South Sudan to address critical social issues, such as inequality, access to healthcare and quality education. Through these partnerships, we engage with communities to understand their needs and co-create solutions, involving regular dialogue with stakeholders and supporting local initiatives. At Stanbic, effective governance committed to social responsibility has significantly strengthened our partnerships with local communities.

Alignment to the UN SDGs:

SUSTAINABLE DEVELOPMENT GOALS

UN SDG Goals	Our Focus
3 GOOD HEALTH AND WELL BEING	**3.12: Increase Health Financing and Workforce** Stanbic's support for the construction and renovation of health facilities underscores the Group's dedication to enhancing access to quality healthcare infrastructure in the communities we serve. **3.11: Community-Centric Healthcare** Stanbic partners with healthcare organisations to provide medical services, such as mobile clinics and screenings, addressing critical health issues in underserved communities. This initiative promotes community health.
4 QUALITY EDUCATION	**4.7: Holistic Well-being in Education** Stanbic extends its support beyond traditional academics by backing initiatives such as library setups, and feeding programs. This demonstrates the Group's dedication to fostering a well-rounded learning environment and promoting health.
10 REDUCED INEQUALITIES	**10.3: Education Equity and Access** Stanbic Kenya Foundation's focus on scholarships, school feeding programs, and health facilities in underserved communities.

Key highlights in 2024

School Feeding Programme

- **KShs 1.5 million** invested in school feeding programme
- Supported a total of **1600** students
- **74,380** meals served
- Over **100** Stanbic staff participated in the feeding program and mentorship sessions

Through our collaboration with Microsoft and American Tower Company

- Distributed **375** computers
- Supported **144** vocational training centres in **9** counties
- **77,714** individuals trained
- Trained **122** trainers

In Partnership with Palm House Foundation

- **16** students received full secondary school sponsorship, **KShs 1.28million** invested.
- **58** Stanbic staff provided mentorship to these students

Our Collaboration with the Brigid Kosgei Foundation

KShs 1.5 million invested to support **60** teen mothers resume education

Creating Shared Value in South Sudan

Partnered with NBA Africa and Luol Deng Foundation to train **30** coaches and **8** assistant coaches (included 4 women). Successfully launched and concluded the first season of the Stanbic Jr. NBA League, engaging over **450** youth across **30** schools in Juba, South Sudan. The finals celebrated young talent, promoting sportsmanship and youth development through basketball.

Our Impact

We believe that investing in education and healthcare is not just a social responsibility, but a strategic investment in Kenya and South Sudan's future. Stanbic's commitment to education and healthcare extends beyond financial contributions. We also drive other CSI initiatives including through the Rotary Club of Nairobi Samawati and departmental activities. Our employees actively participate in community outreach programs, demonstrating our dedication to social responsibility.

Creating Impact through Education and Skill Development

At Stanbic, we have demonstrated our dedication to holistic student development through active participation in the Gatina Primary School feeding program. With an investment of KShs 1.5 million, the initiative provided meals to over 1,600 students while more than 100 Stanbic staff engaged in feeding activities and mentorship sessions.

In a collaborative effort with Microsoft and American Tower Company (ATC), Stanbic has initiated the Future Ni Digital program aimed at empowering youth, women, and MSMEs. This initiative focuses on providing comprehensive training in computer foundations, cybersecurity, and networking, which are essential for navigating the digital landscape. " Our goal is to empower youth and women with digital skills that enhance their businesses and improve their employability". So far the initiative has reached 10,000 individuals, with at least 3,000 earning in-demand certificates upon course completion.

As part of this program, a total of 375 computers were distributed, and 144 vocational training centers were supported across nine counties: Busia, Kisii, Vihiga, Kisumu, Kakamega, Kilifi, Kwale, Mombasa, and Taita Taveta. This outreach has successfully reached 77,714 individuals, equipping them with vital digital skills and training 122 trainers to further extend this knowledge.

The partnership with Microsoft included a generous grant of USD 100,000, which was allocated to support the implementation of training sessions. Additionally, Microsoft provided valuable assistance in developing backend support for the futurenidigital platform, enhancing the overall training experience.

Through ATC's contributions, 200 machines were donated to various digital hubs, alongside the construction of these hubs to facilitate better learning environments. Moreover, the Stanbic Foundation took the initiative to donate 145 computers to various beneficiaries, including NGOs, government agencies, and schools, significantly bolstering capacity building in digital skills across the region.

Our educational support extends to long-term scholarships and mentorship. Through the Palm House Foundation, 16 students received full secondary school sponsorship at a cost of KShs 1.28 million, supported by mentorship from 58 Stanbic staff. Additionally, we partnered with the Brigid Kosgei Foundation in Elgeyo Marakwet County, investing KShs 1.5 million to help 60 teen mothers resume their education, providing schools with 50 desks and 2 water tanks.

Further reinforcing its focus on girls' education, Stanbic supported the Mary Immaculate Rescue Centre in Samburu, which rescues girls from harmful cultural practices like early marriage. The initiative assisted 60 girls with KShs 1.5 million in funding, ensuring access to education and a brighter future.

1,600
With an investment of KShs 1.5 million, the Gatina Primary School feeding program provided meals to over 1,600 students.

16
Through the Palm House Foundation, 16 students received full secondary school sponsorship at a cost of KShs 1.28 million, supported by mentorship from 58 Stanbic staff.

60
We partnered with the Brigid Kosgei Foundation in Elgeyo Marakwet County, investing KShs 1.5 million to help 60 teen mothers resume their education.

Creating Shared Value in South Sudan

Our community initiatives are making a meaningful impact in South Sudan, particularly in advancing women's empowerment and economic inclusion. Through strategic partnerships with UNDP and UN Women, we have championed initiatives aimed at unlocking economic opportunities for women and youth across various provinces.

Recognising that income and opportunity gaps persist, Stanbic Bank South Sudan remains committed to driving financial inclusion and economic development for women in South Sudan. In collaboration with UN Women, we have supported women and young girls through a combination of financial and non-financial solutions, including:

- Financial literacy training
- Distribution of sanitary kits (in partnership with JHPEIGO)
- Market exposure initiatives (with SIP and SHOP Company)
- Women's empowerment networking series

During the reporting year, over USD 2.2 million in startup capital was provided to 800 MSMEs, including Village Savings and Loan Associations (VSLAs), cooperatives, and individual entrepreneurs. Meanwhile, our partnership with UNDP has strengthened financial literacy and skills development for women and youth in key sectors like agriculture, which holds significant potential for South Sudan's economy.

To streamline operations, these initiatives have facilitated the opening of nearly

2,000 digital wallets, ensuring efficient loan disbursement and repayment.

Additionally, we have trained and upskilled

3,000 SMEs in local markets, connecting them with buyers and fostering long-term competitiveness in regional trade.

Our Contribution to Sports

In 2024, Stanbic Bank South Sudan partnered with NBA Africa and the Luol Deng Foundation to launch the first Junior NBA league in South Sudan. This initiative provided young players with the opportunity to engage with the NBA, develop their skills, and grow within the sport.

To support the league, the Bank built a new basketball court in Juba, where more than 450 boys and girls participated. NBA Africa trained 30 coaches and 8 assistant coaches—including 4 women—to teach the players game techniques, rules, and mentorship. Additionally, 36 referees and table officials received training to ensure the league ran smoothly. All personnel were certified, guaranteeing high-quality instruction and guidance for the young players.

450

To support the Junior NBA league in South Sudan, the Bank built a new basketball court in Juba, where more than 450 boys and girls participated. NBA Africa trained 30 coaches and 8 assistant coaches—including 4 women—to teach the players game techniques, rules, and mentorship.

Stanbic Teams Unleash their Purpose through Volunteerism

Finance and Value Management Team preparing a meal at Umbrella of Homes.

Supporting Vulnerable Children: Enhancing Living Conditions and Emotional Well-being

Since 2017, the Umbrella of Homes for Orphans and Vulnerable Children has provided a safe haven for rescued and vulnerable children. Recognising the importance of their mission, the Finance and Value Management team made a three-year commitment in 2023 to support the home's promises to the children. Building on this pledge, in 2024, the team—alongside the Risk Team—visited the home to spread seasonal joy through donations, mentorship, and meaningful engagements.

A key focus of the visit was addressing critical health and comfort needs. An assessment revealed that the home's wooden beds were insufficient for the growing number of children and posed hygiene risks due to parasites like bedbugs.

To improve their living conditions, the teams donated:

- Metallic beds with mattresses and mackintosh covers
- Food supplies
- Clothing and hygiene products

These contributions directly enhanced the children's sleep quality and overall well-being, ensuring a cleaner, healthier environment.

Beyond material support, the teams engaged the children in interactive sessions, including storytelling, games, and educational activities. Led by the Chief Financial and Value Officer, members spent quality time listening to the children's aspirations, sharing meals, and creating moments of laughter and connection. These interactions reinforced emotional support, inspiring hope and personal development.

Members of the Stanbic Bank Kenya Risk Team stand by one of the newly donated metal bunk beds at Umbrella of Homes; part of their contribution to improving the living conditions and health standards for the children.

The Compliance Team presenting a 10,000 liter water tank donated to Gatina Primary School

Yielding Lasting Impact at Gatina Primary School

On September 27, 2024, the Compliance department conducted its second visit to Gatina Primary School in Kawangware, serving 1,659 learners from pre-primary to Grade 8. This follow-up engagement built upon the team's initial visit in 2023, with expanded initiatives aimed at supporting the school's academic, environmental, and personal development needs.

The team donated storybooks tailored to different educational levels, from pre-primary to Grade 8, informed by consultations with the school's teachers to ensure the materials were age-appropriate and beneficial. Recognising the school's growing population and the ongoing construction of a Junior Secondary Block (set for completion in 2025), the team donated and installed a 10,000-litre water tank to enhance water storage capacity and support the school's expanding infrastructure.

The 2024 mentorship session focused on Life Skills, shifting from the 2023 topic on careers. The interactive discussions covered essential topics such as time management, basic financial literacy, the power of mindset, and taking control of one's future. Students were divided into smaller groups to facilitate meaningful engagement, with different Compliance team members leading the sessions. The students enthusiastically participated, showcasing their talents and eagerness to learn.

The Compliance team collaborated with students and teachers in a tree-planting activity, accompanied by insightful discussions on sustainable tree care. The teams shared light-hearted moments with the students who shared creative ideas on daily watering routines, fostering a sense of environmental responsibility.

A total of 270 students received undergarments, a gesture that brought visible joy and appreciation. The students' smiles and shy reactions highlighted the impact of this simple yet meaningful contribution.

270

A total of 270 students received undergarments, a gesture that brought visible joy and appreciation.

10,000 litre

In 2024, the compliance department donated and installed a 10,000-litre water tank to Gatina Primary School enhance their water storage capacity.

Creating Impact to the Communities We Serve

For the past two years, Stanbic Bank Kenya's Legal and Governance departments have collaborated to enhance their organisational value while making a meaningful impact on the community. During the reporting period, the two departments adopted sustainability as their central theme. Focusing on initiatives that promote environmental conservation while supporting economic prosperity. As part of this commitment, they funded two key projects:

Provision of water tanks for Kwetu Home of Peace Children's Orphanage

Tree growing initiative at Muguga Forest

Project 1: Supporting Kwetu Home of Peace with Sustainable Water Solutions

Kwetu Home of Peace is an orphanage dedicated to rescuing, rehabilitating, and reintegrating street children into their families and communities. However, the home faces severe water scarcity, disrupting daily operations and affecting the well-being of the children.

The Legal and Governance departments supported this initiative by funding two - 5000 litre water tanks, aligning with environmental regulations and sustainable water management practices. Their intervention promoted water conservation, sustainable water sourcing, reduction of runoff, support for local ecosystems, and energy efficiency.

Representatives from both departments handing over the KShs. 100,000 cheque for the water tanks purchase to the Director of Kwetu Home of Peace Sr. Janerose and 2 boys from the home.

Project 2: Tree Growing initiatives at Muguga Forest

In partnership with the Muguga Ecosystem Research Community Forest Association (MERCFA), the departments facilitated a tree planting exercise at Kenya Agricultural Research and Livestock Organisation (KARLO) - Biotech, located within Muguga Forest. MERCFA is a community-based organisation that empowers locals through sustainable forest management, food security, and improved livelihoods.

Despite the unpredictable weather, the team successfully planted 100 trees with the help of local residents, school children, KARLO staff, and the area chief. Additionally, participants engaged in a 7KM walk to honour conservation efforts. The tree growing initiatives contributed to reforestation, climate change mitigation, biodiversity conservation and strengthening ethical governance and corporate responsibility.

The team getting ready to kick-off the 7km walk.

The Operations Team during a visit to the Children's Cancer Center at Kenyatta National Hospital.

Bringing Hope and Comfort to Children's Cancer Centre at Kenyatta National Hospital

The Operations team organised a visit to the Children's Cancer Centre (Ward 1E) at Kenyatta National Hospital. The visit aimed to bring joy to children battling cancer and brighten their Easter celebration. This initiative reflects our Group's commitment to community engagement, sustainability, and supporting vulnerable groups.

During the visit, the team donated 28 movable drip stands. Initially, children had to share drip stands, causing logistical difficulties. The new stands allow greater mobility and independence, enabling children to move freely and attend to personal needs. Additionally, the team provided 7 room heaters to help regulate ward temperatures, ensuring a warmer, more comfortable environment for recovery, as chemotherapy often makes children highly sensitive to cold. At the end of the visit, a celebratory cake and nutritious snacks were shared, bringing smiles and a sense of normalcy to the children's hospital stay.

The visit had a profound impact on the children, caregivers, and hospital staff:

- The donations addressed critical needs, enhancing both medical efficiency and patient comfort.
- The children and caregivers expressed deep gratitude, feeling supported and valued.
- The visit demonstrated compassion, solidarity, and social responsibility, aligning with our sustainability goals.
- The initiative highlighted how small contributions can significantly improve the quality of care and emotional well-being.

Rotary Club of Nairobi Samawati: Driving Change Through Corporate Volunteerism

The Rotary Club of Nairobi Samawati, a corporate Rotary club in District 9212, is primarily made up of Stanbic Bank employees from various units who volunteer their time, talents, and resources to promote socioeconomic change through thematic projects.

The club is actively engaged in various initiatives focused on key areas such as environmental conservation, youth empowerment, and basic education. Its initiatives align closely with Stanbic's sustainability strategy, addressing environmental, social, and economic challenges.

In April 2024, the club launched the "Plant Your Balance" initiative, a tree-planting program conducted in collaboration with local districts and Technical Vocational Education and Training (TVET) institutions. Under this initiative, members planted approximately 1,200 trees, with each member planting a number of trees equal to their age.

In the period under review, the members visited the Saint Mary Immaculate Centre in Samburu, where they provided mentorship and donations. The club also awarded full secondary school scholarships to five girls and upgraded the centre's library.

Additionally, the club organised a three-day free medical camp at Pumwani, benefiting 3,200 individuals with medical consultations and providing free laparoscopic surgeries to 26 patients. The camp, which cost approximately USD 3,000, was funded through fundraising efforts and district global grants. This initiative highlighted the need for annual medical camps to address healthcare gaps and support financially disadvantage.

Effectively Managing Risks

Effectively Managing Risks

At Stanbic, sustainability goes beyond creating a positive impact; it entails a holistic approach for addressing Environmental, Social, and Governance (ESG) risks, as well as managing climate-related risks. Our commitment to sustainability is reflected in our robust risk management practices, which ensure that we operate sustainably across all aspects of our business.

This dual emphasis enables us to not only make meaningful contributions to the communities we serve but also to safeguard against potential risks that could jeopardise our efforts and the wider sustainability goals. We have developed a comprehensive ESG and Climate-related risk management framework to systematically identify, evaluate, and mitigate risks throughout our operations and client engagements. This approach ensures that we remain aligned with our commitment to sustainability while fostering long-term resilience and positive outcomes.

Our Approach to Managing Climate, Environmental and Social Risks

E&S risk refers to the risk of adverse impact on people and the natural environment arising from our business activities. Such impacts may arise from our direct business activities, or from the activities of the clients or projects we finance. They 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. E&S risk creates potential credit risk, operational risk, business risk and reputational risk.

Our E&S standard and policy support compliance with regulatory requirements, and our obligations under various global frameworks. These include:

- The Equator Principles (Standard Bank is an Equator Principles Financial Institution)
- The IFC Performance Standards on Environmental and Social Sustainability
- The Principles for Responsible Banking (PRB)
- The Principles for Responsible Investing (PRI)
- Commitments to limit GHG emissions in line with the Paris Agreement

"We have developed a comprehensive ESG and Climate-related risk management framework to systematically identify, evaluate, and mitigate risks throughout our operations and client engagements."

- The UN Guiding Principles on Business and Human Rights

The ESMS is supported by our internal policies and processes, including SBG's:

- Code of ethics and conduct
- Third-party code of conduct
- Human rights statement
- Exceptions list and restricted activities list
- High-risk sector guidelines
- Group climate policy
- Various position statements.

At Stanbic, we recognise that operating responsibly goes beyond merely achieving financial gains. We are dedicated to integrating Environmental and Social (E&S) considerations into every facet of our business. Our approach to E&S risk management is as shown below and it helps us to deliver long-term value to the communities we serve.

Approach	Discussion
1 Aligning with the Highest Standards	Our E&S risk management framework is firmly grounded and complies with regulatory requirements in Kenya and South Sudan. It draws on the expertise of the Standard Bank Group Risk framework, which we have further tailored to suit the specific context of the East African region.
2 Governance and Accountability	The Board of Directors is ultimately responsible for risk management. We have set up clear governance structures to ensure accountability and oversight at all levels. Risk management is an enterprise-wide effort, integrated into every aspect of our organisation.
3 Comprehensive Risk Identification	To fully understand the risks we encounter, we classify them into strategic, financial, and non-financial categories. Annually, we identify key enterprise risks that could significantly affect our stakeholders. These high-impact risks receive focused management attention to mitigate potential disruptions.
4 Three Lines of Defence	We subscribe to the three lines of defence model, a widely recognised approach that promotes transparency, accountability, and consistency in risk management. This model distinctly separates roles and responsibilities, highlighting individual ownership and collective oversight. It also ensures robust escalation and reporting mechanisms for any identified risks.
5 Beyond Compliance: Responsible Business Practices	Beyond merely complying with regulations, we aim to conduct business responsibly in every aspect of our operations, carefully considering who we partner with and the projects we finance. Regulatory requirements guide our strategy, further bolstered by our alignment with voluntary frameworks such as the Equator Principles and the Principles for Responsible Banking (PRB). These frameworks provide valuable guidance and best practices for managing E&S risks while identifying potential opportunities.
6 Embedding Sustainability: Governance for Integration	Our E&S governance structure operates across all management levels – strategic, tactical, and operational. This multi-layered approach is supported by existing governance documents, including standards, policies, frameworks, guidelines, and commitment statements. These resources provide a comprehensive framework for integrating E&S considerations into decision-making processes throughout the organisation. This holistic approach ensures alignment between our strategic objectives and E&S goals, ensures effective implementation of sustainable practices, and guarantees compliance with relevant governance requirements. By proactively managing E&S risks and opportunities, Stanbic is building a more sustainable future for our clients, communities, and the environment. We remain dedicated to integrating responsible practices into the core of our business, contributing to a positive and lasting impact.

Environmental and Social (E&S) Risk Assessment

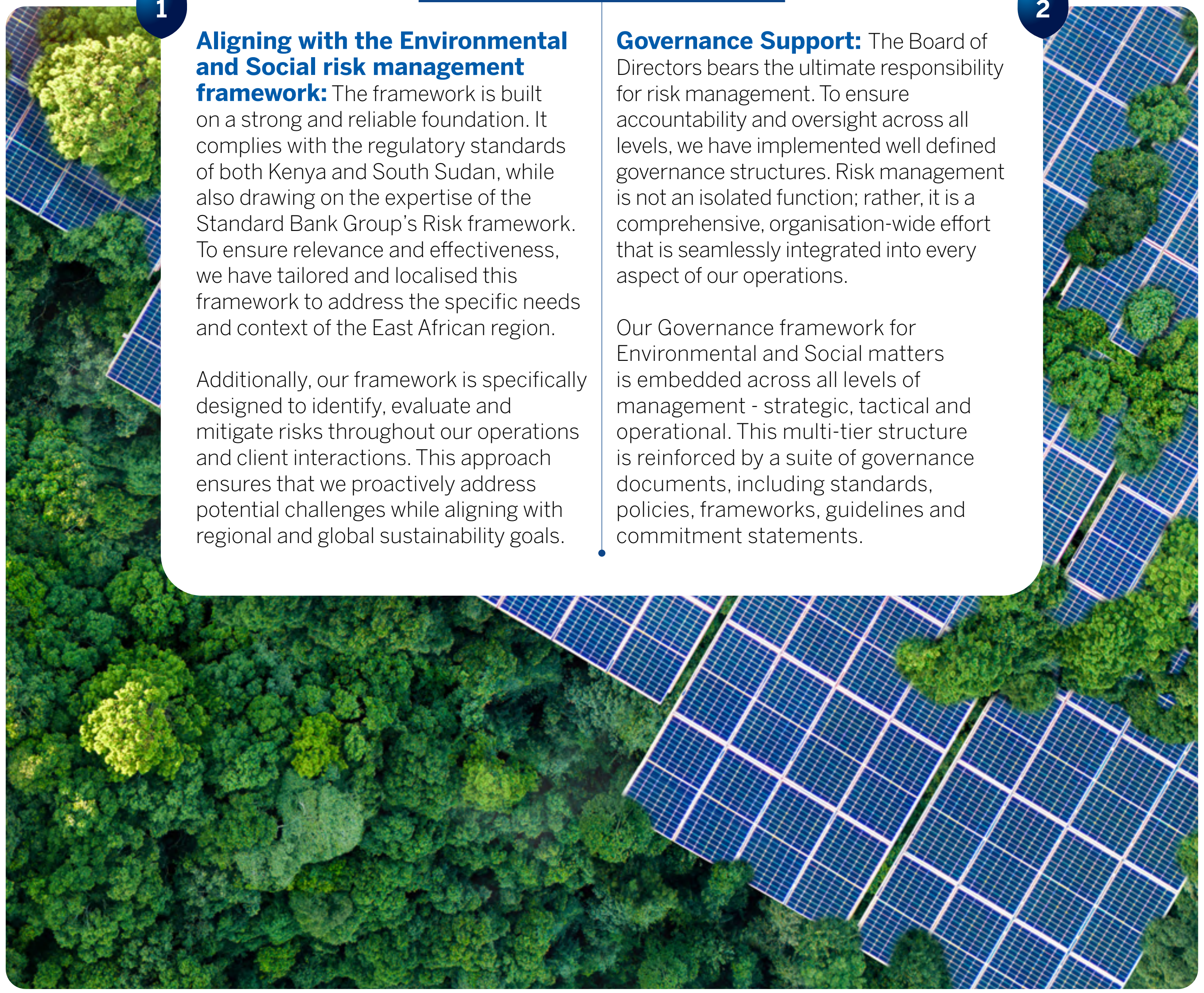
As part of the credit decision-making process, an Environmental and Social (E&S) risk assessment is conducted to evaluate the potential negative and positive impacts of projects. Additionally, the Bank monitors and tracks E&S risks throughout the lending lifecycle.

In line with global best practices, Stanbic has established a comprehensive climate policy that guides how it assesses, measures, and manages climate-related financial risks. This policy aligns with the Group's commitment to achieving net zero financial emissions by 2050.

Furthermore, the Group aims to reduce scope 1 and 2 emissions for its operations by 2030 for newly built facilities and by 2040 for existing facilities. As we continue to prioritise Environmental, Social, and Governance (ESG) issues, fostering a culture of accountability and transparency, we also proactively educate our clients on the importance of integrating ESG frameworks, guidelines, and policies into their operations.

Through client education and training, we promote responsible ESG practices that comply with CBK guidelines. Additionally, we offer tailored solutions to incentivise clients to adopt sustainability-linked loans, which are comparatively cheaper than conventional loans.

Our Approach



1

Aligning with the Environmental and Social risk management framework: The framework is built on a strong and reliable foundation. It complies with the regulatory standards of both Kenya and South Sudan, while also drawing on the expertise of the Standard Bank Group's Risk framework. To ensure relevance and effectiveness, we have tailored and localised this framework to address the specific needs and context of the East African region.

Additionally, our framework is specifically designed to identify, evaluate and mitigate risks throughout our operations and client interactions. This approach ensures that we proactively address potential challenges while aligning with regional and global sustainability goals.

2

Governance Support: The Board of Directors bears the ultimate responsibility for risk management. To ensure accountability and oversight across all levels, we have implemented well defined governance structures. Risk management is not an isolated function; rather, it is a comprehensive, organisation-wide effort that is seamlessly integrated into every aspect of our operations.

Our Governance framework for Environmental and Social matters is embedded across all levels of management - strategic, tactical and operational. This multi-tier structure is reinforced by a suite of governance documents, including standards, policies, frameworks, guidelines and commitment statements.

a. Strategic Level

The Board plays a key role in steering the Group's strategic direction, monitoring progress towards achieving our strategic goals and value drivers. This encompasses ensuring the delivery of positive social, environmental and economic impacts as well as evaluating the effectiveness of our risk management frameworks, strategic initiatives and governance standards.

b. Tactical Level

At a tactical level, Senior Management Committees are essential in overseeing environmental and social (E&S) risks. This process requires the active engagement and accountability of Executive Management, guided by the framework of our three lines of defense.

Below is how the senior management contributes tactically:

Environmental Issues	Social Issues	Governance Issues
Proactively evaluate and control environmental risks by identifying strategies to minimise our ecological impact, promoting biodiversity preservation, and mitigating climate change risks through the adoption of sustainable practices.	Incorporate social factors into decision making processes and make a concerted effort to reduce any negative social consequences.	Monitoring and ensuring the implementation of robust governance practices across key areas, including ethics and conduct, financial crime prevention, information security and cybersecurity. Includes developing, implementing, and enforcing policies and procedures to effectively manage and mitigate risks in these domains. **Additionally, collaboration with various stakeholders is key to identify and resolve governance-related issues.**

Sub-committees have been set up to facilitate tracking and management of these activities, including;

Risk and Conduct Committee

Role

- Oversees social, economic and environmental impacts, including climate related impacts.
- Monitors stakeholder issues and concerns.
- Ensures alignment with code of ethics and conduct, human rights statement, E&S risk management framework, climate policy and targets.
- Ensures climate-related risk identification, classification, analysis, monitoring.
- Oversees non-financial risks and governance.
- Promotes a compliance culture and ensures the effective management of compliance risk across the Group.

Credit Risk Management Committee

Role

- Ensures effective E&S risk management in line with Group risk appetite.
- Ensures reporting is embedded in an enterprise-wide risk management system, including client and transaction screening and due diligence.

c. Operational Level

Responsible executives, teams and committees are tasked with ensuring that Environmental and Social (E&S) considerations are integrated into all of the Group's business activities.

At the operational level, the designated team oversees the daily implementation and monitoring of E&S practices within each business unit. This involves continuous structured reporting and efforts to build capacity in these areas.

Credit Committee

Role

- Considers E&S factors when assessing credit risks and making lending decisions.
- Evaluate potential social and environmental impacts of financing activities and ensure alignment with the E&S objectives.

Sustainability Committee

Role

The Sustainability Committee plays a key role in integrating and advancing environmental and social (E&S) considerations across the organisation.

- Responsibilities include ensuring that social, environmental and economic factors are incorporated into business decisions and operations, aligning them with the Group's sustainable development objectives.
- The committee also focuses on driving client wealth creation, developing customized solutions and products, and fostering growth within the SME sector.
- Committee offers tools and products designed to support trade and sustainable financing, with a particular emphasis on addressing the impacts of climate change.
- Committee is also tasked with tracking and monitoring progress towards established targets and regularly reviewing strategic initiatives to ensure alignment with overarching goals.

Stanbic Foundation

Role

- Dedicated team responsible for managing the Group's philanthropic and community investment initiatives.
- Promote positive social and environmental impacts through strategic partnerships, community engagement and sustainable development projects.
- Promotes activities across the Group's footprint that promote financial inclusion, job creation and enterprise development, with a specific focus on the SME sector.
- Establishment of strategic partnerships to promote the positive impact objectives

3 **Assessing Risks:** We classify the risks we encounter into three main categories: strategic, financial and non-financial. Annually, we pinpoint critical enterprise risks that could substantially impact our stakeholders. These high-priority risks are given dedicated management focus to minimize potential disruption and ensure effective mitigation.

4 **Three Lines of Defense:** We adhere to the three lines of defense model, a well-established framework designed to enhance transparency, accountability, and consistency in managing risks. This model effectively delineates roles and responsibilities, fostering both individual accountability and collaborative oversight. Additionally, it establishes strong escalation and reporting processes to address any risks that are identified.

5 **Responsible Business Practices:** In addition to adhering to regulatory standards, we are committed to conducting our business responsibly across all areas of our operations. This includes carefully selecting who we partner with and the projects we choose to finance. While regulatory requirements inform the foundation of our strategy, we further strengthen our approach by aligning with voluntary frameworks such as the UN Principles for Responsible Banking (PRB). These frameworks offer essential guidance and best practices for managing environmental and social risks, while also helping us identify potential opportunities for positive impact.

6 **Integration of Environmental and Social Risks:** Our approach collectively establishes a robust foundation for embedding Environmental and Social considerations to the Group's decision-making processes. By adopting this comprehensive approach, we ensure alignment between our strategic priorities and E&S objective, promote the effective execution of sustainable practices, and maintain adherence to all relevant governance requirements.

Our Grievance Mechanisms

We have a robust grievance mechanism in place to ensure fair and efficient resolution of client complaints. This mechanism prioritises principles such as fairness, accessibility, responsiveness and efficiency, while also adhering to regulatory requirements.

Each business unit operates within a structured framework and follows established procedures for effective complaint resolution, supported by a dedicated Complaint Resolution System (CRS). Management analyses complaint data to identify root causes and implement appropriate corrective actions.

To further enhance this process, the Group has established a Complaints Management Council, updated standards, and empowered employees to improve reporting and monitoring practices. A specialised team, streamlined systems, and ongoing training initiatives reinforce this framework.

For additional information or to file a complaint, please visit our website or contact our complaints hotline.

Understanding the Complaints Process

When a complaint is submitted, it can be logged at the nearest branch, through the online suite, via the voice branch, or directly with the Complaints Resolution Centre. The process is structured as follows:

1. **Reference Number Issuance:** A reference number is issued to the complainant within 24 hours of the complaint being logged.
2. **Progress Updates:** Regular updates, either verbal or written, are provided to the complainant to keep them informed about the progress of their complaint.
3. **Resolution Timeline:** The complaint is resolved within the expected turnaround time.
4. **Follow up Communication:** A representative contacts the complainant to discuss the turnaround time and any additional information that may be needed.
5. **Stakeholder Notification:** Once the investigation is complete, the relevant stakeholder is informed of the outcome.
6. **Escalation Process:** If the complainant is dissatisfied with the investigation outcome, the complaint is escalated to the next level of resolution.
7. **Ombudsman Involvement:** if the issues remain unresolved, the matter is escalated further to the appropriate Ombudsman for independent review.

> **"Each business unit operates within a structured framework and follows established procedures for effective complaint resolution, supported by a dedicated Complaint Resolution System (CRS)."**

Credit Risk Processes

Our exposure to credit risk mainly arises from corporate, business and retail loans and advances as well as counterparty credit risk associated with derivatives and securities financing contracts with clients and market counterparties. To manage this risk effectively, we prioritise rigorous adherence to industry best practices and maintain a diligent approach. This process involves the careful execution of the following four key steps:

1 Classification of Credit Risk: It is essential to prioritise counterparty and concentration risk management. Evaluating these risks helps identify potential credit losses that may arise from a party's inability to fulfill its obligations or from a Group's excessive exposure to a single client, sector, market or product. By focusing on concentration risk, the Group can avoid becoming overly reliant on a particular source of income. Such dependence, if adversely affected, could significantly harm the Group's financial stability and performance.

2 Management of Credit Risk: A responsible lending culture ensures that credit decisions are made with careful consideration, considering the borrower's creditworthiness, ability to repay, and adherence to risk appetite.

- Identifying and assessing risks enables a clear and precise understanding of the Bank's credit exposure, in accordance with industry standards.
- Our credit risk appetite defines the level of risk we are prepared to accept, ensuring alignment with the overall business strategy.
- Regularly evaluating risk appetite allows the Group to adapt and respond effectively to changing market conditions.
- Thorough validation of models ensures the accuracy and reliability of the credit risk management framework, giving the Group confidence in the model it uses.
- Independent reviews and reporting assess the effectiveness of risk mitigation measures implemented across product lines. This built-in capability within these units facilitates ongoing evaluation and testing of existing processes, including the effectiveness of credit risk metrics in use.

3 Screening of clients and suppliers: The initial stage of the screening process involves a pre-credit evaluation, consisting of the following steps:

- Initiating the transaction
- Conducting Know Your Client (KYC) onboarding
- Performing Environmental and Social (E&S) screening
- Pre credit risk considerations

Following this, a comprehensive due diligence process is carried out as part of the formal credit assessment. This phase includes:

- Evaluating credit deal-specific considerations
- Reviewing legal documentation, including Environmental and Social (E&S) covenants.
- Implementing ongoing E&S monitoring

4 Pre-credit screening: During the pre-credit screening process, key environmental, social and governance (ESG) factors are thoroughly assessed. These include:

- **Environmental Risks:** This includes assessing the potential environmental impact, ensuring the protection of water and air quality, managing pollution, promoting sustainable resource use, evaluating effects on biodiversity and ecosystems, identifying embedded environmental and social (E&S) risk assessments, and balancing risks and associated costs.
- **Social Risks:** This involves evaluating workers' rights and fair treatment, addressing concerns related to child and forced labour, assessing risks to local communities, conducting security assessments and safeguarding measures, managing land acquisition and resettlement processes, respecting indigenous rights, protecting cultural heritage and archaeological resources, and engaging with indigenous communities.
- **Governance Risks:** This focuses on the existing approach for managing environmental and social risks, as well as identifying any negative media coverage related to environmental and social issues.

Our High-risk Sector Guidelines

The Group has identified industries, sectors, and environmentally sensitive regions that are considered high-risk, necessitating enhanced due diligence prior to approving any transaction or investment. Additionally, any activities within these sectors must align with the commitments and targets outlined in the Standard Bank Group's climate policy.

Mining & Metals

Prohibitions are enforced based on the exceptions list, with restrictions as per group policies. Enhanced due diligence is required for uranium mining operations, particularly in cases where site decommissioning and remediation are not adequately addressed.

Infrastructure

Enhanced due diligence is applied for transactions directly related to large dams; construction of new or upgrading of existing nuclear power plants; transactions where site decommissioning; and remediation and/or response for oil spills/gas leaks are not adequately addressed.

Oil & Gas

- Prohibitions as per exceptions list and climate policy.
- EDD for shale gas and shale oil, including hydraulic fracturing and transnational pipelines.
- EDD for transactions where site decommissioning and remediation and/or response for oil spills/gas leaks are not adequately addressed.

Agriculture, Animal husbandry and Fishing

Prohibitions as per exceptions list and group climate policy. Enhanced due diligence (EDD) for activities in high conservation value forests or primary tropical forests; commercial logging; activities relating to palm oil or soy production; excessive fertilisation/runoff.

Thermal Coal Power

No finance for construction of new coal-fired power plants nor the expansion in generating capacity of existing coal-fired power plants.

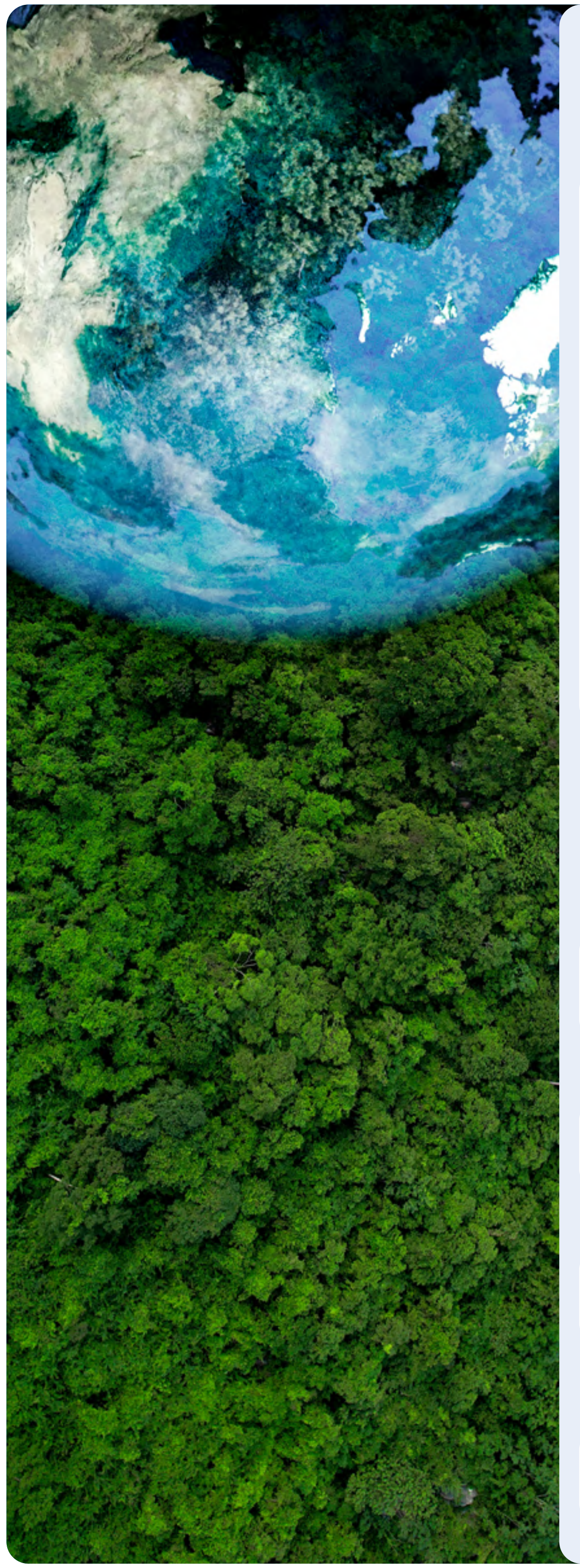
EDD for companies operating coal-fired power plants.

Industrial

Prohibitions are enforced as per the exceptions list. Enhanced due diligence is required for iron and steel foundries and smelters, petrochemical refineries and downstream industries, and the manufacture of hazardous or toxic materials.

Our Exception List

Our exceptions list specifies activities for which no entity within Stanbic will provide banking or lending facilities.



The exception list includes:

1. Production or activities involving harmful or exploitative forms of forced labour or harmful child labour or human rights abuses.
2. Production or trade in any product or activity deemed illegal under host country laws or regulations or international conventions and agreements, subject to international phase-outs or bans, including:
   a) ozone depleting substances, PCBs and specific hazardous pharmaceuticals, pesticides/herbicides or chemicals;
   b) wildlife or products regulated under CITES;
   c) unsustainable fishing methods (e.g. blast fishing / drift net fishing using nets in excess of 2.5 km in length) and commercial whaling;
   d) use of unbonded asbestos fibres. This does not apply to purchase and use of bonded asbestos cement sheeting where the asbestos content is less than 20%;
   e) narcotic drugs.
3. Production or trade in radioactive materials excluding:
   a) medical equipment, quality control equipment or equipment where the radioactive source is understood to be trivial and/or adequately shielded; and
   b) uranium mining.
4. Cross-border trade in waste and waste products, unless compliant with the Basel Convention and the underlying regulations.
5. Production or trade in weapons or munitions, excluding hunting and sports equipment.
6. Production and distribution of racist, anti-democratic and/or neo-Nazi media.
7. Illegal logging or purchase of illegally harvested timber.
8. Arctic oil and gas exploration and development.
9. Mountaintop removal.
10. Mining or trading of diamonds not certified under the Kimberley Process Certification Scheme.

Our Decarbonisation and Climate Risk Mitigation Strategy

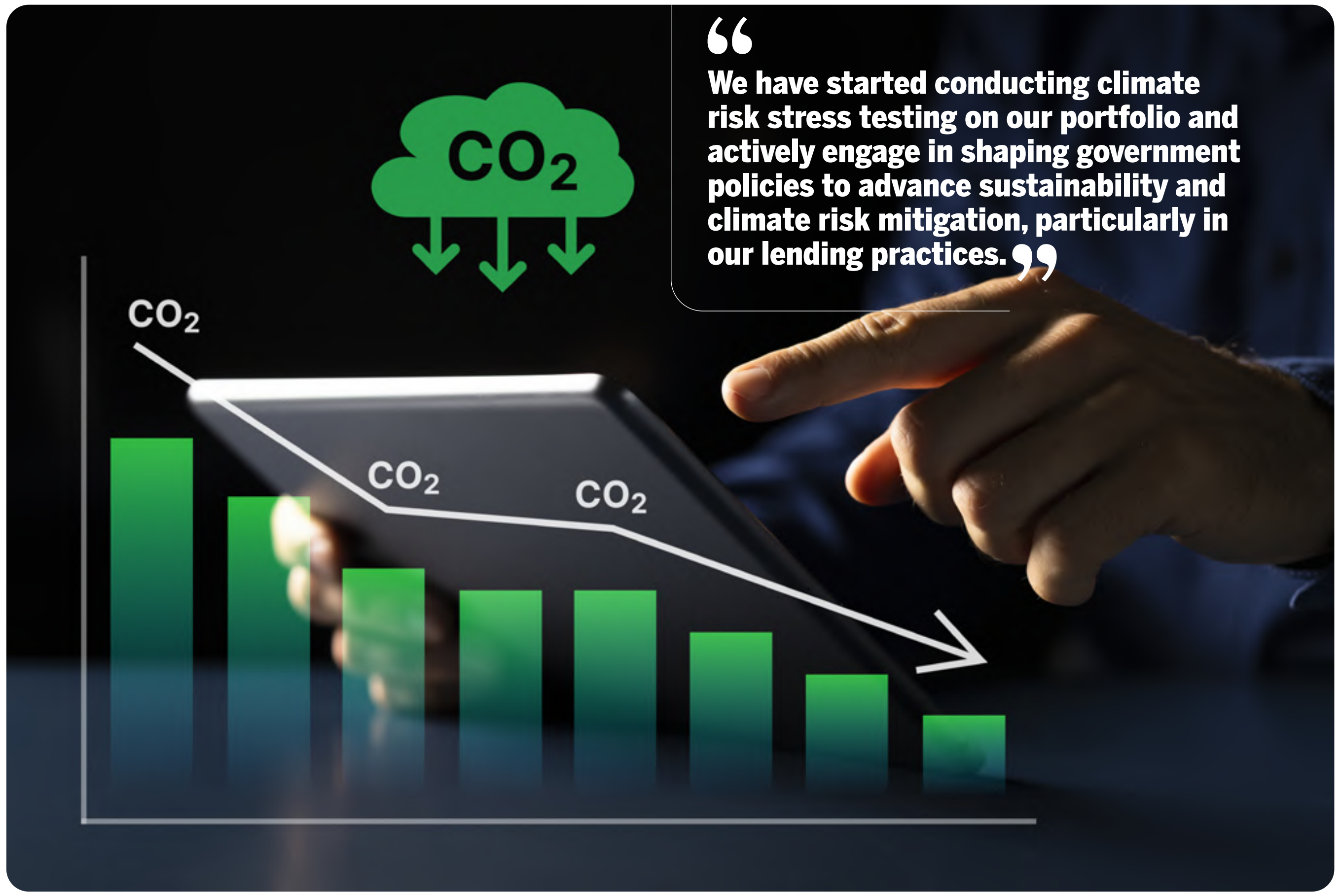
Recognising the contributions of Kenya and South Sudan to global emissions, the Group has implemented a range of strategies to reduce financed emissions. These include accelerating green finance initiatives and collaborating with existing clients to support their decarbonisation transition plans. Our approach is guided by the country's fair contribution to the global ambition of limiting temperature rise to below 1.5 degrees by 2050.

To address potential environmental and social risks arising from client projects, Stanbic has established a comprehensive screening process for loans exceeding USD 1 million. We have also invested in training our staff on Environmental, Social and Governance (ESG) risks, equipping them with the knowledge and tools to identify, mitigate, and manage these risks effectively. Additionally, we provide training to our clients on sustainable business practices, fostering a culture of sustainability across our value chain.

Our green financing portfolio has expanded significantly, with a focus on renewable energy projects, smart agriculture and housing-mobility. Furthermore, we have started conducting climate risk stress testing on our portfolio and actively engage in shaping government policies to advance sustainability and climate risk mitigation, particularly in our lending practices.

1.5 degrees

Our approach is guided by the country's fair contribution to the global ambition of limiting temperature rise to below 1.5 degrees by 2050.



In alignment to IFRS S2 on Climate-related Disclosures, an entity is required to disclose information about its climate-related risks and opportunities that is relevant to primary users of general-purpose financial reports. At Stanbic, we recognise the importance of these disclosures and have adopted a structured approach to climate-related disclosures, which include the following:

Approach	Disclosures
Governance of climate-related risks and opportunities	The Board holds ultimate accountability for overseeing Stanbic's climate policy implementation and managing climate-related risks and opportunities across the Group. This oversight is carried out through its board committees. At the Management level, the Leadership Council is responsible for assessing and addressing climate risks and opportunities, with the Group's Chief Risk Officer leading these efforts. During the reporting period, Stanbic made notable progress in developing a strong governance framework for climate-related risks. The Group implemented a multi-faceted strategy, emphasizing: • **Strengthened Governance Structures:** Committee mandates were revised to clarify climate risk oversight, and board members received specialized training to enhance their decision-making capabilities. • **Enhanced Transparency:** Regular climate risk reporting was introduced to ensure accountability, while dedicated resources and defined responsibilities promoted focused action. • **Policy Development:** Undertook an annual review of the E&S Standard and policy to ensure that it remains relevant to the organisation. Climate policy in place and to be reviewed in 2025. • **Alignment with Industry Best Practices:** Stanbic demonstrated its dedication to global standards by early adopting the new IFRS S1 and S2 standards.
Strategy	Our approach to managing climate related risk and opportunities is two pronged: **1) Integrated climate opportunities** Business units are responsible for integrating climate-related opportunities and risks into business strategy and setting and meeting climate commitments and targets in line with the group climate policy. We continue to expand our sustainable finance offering, including increasing finance for renewable energy, e-mobility and sustainable agriculture among others; and working with clients to improve their climate resilience and reduce their carbon emissions. We offer various solutions to support households and businesses to shift to more energy efficient and renewable energy solutions. **2) Managing climate-related risks** Our climate risk management programme integrates climate-related risks into the overall risk management framework as a transverse risk that impacts other risk types. Our most material exposure is to credit risk, given the vulnerabilities of specific sectors, industries and clients to the physical and transition risks associated with climate change. We also assess risk in relation to business continuity, reputation and market risk. Climate-related risk is considered a strategic risk and is integrated into relevant business processes, including client due diligence, credit assessments, E&S risk management and portfolio reviews. The Group continued to execute its strategy to manage climate related risks and capitalise on emerging opportunities. In shaping sector-specific commitments, we drew insights from multiple key sources, including: **1. Climate Scenarios & Transition Pathways:** Data from the Network for Greening the Financial System (NGFS) informed our approach. **2. Regulatory & Industry Standards:** Compliance with local policy frameworks, regulatory requirements, and voluntary benchmarks like the Equator Principles guided our strategy. **3. Risk Appetite Alignment:** Credit risk thresholds at both the Bank and business unit levels were factored into decision-making. **4. Holistic Risk Evaluation:** We evaluated the potential social, economic, and environmental impacts of different strategic actions.

Approach	Disclosures
Risk Management	We undertook a very structured approach to strengthen oversight, monitoring and control mechanisms for climate-related risks including: **Monitoring and Review Mechanisms** To ensure effective implementation of its climate risk management strategy, the Group has dedicated monitoring forums. These platforms facilitate ongoing review, feedback, and strategy adjustments, ensuring alignment with emerging risks and opportunities. **Strategic Partnerships:** To strengthen its efforts in tackling climate challenges, the Group entered into key collaborations with the Stanbic Foundation, Development Finance Institutions, and County Governments. These partnerships promote joint initiatives, knowledge exchange, and resource mobilisation, fostering collective action towards climate resilience and sustainability. **Developments in Q1 2025** **Simulation Capability** Understanding the critical role of scenario analysis and stress testing, we strengthened our simulation capabilities to model various NGFS climate risk scenarios. This enabled the assessment of our resilience and preparedness in addressing and mitigating the impacts of adverse climate events. Using data on the locations of our clients' climate sensitive operations and assets, as well as information on the nature of their sensitivity to transition risk, we were able to estimate the potential credit risk impacts of transition and physical risks in our portfolio. **Analysis included:** • Carbon emissions modelling • Physical risk impacts scores and damage rates • Scenario specific climate adjusted probabilities of default and loss given default We used this information and methodology to complete a stress test on top select client names. The lessons from this exercise will drive improvements in our data sourcing capabilities, modelling, and integration of climate risk management into our existing risk and model frameworks. We will use this data and modelling platform to support further internal scenario analysis and stress testing exercises.
Metrics and Targets	**Capacity Building** **ESG Education:** The Group conducted comprehensive awareness sessions on Social, Economic & Environmental principles and ESG targeting all staff, board members, and senior management. These sessions aimed to foster a deeper understanding of climate-related risks and opportunities and their implications for the Group. **Sustainable Finance Training & Campaign:** The Group participated in the Kenya Bankers Association's Sustainable Finance Initiative training. Through this initiative, the Group strengthened its expertise in sustainable finance and climate risk management, aligning its practices with industry best practices and regulatory requirements.

Ethical Conduct and Business Practices

In 2024, Stanbic focused on strengthening compliance frameworks, enhancing third-party risk management, and prioritising employee training to ensure alignment with both local and international regulatory standards

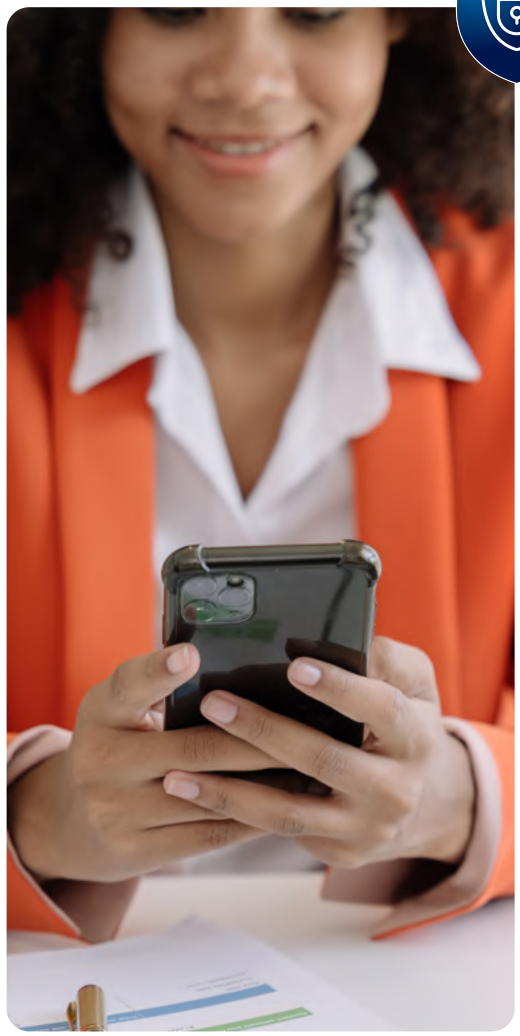
Ethical Governance and Compliance

Ethical governance and robust compliance practices continued to form the foundation of Stanbic's operations in 2024. The compliance team worked diligently to integrate new regulations into the Group's regulatory framework and compliance risk management plans. Regular training sessions were conducted to promote ethical behavior, ensuring that compliance was embedded across all levels of the Group.

We adopt a zero-tolerance approach to misconduct, taking decisive action, including disciplinary measures, against employees involved in conflicts of interest or fraudulent activities. Advanced technologies, such as Robotic Process Automation (RPA) and Artificial Intelligence (AI), were deployed to streamline operations, reduce human error, and enhance the efficiency of risk-based approaches.

Anti-Money Laundering and Combating Financing of Terrorism

The Group implemented technology upgrades, enhanced client due diligence processes, and allocated additional resources to strengthen its AML/CFT controls. Key initiatives included improving transaction monitoring systems and refining client verification processes to detect and mitigate financial crimes more effectively. The Group continues to address grey listing deficiencies by ensuring full implementation of new laws and regulations.



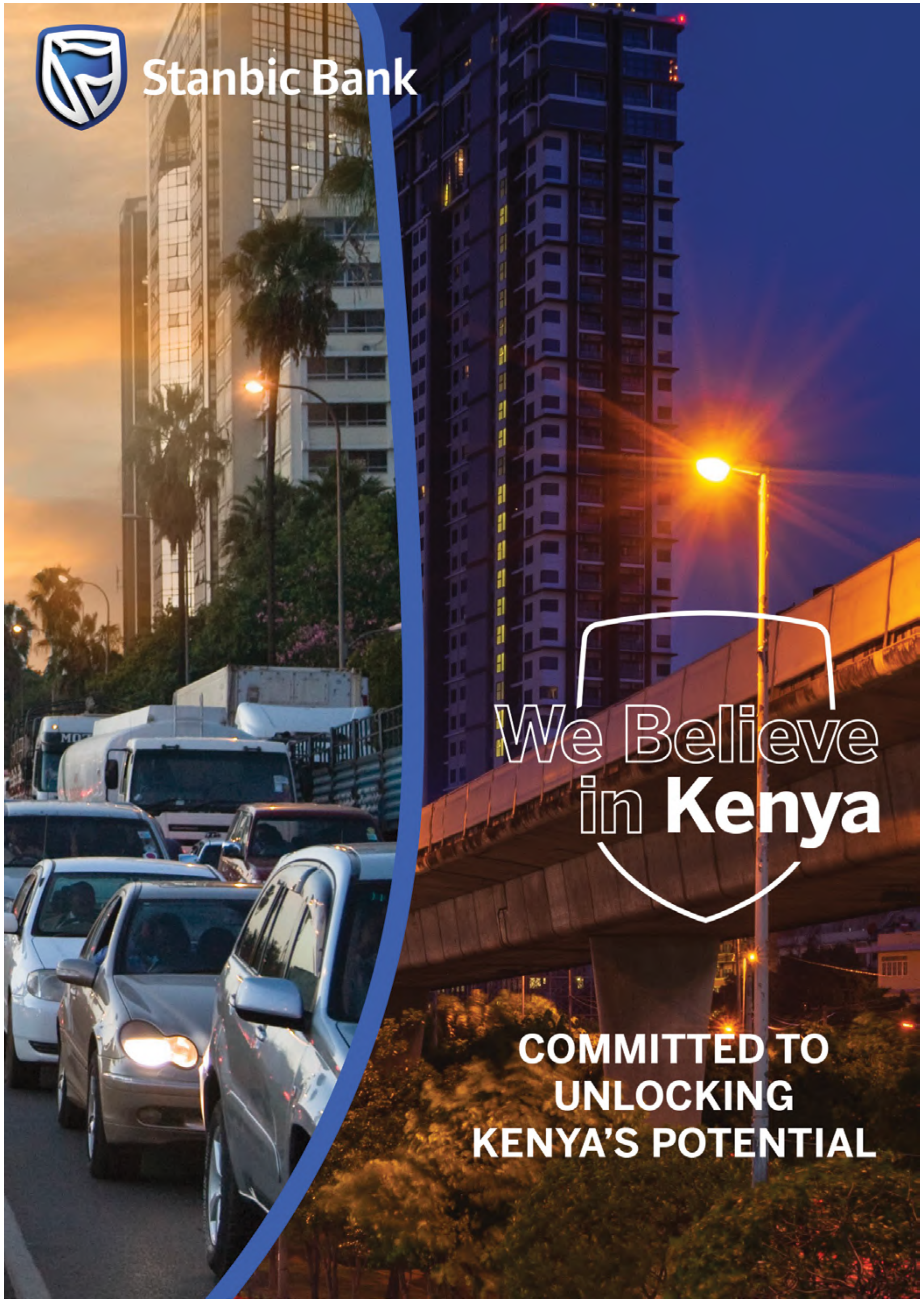
Data Protection

During the reporting period, the Group prioritised data protection and information security to ensure compliance with data privacy regulations, such as the Kenya Data Protection Act. The Group strengthened its information security systems through comprehensive gap analyses to identify vulnerabilities. Governance frameworks and senior management oversight were reinforced to ensure accountability.

To foster a culture of compliance, we rolled out mandatory e-learning courses on data protection, achieving high completion rates among employees. Key measures implemented included:

- **Segregation of duties:** Restricting employee access to systems and data relevant to their roles.
- **Data anonymisation:** Protecting client privacy by anonymising data used for testing or development.
- **Training programs:** Educating employees on data privacy regulations and best practices.

> **“We conducted data protection impact assessments and collaborated with the Data Protection Office to ensure compliance. Technical safeguards such as access controls, encryption and other security measures, were implemented to protect client data.”**



Our People

Diversity, Equity and Inclusion

Our success is anchored in a simple yet profound belief: a thriving workplace is where every person feels they truly belong, empowered to grow into their fullest potential, and can show up authentically, without compromise. By cultivating an environment of psychological safety—where voices are heard, and individuality is celebrated—we unlock the power of diverse perspectives. This approach fuels innovation and also drives us to deliver thoughtful, impactful solutions for our clients. At the heart of this culture is respect: for one another, for our shared values, and for the responsibilities that accompany the rights we hold.

We recognise that our strength lies in reflecting the diversity of the communities we serve. This commitment is woven into every policy, practice, and decision, guided by an unwavering focus on diversity, equity, and inclusion. While our strategies are informed by global priorities, they are intentionally tailored to meet local realities, ensuring relevance and meaningful impact. Gender equality, for instance, remains a universal priority, but we go further by addressing specific equity gaps through initiatives calibrated to local contexts—whether through mentorship programs, equitable hiring practices, or partnerships that uplift underrepresented groups.

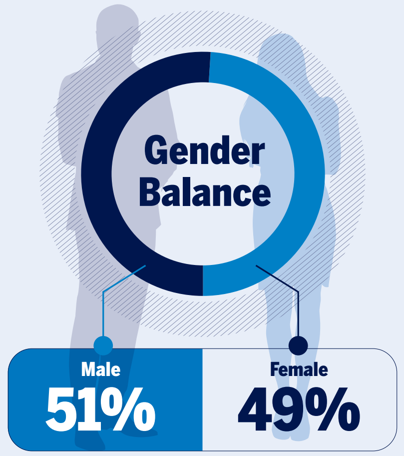
Headcount of Our People

	2021	2022	2023	2024
Permanent employees	1005	1045	1129	1160
Contract employees	44	29	27	32
Commission-based employees	38	78	54	54

Our Gender Balance

	2021	2022	2023	2024
Gender Parity (Total staff compliment)	Female: **47%** Male: **53%**	Female: **47%** Male: **53%**	Female: **48%** Male: **52%**	Female: **49%** Male: **51%**
Gender parity in senior management	**36** Female **51** Male	**36** Female **55** Male	**34** Female **56** Male	**97** Female **131** Male

As of the end of 2024, Stanbic had made significant strides in fostering gender equity across the Group. The overall male-to-female ratio currently stands at 51:49, reflecting a near-balanced workforce compared to a targeted 50:50 benchmark. This achievement underscores Group's commitment to gender inclusivity, particularly at leadership levels, where a 50:50 (excl CEO) gender parity has been successfully attained. Significant progress has been made in advancing gender diversity at the Board level, with women now holding a strong majority at 57% representation.



Fostering Inclusion for the Differently-Abled

	2021	2022	2023	2024
Differently-Abled Employees	Male: **3** Female: **5**	Male: **4** Female: **3**	Male: **4** Female: **3**	Male: **3** Female: **4**

We are dedicated to fostering an inclusive workplace for differently-abled individuals. While current representation stands at 0.7%, slightly below the 1% target, proactive partnerships with specialized institutions aim to bridge this gap. Recruitment initiatives are underway, with interviews scheduled to identify qualified candidates, underscoring the Group's resolve to not only meet but exceed diversity goals.

0.7%

We are dedicated to fostering an inclusive workplace for differently-abled individuals. With current representation at 0.7%, just below our 1% target, we proactively partner with specialized institutions to bridge this gap.

Progress in Equitable Remuneration

Our dedication to fairness extends to compensation practices. The Group has achieved notable gender pay parity, with female employees earning, on average, KShs 1.02 for every KShs 1 earned by their male colleagues. This milestone not only aligns with the market standards but also highlights the Group's success in closing gender-based pay gaps and fostering a culture of equal opportunity.

KShs 1.02

The Group has achieved notable gender pay parity, with female employees earning, on average, KShs 1.02 for every KShs 1 earned by their male colleagues.

Competitive Compensation in South Sudan

Stanbic South Sudan prioritises competitive and fair compensation. Given the nation's economic volatility, employee salaries are hedged against the US dollar, safeguarding staff from local currency depreciation. This mechanism adjusts salaries in South Sudanese Pounds (SSP) to mitigate financial instability, offering employees greater economic resilience.

Age Distribution Insights

Age Category	Percentage (100%)
Less 25 yrs	0.66
25-29 yrs	12.84
30-34 yrs	18.58
35-39 yrs	26.74
40-44 yrs	25.36
45-49 yrs	9.61
Over 50 yrs	6.22
Grand Total	100

Age Breakdown of Our People

Analysis of the workforce age demographics reveals distinct trends. Male employees dominate in older age brackets, particularly those above 40 and over 50, as well as in the 25–29 cohort. While this reflects a diverse age range within the Group, it also signals a need for deeper evaluation and targeted strategies to ensure balanced representation across all age groups. Stanbic remains focused on cultivating an inclusive environment that values diversity in both gender and generational perspectives, paving the way for sustainable growth and innovation.

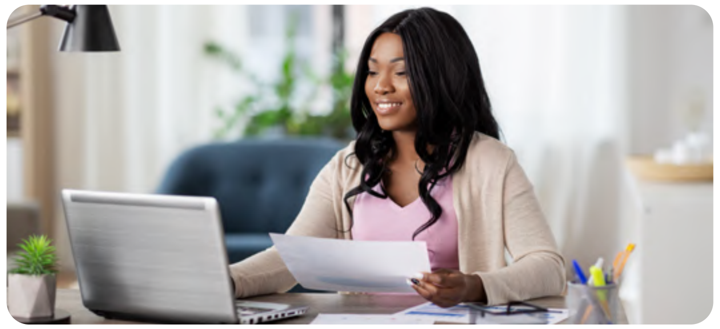
Our Occupational Environment

Stanbic's commitment to fair labour practices lies at the heart of its values and mission, ensuring all employees enjoy equitable working conditions. To uphold this, the Group has established a robust employee relations governance framework designed to foster constructive relationships between employers and staff. This framework integrates international and national regulations with Stanbic's core values, code of ethics, and dedication to advancing fair employment practices globally. Each subsidiary tailors these principles to align with local legal and cultural contexts, embedding them into policies and procedures.

Hybrid and Flexible Work Policy

We recently introduced a hybrid and flexible work policy, recognising the evolving nature of work environments. While the policy provides guidelines for remote work, its implementation varies by department and role. Client-facing teams, such as branch staff, often require in-person engagement, limiting remote opportunities.

Conversely, roles with minimal client interaction may permit flexibility, provided operational efficiency is maintained. To balance collaboration with flexibility, the policy mandates a minimum number of in-office days, ensuring teamwork and organisational cohesion remain intact. Ultimately, business units adapt the policy to their unique operational demands, harmonizing flexibility with service excellence.



Employee Safety

Equally critical to our employee value proposition is safety. Stanbic has implemented rigorous security protocols and infrastructure to protect both local and international staff. Proactive measures include continuous risk assessments, security training, and collaboration with dedicated security teams. International staff undergo thorough residential vetting, while real-time security advisories ensure all employees remain informed and protected.

Cultivating A Motivated Workforce

In pursuit of our strategic objectives, we have prioritised initiatives to strengthen Group's resilience and drive sustainable growth, with a particular emphasis on refining headcount planning and succession strategies. These foundational efforts are designed to ensure our workforce remains agile, skilled, and aligned with long-term goals, while fostering a robust pipeline of leadership talent.

Building on these foundations, we have deepened our investment in employee development and cultural alignment through targeted capability-building programs and the implementation of the "One Stanbic Strategy"(2024–2026 strategy). These initiatives not only enhance technical and leadership competencies but also cultivate a unified organisational ethos that reflects our core values and strategic vision. By embedding these principles into daily operations, we aim to empower teams to perform cohesively and adapt proactively to evolving industry demands.

Central to these efforts has been our focus on improving employee retention—a critical driver of organizational stability. Over the past year, we achieved measurable progress: in 2023, our turnover rate stood above 10%, but by the close of 2024, we successfully reduced it to below 9%, aligning with both industry benchmarks and internal targets. This improvement underscores the efficacy of targeted retention strategies, including personalised career development plans, competitive compensation frameworks, and proactive engagement initiatives. Crucially, we have prioritised aligning individual strengths with organisational needs, ensuring the right talent occupies roles where they can thrive and drive impact.

Employee Wellbeing

At Stanbic, we have prioritised employee welfare through a range of business-led initiatives designed to foster professional growth, ensure health and safety, and cultivate a supportive workplace culture. Our strategies emphasise targeted training, proactive health management, and meaningful engagement to empower employees and strengthen organisational cohesion.

Prioritising Employee Health

The Group has implemented comprehensive well-being programs to safeguard both the physical and mental health of its workforce. For instance, employees in high-risk roles, such as call center staff, underwent specialised ENT (ear, nose, and throat) assessments conducted by certified medical professionals. These evaluations were complemented by regular health check-ups and rigorous equipment audits to ensure compliance with safety standards and promote a hazard-free work environment.

During the reporting year, Stanbic further demonstrated its commitment by partnering with AAR Healthcare to complete annual health assessments for employees. This initiative not only underscored the organisation's dedication to preventive care but also reinforced its focus on creating a workplace where safety and well-being are non-negotiable priorities.

> **"The Group adopts a responsive approach to addressing employee concerns, particularly those related to team welfare. Feedback from various departments is actively monitored, and resources are allocated strategically to resolve identified challenges."**

Proactive Support for Team Well-being

Stanbic adopts a responsive approach to addressing employee concerns, particularly those related to team welfare. Feedback from various departments is actively monitored, and resources are allocated strategically to resolve identified challenges. Whether through additional staffing, enhanced tools, or tailored interventions, the Group ensures that employees feel heard, supported, and equipped to perform optimally.

This proactive stance has fostered a culture of trust, where employees recognise that their well-being is integral to the organisation's success. By prioritising timely solutions, Stanbic reinforces its role as an employer that values both individual and collective welfare.

Fostering Employee Engagement

At the country level, Stanbic has introduced dynamic initiatives to deepen employee engagement and strengthen connectivity across teams. A cornerstone of this effort is the regular hosting of guest sessions led by the Chief Executive. These forums provide employees with direct access to leadership, enabling open dialogue, idea-sharing, and collaborative problem-solving.

The Chief Executive's hands-on involvement not only bridges hierarchical gaps but also inspires managers to adopt similar practices within their teams. By nurturing a culture of inclusion and transparency, Stanbic ensures that every employee feels valued and invested in the organisation's mission.

Additionally, the Group strategically leveraged its internal communication channels to keep staff informed and engaged with its diverse initiatives. A key platform in this effort was 'Tubonge', an internal town hall designed to amplify Stanbic updates, foster transparency, and celebrate milestones. Through Tubonge, the Group regularly highlighted its activities, ranging from community-focused projects under the Stanbic Foundation—such as education, entrepreneurship, and health programs—to critical business updates like financial results announcements.

Our Performance Environment

At the close of 2023, Stanbic introduced a transformative scorecard initiative designed to enhance performance management and strategic alignment across all departments. Central to this initiative was the distribution of tailored scorecards to department heads, each aligned with the subsidiary's overarching objectives. The goal was twofold: to foster cross-departmental collaboration and to clarify individual roles, ensuring every team member understood how their contributions directly supported the Group's broader mission.

The scorecard system cascaded objectives from the organisational level down to individual teams, creating a cohesive framework for accountability. By the end of the fourth quarter, every department had successfully operationalised its scorecard, embedding alignment at every tier of operations. This structured approach not only clarified expectations but also strengthened the link between daily tasks and organisational outcomes. Employees gained a sharper awareness of their responsibilities and the tangible impact of their work on the Group's performance, fostering a culture of ownership and purpose.

The year-end results underscored the initiative's success, revealing a significant improvement in the alignment of individual performance with the Group's strategic goals. This shift not only heightened accountability but also deepened the connection between personal contributions and collective success, as teams saw their efforts reflected in measurable outcomes.

More than a procedural update, the scorecard approach marked a fundamental evolution in Stanbic's performance management philosophy. By providing a transparent, structured method for tracking progress and aligning priorities, it has become a catalyst for collaboration and efficiency across the organisation. As Stanbic moves forward, this foundation promises to drive sustained growth, ensuring agility and resilience in an ever-evolving business landscape.

> **"The scorecard approach provides a transparent, structured method for tracking progress and aligning priorities, it has become a catalyst for collaboration and efficiency across the organisation. This foundation promises to drive sustained growth, ensuring agility and resilience in an ever-evolving business landscape."**

Training and Development

	2021	2022	2023	2024
Amount Invested	**KShs 43 million**	**KShs 54 million**	**KShs 58 million**	**KShs 47 million**
Number of Hours Training	**72,757**	**61,412**	**65,593**	**110,200**
Annual Average Learning Hours	**70 hours** per employee	**56.4 hours** per employee	**56.5 hours** per employee	**97.2 hours** per employee

To equip employees with the skills essential for their roles, the Group has implemented targeted, department-specific training programs designed to address the unique demands of each team. For example, staff in finance and risk departments receive training directly relevant to their day-to-day responsibilities, such as compliance protocols or data analysis techniques.

Last year, the Group invested KShs 47 million in comprehensive employee development programs, delivering an average of 97.2 learning hours per staff member. This strategic investment underscores the Group's commitment to upskilling its workforce and equipping employees with future-ready capabilities to address emerging challenges effectively. By aligning training with both immediate tasks and long-term industry trends, this approach not only enhances individual competency but also strengthens the organisation's adaptability, ensuring it remains agile in the face of evolving business needs.

97.2 hours

Last year, the Group invested KShs 47 million in comprehensive employee development programs, delivering an average of 97.2 learning hours per staff member.

Talent Development

Over the past year, Stanbic has prioritised equipping employees to meet future challenges through targeted leadership development and effectiveness initiatives. Central to this effort was the design and implementation of Personal Development Plans (PDPs) for individuals in business-critical roles. These tailored plans were crafted to ensure employees possess the skills, knowledge, and adaptability required to excel in their positions and navigate complex scenarios.

To maximise impact, we collaborated closely with each employee in these critical roles to co-create their PDPs. Once finalised, the plans were systematically executed, followed by rigorous assessments to evaluate role alignment and readiness to handle specific challenges. The insights from these evaluations enabled us to formulate customised development strategies, addressing individual growth areas while reinforcing strengths.

Complementing the PDP framework, we launched co-leadership programs to fast-track leadership capabilities. Employees were strategically mapped into these programs, which combined structured learning with hands-on experiences, fostering collaboration, decision-making agility, and strategic thinking.

Beyond formal training, we introduced short-term alignment initiatives to broaden leadership exposure. High-potential employees were deployed across diverse regions, including assignments within the broader Standard Bank Group. These rotations provided immersive insights into varied markets and operational dynamics, accelerating leadership maturity and preparing participants to tackle cross-functional challenges.

"Beyond formal training, we introduced short-term alignment initiatives to broaden leadership exposure. High-potential employees were deployed across diverse regions, including assignments within the broader Standard Bank Group."

Stakeholder Training

At Stanbic, training and capacity building form the cornerstone of the Group's sustainability strategy. Recognising the importance of compliance and adaptability in a dynamic regulatory environment, the organization has implemented a robust framework of learning initiatives. These efforts ensure employees and stakeholders are equipped with the knowledge and skills to uphold ethical standards, drive sustainable practices, and respond to emerging challenges.

Industry-wide Capacity Building
Stanbic extends its training impact beyond internal teams through external initiatives. For example, women entrepreneurs receive targeted sessions on fraud risk management, while quasi-financial institutions benefit from workshops on AML/CFT compliance. These programs aim to strengthen industry-wide resilience, promote inclusive growth, and create a network of informed stakeholders capable of navigating complex regulatory landscapes.

Stanbic South Sudan: Cultivating a Future-Ready Workforce
At Stanbic South Sudan, continuous learning is embedded in the organizational DNA. Employees are required to complete 65 hours of training annually, ensuring they remain agile in a rapidly evolving sector. Development programs such as Masterclasses, FutureShift Programs, and Interdepartmental Training are tailored to enhance technical expertise, leadership capabilities, and cross-functional collaboration. These initiatives empower employees to advance their careers while contributing meaningfully to the bank's strategic goals.

Financial Fitness Training for Employees and Clients
Open to both staff and clients, these financial fitness training sessions cover essential topics like budgeting, saving strategies, debt management, and basic investment principles. The results have been transformative, with measurable improvements in financial literacy, spending habits, and long-term planning among attendees.

Leadership Development

At the executive level, the Group has strengthened leadership capabilities by forging strategic partnerships with globally recognized institutions such as Strathmore Business School, the Gordon Institute of Business Science (GIBS), and Harvard Business School. Senior leaders have actively engaged in advanced executive programs offered by these schools, with one executive completing a specialized program at Harvard Business School. These partnerships are central to cultivating strategic thinking, fostering innovation, and equipping top-tier leaders with the tools to navigate complex business challenges.

Building on this foundation, the Group has established a dedicated Leadership Academy tailored to senior managers. This academy has delivered customized programs focused on driving organizational success, enhancing decision-making, and nurturing a culture of innovation. To date, 48 senior managers have participated in these initiatives, which emphasize practical skills and strategic alignment with the Group's long-term objectives.

Complementing these efforts, the Group has developed a robust leadership pipeline designed to identify and nurture talent across all levels. This includes the Leader Manager Programme, aimed at mid-level managers, and the Junior Manager Programme, which targets emerging leaders. Together, these initiatives ensure a structured progression of skilled professionals, reinforcing leadership continuity and readiness for future challenges.

In alignment with its commitment to diversity and inclusion, the Group has introduced targeted initiatives such as the Female Leadership Scheme. This program empowers women in leadership roles through mentorship, skill-building workshops, and networking opportunities, actively advancing gender equity within Stanbic's leadership landscape.

To further amplify impact, the Ignite Leadership Programme has been launched to cultivate high-potential leaders. This selective initiative focuses on eight standout individuals, challenging them to lead cross-functional teams, foster collaboration, and deliver measurable outcomes across the Group. By integrating experiential learning with strategic projects, Ignite ensures that rising leaders are equipped to drive transformative results while embodying the organization's values and vision.

48

To date, 48 senior managers have participated in the Leadership Academy which emphasize practical skills and strategic alignment with the Group's long-term objectives.

Appendices

IFRS Checklist

A1 - Stanbic IFRS Sustainability Disclosures

Governance

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
Governance Body				
About governance body (s) or individual (s) responsible for oversight of Sr/CrROs	1. Which governance body(s), oversee the effective management of Sr/CrROs across the entity?	27 (a)	6 (a)	Pg 32 and 33
	2. How are responsibilities for Sr/CrROs reflected in the terms of reference, mandates, role descriptors and other related policies applicable to the governance body?	27 (a) (i)	6 (a) (i)	Pg 33,34,35
	3. How are appropriate skills and competencies of the governance bodies determined or developed to oversee strategy designed to respond to Sr/CrROs?	27 (a) (ii)	6 (a) (ii)	Pg 32
	4. How and how often are those in the governance body(s) informed about the organisation's related risks and opportunities?	27 (a) (iii)	6 (a) (iii)	Pg 32
	5. Explain how those in (1) consider Sr/CrROs when overseeing the entity's strategy, decisions on major transactions, and its risk management process and related policies? Have those in (1) considered tradeoffs associated with those risks and opportunities?	27 (a) (iv)	6 (a) (iv)	Pg 32
	6. How do those in (1) oversee the setting of targets related to Sr/CrRO, and monitor progress towards those targets? Have related performance metrics been included in remuneration policies? If so, how?	27 (a) (v)	6 (a) (v)	2024 Integrated Report pg 184
Management				
About Management	1. Is management directly involved in the Sr/CrRO activities of their entity? Demonstrate how they are involved?	27 (b)	6 (b)	Pg 72 - 75
	2. Does the management possess sufficient knowledge of all major business lines to ensure that appropriate policies, processes, controls and risk monitoring systems are in place and that accountability and lines of authority are clearly delineated?	Not Specified	Not Specified	Pg 83 and 84
	3. How has the management deployed the appropriate skills to ensure that appropriate processes, controls and procedures are carried out to monitor, manage and oversee Sr/CrRO's?	27 (b) (ii)	6 (b) (ii)	Pg 83 - 85
	4. Is the management role delegated to a specific management-level position or management-level committee? How is oversight exercised over that position or committee?	27 (b) (ii)	6 (b) (i)	Pg 32
	5. What controls and procedures are used to support the oversight of Sr/CrRO? How are these controls and procedures integrated with other internal functions?	27 (b) (ii)	6 (b) (i)	Pg 32

Strategy

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
Sustainability/ Climate-related risks and Opportunities				
Sustainability & Climate-related Risks and Opportunities (SrRO)	1. Identify and describe Sr/CrRO that could reasonably be expected to affect the entity's prospects.	29 (a)	10 (a)	Pg 40
	2. How are key stakeholders engaged on sustainability and climate related issues to better enable the institution to develop strategies to address relevant concerns?	29 (a)	9 (a)	Pg 41 - 46
	3. Categorise each identified climate related risk as either a physical risk or transition risk.	Not Specified	10 (b)	2024 Integrated Report pg 184 - 185
	4. Specify the time horizons—short, medium or long term—over which the effects of each of those Sr/CrRO could reasonably be expected to occur. Explain how the time horizons link to the planning horizons used for the entity's strategic decision making.	30 (b)	10 (c)	Not disclosed
Current and Anticipated effects on business model and value chain				
Value chain and business model	1. Describe the current and anticipated effects of Sr/CrRO on the entity's business model and value chain.	32 (a)	13 (a)	Not Disclosed
	2. Where in the entity's business model and value chain are Sr/CrRO concentrated? (for example, geographical areas, facilities and types of assets)	32 (b)	13 (b)	Not Disclosed
Effects on Strategy and decision making				
Strategy and decision making	1. Describe how the entity responded to, and plans to respond to, Sr/CrRO in its strategy and decision-making	33 (a)	14 (a)	Pg 48 - 75
	2. Describe any current and anticipated changes to the business model attributable to climate-related risks and opportunities including changes in resource allocation e.g., plans to manage or decommission carbon, energy or water-intensive operations, changes in demand or supply chain, or investments and expenditure, including on research and development, acquisitions and divestments?	Not Specified	14 (a) (i)	Not Disclosed
	3. Describe any current and anticipated direct mitigation and adaptation efforts, for example, energy use, fleet management, employee commute, water consumption, resource consumption and usage of paper.	Not Specified	14 (a) (ii)	Pg 48 - 75
	4. Describe any current and anticipated indirect mitigation and adaptation efforts, (for example, through working with customers and supply chains)	Not Specified	14 (a) (iii)	Pg 48 - 75
	5. Details on any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies.	Not Specified	14 (a) (iv)	Not Disclosed
	6. Details of how the entity plans to achieve any climate-related targets including greenhouse gas emissions targets it has set and any targets it is required to meet by law or regulation	Not Specified	14 (a) (v)	Not Disclosed
	7. How is the entity resourcing or plans to resource the activities attributable to climate-related risks and opportunities?	Not Specified	14 (b)	Not Disclosed
	8. What's the progress against plans the entity has disclosed in previous reporting periods? Include both quantitative and qualitative information	Not Specified	14 (c)	Not disclosed
	9. Describe how the entity considered trade-offs between SrRO e.g. cost of training employees vis a vis skill development	33 (c)	Not Specified	Not Disclosed

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
Effects on financial position, financial performance, and cash flows				
Financial position, financial performance, cash flows and financial planning	1. Describe the current and anticipated effects of Sr/CrRO on the entity's business model and value chain.	34(a) (b)	15 (a) (b)	2024 Integrated Report pg 185
	2. Over the short-, medium- and long-term, disclose quantitative and qualitative information about the financial effects of Sr/CrRO. Include how the entity expects its financial position to change, given its strategy to manage Sr/CrRO, taking into consideration: • Investment and disposal plans, and, • Its planned sources of funding to implement its strategy	35 (c)	15 (c)	Not Disclosed
	3. Disclose quantitative and qualitative information about how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage Sr/CrRO.	40 (b) (c)	21 (b) (c)	Not Disclosed
Resilience				
The organisation's capacity to adjust to uncertainties arising from sustainability-related risks	1. Disclose information that explains the entity's capacity to adjust to the uncertainties arising from Sr/CrRO. Include, where applicable, quantitative and qualitative assessment of the resilience of its strategy and business model and explain how and when the organisation carried out that assessment	41	22 (a)	Not Disclosed
	2. For climate-related risks and opportunities, an entity shall use climate-related scenario analysis to assess its climate resilience and disclose: • The implications of the entity's resilience assessment, including potential responses to the possible outcomes identified in the scenario analysis; • Areas of uncertainty that affect the organisation's resilience assessment; • The organisation's capacity to adjust its strategy and business model over the short, medium and long term.	Not Specified	22 (b)	Pg 90 and 92
	3. For climate-related risks and opportunities, disclose how and when the organisation did its climate-related scenario analysis, including how many and what type of scenarios the organisation used and why Include the time horizons and scope of operations to which the analysis applied.	Not Specified	22 (b) (i)	Pg 92
	4. For climate-related risks and opportunities, what were the key assumptions made in the scenario analysis?	Not Specified	22 (b) (ii)	2024 Integrated Report pg 185
	5. For climate-related risks and opportunities, what was the reporting period in which the climate-related scenario analysis was carried out?	Not Specified	22 (b) (iii)	Pg 92

Risk Management

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
Sustainability Risks				
Risk identification and monitoring process	1. How does the entity identify, assess and prioritize sustainability/ climate-related risks?	44 (a)	25 (a)	Pg 40
	2. How does this process monitor sustainability/ climate-related risks?	44 (a) (v)	25 (a) (v)	2024 Integrated Report pg 185
	3. What inputs and parameters (for example, information about data sources and the scope of operations covered in the processes) does the entity apply to assess, prioritise and monitor sustainability/ climate-related risks?	44 (a) (i)	25 (a) (i)	2024 Integrated Report pg 185
	4. How does the entity apply scenario analysis to inform its identification of sustainability/ climate-related risks? If so, how?	44 (a) (ii)	25 (a) (ii)	Not Disclosed
	5. How does the entity assess the nature, likelihood and magnitude of the effects of those risks?	44 (a) (iii)	25 (a) (iii)	Not Disclosed
	6. How does this process consider qualitative factors, quantitative thresholds, or other criteria?	44 (a) (iii)	25 (a) (iii)	Not Disclosed
	7. How does this process prioritise sustainability/ climate-related risks relative to other types of risk?	44 (a) (iv)	25 (a) (iv)	Not Disclosed
	8. How has the entity changed the processes it uses compared with the previous reporting period? If so, how?	44 (a) (vi)	25 (a) (vi)	Not Disclosed
	9. Is scenario analysis integrated into and does it inform the entity's overall risk management framework?	44 (c)	25 (c)	Pg 92 and 2024 Integrated Report pg 185
	10. How has the entity considered that circumstances might change over time? Which in turn will affect the organisation's approach to scenario and climate-related scenario analysis?	Not Specified	Not Specified	Not Disclosed
Sustainability Opportunities				
Opportunities identification and monitoring process	1. How does the entity identify, assess, prioritize and monitor sustainability/ climate-related opportunities relative to other types of opportunities?	44 (b)	25 (b)	Pg 91 and 92
	2. What inputs and parameters (for example, information about data sources and the scope of operations covered in the processes) does the entity apply to assess, prioritise and monitor sustainability/ climate-related opportunities?	44 (a) (i)	25 (a) (i)	Not Disclosed
Managing Risks and Opportunities				
Risk Management process	1. What processes does the entity have in place to manage Sr/CrROs?	43 (b)	25 (c)	Pg 80-85
	2. Which Sr/CrROs fall under this process?	30 (a)	9 (a)	Pg 40
	3. What are the investment and disposal plan for this process??	35 (c) (i)	16 (c) (i)	Pg 49 - 75
	4. What are the planned sources of funding to implement this process?	35 (d)	16 (c) (ii)	Pg 49 - 75

Metrics and Targets

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
Metrics				
For each sustainability/ climate-related risk and opportunity that could reasonably be expected to affect the company's prospects, the company is required to disclose metrics.	1. For each Sr/CrRO, what metrics are required by an applicable IFRS Sustainability Disclosure Standard.	46 (a)	27	Pg 49 -75
	2. For each Sr/CrRO, what metrics does the entity use to measure and monitor that SrRO and its performance in relation to that SrRO, including progress towards any targets the organisation has set, and any targets it is required to meet by law or regulation.	46 (b)	28 (c)	Pg 49 - 75
	3. Do you apply a metric that is taken from another source other than IFRS Sustainability Disclosure Standard? If so, explain: • How the metric is defined; • Whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure; • Whether the metric is validated by a third party and, if so, which party • The method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made.	50 (a - d)	33 (a-g)	Not Disclosed
	4. Which approach, inputs and assumptions does the entity use to measure its GHG emissions?	Not Specified	29 (a) (iii) (1)	Not Disclosed
	5. Why has the entity chosen to use the approach, inputs and assumptions it uses to measure the GHG emissions?	Not Specified	29 (a) (iii) (2)	Not Disclosed
	6. Have there been any changes in the measurement approach, inputs and assumptions the entity has used during the reporting period? Why were there changes?	Not Specified	29 (a) (iii) (3)	Not Disclosed
	7. How are the Scope 1 and Scope 2 GHG emissions disaggregated between the consolidated accounting entity and other investees such as associates, joint ventures and unconsolidated subsidiaries?	Not Specified	29 (a) (iv)	Not Disclosed
	8. How are the Scope 2 GHG emissions disaggregated per location, and which are their associated contractual instruments?	Not Specified	29 (a) (v)	Not Disclosed
	9. What categories are included in the entity's measurement of Scope 3 greenhouse gas emissions, according to the categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3)?	Not Specified	29 (a) (vi) (1)	Not Disclosed
	10. Which category 15 GHG emissions are associated with the entity's investments (financed emissions)?	Not Specified	29 (a) (vi) (2)	Not Disclosed
	11. Does the entity apply a carbon price in decision-making? If so, how?	Not Specified	29 (f)	Not Disclosed
	12. Does the entity factor climate related considerations into executive remuneration? If so, how?	Not Specified	29 (g)	Not Disclosed

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
Metrics				
All Targets	Which approach has the entity used while setting each target? Has the approach been validated by a third party?	51	34 (a)	Not Disclosed
	How does the entity review each target and monitor its progress against it?	51 (g)	34 (b)	Not Disclosed
	Have there been revisions to the targets? If so, why?	51 (g)	34 (d)	Not Disclosed
	How has the entity been performing against each of the set targets? Have there been trends and changes in the entity's performance?	51 (f)	35	Not Disclosed
	For each metric, indicate: 1. The metric used to set the target, 2. The objective of the target, 3. The part of the entity to which the target applies e.g., entire or part of the entity, specific business unit etc. 4. The base period from which progress is measured, 5. Existing milestones and interim targets 6. Whether the quantitative target is an absolute or intensity target 7. How has the target been informed by the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement?	51 (a-g)	36	Not Disclosed
GHG Emission targets	Which GHG emissions are covered by the target? In which category (Scope 1, 2 and 3) do these emissions fall?	Not Specified	36 (a)	Not Disclosed
	Is the target a gross GHG emission target or a net GHG emission target? If net, has the entity separately disclosed the associated gross greenhouse gas emission target?	Not Specified	36 (c)	Not Disclosed
	Was the target derived using a sectoral decarbonization approach?	Not Specified	36 (d)	Not Disclosed
	To what extent does the entity rely on the use of carbon credit to achieve its net GHG emissions target?	Not Specified	36 (e) (i)	Not Disclosed
	Which third-party scheme verified or certified the carbon credits used by the entity?	Not Specified	36 (e) (ii)	Not Disclosed
	Which type of carbon credit did the entity use?	Not Specified	36 (e) (iii)	Not Disclosed
	Was the underlying offset nature-based or based on technological carbon removals?	Not Specified	36 (e) (iii)	Not Disclosed
	Was the underlying offset achieved through carbon reduction or carbon removal?	Not Specified	36 (e) (iii)	Not Disclosed
	Which other factors may be considered to verify the credibility and integrity of the carbon credits the entity has used/ plans to use?	Not Specified	36 (e) (iv)	Not Disclosed