



Prosperity with purpose

Nurturing our communities,
our partners and our future

Stanbic Holdings Plc
Sustainability Report 2025



www.stanbicbank.co.ke



Corporate Information

Chairman: Joseph L.O. Muganda

Chief Executive: Patrick Mweheire*
* Retired ; 28 Feb 2026
*Ugandan

Chief Executive of Stanbic Bank Kenya Limited: Joshua Oigara**

** Resigned as Chief Executive of Stanbic Bank Kenya Limited on 28 February 2026 and appointed Chief Executive of Stanbic Holdings PLC on 01 March 2026.

Non-Executive Directors: Dorcas F. Kombo
Peter N. Gethi
Rose B. Osoro
Wambui K. Mbesa***
Stephen O.Okello****
Sabira R. Thakker

***Retired from the Board on 15 May 2025
****Appointed to the board on 05 March 2025

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

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Our 2025 Sustainability Highlights

Environment

Green Financing
4% of total financing directed to green initiatives

Green Building Loans
KShs 4.5Bn issued to support green building

Solar Financing
KShs 273Mn in loans issued for solar energy projects

Climate Smart Agriculture
KShs 2.5Bn in loans to promote sustainable agriculture practices

Waste Management
49,974 kgs of waste recycled

Tree Planting and Growing
Planted 100,000 indigenous trees and 104,000 mangrove

Social

Women Empowerment
KShs 49.5Bn in loans disbursed to D.A.D.A since inception

Affordable Housing
KShs 1.8Bn disbursed to support affordable housing projects

Inclusive Procurement
15.53% of procurement spend directed to women-owned businesses

Financial Literacy
Conducted 74 Financial literacy sessions, benefitting 9,103 individuals

Trade Facilitation
Supported 5,750 businesses through the Africa-China trade corridor

MSME Support
KShs 105.73Mn in catalytic funding to MSMEs
Total grants and catalytics funding since inception reached KShs 288.1Mn

Governance

Board Diversity Metrics
43% of Board seats are occupied by women
29% of Board composition are Independent Directors

Board Capacity Building
Corporate Governance Training
Sustainability and Climate Risk Training
Comprehensive training in AI, cyber security and risk management

Responsible Lending
All loans above USD 1Mn are subjected to environmental and social due diligence

Diversity in Our Workforce

- Total Staff: **M 51%:49% F**
- Senior Management: **M 53%:47% F**
- Differently abled employees: **0.6%**

Youth Empowerment
Youth represent 29% of the total workforce

Learning and Development
The average learning hours per employee is 102 hours

About this Report

Report Overview

This sustainability report presents the 2025 sustainability-related financial disclosures for Stanbic Holdings Plc and its subsidiaries (the Group). The disclosures have been prepared in accordance with the Global Reporting Initiative (GRI) Standards and the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB), covering the 12-month period ending 31 December 2025.

The reporting entity for these disclosures is identical to that of the Group's consolidated financial statements, encompassing Stanbic Holdings Plc and all subsidiary undertakings. Accordingly, this report should be read in conjunction with the Group's financial statements and other related disclosures available on our website.

In preparing these disclosures, the Group has embedded the core principles of IFRS S1 and S2 into its reporting process. This ensures a direct connection between sustainability information and our governance, strategy, risk management and metrics and targets, fully integrating this narrative with our financial statements. Our approach is grounded in a rigorous materiality assessment, using the Sustainability Accounting Standards Board (SASB) standards as a key reference and considering both our own operations and our broader value chain.

Consequently, our reporting is focused on matters with the potential to affect enterprise value over the short, medium, and long term. We are committed to providing material, comparable, and decision-useful information that enables stakeholders to assess the Group's resilience in relation to sustainability-related risks and opportunities. To this end, we have adopted a balanced perspective, reporting both positive and negative impacts, and have ensured the information is verifiable, timely, and understandable.

Our Reporting Suite



Stanbic Holdings PLC 2025 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 Relations Presentation
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 statement.
[Find the statements here](#)

Prosperity with purpose:
Nurturing our communities, our partners and our future

About the Theme

The theme for this year's sustainability report **"Prosperity with purpose: Nurturing our communities, our partners and our future"** provides an overview of the Group's sustainability performance in 2025, grounded in the understanding that true sustainability is achieved by balancing social equity, environmental stewardship, and economic viability. Through dedicated collaboration with the communities we serve and the partners we trust, Stanbic is focused on delivering effective and equitable solutions for the long term.

Our Awards and Recognitions



- Best sovereign bond in Africa:** Kenya's USD 1.5Bn new issuance and USD 1.4Bn tender refinancing
- EMEA for Best refinancing in Africa:** Kenya USD 1.5Bn issuance and USD 2Bn capped tender offer
- Institute of Customer Experience 2025 Service Excellence Awards: **Best CS Week Innovation – First Runners Up**
- Euromoney Awards: **Best Investment Bank in Kenya** (Won for the 5th consecutive year)
- IIA Risk Awards: **Winners Internal Audit Function of the Year**
- FiRe Awards: **IFRS S1 and S2 early adopters – 2nd runners up**
- Global Finance Awards: **Best Private Bank in Kenya**
- Think Business Banking Awards 2025:
 - **Best Bank in Mortgage Finance – 2nd runners up**
 - **Best Bank to borrow from – 2nd runners up**



Overview of the Group's Business Activities

The Group's key business activities, product and service offerings, and contributions to revenue per activity are summarised in the table below:



Personal and Private Banking (PPB)

We provide comprehensive financial services for personal banking clients. Whether you're looking to build a home, grow your wealth, or secure a card for daily transactions, we offer tailored solutions to meet your needs.

Service and Product Offerings

PPB delivers tailored financial services to individuals through the following core offerings:

- **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.



KShs 8.2Bn
Revenue Contribution



Business and Commercial Banking (BCB)

We take pride in our long-standing commitment to Kenyan businesses, providing a comprehensive range of banking services to SMEs and Corporates.

Service and Product Offerings

BCB business unit delivers tailored financial solutions to businesses of all sizes, from small and medium-sized enterprises to large commercial corporations. We support our clients' growth across industries with essential advisory, networking, and sustainability services. Our comprehensive offerings are built on three pillars:

- **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.



KShs 7.1Bn
Revenue Contribution



Corporate and Investment Banking (CIB)

We create innovative products, services, and solutions, tailored to the unique needs of our diverse clients.

Service and Product Offerings

CIB delivers a comprehensive suite of commercial and investment banking solutions designed for large corporations, financial institutions, and international partners. Its offerings are organised into three core areas:

- **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.



KShs 22.6Bn
Revenue Contribution



Insurance and Asset Management (IAM)

We deliver customised non-banking financial solutions, precisely aligned with our clients' requirements.

Service and Product Offerings

- **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.



KShs 629Mn
Revenue Contribution

Our Subsidiaries

The Group's subsidiaries and the extent of sustainability-related information considered are included in the Group's consolidated sustainability report, as summarised below:



Stanbic Bank Kenya Limited (including South Sudan Branch)

Overview

These are the banking entities serving customers in Kenya and South Sudan.



Subsidiary Scope

For the 2025 sustainability report, we have unpacked the sustainability and climate-related disclosures that affects our operations in Kenya and South Sudan.



Stanbic Bancassurance Intermediary Limited (SBIL)

Overview

Stanbic Bancassurance Intermediary Limited (SBIL) acts as the authorised link between Stanbic Bank clients and the insurance industry. Licensed and regulated by the Insurance Regulatory Authority (IRA), we specialise in risk management. Our process begins by identifying client needs, then matching them with precisely tailored insurance solutions. Through strategic partnerships with leading underwriters, we provide access to a wide and reliable range of insurance products.



Entity Scope

For your insurance needs, we provide comprehensive solutions across both short-term and long-term coverage:

Short-Term Insurance Solutions

We offer a wide range of general insurance products to protect your assets and liabilities, including:

- Medical Insurance
- Motor Insurance
- Personal Accident Cover
- Marine Insurance
- Fire & Theft Insurance
- Liability Covers

Life & Long-Term Solutions

To secure your future and that of your loved ones, our life-focused products include:

- Individual Life Policies
- Group Life Insurance
- Pension Plans
- Funeral Expense Cover
- Unit Linked Investments Solutions

All our plans are designed to deliver superior policy terms, ensuring reliable protection and exceptional value.



SBG Securities Limited

Overview

SBG Securities provides trusted investment guidance. Licensed and committed, we support our clients in building and managing their wealth through every market turn.



Entity Scope

We provide a comprehensive suite of financial services designed to meet our clients' investment and capital needs. Our offerings include:

Equities Trading: Enabling clients to buy and sell shares of listed companies.

Fixed-Income Trading: Facilitating investment in fixed-income securities, such as bonds.

Asset Management: Offering professional investment solutions through vehicles like Unit Trusts.

Investment Banking Advisory: Guiding clients to secure capital through the markets.

Investment Research: Informing client decisions with in-depth market analysis and insights.



Stanbic Bank Kenya Foundation

Overview

The Stanbic Kenya Foundation drives Stanbic Bank Kenya's social investment by fostering inclusive socio-economic growth and environmental awareness. Its mission is to accelerate entrepreneurship ecosystems in Kenya and South Sudan, advancing the Sustainable Development Goals through the creation of sustainable businesses.



Entity Scope

The Foundation's work is built on the following four key pillars:

Economic Empowerment: Provide MSMEs with the essential tools to grow; access to low-cost credit, critical market information, new market opportunities, and a voice in policy dialogue.

Education: We form strategic partnerships to increase access to quality education and improve literacy.

Digital: Through initiatives like 'Future ni Digital', the Foundation aims to enhance digital literacy among the youth by donating computers to Vocational Training Centres and equipping youth with digital skills to either improve productivity, create employment or access employment opportunities in the digital economy.

Climate Resilience: Protect nature and Biodiversity.



Commemoration of Pauline

In 2025, the Stanbic Kenya Foundation, together with the broader Stanbic Bank Kenya Limited and Standard Bank Group family, paid tribute to the late Pauline Ann Wambui Mbaya, whose leadership and dedication played a formative role in the establishment and growth of the Foundation. Pauline joined Stanbic Bank Kenya on 1 April 2020 as Head of Foundation, at a time when the Foundation was newly incorporated. She was entrusted with the responsibility of setting it up, developing its operating frameworks, forging strategic partnerships, and anchoring its work within the Group's purpose and values.

Pauline's tenure was defined by vision, resilience and a deep commitment to inclusive development. Under her leadership, the Foundation entered into its first strategic partnership with the United States African Development Foundation (USADF) to support African-owned enterprises improving livelihoods in underserved communities. During the COVID-19 pandemic, the Foundation responded by supporting community health through the provision of water stations and ventilators. In 2022, Pauline guided the launch of the Catalytic Fund, in partnership with GIZ E4D, to support SMEs affected by the pandemic through access to finance, capacity building, and coaching. She also championed partnerships to strengthen blue-economy MSMEs and supported regional development efforts, including a long-term collaboration with UNDP in South Sudan to advance socio-economic transformation.

Beyond programme delivery, Pauline was deeply respected for her collaborative leadership style, integrity and unwavering care for people. She embedded a culture of accountability, partnership and compassion, while remaining personally committed to mentoring colleagues and supporting teams. The strength, scale and credibility of the Stanbic Kenya Foundation today reflect the foundations she laid. Pauline's legacy endures in a resilient institution and in the many lives touched by her work. She remains a cherished member of the Stanbic family — missed, remembered and honoured for a life of service and impact.



Stanbic Bank
A Member of Standard Bank Group

Westgate Mall Branch

Banking Hours

Monday - Friday	9:00am - 5:00pm
Saturday	9:00am - 1:00pm
Closed on Sunday and Public Holidays	
Cash Deposit Machine available 24/7	

Private Banking Hours

Monday - Friday	9:00am - 5:00pm
Saturday	9:00am - 1:00pm
Closed on Sunday and Public Holidays	

Right of Admission reserved
Cash protected by time delay locks
Smoking prohibited
www.stanbicbank.co.ke
Stanbic Bank Kenya Limited is licensed and regulated by the Central Bank of Kenya



Maribou

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Chairman's Statement



The theme of this report, "Prosperity with Purpose: Nurturing our communities, our partners and our future" is the operational blueprint that guided our capital allocation and strategic decision-making throughout 2025.

Joseph Muganda



In a year characterised by a complex operating environment both in Kenya and globally, Stanbic Holdings Plc has demonstrated that the most enduring financial returns are those grounded in shared prosperity. The theme of this report, "Prosperity with Purpose: Nurturing our communities, our partners and our future" is the operational blueprint that guided our capital allocation and strategic decision-making throughout 2025.

When I reflect on 2025, my focus extends beyond balance sheet growth. We made a deliberate strategic shift, re-orienting our portfolio toward sectors and segments that foster long-term national resilience such as green financing.



We made a deliberate strategic shift, re-orienting our portfolio toward sectors and segments that foster long-term national resilience such as green financing.



Strengthening Governance and Board Engagement

We strengthened our governance structures, with the Board and its committees assuming direct oversight of Sustainability. To ensure the Board was not merely informed but actively engaged, we invested in capacity building. We facilitated specialised training on emerging requirements such as ISSB disclosures and the evolving regulatory landscape. A pivotal moment came through direct engagement with the Capital Markets Authority, which provided invaluable first-hand insights into the expectations placed on a listed entity. In addition, we sent the Chairs of key committees for advanced training, enabling them to bring best-practice perspectives back into our deliberations. This proactive and educational approach has elevated the Board's role.

From Periodic Oversight to Strategic Embedding

Our voluntary adoption of IFRS S1 and S2 in the 2025 financial year marks a true turning point for Stanbic. Sustainability has become a standing agenda item at every Board and relevant committee meeting. We regularly test the effectiveness of our governance structure, with particular attention to the Board Risk and the Sustainability Committees, and our conclusion is clear: the structure is robust, yet continuous improvement remains non-negotiable.

We have embedded sustainability into the fabric of our daily decision-making, ensuring that performance is measured against clear targets and that our strategic direction reflects this commitment. This disciplined approach is not theoretical, it is actively practiced across the Group. By prioritising client wealth creation, advancing sustainable financing, and supporting business growth, Stanbic has tangibly shaped product innovation and deepened client engagement.

In addition, the Board engages in evidence-based discussions with

management on balancing financial performance with long-term sustainability investments. These are not abstract discussions but concrete decisions that shape the Group's capital allocation, lending practices, and operational priorities.

This approach is anchored in a clearly defined risk appetite and strategic priorities. We have embedded sustainability metrics into executive performance scorecards, with measurable targets that link executive accountability to long-term value creation. This ensures that trade-offs are not settled by short term pressures but by a disciplined assessment of risk-adjusted returns over an appropriate time. Sustainability-related goals, such as growth in our green lending portfolio or progress on our inclusion targets, have defined weightings that are formally evaluated during performance reviews. This directly links sustainability outcomes to accountability and reward, ensuring that our leadership is measured and incentivised in practice.



Looking Ahead

As we look toward 2026 and beyond, our focus consolidates around two interconnected themes: our social license to operate and our resilience to climate-related risks.

In an era of digital transformation, where transactions become increasingly frictionless and remote, the risk is that banking becomes impersonal. Our concern is not simply reputational, it is existential. If communities no longer see Stanbic as a trusted partner invested in their growth, we lose the social license that enables us to operate.

Our window for proactive adaptation on climate risks is narrowing. Physical risks such as floods, droughts and other extreme weather events are becoming more frequent and severe. Transition risks including policy shifts, technological disruption, and changing client preferences are accelerating.

As I conclude this, I would like to extend my gratitude to my fellow Board members for their dedication and wisdom. To our management and all our people, thank you for living our purpose every day. And to our clients, communities, and shareholders, thank you for trusting us to be your partner in growth.

Stanbic Holdings Plc Chief Executive Statement (Outgoing)



Reflecting on my tenure, I have witnessed a profound evolution in how we view sustainability at Stanbic Holdings Plc. It has moved from a compliance-driven exercise to a fundamental, non-negotiable driver of business value.

Patrick Mweheire



Reflecting on my tenure, I have witnessed a profound evolution in how we view sustainability at Stanbic Holdings Plc. It has moved from a compliance-driven exercise to a fundamental, non-negotiable driver of business value. Initially, it was about managing risk. Today, we recognise that our long-term financial success is inextricably linked to the well-being of the communities we serve and the resilience of the environment in which we operate.



To date, we have provided **KShs 288.1Mn** in concessionary funding to MSMEs/SMEs.

Driving Sustainable Economic Development

During the reporting period, we disbursed KShs 133 billion in trade financing hence surpassing our KShs 90 billion target and rising from KShs 76 billion in 2024 — empowering 5,750 businesses along the Africa-China corridor with essential capital for smoother import-export operations and sustainable growth. To date, we have provided KShs 288.1 million in concessionary funding, including KShs 105.73 million to MSMEs in 2025 (up from KShs 63 million in 2024). Our borderless banking solution further enables seamless cross-border transactions in local currencies across East Africa, addressing foreign exchange challenges. Complementing this, we provided KShs 2.5 billion in loans for climate-smart agriculture, raising our agricultural loan book to 9.9% (compared to 9% in 2024).

We disbursed **KShs 133Bn** in trade financing hence surpassing our KShs 90 billion target.



Creating Shared Value

Beyond access to capital, we have uniquely supported SMEs and businesses by providing the non-financial tools for long-term resilience. We understand that capital alone is not enough. Our Financial Fitness Academy programme conducted 74 sessions, reaching over 9,000 individuals with essential financial literacy skills.

As I pass the baton to new leadership, my advice is to maintain the rigorous governance we have built, and to constantly ask: "How can we do more? How can sustainability not just protect our value, but actively create it in new and innovative ways?" We need to continue to champion the culture we have built, where every employee understands their role in driving this agenda.



9,103 individuals trained on financial fitness

Our Enduring Legacy

Looking a decade into the future, the sustainable legacy I hope Stanbic Holdings Plc will have created in East Africa is that of the indispensable catalyst for inclusive prosperity. I hope we are seen not just as a financial institution, but as the partner that helped build a region where economic growth is genuinely inclusive and environmentally sound. I envision a legacy where, because of the foundations we laid, East Africa is home to a vibrant green economy, resilient infrastructure, and a generation of empowered entrepreneurs. A decade from now, I want Stanbic's name to be synonymous with a thriving, sustainable, and equitable home for all its people.

Stanbic Holdings Plc Chief Executive Statement (Incoming)



Leading our regional team through another year of significant global and local challenges has reinforced a fundamental belief that our commitment to sustainability is the clearest expression of our purpose, "Kenya/South Sudan is our home, we drive her growth."

Dr. Joshua Oigara



This report presents our 2025 sustainability performance, offering a comprehensive look at how our operations in Kenya and South Sudan are driving meaningful change. Leading our regional team through another year of significant global and local challenges has reinforced a fundamental belief that our commitment to sustainability is the clearest expression of our purpose, "Kenya/South Sudan is our home, we drive her growth."

The Business Case for Sustainability

Firstly, in a competitive financial landscape, our sustainability agenda is providing a tangible advantage by deepening trust and unlocking new markets. It moves us beyond a transactional relationship with our clients to one of partnership. This approach differentiates us, fostering a client base that sees us an indispensable partner in their own growth.

Secondly, Our Environmental and Social Risk Management (ESRM) framework, which mandates screening for all loans above USD 1 million, provides a tool to enhance our loan portfolio.



When we help a woman-led enterprise in Nairobi access capital through our D.A.D.A platform and pair it with mentorship, or when we support a small business in Juba with the digital tools to thrive; we are building loyalty and demonstrating our dedication to their long-term success.



It protects us and our clients from financing projects that are environmentally and socially fragile hence building a more resilient book that is capable of weathering economic storms.

Thirdly, we hold our executive team accountable for delivering on our sustainability priorities by embedding these objectives directly into their performance scorecards. Sustainability-related goals, such as growth in our green lending portfolio or progress on our inclusion targets, have defined weightings that are formally evaluated during performance reviews. This directly links sustainability outcomes to accountability and reward, ensuring that our leadership is measured and incentivised in practice.

Scaling Impact Through Strategic Partnerships

Deepening partnerships is key to amplifying our impact. Our work with the Gates Foundation through the Stanbic Foundation is a prime example. In its first full year, this partnership empowered 6,700 women-owned enterprises with KShs 100 million disbursed in targeted support, proving that combining global expertise with local on-the-ground execution can create scalable, high-impact programmes. Furthermore, our ongoing collaboration with the Kenya Mortgage Refinance Company (KMRC) moved beyond conventional lending to innovating for greater access. We are steadily alleviating barriers to home ownership and demonstrating how public-private partnerships can address systemic social challenges like affordable housing.

Our vision for women entrepreneurs extends far beyond our dedicated platforms. To make Stanbic the undisputed leader in financing and supporting women, we are weaving gender-intentionality into the fabric of our entire business. The Women in Green Transformation Programme, delivered in partnership with GIZ, is a flagship initiative designed to support emerging women-led green businesses, with 300 participants set to begin training in 2026. Our procurement framework now actively pursues inclusive sourcing, allocating a percentage of spend to women-led businesses. This holistic approach ensures we are investing in their green innovations and building an ecosystem where they can thrive as leaders and creators of wealth.



The partnership empowered **6,700** women-owned enterprises with **KShs100Mn** disbursed in targeted support.

Humanising Our Digital Presence

Finally, as we celebrate over 91% of our transactions now being digital, we are acutely aware of our responsibility to ensure no one is left behind. Our drive for digital inclusion is paired with a deliberate strategy of humanising digital. We maintain physical branches as welcoming hubs and have upgraded them with ramps and accessible counters for differently abled customers. We extend our reach through USSD banking, ensuring those without smartphones can access formal financial services. Most importantly, through the Financial Fitness Academy, we conducted 74 sessions, reaching over 9,000 individuals with essential financial literacy skills. This empowers people to navigate the digital landscape with confidence, ensuring that technology is an enabler, not a barrier.



Looking Ahead

The years ahead hold immense complexity and opportunity for our region. By remaining anchored to our purpose, deepening our partnerships, and holding ourselves accountable for delivering real-world impact, I am confident that we will not only navigate the challenges ahead but will continue to drive a resilient and prosperous future for all our stakeholders.

Stanbic Bank

Kenya Is Our
Home

Who We Are

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Who We Are

Stanbic at a Glance

Stanbic Holdings Plc is a leading financial services group in Kenya, with a rich legacy spanning over a century. A member of the Standard Bank Group, Africa's largest bank by assets, headquartered in South Africa, the Group leverages this strong regional affiliation to serve its clients.

Headquartered in Nairobi, Stanbic Holdings Plc wholly owns three key subsidiaries: Stanbic Bank Kenya Ltd, SBG Securities Ltd, and Stanbic Bancassurance Intermediary Ltd. We also operate the Stanbic Bank Kenya Foundation Ltd, the philanthropic arm of Stanbic Bank Kenya.

The Group serves individuals, businesses, and commercial clients through an extensive branch network across Kenya. Demonstrating our commitment to regional growth, we also maintain a branch in Juba, South Sudan.

Stanbic Holdings Plc is listed on the Nairobi Securities Exchange.



Our Purpose

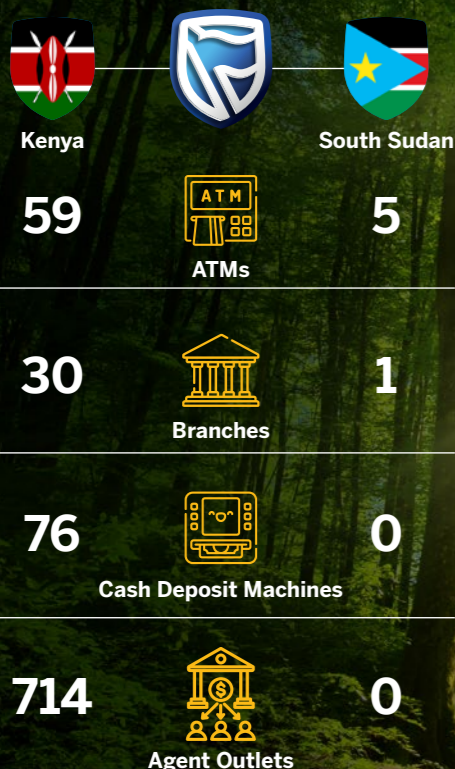
Kenya/South Sudan is our home, we drive her growth.



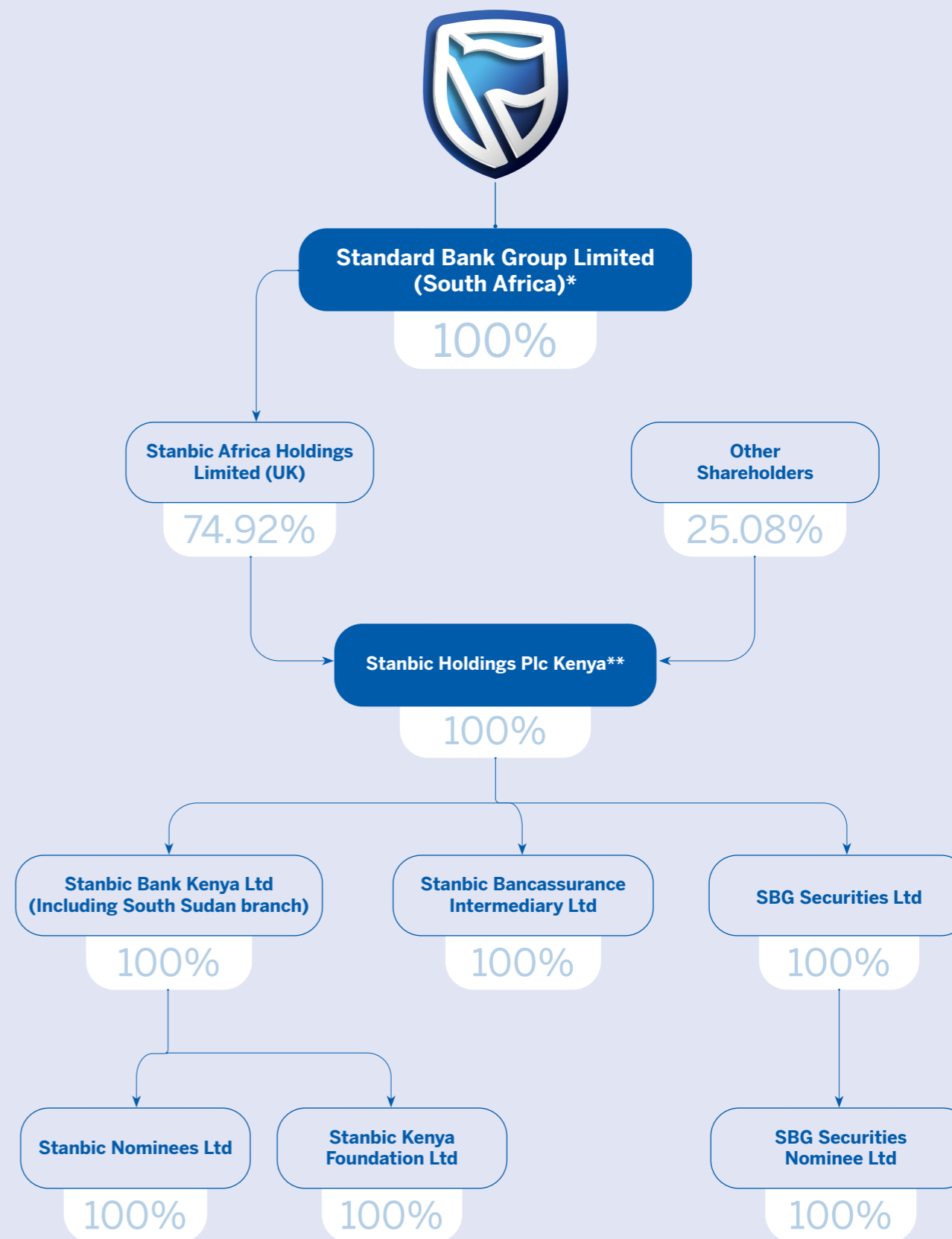
Our Vision

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

Our Footprint



Ownership Structure



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



**Stanbic Bank
Kenya**

Deepening Impact.
For Kenya.



Governance of Sustainability

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Governance plays a critical role in our sustainability journey. Our Board and executive leadership continue to strengthen frameworks that ensure environmental, social, and governance considerations are integral to our strategy, risk management, and daily operations.



A Foundation of Board Effectiveness

The Board consists of 7 directors whose diverse skills and experience are carefully mapped against the Group's strategic needs through a formal skills matrix. We are committed to fostering an inclusive leadership environment, with independent directors constituting 29% of the Board and women holding 43% of Board seats. This diversity of thought and perspective is a critical asset in our decision-making processes.

Ultimate responsibility for the Group's sustainability performance resides with the Board of Directors. The Board provides active oversight to ensure Environmental, Social, and Governance (ESG) factors are embedded within core



29%
of the Board is constituted with independent directors.



43%
of the Board seats are held by women.

strategic decision making, risk appetite assessments, and operational execution.

The Board's oversight is operationalised through a robust, multi-tiered governance structure. Sustainability matters flow from initial discussion and formulation at management committees to in-depth review, challenge, and recommendation by dedicated Board Committees (Audit, Risk, and Sustainability), culminating in final approval and strategic endorsement by the Main Board. This cascade ensures rigorous scrutiny and strategic alignment. Approved initiatives are then driven through comprehensive staff engagement to ensure company-wide understanding and implementation.

Capacity Building and Training for Board

Recognising the rapidly evolving sustainability landscape, the Board undertook specialised training in 2025 focused on emerging global expectations, new reporting standards such as ISSB disclosures, and pertinent regulatory developments. This capacity building empowers the Board Directors to provide informed, forward-looking oversight. The key sessions included:

- ➔ Sustainability and Climate Risk Training.
- ➔ Corporate Governance Training, facilitated by the Capital Markets Authority (CMA), covering principles of Board Sustainability and the Stewardship Code.
- ➔ Comprehensive training in AI, cyber security, and risk management, all directly relevant to effective oversight of sustainability risks.

A key highlight during the reporting period was the direct engagement with the Capital Markets Authority which provided the Board with invaluable, first-hand insights into emerging regulations, supervisory expectations and the evolving roles of directors in a listed entity. This proactive engagement fortified our understanding of our responsibilities and reinforced our commitment to the highest accountability standards. We further invested in specialised training for the Chairs of our key committees including the Board Audit Committee, Board Credit Committee, and Board Risk Committee. Their participation in tailored programmes in South Africa which included peer engagement and advanced technical training has directly translated into more informed deliberations, stronger committee leadership, and enhanced benchmarking against best practices.



Integrating Accountability into Performance Management

The Board reviewed and approved the updated Sustainability strategy, ensuring our strategic focus is aligned with both our purpose and stakeholder expectations. Progress against these priorities is now a standard item on the Board's agenda, which is monitored through quarterly reporting. When new sustainability-related regulations emerged, the Board's training ensured a swift and informed response.

The Board provided strategic direction to management, who then developed detailed implementation plans. The Board subsequently reviewed and approved these plans

and continues to monitor their execution against agreed timelines, ensuring clear accountability. This multi-tiered governance structure ensures that sustainability matters flow seamlessly from management committees, through relevant Board committees, and to the full Board for final approval. Once approved, implementation is reinforced through comprehensive staff engagement, including town halls and targeted communications, ensuring every employee understands their role in delivering on our sustainability commitments.

To institutionalise our commitments, sustainability-related

objectives have been embedded into organisational, departmental, and individual performance scorecards via a Sustainability Scorecard. With defined weightings, these objectives are formally evaluated during performance reviews, directly linking sustainability outcomes to accountability and reward. Our governance reach extends to our value chain through a third-party management framework that applies clear sustainability and governance expectations to vendors, enforced through service level agreements and ongoing risk reviews.

Cornerstone of Informed Governance

Our governance framework is strengthened by a continuous and multi-faceted dialogue with our stakeholders. Shareholders engaged with us through formal channels like the Annual General Meeting and investor briefings, as well as through direct engagement with our governance and investor relations teams. Feedback from these interactions is formally escalated to the Board, ensuring shareholder perspectives directly inform our strategic direction.

Our commitment to being a listening organisation is best exemplified by the Board's direct

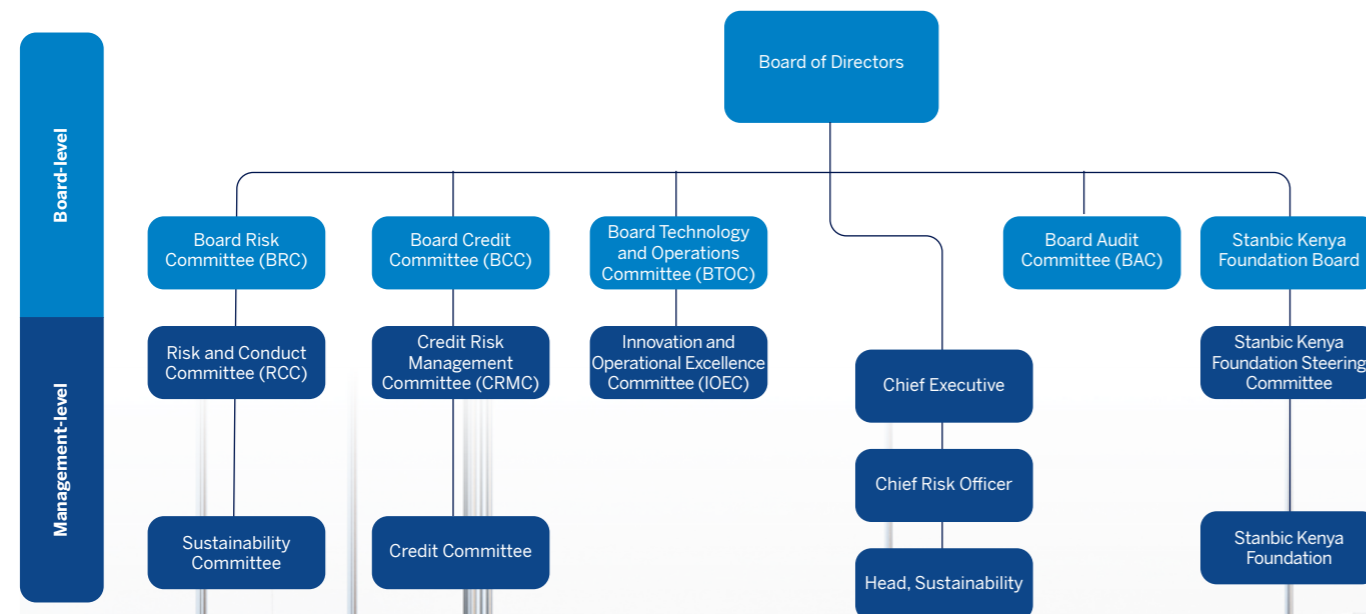


During scheduled branch visits in 2025, Directors gained first-hand insights into service delivery, customer experience, and operational challenges.

engagement with customers and staff. During scheduled branch visits, Directors gained first-hand insights into service delivery, customer experience, and operational challenges. For instance, feedback from customers highlighted expectations for greater responsiveness and clarity on new products and pricing. This insight was immediately shared with management, leading to tangible actions to enhance communication and staff support to deliver a consistent and positive customer experience.

Delegation to Management

Senior management plays a crucial role in operationalising our sustainability strategy:



Reporting to the Board

Management reports to the Board on sustainability matters through a structured cadence and consistent format:

A Cadence

- **Quarterly Updates:** Sustainability performance and risk updates are presented to the Board (and relevant committees such as Risk & Compliance and the Sustainability Committee) every quarter.
- **Annual Sustainability Report:** A comprehensive report is prepared annually, consolidating performance against Board-approved targets, regulatory disclosures, and stakeholder expectations.
- **Ad-hoc Briefings:** When material sustainability issues arise such as regulatory changes, climate-related events, reputational risks; management provides interim updates outside the regular cycle.

B Format

- **Risk Assessments:** Detailed analysis of sustainability-related risks (climate transition, social, reputational) is presented alongside financial and operational risk reviews.
- **Narrative and Case Studies:** Reports include qualitative insights, such as case studies of sustainable finance initiatives or community programmes, to contextualise performance.
- **Integrated Dashboards:** Reports include ESG dashboards with key performance indicators (KPIs) covering climate, social inclusion, governance, and community impact.

This is how our decision-making structure works in managing sustainability-related risks and opportunities:

Management sets the strategic direction and coordinates execution across business units



Board approves the strategic direction

Management of Sustainability Related Risks and Opportunities

Group Chief Executive Officer (CEO):

- Provides overall leadership and ensures sustainability is embedded in the bank's strategy.
- Champions sustainability as part of the bank's purpose of driving inclusive growth.
- Reports to the Board on sustainability performance and risks.

Executive Committee:

- Integrates sustainability into business operations and decision-making.
- Oversees implementation of Sustainability initiatives across business units.
- Ensures compliance with regulatory requirements and alignment with the sustainability framework.

Head of Sustainability:

- Leads the design and execution of the bank's sustainability and climate risk strategy.
- Coordinates sustainability initiatives across all departments and subsidiaries.
- Develops partnerships with external stakeholders (development agencies, regulators, NGOs etc).
- Tracks and reports on sustainability performance, including ESG and climate risk, social impact, and governance metrics.

Sustainability-related Committees

Board Committees

All Board committees are chaired by non-executive directors

A Board Risk Committee

The Committee is responsible for the following:

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

B Board Credit Committee

The Credit Committee incorporates ESG factors into the credit risk assessment framework.

- The Committee evaluates enterprise-wide, emerging and environmental and social risks that could affect the credit portfolio, ensuring a thorough analysis to safeguard borrower credit worthiness and portfolio stability.

C Board Technology and Operations Committee

The committee is responsible for the following:

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

D Board Audit Committee

The Committee ensures the Group's ethical conduct, including reviewing management reports on the Code of Ethics and addressing conflict of interest.

E Stanbic Kenya Foundation Board

The Board ensures that the Group's strategy aligns with creating positive societal value and regularly updates the main Board on progress in generating shared value.

Management Committees

A Credit Committee

- Considers Environmental and Social factors when assessing credit risks and managing lending decisions.
- Evaluates potential social and environmental impacts of financing activities and ensures alignment with the Environmental and Social objectives.

B Foundation Steerco

- Manages the Group's philanthropic and community investment initiatives.
- Promotes positive social and environmental impacts through strategic partnerships, community engagement and sustainable development projects.
- Promotes activities across the Group's footprint that enhance financial inclusion, job creation and business growth, with a specific focus on the SME sector.

C Sustainability Committee

- Responsible for overseeing and promoting sustainability considerations within the Group.
- Ensures that social, environmental and economic factors are incorporated into business decisions and activities, aligning them with the Group's sustainable development goals.
- Focuses the business on client wealth generation, and tailored solutions and products to grow the SME sector.
- Provides products and tools aimed at promoting trade and sustainable financing with a specific focus on combating the effects of climate change.
- Tracks and monitors progress towards established targets and regularly reviews strategic initiatives to ensure alignment with overarching goals.



Dynamic Policy Frameworks to Inform Sustainability Approach

We maintain the relevance and effectiveness of our governance through a disciplined policy review cycle, where no policy exceeds a two-year review period. This ensures our frameworks remain robust and adaptive within a dynamic regulatory and operational environment.

As we transition towards preparing assurance-ready sustainability reporting, we have proactively shaped our governance framework to minimise legal and reputational exposure. We are deeply involved in defining the scope of assurance, scrutinising disclosures, and reviewing contracts to ensure the process meets the highest standards of accuracy and reliability.

To support the collection of sustainability data, we have established stringent protocols to govern this process.

Environmental, Social, and Governance (ESG) and climate-related risks are formally embedded

into our core business processes through a firm-wide ESG Risk Policy and Standard. ESG considerations are continuously woven into every lending decision we make, ensuring that all credit facilities exceeding USD 1 million undergo mandatory ESG risk assessments. Where medium or high-risk exposures are identified, clear and actionable mitigation plans are developed and actively monitored to keep risks in check.

This ensures that our lending activities are financially, environmentally and socially responsible.



Parallel to this, we accelerated our work on climate risk testing and enhanced our sustainability reporting capabilities. In alignment with the IFRS S1 and S2 disclosure requirements, we achieved a key milestone by having a set of foundational climate-related metrics approved by our Board.

This process has been invaluable in identifying gaps in our data and processes, which we are actively and systematically addressing to ensure full and transparent disclosure in the future.

Our overall governance approach, including the commitment to ethical leadership, transparency, and accountability, is reinforced by adherence to the King IV principles of corporate governance. A formal delegation of authority matrix further ensures that mandates are clearly communicated, and decision making is aligned with the Group's strategic objectives at all levels.

The following set of key policies guide the Group in identifying, prioritising, and managing sustainability and climate-related risks and opportunities. These policies are integrated into our Enterprise Risk Management (ERM), credit, procurement, and third-party risk management frameworks.

Policies	Description
 <p>Climate Policy/ Environmental and Social (E&S) Risk Standard</p>	<p>Climate policy guides both the management of exposures to businesses in sectors that are vulnerable to climate-related risks and the direction of finance towards qualifying transactions that seek to address Africa’s energy needs, achieve fair employment opportunities, and support the just transition to net zero.</p> <p>Environmental and social risk policy ensures that the Group identifies, manages, and mitigates environmental and social risks in its operations, lending, and investments.</p>
 <p>Whistleblowing Policy</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>The following channels have been provided to both employees and third parties to report unethical conduct:</p> <ul style="list-style-type: none"> • Toll-Free Whistleblowing Number: 0800722138 • Email Address: whistleblowingline@tipoffs.com • Online Form: https://www.tip-offs.com/MakeReport.aspx <p>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:</p> <ul style="list-style-type: none"> • SBG Securities Stanbic Bank • https://www.stanbicbank.co.ke/kenya/personal
 <p>Dispute Resolution Policy</p>	<p>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:</p> <ul style="list-style-type: none"> • 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.

Policies	Description
 <p>Human Rights Policy</p>	<p>Our commitment to human rights extends to our employees, suppliers, service providers and all individuals affected by the projects and businesses we support.</p> <p>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.</p> <p>We are dedicated to preventing human rights violation and avoiding any involvement, directly or indirectly, in the infringement of human rights by others.</p> <p>We have a zero-tolerance policy toward 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.</p>
 <p>Third-party Code of Conduct</p>	<p>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.</p> <p>The code mandates that third parties respect fundamental human rights and maintain a safe and ethical working environment. Therefore, they should:</p> <ul style="list-style-type: none"> • 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. <p>Non-compliance with this code of conduct is considered a breach of contract and may lead to the termination of the agreement.</p> <p>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.</p>
 <p>Code of Ethics and Conduct</p>	<p>Shapes our decision-making processes, behaviours and interactions with our diverse stakeholders.</p> <p>Influences the development of Group policies, standards, and risk management frameworks.</p> <p>We continually revise the code to ensure it effectively aligns with our commitment to delivering positive impacts.</p> <p>In the previous year, we maintained conduct risk within acceptable levels, as evaluated by our various business units.</p> <p>Any conduct-related issues were promptly addressed within the respective departments.</p> <p>Efforts were made to improve the complaints management framework and standards, ensuring they meet client expectations and comply with the Conduct Standard for Banks.</p>



Our Strategy

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Our purpose shapes our strategy, guides our decisions, and defines how we create long-term value for our clients, communities, and shareholders.

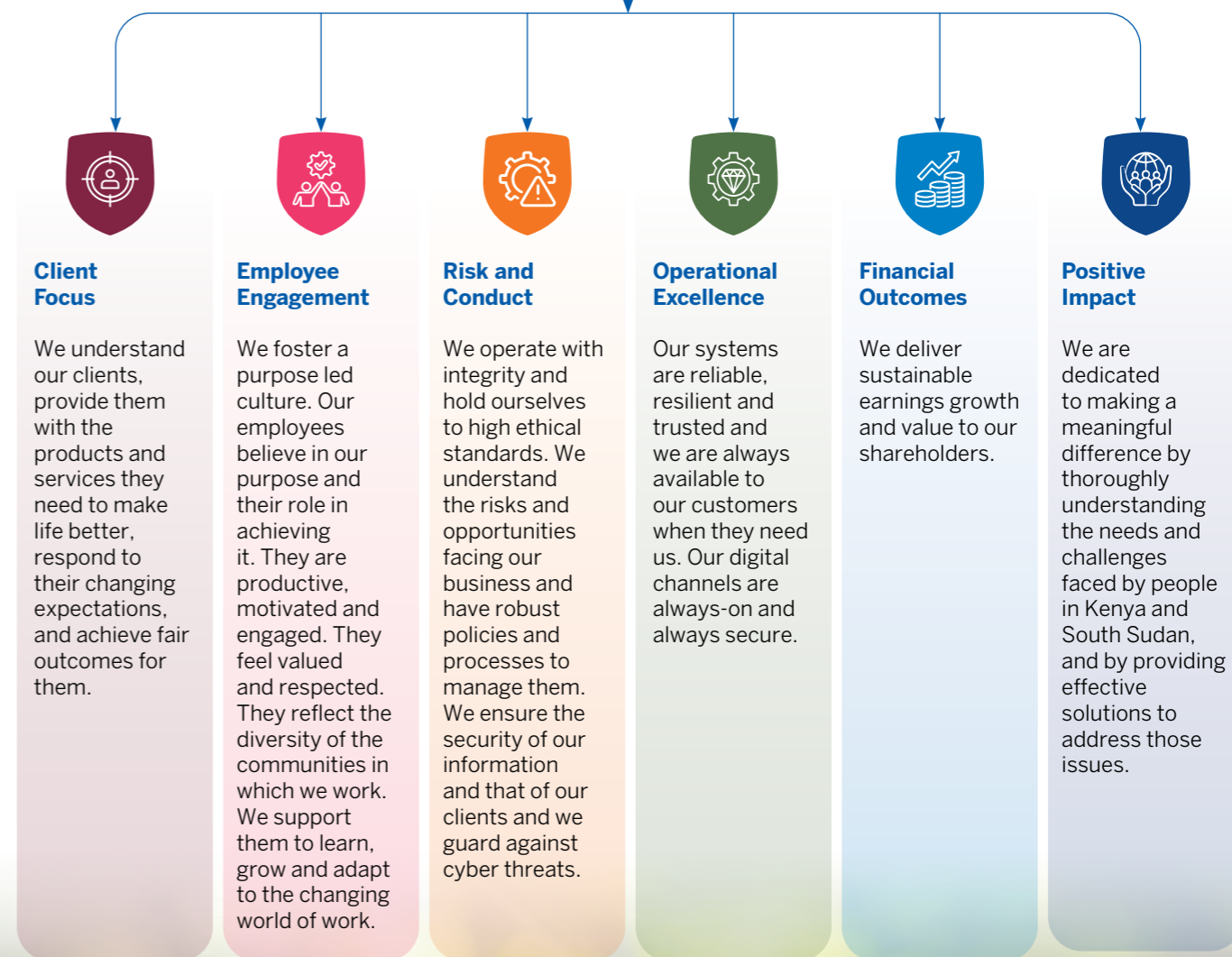
As we operate in a complex and rapidly evolving environment, we recognise that sustainable growth must be inclusive, resilient, and responsible.

Group Strategy

We deliver on our Group Strategy through three interlinked strategic priorities:



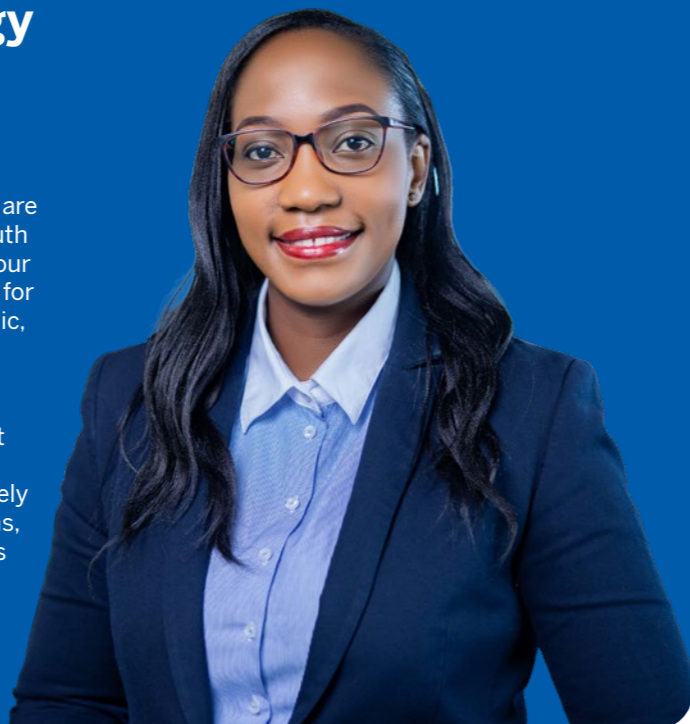
Our Value Drivers



Our Sustainability Strategy



To deliver on our strategy and advance our purpose, we are focused on tackling critical challenges in Kenya and South Sudan while also contributing to greater prosperity for our people. We are able to generate strong financial returns for our shareholders and create meaningful social, economic, and environmental value for the communities we serve. Across all the countries we operate, we are dedicated to aligning our efforts with key global sustainability frameworks, including the UN Sustainable Development Goals, Paris Climate Agreement, Equator Principles and the UN Global Compact Principles. In doing so, we actively seek opportunities to enhance our positive contributions, while carefully managing any potential negative impacts associated with our operations, products, and services.



Priscilla Were
Head of Sustainability

1. Maximising Positive Impact

We drive positive impact through our business activities in the following focus areas:

- Financial Health and Inclusion
- Business Growth and Job Creation
- Infrastructure Development
- Climate Change Mitigation and Adaptation

2. Effectively Managing Risks

We actively identify and manage potential sustainability risks to our business, and negative impacts associated with our activities with a strong focus on:

- Ethical conduct and business practices
- Effective management of environmental and social (E&S) risk associated with lending and investment activities
- Fair treatment of customers
- Information security, data privacy and cybersecurity
- Combating fraud and financial crime
- Skills development, diversity and inclusion and employee engagement and wellbeing.



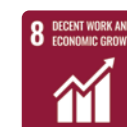
Financial Health and Inclusion

We are committed to driving economic transformation across Kenya and South Sudan by advancing financial inclusion and well-being through digital innovation. We empower small and medium-sized enterprises (SMEs) with access to credit and capacity-building, and we deliver tailored solutions that champion women's financial independence. Together, these efforts contribute to sustainable, broad-based economic growth.

To bring this vision to life, we focus on four key areas:

1. Ensuring people have convenient access to relevant and affordable financial products and services that they can use effectively, including digital solutions that can be accessed anywhere and at any time.
2. Providing innovative solutions for under-served individuals and communities, including women and youth.
3. Providing effective financial education to improve customers' knowledge of available products and services, empowering them to manage their finances effectively, and raising awareness of the benefits and cost savings offered by digital solutions.
4. Providing home loans for affordable housing.

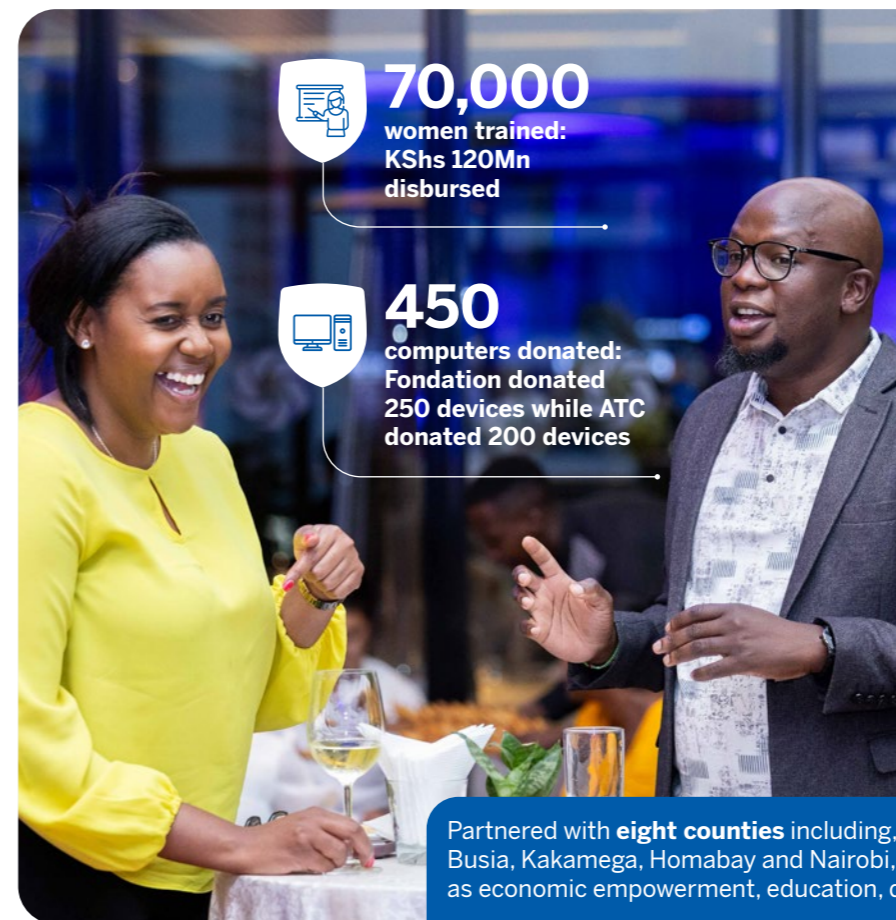
Relevant Sustainable Development Goals:



Target 8.1



Target 11.1



70,000
women trained:
KShs 120Mn
disbursed

450
computers donated:
Foundation donated
250 devices while ATC
donated 200 devices

Milestone of Meaningful Impact

As we reflect on 2025, we do so with a profound sense of purpose and pride. This year marked a significant milestone for the Stanbic Foundation: its fifth anniversary. What began as a commitment to deepen community trust has evolved into a powerful engine for sustainable change, inextricably linking the Group's strategy to the heartbeat of the communities we serve. Over the past half-decade, the Foundation has become a vital conduit, strengthening the emotional connection to our brand by translating corporate responsibility into tangible local empowerment.

Partnered with **eight counties** including, Kisii, Kisumu, Kericho, Uasin Gishu, Busia, Kakamega, Homabay and Nairobi, enhancing foundation programmes such as economic empowerment, education, digital, climate resilience, and adaptation.

Catalysing Economic Independence

Our cornerstone commitment to economic empowerment continued to yield transformative results in 2025. We believe that sustainable economies are built by empowered individuals, and our focus remains sharply on underserved groups (women, youths and SMEs).

In a significant acceleration of our efforts, we facilitated the training of 126,901 women. In partnership with the African Guarantee Fund (AGF), we launched a Women Trainer of Trainers (ToTs) capacity-building programme, equipping women to cascade business skills within their communities and enhance financial literacy and entrepreneurship. We collaborated with IFC and WeConnect International to strengthen the procurement readiness of women-led businesses, enabling them to compete effectively for corporate contracts. Additionally, we partnered with IFC, Goldman Sachs, and Leeds University to deliver an online entrepreneurship programme.



112,640
women on-boarded, with a loan book size of **KShs 49.5Bn**

126,901
women participated in capacity building programmes.

A highlight of the year was the first full year of implementation under our strategic partnership with the Gates Foundation. This collaboration is a testament to our commitment to scalable, high-impact programmes. In this initial phase, we successfully empowered 6,700 women-owned enterprises with KShs 100 million in targeted support. This investment is about unlocking potential, driving dignified livelihoods and ensuring women can participate in the economy as leaders and innovators.

The Women in Green Transformation Programme, delivered in partnership with GLZ, is a flagship initiative designed to support emerging women-led green businesses. After a highly competitive three-month campaign, we shortlisted 200 innovative enterprises. These businesses represent the future of sustainable commerce, and we are on track to commence training for 300 participants in 2026, equipping them with the skills and networks to scale their green solutions.



Empowering Individuals and Enterprises

Our Chama app empowered 54,000 users to efficiently manage funds during critical times. This tool fosters local economic stability by supporting individuals and by extension, the small-scale enterprises hence contributing to grassroots economic development.

Furthermore, through our Financial Fitness Academy, we conducted 74 interactive sessions and reached over 9,000 individuals. This initiative promoted essential financial management skills, demonstrating that social good and business growth can be mutually reinforcing. To further fortify business growth, we ensured that 92% of our insurance policies include coverage for key environmental and social risks such as floods, fire, terrorism, and geopolitical violence. Each of these claims represents a

client and community shielded from potentially devastating financial loss, underscoring our role as a crucial safety net.

Stanbic South Sudan has engaged in meaningful community-building through a partnership with the Junior NBA League. This youth development programme serves as a platform for positive engagement, fostering brand warmth and community spirit. Furthermore, partnerships with global bodies like UNDP and UN Women, driven by client relationships, have allowed the bank to indirectly support financial inclusion and bolster the resilience of the wider ecosystem, extending its impact beyond its immediate customer base.



Our Chama app empowered **54,000** users to efficiently manage funds during critical times.



Over **9,000** individuals trained on financial literacy



Affordable Housing

Affordable housing remains a vital link between our business objectives and our commitment to social value. This focus directly contributes to SDG 11 (Sustainable Cities and Communities), recognising that stable housing is fundamental to individual dignity, family wealth creation, and community stability. During the reporting period, we translated this commitment to action, recording KShs 1.79 billion in affordable housing financing. This performance reflects sustained demand and our enhanced capability to serve this critical market segment.

Central to this achievement was our strategic partnership with the Kenya Mortgage Refinance Company (KMRC). We moved beyond a conventional lending relationship to innovating and unlocking greater value for homebuyers. In a significant move to prioritise first time buyers, we collaborated with KMRC to refine eligibility criteria. Furthermore, we supported and welcomed KMRC's decision to increase the qualifying property value threshold from KShs 10.5 million to KShs 15 million. This is a crucial adjustment that expands accessibility for Nairobi's emerging middle-income households and steadily dismantling barriers to homeownership.



KShs 1.79Bn
in affordable housing financing.

Stanbic Bank

Ignite your SME growth with Stanbic Bank.

Personal Loan | Car Loan | Home Loan | Business Loan

For more information visit any of our branches countrywide.

Stanbic Bank Kenya Limited is licensed and regulated by the Central Bank of Kenya



Business Growth and Job Creation

Our mission is to champion small businesses by delivering services that fuel economic growth and create jobs. We work hand in hand with both corporates and SMEs/MSMEs, guiding them through every stage of business cycle, and providing the support they need to sustain, and scale.

Our focus areas include:

- ➔ Providing convenient, accessible and relevant financial services, including affordable credit
- ➔ Capacity building and bespoke training for businesses
- ➔ Supporting businesses to access value chains and markets, including access to new markets for imports and exports through platforms such as Africa China Trade Solutions
- ➔ Working with clients across the agricultural value chain to improve agricultural productivity, and to enable small-scale food producers to access value chains and markets

Relevant Sustainable Development Goals:



Target 9.3

Advancing Trade and Prosperity

During the reporting period, we disbursed KShs 133 billion in trade financing compared to KShs 76 billion advanced in 2024. We surpassed our target of KShs 90 billion for 2025 Financial Year. This funding supports businesses in accessing essential capital, facilitating smoother import-export operations, and driving sustainable growth across industries, with 5,750 businesses supported along the Africa-China corridor. To date, we have also provided KShs 288.1 million in grants and catalytic funding, including KShs 105.73 million directed to MSMEs in 2025 compared to KShs 63 million in 2024, ensuring that businesses at every stage have the support they need to thrive. Through our borderless banking solution, we continue to offer a seamless cross-border experience, enabling clients to open accounts and transact just as easily as they would at home. The solution allows customers to transact in local currencies across East African markets, helping to address challenges such as foreign exchange availability.



To date, we have also provided **KShs 288.1Mn** million in grants and catalytic funding.

Unlocking Potential in the Agricultural Sector

The agriculture sector remains a core pillar of the Kenyan economy. During the reporting period, we provided KShs 2.5 billion in loans for climate-smart agriculture. This was part of the 9.9% of our loan book dedicated to the agricultural sector compared to 9% in 2024. For a major tea industry player facing stock accumulation challenges, our financing intervention unlocked value across the entire tea ecosystem, from smallholder farmers to exporters, ensuring the continuity of the value chain.



CASE STUDY

Pioneering Sustainable Agriculture through the Selu Galana Farm Project

In the arid landscapes of Kenya's Coast Region, a large-scale agricultural transformation is underway. Selu Galana Farm Limited has undertaken a pioneering hybrid maize seed production project, demonstrating how strategic partnerships and sustainable infrastructure can turn challenging environments into productive agricultural zones. Stanbic has supported Selu Galana through the issuance of a guarantee of KShs 70 million.



A Strategic Partnership for Food Security

At the heart of the project is a robust offtake and production agreement with Bayer East Africa. Under this arrangement, Bayer supplies high-quality foundation seeds and detailed production protocols, while Selu manages the cultivation across approximately 2,180 hectares of irrigated land, planted in sequential 65-hectare pivots. This partnership de-risks the agricultural process by guaranteeing a market for the entire commercial seed output. With a target yield of 5.5 metric tons per hectare, supported by irrigation and technical guidance, the project is a model for how structured commercial relationships can drive agricultural productivity and contribute to regional food security.

Driving Social and Economic Prosperity

The project's impact extends far beyond the farm's boundaries, acting as a catalyst for regional development. By converting arid land into productive farmland, Selu has created a significant demand for labor, generating over 500 jobs with further growth anticipated as agro-processing activities expand.



By converting arid land into productive farmland, Selu has created a significant demand for labor, generating over 500 jobs with further growth anticipated as agro-processing activities expand.

This economic activity has indirectly stimulated the growth of nearby Tana River towns, fostering a multiplier effect through increased demand for local services and support industries.

Complementing this job creation is a commitment to long-term community well-being. The company has pledged to collaborate with local communities on initiatives to improve essential services, including water supply, sanitation, health, education, and environmental conservation. This holistic approach ensures that the project's success is shared, contributing to a more resilient and prosperous local population.

Investing in Sustainable Infrastructure

The viability of large-scale agriculture in this region is underpinned by significant investments in water and energy infrastructure. Recognising water as a critical resource, Selu has constructed its own dams—a

crucial investment that, alongside government-provided infrastructure, ensures a reliable irrigation supply for the farm's operations.

Furthermore, the project has spurred the development of essential public infrastructure. The government is constructing a bridge across the Galana River, a vital link that will facilitate the transport of the farm's massive harvest. Complementing this is the construction of new feeder roads, improving overall access to the region. In a forward-thinking move to ensure operational efficiency and sustainability, Selu is also developing a solar power plant. This renewable energy source will supplement the grid, significantly lowering the farm's carbon footprint and reducing the long-term cost of doing business.

Conclusion

The Selu Galana Farm project exemplifies a modern, integrated approach to agribusiness. By aligning a strategic commercial partnership with deep investments in community welfare and sustainable infrastructure, Selu is not only achieving agricultural success but also demonstrating a replicable model for how private enterprise can be a powerful force for social good and environmental stewardship.



Infrastructure Development

By the end of 2025, Kenya's infrastructure landscape was defined by a pivot towards sustainability, fiscal prudence, and innovative financing. On the energy front, the country had cemented its position as Africa's geothermal leader, with 82% of installed electricity capacity derived from renewables. Over 90% of electricity consumed was generated from green sources such as

geothermal, hydro, solar, and wind; supported by a transmission network spanning more than 9,484 kilometers.

Stanbic continues to finance the development of large-scale infrastructure projects in sectors such as transport, energy, water and telecommunications.

Relevant Sustainable Development Goals:



Target 9.1



Over **90%** of electricity consumed was generated from green sources such as geothermal, hydro, solar, and wind.



CASE STUDY

Catalysing Green Growth Through the Safaricom Bond

In a landmark transaction for East Africa, Safaricom Plc partnered with Stanbic Bank Kenya and SBG Securities Limited to launch the region's largest-ever corporate green bond in November 2025. This KShs 20 billion issuance that included a KShs 5 billion greenshoe option, the first tranche of a KShs 40 billion Medium-Term Note Programme, represented more than a capital raise; it was a pioneering move to democratise green investment and accelerate Kenya's real-economy decarbonisation.



Driving Inclusion Through Innovation

A defining feature of the bond was its commitment to financial inclusion. By introducing Kenya's first mobile-based subscription channel via USSD and the M-PESA platform, the issuance broke down traditional barriers to entry. This innovative approach proved transformative as the bond was oversubscribed, providing tangible proof that digital innovation can unlock domestic savings for large-scale green infrastructure projects.

Financing a Greener, More Resilient Network

The proceeds from the bond are ring-fenced to finance and refinance eligible green projects under Safaricom's Sustainable Finance Framework. Key priorities include



This KShs 20 billion issuance, the first tranche of a KShs 40 billion Medium-Term Note Programme, represented more than a capital raise; it was a pioneering move to democratise green investment and accelerate Kenya's real-economy decarbonisation.

the solarisation of network sites, the deployment of energy-efficient digital infrastructure, and the expansion of 4G/5G and fixed broadband networks. These initiatives are strategically designed to reduce energy intensity and lower emissions across Safaricom's telecom footprint, directly contributing to a more resilient and sustainable operational model.

A Partnership for Sustainable Impact

For Safaricom, the transaction delivered a dual benefit: a lower cost of capital through a tax-exempt fixed coupon, and a more diversified, inclusive funding base. This financial strength accelerates the company's climate-aligned capital expenditure, enabling a faster roll-out of cleaner network technologies.

As the Joint Lead Arranger and Placing Agent, Stanbic Bank Kenya played a pivotal role in bringing this vision to life. The Bank's contribution extended beyond traditional arranging functions to include:

- **Structuring Expertise:** Leading end-to-end documentation and

securing critical approvals from the Capital Markets Authority (CMA) and Nairobi Securities Exchange (NSE).

- **Strategic Execution:** Leading investor engagements, pricing strategy, and book-building to ensure strong demand.
- **Operational Excellence:** Coordinating the full operational build-out to guarantee seamless settlement readiness for a high-volume retail participation event.

Conclusion: A Blueprint for the Future

The Safaricom Green Bond stands as a powerful example of how sustainable finance can be both inclusive and impactful. For Stanbic Bank, the transaction strengthened our position as a leader in sustainable finance, proving our ability to structure complex green instruments, leverage digital channels for mass-market participation, and execute deals that align with national decarbonisation goals. This success establishes a replicable blueprint for future sustainable finance deals, firmly embedding our commitment to enabling a just and green transition.



Climate Change Mitigation and Adaptation

As extreme weather intensifies and global temperatures climb, the cascading effects on biodiversity, water availability, and food systems will only deepen. Addressing this reality calls for a just transition to a low-carbon economy - one that pairs decarbonisation with equally urgent efforts to expand energy access, strengthen critical infrastructure and build food security.

Our priorities include:

- ➔ Supporting clients in the agriculture sector to adopt climate smart agriculture
- ➔ Partnering with our clients and customers to understand their climate risks and provide solutions to reduce their carbon footprint and strengthen their resilience
- ➔ Providing finance to support nature conservation and sustainable use of biodiversity and natural ecosystem services



“ We issued **KShs 4.5Bn** in green building loans and disbursed **KShs 273Mn** under solar financing. ”

Responsible Lending

All transactions above USD 1 million are subjected to comprehensive environmental and social screening, in strict adherence to our established Environmental and Social Risk Management Framework. During the reporting period, we screened a total of 289 clients for environmental and social risks, where 60% were under Corporate and Investment Banking and 40% Business and Commercial Banking. We categorised transactions by risk level, ensuring that medium and high-risk exposures underwent enhanced due diligence. This process mandated the inclusion of specific mitigation measures within credit approvals and legal documentation, guaranteeing that risks were identified, assessed, and managed before any capital was deployed.

Our responsibility extended beyond disbursement, with ongoing monitoring protocols ensuring continued compliance and accountability throughout the lifecycle of the loan. This disciplined approach was applied consistently across our diverse portfolio. To embed this culture deeper, we trained our frontline teams to identify potential environmental and social risks in transactions through enhanced client engagement and site visits, reinforcing risk awareness across the entire portfolio. Our total loan portfolio for green financing reached 4% against a target of 10%. We issued KShs 4.5 billion in green building loans and disbursed KShs 273 million under solar financing.

Relevant Sustainable Development Goals:



Target 2.5



Target 7.2



Target 13.1



Target 15.1



CASE STUDY

Securitisation for Off-Grid Solar Expansion

In July 2025, Stanbic Bank Kenya acted as a Senior Lender and Placement Agent in a landmark USD 156 million receivables financing securitization, the largest fully local-currency securitisation of any kind in sub-Saharan Africa, for Sun King, the world's leading provider of off-grid solar energy solutions. The transaction comprised a dual-tranche structure:

1. Senior Tranche:
USD 125 million, funded by five commercial banks. Stanbic Bank Kenya committed **USD 25 million** in the Senior Tranche.

2. Mezzanine Tranche:
USD 31 million, funded by three Development Finance Institutions (BII, Norfund, FMO)

The facility refinanced and upsized existing limits under a receivables financing structure. Proceeds were deployed to expand access to pay-as-you-go (PAYG) solar solutions for low- and middle-income consumers across Kenya.

Client Background

Sun King, operating through its local entity Greenlight Planet Kenya Limited (GLPK), is a leading designer, distributor, and financier of solar home energy systems for underserved populations. Its Pay-As-You-Go model enables households to access solar products through small, flexible mobile money payments starting from as little as \$0.19 (KShs 25) per day.

To date, Sun King has extended over USD 1.9 billion in solar loans to nearly 10 million customers across Africa.

The transaction vehicle, Sun King Financing Limited, is a bankruptcy-remote Special Purpose Vehicle (SPV) that issues notes to finance the acquisition of PAYG receivables from GLPK. This securitisation structure converts future customer repayments into investable assets, enabling Sun King to raise long-term local currency debt.

To date, Sun King has extended over **USD 1.9Bn** in solar loans to nearly **10 million customers** across Africa.



This deal is an important milestone for Sun King and sets a very bright precedent for not only the off-grid solar industry but also a lot of other social impact businesses across Africa. It demonstrates that there is capital available to make a difference in the world, and not just for doing business as usual.

- Krishna Swaroop, Global CFO, Sun King

Strategic Impact

- ➔ The notes were issued under a Sustainable Finance Framework that received a Second Party Opinion (SPO) from Moody's Investor Relations, earning a "Very Good" (SQS2) score. Proceeds directly supported the acquisition of approximately 3.7 million solar products and smartphones in Kenya, ensuring cheaper, cleaner energy access for millions.
- ➔ Beyond clean energy, Sun King's PAYG framework builds formal credit histories for previously unbanked clients. This empowers them to sustainably acquire additional products, leading to improved livelihoods and deeper financial inclusion.

Climate Resilience and Green Growth

We made tangible progress in our commitment to a greener Kenya. We planted 100,000 indigenous trees, bringing our collective contribution to 105,000 trees planted since 2024. This restored 100 hectares of degraded land in Mt. Kenya. Our community-centered approach has also strengthened conservation at the grassroots level. We supported three Community Forest Associations (CFAs) including Gathiuru, Kabaruu, and Hombe; which have a total of 6,523 registered members (3,495 women and 3,028 men). A total of 554 community members (286 women and 268 men) have been direct beneficiaries, earning KShs 5 million through paid casual labour, the sale of seedlings, and the provision of transport services.

We also contributed to the restoration of the Sabaki Estuary, where we planted 104,000 mangrove trees, surpassing our target of 50,000 trees, and restoring 7.5 hectares of degraded mangrove area. These mangroves serve as critical protectors of coastlines and vital carbon sinks, contributing to biodiversity conservation, improved fisheries, and climate adaptation. In addition, we empowered communities with financial skills to sustain their livelihoods while reducing pressure on natural resources. As a result, over 130 direct community beneficiaries earned KShs 3.2 million through the sale of tree seedlings, casual labour, and other supporting services.

Addressing climate change demands more than incremental action; it requires a fundamental rethinking of how we operate, finance, and grow. For Stanbic, managing our Greenhouse Gas (GHG) emissions is a core pillar of our environmental stewardship. Below table outlines our progress in measuring and reducing our direct (Scope 1) and energy-related (Scope 2) emissions across our operations.

	Emissions (tCO2e)	
	2024	2025
Scope 1	85	133
Scope 2	201	224
Total	286	357



Addressing climate change demands more than incremental action; it requires a fundamental rethinking of how we operate, finance, and grow. For Stanbic, managing our Greenhouse Gas (GHG) emissions is a core pillar of our environmental stewardship.





Corporate Social Investment

Our CSI framework reflects our commitment to inclusive, sustainable development and generating meaningful social, economic, and environmental impact. This informs our CSI policies, governance structures, and programmes, while also putting in place the processes needed to manage potential conflicts of interest.

Our priorities include:

- ➔ Improve access to quality healthcare services, including a focus on maternal health
- ➔ Support access to health screening to enable early detection and treatment
- ➔ Support communities in times of crisis, including disaster relief and humanitarian relief.
- ➔ Nurture entrepreneurial skills to support employment and entrepreneurship
- ➔ Provide skills development and financial education for entrepreneurs and small business owners
- ➔ Support women's full and effective participation and equal opportunity
- ➔ Support efforts to sustainably conserve the natural environment and restore degraded and over-exploited ecosystems
- ➔ Work with communities and small-scale farmers to promote environmental conservation and sustainable use of natural resources

Governance and Accountability

The Stanbic Foundation is anchored by a strong oversight framework that ensures every programme is aligned with the Group's overarching sustainability strategy. The Stanbic Foundation Steering Committee met monthly throughout the year, providing diligent oversight. This was complemented by quarterly reports submitted to the Board, ensuring that our activities are subject to the highest level of scrutiny and strategic guidance.

In our commitment to transparency and effectiveness, we embedded dedicated Monitoring, Evaluation, and Learning (MEL) partners directly into programme implementation. This approach allows us to make data-driven decisions in real-time, measure our outcomes with precision, and transparently report on our progress. It ensures that our work is not just well-intentioned, but demonstrably effective.



Navigating Challenges with Transparency and Resilience

Our journey in 2025 was not without its challenges, and we believe in reporting them with the same transparency as our successes. This openness is central to our commitment to continuous improvement and stakeholder trust.



Mitigating Operational Risks:

During the rollout of the Dada Mashinani Women's Economic Empowerment Programme, we encountered minor physical security concerns. The safety of our participants and staff is paramount. We responded swiftly by enhancing staff risk-management training and implementing more rigorous incident-reporting procedures. These measures have strengthened our operational protocols, ensuring we are better prepared to manage risks in the field and protect the integrity of our programmes. The Dada Mashinani program drives financial inclusion with a strong focus on low income/underserved women. This addresses structural barriers that prevent women from accessing formal finance, building sustainable businesses, and participating fully in the economy.



Partnerships as a Catalyst for Scaled Impact

Stanbic continued to strengthen its collaborations with a wide ecosystem of partners.

The Group's joint initiatives with private-sector leaders like Safaricom and Sun King, environmental experts at Nature Kenya, and global bodies like the UN Global Compact have amplified our reach and enriched our programme design. We also leveraged media partnerships to bridge critical information gaps, ensuring that the communities we aim to serve are aware of the opportunities available to them. This collaborative model is the engine of our impact, proving that we can achieve far more together than any one organisation could alone.



Our ongoing work with eight county governments, including Kisumu, Kisii, Uasin Gishu, and Busia, has been instrumental in ensuring our programmes are locally relevant and deeply adopted at the grassroots level.

Relevant Sustainable Development Goals:



Target 3.2/ 3.6



Target 4.1/ 4.2/ 4.6



Target 5.1/ 5.2/ 5.4



Target 15.2/ 15.5



Empowering Youth for Tomorrow's Economy

During the financial year, Stanbic Foundation made significant strides in bridging the digital divide. We successfully equipped 100,000 youths across eight counties with crucial digital skills. Through a network of 139 training centres, we brought learning opportunities directly to underserved communities.

Crucially, our approach prioritises sustainability. By investing in comprehensive instructor training, we ensured that local capacity is built to last, creating a self-perpetuating

cycle of knowledge transfer. This large-scale impact was made possible through robust strategic partnerships. We extend our gratitude to American Tower, whose generous donation of 200 computers complemented the Foundation's contribution of 250 computers. Together, these 450 devices formed the technological backbone of our digital literacy drive, opening new worlds of opportunity for a generation of young Kenyans. Additionally, a total of 7,100 individuals were trained in Vocational Training Centres.



We successfully equipped **100,000** youths across eight counties with crucial digital skills



Cultivating Lasting Change through Nairobi Samawati

Our dedication to building a sustainable future extends beyond our financial services to the very heart of the communities we serve. A shining example of this commitment is the long-standing partnership with the Rotary Club of Nairobi Samawati. This employee-led and volunteer driven organisation serves as a vital grassroots conduit for our value creation model, transforming our corporate purpose into tangible and positive change for the underserved communities.

Membership in the club is drawn exclusively from the employees of Stanbic Holdings Plc, making it a pure expression of our team's passion for service. Members benefit from a dynamic and flexible structure, including virtual meetings and a transparent, annual rotating leadership for key roles such as Vice Chairperson, Secretary, and Treasurer. This rotation fosters a deep sense of ownership, develops leadership skills across a broad base of employees, and ensures a continuous influx of fresh ideas.

The club operates with partial funding from the Stanbic Foundation, supplemented by member contributions. The reliance on voluntary funding can create financial constraints that limit the scale and pace of our projects. The club also encounters resistance from some community leaders in the underserved areas we aim to support, which can slow project implementation. Furthermore, balancing the professional demands of our members with volunteer activities requires meticulous planning to align club meetings and project days with member schedules.

The Nairobi Samawati Chapter strategically channels its efforts into the following pillars:



Maternal and Child Health

The Club's dedication to health is both immediate and sustainable. A poignant example of this is their intervention at Embu Level Four Hospital, where they delivered four specialised neonatal beds and critical oxygen equipment to the Neonatal Intensive Care Unit (NICU). This direct action provides life-saving support for the most vulnerable and strengthening healthcare infrastructure for the entire community.

This commitment transcends national borders. In a remarkable display of regional solidarity, club members participated in antenatal care training and a three-day staff upskilling programme at a health centre in Kamuganguzi, Uganda. The team supplemented the upskilling programme with a menstrual health workshop for girls and a "Boys-to-Men" programme for boys, fostering a holistic understanding of well-being from a young age.



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Education and Economic Development

We recognise that long-term socio-economic transformation begins with education. In 2025, our scholarship programme continued to unlock the potential of bright minds from underserved communities. A total of 66 students benefited from these opportunities, gaining access to quality education. For these scholars, the support is more than a financial contribution; it is an investment in their futures, providing a powerful pathway to personal achievement and enabling them to become catalysts for change within their own families and communities. During the reporting period, we disbursed KShs 1.5 million to each of the Brigid Kosgei Foundation and the Mary Immaculate Rescue Centre for sponsorships.

these resilient young individuals with the tools to thrive in a modern economy.

Furthermore, the club is weaving together education and economic empowerment through agriculture. During the reporting period, the club established a drip irrigation project on a two-acre plot at the Mary Immaculate Girls Centre, Nairobi Samawati supplied water tanks and the irrigation system which enabled the Centre to cultivate cabbage and onions. The project has been a resounding success which yielded two harvests: one for home consumption and the surplus was directed for sale to the local community. Such an initiative has provided more than food and created a self-sustaining micro-economy, transforming the Centre into a demonstration site. It now serves as a living classroom where community members can learn and replicate these sustainable farming techniques in their own homes, amplifying the impact far beyond the Centre's borders. The club's educational support also extends to Gatina Primary Schools in Kawangware and Werugha Primary School in Taita Taveta, where they have facilitated book donations, mentorship sessions, and tree planting activities, enriching the learning environment.



Now in its third year, the Mary Immaculate Girls Centre in Samburu is a sanctuary for 98 girls and 4 boys who have escaped the threat of child marriage. The club's support goes beyond sponsorship to also covering school fees and providing essential needs for 5 students from Form One to Form Four. This commitment is deepened by a focus on digital literacy. Through providing access to the internet and computers, coupled with consistent mentorship, the club is equipping

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Environmental Protection

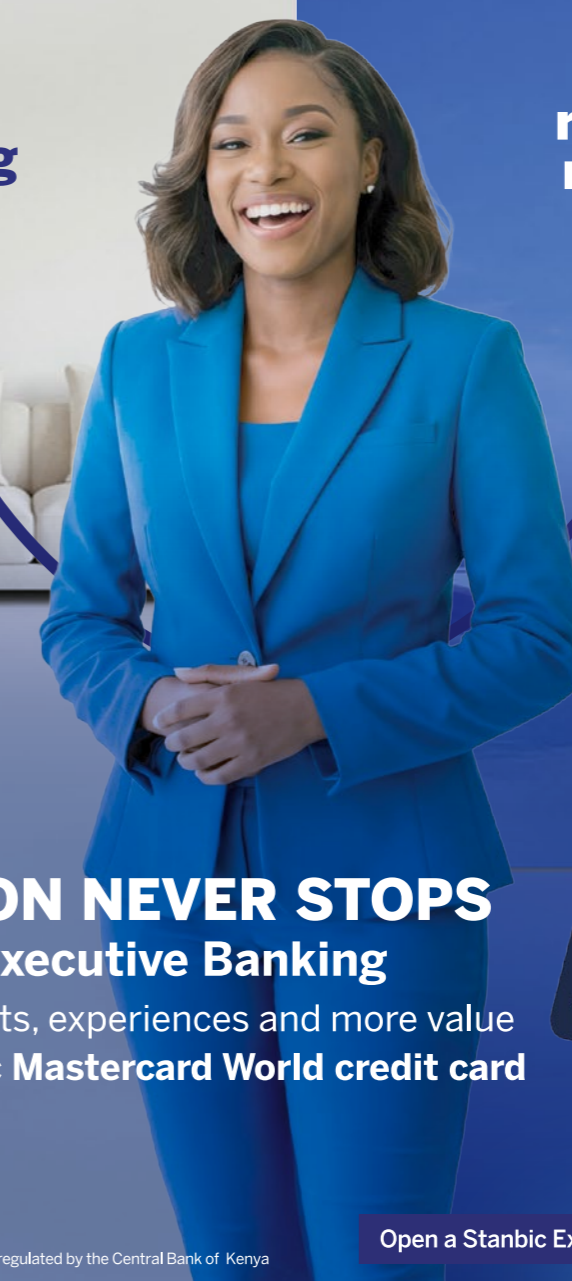
The Group's environmental pillar is brought to life through the Club's active partnership with Community Forest Associations, Kenya Forest Service, and other Rotary Clubs. During the reporting period, their collective effort has resulted in the planting and growing of 6,200 trees. A significant partnership with Uplands Forest saw the planting of 5,000 trees, while a further 1,200 were planted in collaboration with other clubs and during school visits.



Stanbic Bank

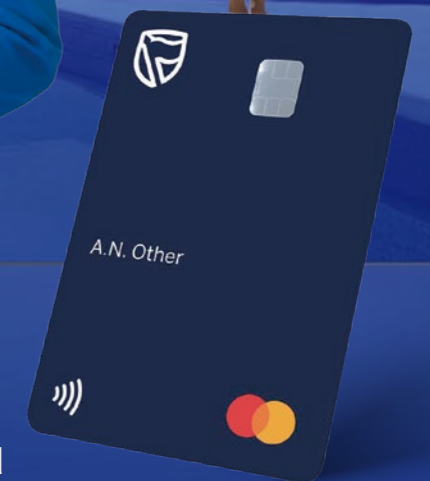
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Stakeholder Engagement

Informed oversight requires active listening. The Group engages key stakeholders through multiple channels to gain critical insight. This feedback is integral to our decision making. For instance, insights from 2025 branch visits directly informed management actions to enhance customer communication and staff support.

Stakeholder Engagement Matrix



Clients



Value Created
Note 42(b):
KShs 373.7Bn
in customer deposits

How we Engage	How we Measure Engagement	Priorities	How we Responded
Omnichannel Delivery: <ul style="list-style-type: none"> Client surveys Digital communication channels Physical branches Relationship Managers 	Corporate Satisfaction Index: 2025: 8.7 2024: 8.5	Convenience & Efficiency: Frictionless, fast, and always-available digital services (onboarding, payments, investments).	Investing in Technology: Upgrading digital platforms, automating processes (RPA), and stabilising core systems (T24) for 99.87% uptime.
Proactive Communication <ul style="list-style-type: none"> Insight-led thematic campaigns Product information Transparent complaint handling Client events and visits 	Net Promoter Score 2025: 31 2024: 23	Security & Trust: Absolute protection of assets and data in a digital age.	Fortifying Defences: Implementing advanced fraud management, Multi-Factor Authentication, biometrics, and user education to maintain a "zero-risk appetite" for cyber incidents.
Education <ul style="list-style-type: none"> Financial Fitness Academy sessions 		Accessibility & Inclusion: Services that cater to all, including those without smartphones (USSD) or with disabilities (accessible branches).	Humanising Digital: Using insight-led campaigns (e.g., Private Banking launch) and ensuring physical branches remain welcoming, brand-aligned hubs.



Employees

Value Created
Note 13:
KShs 9.1Bn
in employee benefits

How we Engage	How we Measure Engagement	Priorities	How we Responded
Internal Communications: <ul style="list-style-type: none"> Celebrating milestones such as International Women's Day. 	Employee Net Promoter Score: 2025: 46 2024: 38	Meaningful Work: Freedom from repetitive tasks to focus on higher-value, strategic activities.	Automating repetitive tasks: Deploying 21 RPA bots to eliminate manual tasks, reducing errors and freeing up time.
Enablement: Providing modern tools such as RPA, flexible work models such as remote working during protests <ul style="list-style-type: none"> Engagement sessions with the CEO Employee town halls Stanbic news (weekly newsletter) "Are You a Fan" annual survey 	Amount Spent in Capacity Building: 2025: KShs 89mn 2024: KShs 47mn	Safety & Resilience: Personal safety (during unrest) and job security in the wake of AI and digitisation.	Investing in Resilience: Enabling rapid remote working capabilities to ensure employee safety and business continuity.
Volunteerism: Supporting employee-led initiatives like the Nairobi Samawati Rotary Club		Growth & Development: Opportunities to build skills (digital, leadership through clubs) and be part of a purpose-driven company.	Fostering a Purpose-Led Culture: Championing employee volunteering (such as Nairobi Samawati) and linking their work to tangible community impact such as tree planting and women's empowerment).



Shareholders and Investors

Value Created
Note 17:
KShs 34.7Mn
in earnings per share

How we Engage



How we Measure Engagement



Priorities



How we Responded

- Investor, analyst and credit agency meetings
- One-on-one engagements
- Conferences
- Roadshows
- Presentations
- Annual Integrated report
- Sustainability report
- AGMs

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

Quality of Relationship

Return on Equity (ROE): **18%**

Dividends per share **KShs 22.35**

- Improved efficiency, revenue growth, and longterm profitability.
- Geopolitical and macroeconomic developments
- Board skills and experience in ESG, AI, cybersecurity
- Climate risk management Managing environmental and social impacts

Double digit ROE and 7% growth in dividend per share

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



Government and Regulators

Value Created:
Note 16:
KShs 5.2Bn
in income tax expense

How we Engage



How we Measure Engagement



Priorities



How we Responded

Proactive Collaboration: Engaging in public forums to shape policy, partnering on national initiatives like road annuity programme and KMRC for housing.

Formal Submissions and Compliance: Participating in public participation on new laws and submitting all required regulatory reports.

Regulatory Compliance: Compliance with laws and regulations.

Capital Deployed: Value of funding for national projects.

Policy Influence: Active participation in key industry forums.

Quality of Relationship

Strategic Partner:

- Constructive engagements
- Good working relationship with key departments
- Active participation in consultation processes, through trade associations and bilaterally

- 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
- Financial inclusion, including access to credit for SMEs and low-income customers, treatment of vulnerable clients and consumer protection
- Managing climate-related financial risk, including extreme weather impacts on clients, economy, food security
- Business resilience in relation to climate risk
- AML/CFT compliance and monitoring and addressing greylisting
- Fraud and financial crime
- Responsibility towards clients and responsible product development

Aligning strategy with national goals: Financing key sectors and participating in green bond issuances.

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 Countering the Financing of Terrorism (CFT) controls.



Communities

Value Created

KShs 187Mn

spent on CSI

How we Engage

How we Measure Engagement

Priorities

How we Responded

Direct Implementation through Foundation:

Running targeted programmes for women, youth, and MSMEs.

Strategic Partnerships:

Collaborating with National/ County Governments, NGOs and other corporates.

Employee-Led Action:

Employee Voluntarism

- Constructive engagements
- Media monitoring

Quality of Relationship

Catalyst for Change:

Seen as a responsible corporate citizen that invests in local economic empowerment, education and the environment.

Economic Empowerment: Access to capital, digital and financial literacy training, and support for women and youth-owned enterprises.

Social Development: Quality education, improved maternal and child health and protection for vulnerable groups.

Environmental Stewardship: Climate action, support for green businesses, and a cleaner environment.

Leveraging the Foundation: Deploying capital and expertise to train women and youth in financial and digital skills.

Encouraging Employee Action: Supporting the Nairobi Samawati Club's projects.

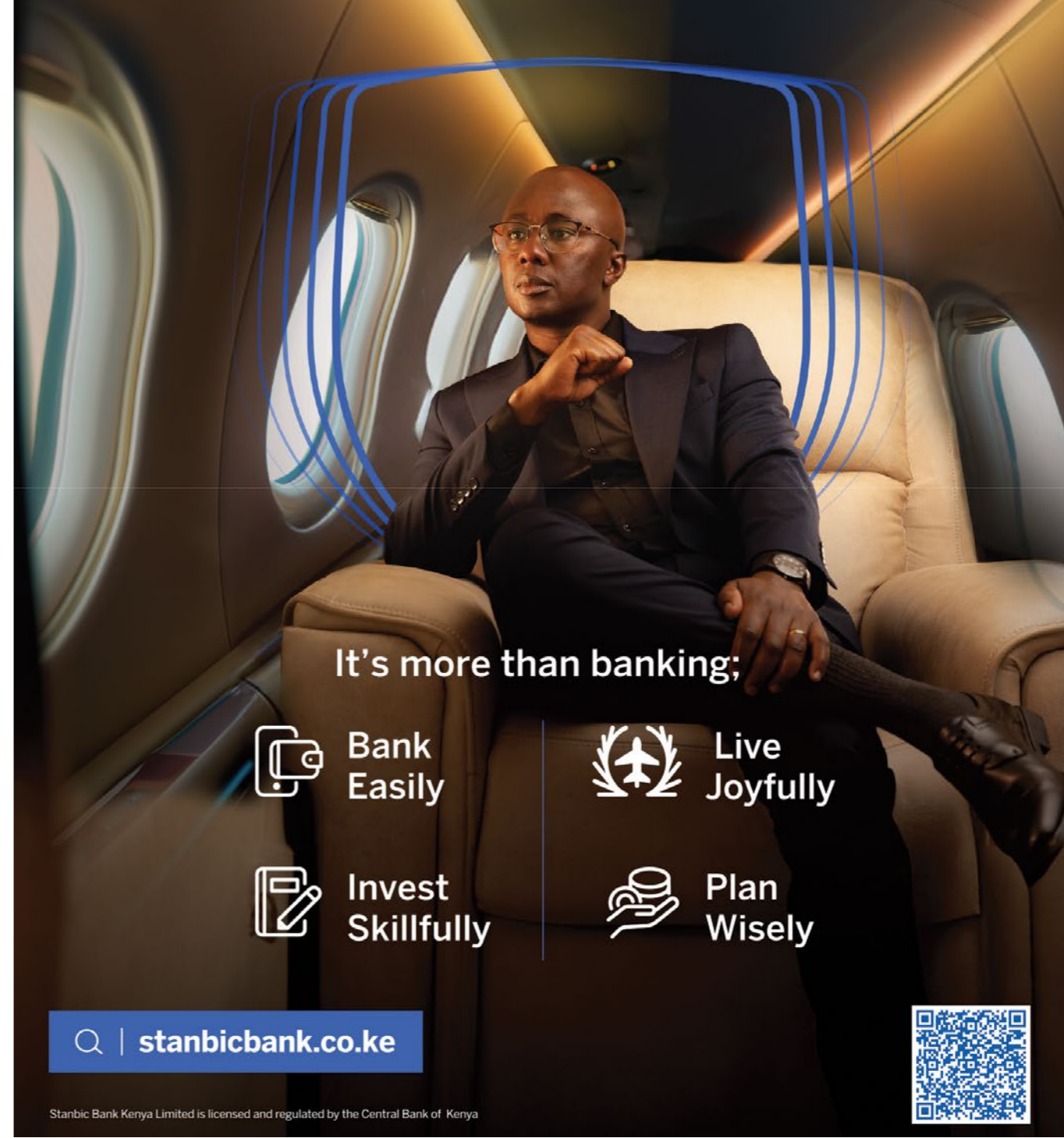
Collaborating for Scale: Partnering with experts and governments to ensure programmes are relevant and have deep reach.



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Risk Management

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Identification and Assessment of Sustainability and Climate-related Risks and Opportunities

Stanbic uses a principle-based materiality assessment to identify the issues essential for long-term resilience and for managing operational risks including climate, society and governance. The insights from this assessment will directly shape the Group's 2026 focus areas.



Below are the relevant sustainability-related risks and opportunities across our value chain:

Value Chain	Sustainability-related Risks	Sustainability-related Opportunities
<p>Upstream (Supply Chain)</p>	<ul style="list-style-type: none"> Environmental risks such as deforestation, water use, emissions from suppliers. Social risks such as labour practices, human rights and community impacts. Governance risks such as weak supplier compliance. 	<ul style="list-style-type: none"> Partnering with suppliers to reduce emissions, improve efficiencies, and adopt circular practices.
<p>Operations (Core Business Activities)</p>	<ul style="list-style-type: none"> Direct emissions (Scope 1 and 2), waste and resource efficiency. Reputational risks if operations are not aligned with ESG expectations. 	<ul style="list-style-type: none"> Development of green financing, renewable energy solutions, and sustainable agriculture. Differentiation in the market through ESG-aligned offerings.
<p>Downstream (Customers and Product Use)</p>	<ul style="list-style-type: none"> Financing or investment risks such as financed emission from client portfolios. 	<ul style="list-style-type: none"> Helping client's transition through sustainability-linked loans. Building loyalty and opening new revenue streams in green sectors.

Tools and Data Sources for Assessing Sustainability Risks

Tool	Purpose
Environmental and Social screening checklists	➔ Initial risk identification
High-risk sector guidelines and exceptions list	➔ Enhanced due diligence for oil and gas, mining, dams, high conservation value forests
KYC/AML systems	➔ Client due diligence
Legal Environmental and Social covenants	➔ Contractual risk mitigation
Climate Scenarios – Network for Greening the Financial Systems (NGFS)	➔ Forward-looking risk assessment
Regular Engagement with stakeholder groups	➔ Gain critical insights from internal and external stakeholders

Our Double Materiality Framework

This framework assesses topics through two overlapping lenses:

Financial Materiality (Outside-In): Evaluates how ESG-related risks and opportunities influence Stanbic's financial performance, position, cost of capital, and cash flows.



Impact Materiality (Inside-Out): Elucidates on Stanbic's positive and negative impacts on the environment, the economy, and people.



A topic is considered material if it is significant through either lens, ensuring we account for both shareholder value and our broader societal footprint.



METHODOLOGY

Our assessment follows a structured four-phase approach:

Phase 1: Scoping

We establish a foundational list of potential material topics by reviewing:

➔ **Internal Scan:**

- We review the results of the Standard Bank Group's annual top and emerging enterprise risks survey, and assess the relationship between enterprise risks, megatrends and material issues.
- We consider issues discussed by the board and executive committees over the course of the year.
- We include information on engagements with employees, including the findings of our annual 'Are You a Fan' employee survey, interactions with trade unions, and other engagements.

➔ **Peer and Regulatory Benchmarking:**

Review material topics in key industry peers both local and internationally and consider the existing and emerging regulations.

➔ **Preliminary Topic List:**

- Compile a long list of potential material topics. This list will integrate:
- Stanbic's identified material topics
 - SASB Standard for Commercial Banks (SB-BK-000-A)

Phase 2: Evidence Gathering and Stakeholder Engagement

We gather quantitative and qualitative data to evaluate each topic against our two materiality axes.

➔ **For Financial Materiality (Internal Focus):**

- A detailed management survey rates each topic's impact on business strategy, financials and risk.

➔ **For Impact Materiality (External Focus)**

We engage prioritised stakeholders through:

- **Primary Stakeholders:** Employees, Customers, local communities, Investors
- **Secondary Stakeholders:** Regulators, Media, Industry associations (KBA)

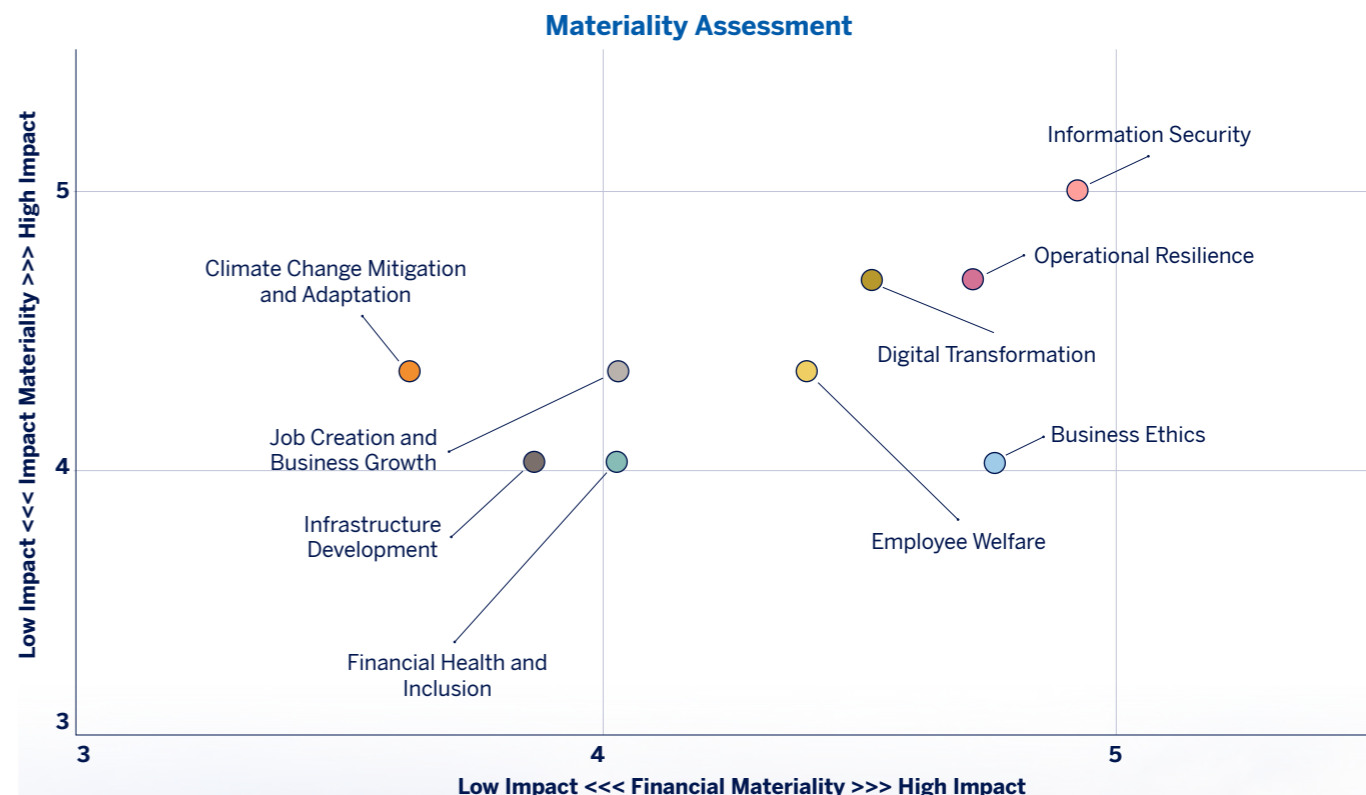
Our engagement methods include:

- **Structured Surveys and Questionnaires:** Customised surveys for different groups (Detailed versions for customers, vendors, investors and some simplified ones for people in the local communities) asking them to rate the material topics and how Stanbic impacts them.
- **Focus Group Discussions:** conduct discussions around local branches to understand their perceptions and concerns.
- **Digital and Social Listening:** Monitoring online platforms to understand sentiments and expectations (Twitter, LinkedIn, Media monitoring tools)



Outcomes of the Materiality Assessment Process

The accompanying materiality matrix provides a visual representation of the assessment results, ranking the priority issues according to their degree of importance.





Information Security

Information security is both a fundamental risk management imperative and a strategic enabler. Without robust information security, the Group's digital transformation agenda — and the customer trust it depends upon — would be untenable. The Group's information security strategy is proactive, multi-layered, and aligned with international standards.

Strategic Pillars of Information Security



Continuous Validation:

The Group mandates structured penetration testing, complex cyber attack simulation exercises, and independent third-party audits. These validation activities ensure that controls remain effective against an evolving threat landscape and provide assurance to the Board, regulators, and investors. Group's financial services;



Customer Empowerment as a Security Layer:

Recognising that the human element represents a significant attack vector, the Group invests in comprehensive customer education programmes focused on social engineering awareness. Customers are better equipped to recognise and resist phishing, vishing, and other social engineering attempts.

Financial Statement Linkages

A material cyber incident has the potential to generate significant financial costs — including regulatory penalties, customer compensation, remediation costs, reputational damage, and loss of business. The investment in information security controls is reflected in the total operating expense base; the Group views this expenditure as essential capital deployed to protect KShs 541.3 billion of total assets and the customer relationships that underpin the deposit base of KShs 373.7 billion.



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KShs 541.3Bn

of total assets and the customer relationships that underpin the deposit base of **KShs 373.7 billion.**



Operational Resilience

Operational resilience is a critical strategic pillar, underpinning the Group's ability to deliver consistent financial services to all stakeholders across both routine operations and periods of disruption. The Group's strategy in this area is centred on building a scalable, highly available, and continuously improving operational foundation.

Core Banking Platform Stabilisation

The Group made significant investments in stabilising and enhancing the core banking platform during 2025. This included expanded cloud infrastructure, enhanced monitoring capabilities, and the systematic deployment of Robotic Process Automation (RPA) across back-office functions. These investments are strategic, as an unreliable core banking platform would directly impair the Group's ability to generate revenue, retain customers, and maintain regulatory compliance.

Business Continuity in Disruption

The civil unrest experienced in Kenya in mid-2025, colloquially referred to as the Gen Z protests, provided a real-world stress test of the Group's resilience framework. The Group's ability to rapidly activate remote working capabilities for its employees ensured service continuity throughout the period of disruption, with no material degradation in customer service quality. This operational response demonstrates that the Group's business continuity planning is not theoretical but actionable.



Robotic Process Automation — Operational and Financial Impact

The deployment of 21 RPA bots across critical back-office functions represents a strategic investment in both efficiency and resilience. The bots cover billing and invoicing, product concession management, FX upload processing for global markets, M-Pesa transaction automation, document and asset management, stock borrowing and lending notifications, and unpaid cheques processing. The immediate operational impacts include significantly reduced manual error rates, faster turnaround times for high-volume processes, and strengthened compliance controls. Strategically, automation frees skilled employees to focus on higher-value advisory and client-facing activities, supporting the Group's objective of deepening client relationships across its CIB, BCB, and PPB segments.

Financial Statement Linkages

Operational resilience directly influences the Group's financial performance across several dimensions. Total operating expenses grew by only 1.6% to KShs 17.96 billion despite a 19% expansion in total assets - evidence that automation and operational efficiency investments are generating measurable returns. The cost-to-income ratio of 46.6% (2024: 44.5%) reflects the short-term investment in resilient infrastructure, but the Group expects this ratio to stabilise and improve as automation benefits compound over time. Core system uptime of 99.87% is directly linked to customer retention and fee income generation — any material degradation in system availability would have an immediate adverse impact on the Group's ability to process digital transactions and generate fee-based revenues.



Total operating expenses grew by only **1.6%** to

KShs 17.96Bn

despite a **19%** expansion in total assets



Digital Transformation

Digital transformation is a key growth engine of the Group's medium-term strategy. The strategic vision is to build a fully integrated, client-centric digital investment ecosystem, one that unifies product origination, customer onboarding, and transactional services across an omnichannel platform. The strategic objectives under this pillar are threefold: to migrate customers from physical to digital channels, to automate core back-office and compliance processes, and to develop and distribute fully digital financial products.

Strategic Initiatives and Business Model Implications

- Digital Onboarding Transformation: The Group overhauled its onboarding process for businesses, embedding stringent Know Your Customer (KYC) and Anti-Money Laundering (AML) controls into digital workflows. This directly reduces the cost and time of onboarding while ensuring regulatory compliance.
- Omnichannel Platform Integration: Unit Trusts and other investment products have been integrated into the Group's digital channels, enabling customers to access wealth management services without branch visits. This positions the Group competitively within the growing digital wealth management segment.
- Fully Digital Product Innovation — Flexi Protect: The launch of Flexi Protect, the Group's first fully digital insurance product, represents a transformative step in the Group's product architecture. In its first year of operation, over 2,700 policies were distributed entirely through digital channels.
- USSD Banking for Financial Inclusion: The Group extended digital services to underserved communities through USSD banking, enabling low-income and rural customers to access the formal financial system.

Financial Statement Linkages

The strategic shift to digital channels has direct and quantifiable financial implications. Fee and commission income — the revenue line most directly linked to digital transaction volumes — grew by 10.7% to KShs 5.5 billion in FY2025. This growth was achieved despite a broadly challenging revenue environment and reflects the increasing monetisation of digital customer relationships. With more than 90% of transaction volumes now flowing through digital channels and a digital customer base exceeding 120,000, the Group has achieved meaningful operating leverage: more transactions are being processed at lower marginal cost, contributing to cost discipline even as the business grows.

The digital transformation strategy also supports the Group's balance sheet growth. Total loans and advances to customers grew 18.5% to KShs 272.9 billion, with digital onboarding processes enabling faster, more efficient credit origination. Deposits from customers grew 17.5% to KShs 373.7 billion, reflecting both customer confidence in the Group's digital proposition and the expanded reach facilitated by digital channels.



The revenue line most directly linked to digital transaction volumes — grew by **10.7%** to

KShs 5.5Bn

in FY2025.

Resilience of Digital Strategy to Sustainability-related Risks

The Group's digital strategy is designed to be inherently resilient. Investment in cloud infrastructure expansion means that the Group's digital capabilities are not dependent on any single physical infrastructure node. The regulatory compliance embedded in digital onboarding mitigates the risk of AML/KYC-related financial penalties. The Group is also managing the transition risk of accelerating digital adoption, specifically, the potential for customer friction and data security exposure.



Business Ethics

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

High-Risk Sector Guidelines



Mining and Metals

Key Requirements

Prohibitions based on exceptions list; enhanced due diligence for uranium mining where site decommissioning and remediation are not adequately addressed.



Oil and Gas

Key Requirements

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



Industrial

Key Requirements

Prohibitions as per exceptions list; enhanced due diligence for iron and steel foundries and smelters, petrochemical refineries and downstream industries, and the manufacture of hazardous or toxic materials.



Infrastructure

Key Requirements

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.



Agriculture, Animal Husbandry and Fishing

Key Requirements

Prohibitions as per exceptions list and climate policy; enhanced due diligence 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

Key Requirements

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

Upholding the Highest Ethical Standards

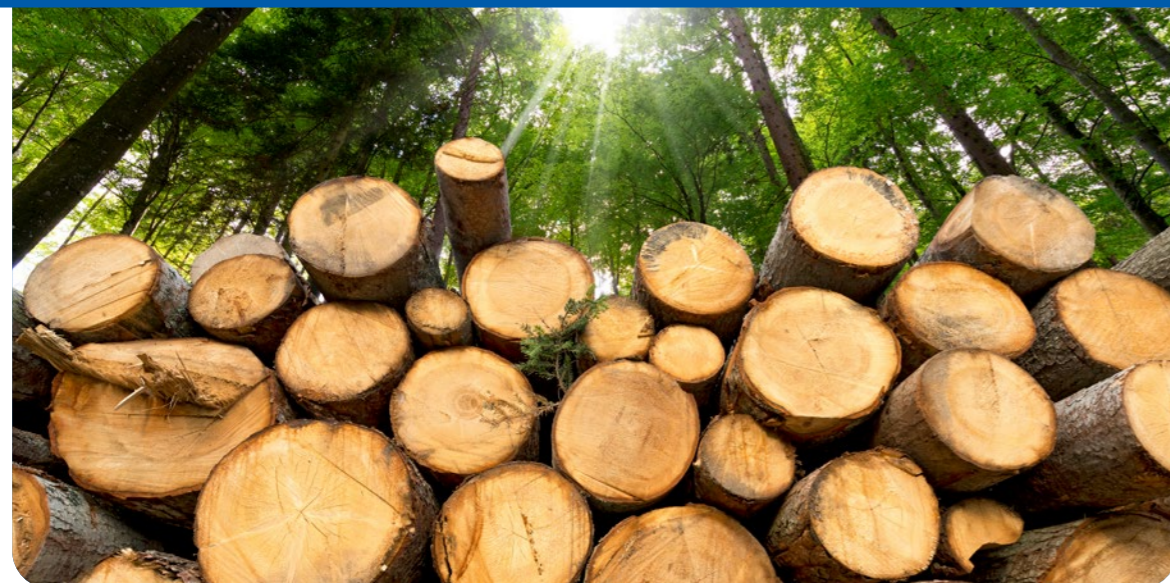
Underpinning all our efforts is the commitment to ethical conduct, maintained through robust whistleblowing and grievance mechanisms. These safe, confidential channels reinforce accountability and empower everyone to speak up thus sustaining a culture of integrity. Compliance is further ensured by monitoring the regulatory environment, conducting internal audits and performing policy reviews to align with evolving laws and industry standards.



Exceptions List

The following activities are prohibited – no entity within Stanbic will provide banking or lending facilities for:

- ➔ Production or activities involving harmful or exploitative forms of forced labour, harmful child labour, or human rights abuses.
- ➔ Production or trade in any product or activity deemed illegal under host country laws or international conventions, including:
 - Ozone depleting substances, PCBs, hazardous pharmaceuticals, pesticides/herbicides, or chemicals.
 - Wildlife or products regulated under CITES.
 - Unsustainable fishing methods (e.g., blast fishing, drift nets >2.5 km) and commercial whaling.
 - Use of unbonded asbestos fibres (except bonded asbestos cement sheeting with <20% asbestos).
 - Narcotic drugs.
- ➔ Production or trade in radioactive materials (excluding medical/quality control equipment and uranium mining).
- ➔ Cross-border trade in waste and waste products unless compliant with the Basel Convention and the underlying regulations.
- ➔ Production or trade in weapons or munitions (excluding hunting and sports equipment).
- ➔ Production and distribution of racist, anti-democratic and/or neo-Nazi media.
- ➔ Illegal logging or purchase of illegally harvested timber.
- ➔ Arctic oil and gas exploration and development.
- ➔ Mountaintop removal.
- ➔ Mining or trading of diamonds not certified under the Kimberly Process Certification Scheme.

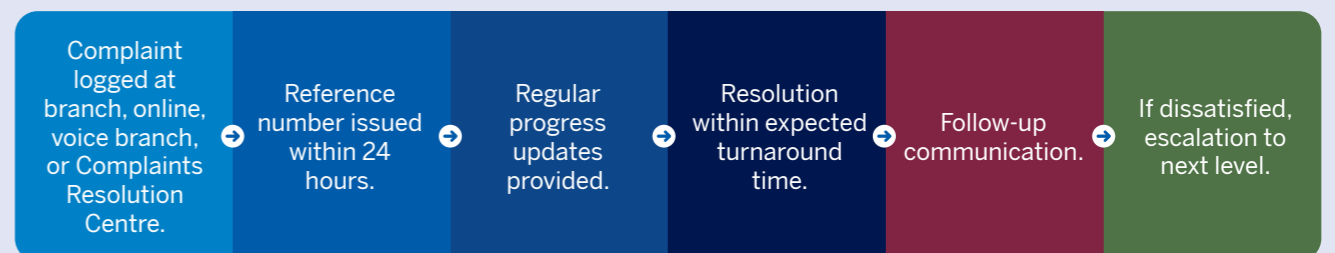


Grievance Mechanisms

We have a robust grievance mechanism to ensure fair and efficient resolution of client complaints, prioritising fairness, accessibility, responsiveness, and efficiency while adhering to regulatory requirements.



Complaints process:



Final escalation to the Ombudsman for independent review.

Each business unit operates within a structured framework with a dedicated Complaint Resolution System (CRS). Management analyses complaint data to identify root causes and implement corrective actions. A specialised team, streamlined systems, and ongoing training reinforce this framework.



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 manage its carbon footprint, guided by the country's fair contribution to the global ambition of limiting temperature rise to below 1.5°C by 2050.



Key actions:

- ➔ Comprehensive screening process for loans to address potential environmental and social risks.
- ➔ Staff training on ESG risks, equipping them with knowledge and tools to identify, mitigate, and manage these risks effectively.
- ➔ Client and vendor training on sustainable business practices, fostering a culture of sustainability across our value chain.
- ➔ Expansion of green financing portfolio, with a focus on renewable energy projects, smart agriculture, and housing mobility.
- ➔ Conducting climate risk stress testing on our portfolio.
- ➔ Active engagement in shaping industry policies to advance sustainability and climate risk mitigation, particularly in lending practices.

The Group uses climate scenario analysis to understand how physical and transition risks affect portfolios. Stress tests on lending portfolios assess how climate shocks impact credit risk, capital adequacy, and liquidity. Sensitivity analysis identifies vulnerable sectors such as agriculture, energy and transport.

Outcomes:

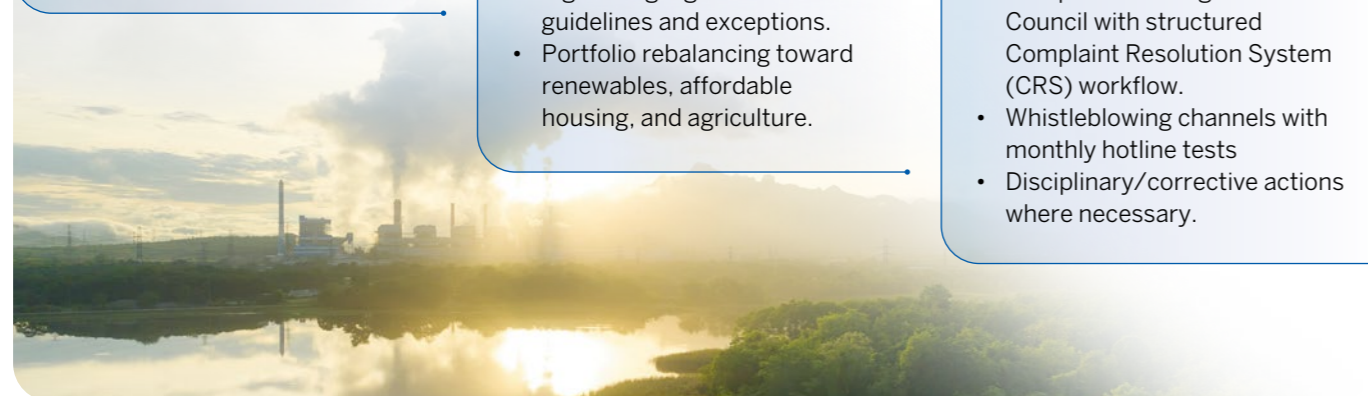
- **Vulnerable Portfolios:** High-risk sectors such as oil and gas, mining, and large dams.
- **Resilient Portfolios:** Renewables, affordable housing, and infrastructure.

Strategic adjustments based on resilience analysis:

- Embedding Environment and Social covenants and monitoring.
- Expanding sustainable finance.
- Tightening high-risk sector guidelines and exceptions.
- Portfolio rebalancing toward renewables, affordable housing, and agriculture.

Monitoring and Reporting:

- Quarterly committee reviews and risk forums/RCSAs.
- Independent internal audit and incident logging.
- CBK climate compliance updates.
- Complaints Management Council with structured Complaint Resolution System (CRS) workflow.
- Whistleblowing channels with monthly hotline tests
- Disciplinary/corrective actions where necessary.



Trade-offs Considered

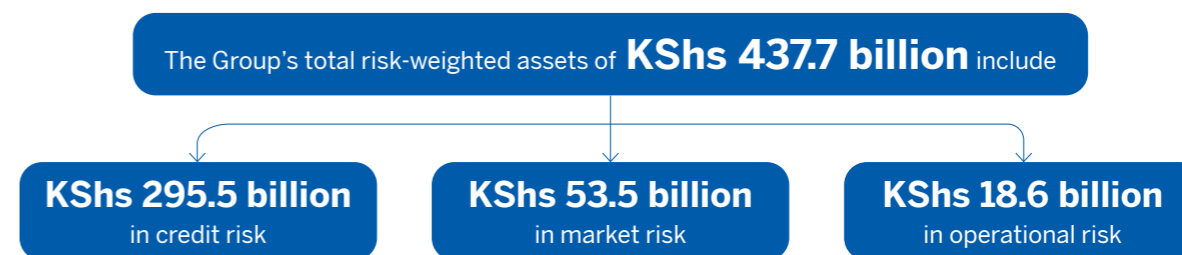
Trade-off	Consideration
Reduced exposure to thermal coal/new coal and higher diligence for oil and gas	➔ Increased allocation to renewables, infrastructure, and housing
Short-term costs for training, systems, due diligence	➔ Long-term risk mitigation, revenue, and brand equity



Capital Adequacy as a Risk Buffer

The Group maintains a robust capital base that provides a financial buffer against sustainability-related risk crystallisation. Stanbic Bank Kenya Limited, the Group's principal subsidiary, reported the following capital adequacy ratios as at 31 December 2025, all of which exceed minimum statutory requirements:

Capital Adequacy Ratio	FY2025 Actual	FY2024 Actual	Minimum Required
Total Capital / Total Risk-Weighted Assets	17.4%	18.4%	14.5%
Core Capital / Total Risk-Weighted Assets	15.9%	17.1%	8.0%
Core Capital / Total Deposit Liabilities	14.0%	14.9%	10.5%



The headroom above minimum capital requirements provide a meaningful financial buffer against potential losses arising from the crystallisation of sustainability-related risks identified in this disclosure.



Our People and Culture

- Building Leadership and Values-Driven Culture 82
- Driving Performance and Accountability 83
- Advancing Social Sustainability 84
- Building Enterprise-Wide Sustainability Competence 84
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- Prioritising Wellbeing and Modern Ways of Working 87
- Enabling Growth through Career Development 88

To achieve our Group's long-term ambitions, we have built a People and Culture strategy designed to power Stanbic with precision. Our objective is clear: to secure the right people, with the right capabilities, in the right roles. We operationalise this through a focused framework built on three pillars:



1.

Strategic Workforce Planning



2.

Leadership Effectiveness



3.

A Values-Driven Culture

With consistent Board and management oversight, including quarterly reviews of employee welfare programmes, these pillars ensure every human capital investment directly fuels sustainable value creation, cements our social license to operate, and advances our sustainability commitments.



Building Leadership and Values-Driven Culture

A resilient and ethical culture, led by capable leaders, remains fundamental to our success. During the reporting year, we established and cascaded a clear Habits Framework across the Group. This framework defines the specific behaviours required to execute our strategy and live our values daily.

Building directly upon this foundation and responding to prior feedback, we launched targeted Leadership

Capability Programmes. Through a series of masterclasses and executive development interventions, we focused on cultivating critical skills such as fostering psychological safety, practicing inclusive leadership, and enhancing core people management capabilities. This investment equips our leaders to drive performance and nurture a more supportive, accountable, and cohesive environment for all.



A resilient and ethical culture, led by capable leaders, remains fundamental to our success.



Driving Performance and Accountability

Building on this foundation of accountability, we continued our scorecard initiative for a second year. Designed to enhance performance management and strategic alignment, this initiative provided each department head with a tailored scorecard directly linked to our overarching objectives. The goals were clear: to foster cross departmental collaboration and to clarify individual roles, ensuring every team member understood how their work supports the Group's broader mission.

The 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 fully operationalised its scorecard, embedding this alignment at every tier of operations. This structured approach clarified expectations and strengthened the vital link between daily tasks and strategic outcomes.

As a result, employees gained a sharper awareness of their responsibilities and the tangible impact of their contributions, fostering a culture of ownership and purpose. The year-end results confirmed the initiative's success, showing a significant improvement in the alignment of individual performance with the Group's strategic goals.

To cultivate a high-performance culture defined by fairness and clarity, we strengthened our performance management framework with three interconnected pillars:



Strategic Goal Alignment:

We ensure that all employees' objectives are directly tied to our strategic priorities, creating a clear line of sight from each role to our collective mission.



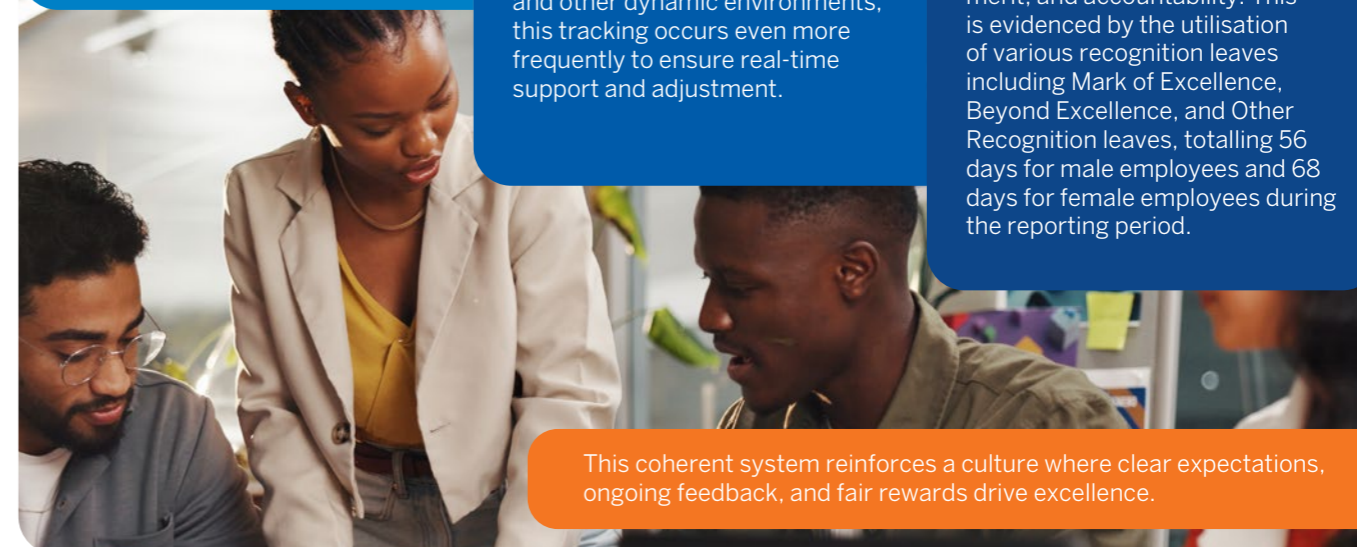
Structured and Frequent Dialogue:

Moving beyond annual reviews, we instituted a rhythm of at least two formal reviews per year (half-year and end-year), supported by quarterly check-ins. In sales and other dynamic environments, this tracking occurs even more frequently to ensure real-time support and adjustment.



Merit-Driven Recognition:

We further tightened the link between performance and reward, ensuring that bonus and recognition outcomes are directly and transparently aligned with individual contribution, merit, and accountability. This is evidenced by the utilisation of various recognition leaves including Mark of Excellence, Beyond Excellence, and Other Recognition leaves, totalling 56 days for male employees and 68 days for female employees during the reporting period.



This coherent system reinforces a culture where clear expectations, ongoing feedback, and fair rewards drive excellence.

Advancing Social Sustainability

Our People and Culture function is a pivotal driver of our social sustainability agenda, governed by a focus on key outcomes in diversity, skills development, wellbeing and fair labour practices. This holistic approach ensures we build a resilient, ethical, and future-ready workforce.

Building Enterprise-Wide Sustainability Competence

We are developing the sustainability literacy of our entire workforce. We have established a baseline understanding by rolling out mandatory foundational sustainability training to all employees. For those in specialised roles, we provided intermediate and advanced programmes, ensuring every team can effectively integrate sustainable principles into daily decision-making and client solutions.



Training	Number of staff who have completed
Introduction to Sustainability and ESG fundamentals	531
Introduction to Sustainability and ESG principles	235

	2023	2024	2025
Average Learning Hours	56.5 hours per employee	97.2 hours per employee	104 hours per employee



- Our comprehensive curriculum addressed holistic employee wellness, including training and sensitisation on the following:
- Financial Wellness
 - Mental Wellness
 - Professional and Intellectual Wellness
 - Physical Wellness
 - Environmental Awareness



Standard Bank Group is proud to introduce



A free, future-focused learning initiative designed to help all businesses transition confidently into a low-carbon economy.

Whether you're starting your sustainability journey or looking to take your impact further, the Academy offers practical, business-relevant courses to help you:

- Understand ESG and sustainability fundamentals
- Identify new growth opportunities in the green economy
- Set and achieve sustainability goals for long-term resilience

You'll gain access to expert-led, on-demand learning that's tailored to your business needs.

Our first 5 courses include:

Sustainability

Climate-Smart Agriculture

Renewable Energy

Carbon Markets

Water & Wastewater Management

This platform drives our commitment to pioneering sustainable business across Africa and beyond, putting your growth, and the planet's future, at the forefront.

Enrolment is FREE.

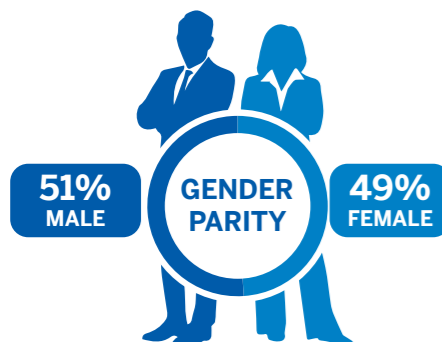


SCAN ME TO ENROL or go to: [sustainabilityacademy-standardbank.co.za](https://sustainabilityacademy.standardbank.co.za)

Fostering a Diverse, Equitable, and Inclusive Workforce

Our commitment to a diverse and inclusive culture is actioned through targeted initiatives and is reflected in our workforce dynamics:

Employee Turnover		
Age Group	Number of Leavers	Percentage
21-30	13	15.1%
31-40	44	51.1%
41-50	25	29.1%
51-60	4	4.7%
Total	86	100%



Gender Parity	2023	2024	2025
Female	48%	49%	49%
Male	52%	51%	51%



Gender Diversity:

We maintained strong organisation-wide gender balance and intensified efforts at senior level. Through targeted development, we supported the progression of 52 women into leadership positions. Additionally, we have initiatives like the Ignite Women Leadership Programme (with 43 graduates from Cohort 5 alone) and the adoption of the Women Empowerment Principles (WEPs).



Pay Parity:

We maintain a balanced Gender Pay equity where female employees earn an average of KShs 1 for every KShs 1 earned by their male peers.



Youth and Skills Transfer:

During the reporting period, we hired 83 new employees (44 male, 39 female). Our youth development programmes, including internships and graduate trainees, provided opportunities for 36 young people aged 18-25 years, ensuring vital skills transfer and workforce renewal.



Inclusion of Person with Disabilities:

During the reporting period, we had a 0.6% representation of differently abled employees. To accelerate inclusion towards the statutory requirement of 5%, we have set a target of 1% for 2026. This will be achieved through enhanced recruitment strategies, and partnership with disability-focused organisations such as the National Council for Persons with Disabilities (NCPWD), with whom we conduct workplace audits.

Prioritising Wellbeing and Modern Ways of Working

We recognise that employee wellbeing is fundamental to sustained productivity and social sustainability. Below are some of the key drivers:



Listening and Acting

To keep staff informed and engaged, the Group strategically leverages its internal communication channels. Central to this strategy is 'Tubonge na CE', an internal town hall held quarterly to amplify updates, foster transparency, and celebrate milestones. This platform is complemented by structured forums like "Sauti Zetu" (which is held quarterly), the Annual AYAF Survey and targeted polls/surveys, ensuring a continuous and two-way dialogue. The insights we gather are systematically turned into targeted interventions, leading to a direct and measurable improvement in our employee engagement and advocacy scores.

Holistic Wellbeing:

We have expanded our holistic support for employees by introducing mental wellness awareness programmes, facilitating health screenings, and providing counselling access through our Employee Assistance Services with Minet. This effort is centred on reducing stigma and fostering a more resilient workforce. This is further supported by an annual medical review, annual health checks, and compliance with OSHA standards. Stanbic adopts a responsive and proactive approach to addressing employee concerns, with particular attention to team welfare. We actively monitor feedback across all departments. This allows us to strategically allocate resources such as additional staffing, enhanced tools, and tailored interventions designed to address challenges in real time. As a result, employees feel heard, supported, and equipped to succeed.



Flexible Work Arrangements:

To promote work-life balance, we provide a flexible work policy built on three pillars: hybrid work models, adaptable schedules, and role-aligned remote arrangements. This framework is designed to support individual needs while maintaining operational excellence. To preserve essential collaboration, the policy includes a minimum in-office requirement, ensuring teamwork and organisational cohesion remain strong. Finally, to align with diverse operational demands, individual business units can adapt these guidelines, harmonising flexibility with consistent service excellence.

Enabling Growth through Career Development

We are dedicated to fostering growth from within, guided by a performance management framework that makes career development a priority. Central to this approach are structured Personal Development Plans (PDPs), which we co-create and review twice a year during performance appraisals. These plans are then systematically executed and followed by rigorous assessments, evaluating role alignment and readiness for specific challenges. The insights gained allow us to formulate customised development strategies that address individual growth areas while reinforcing existing strengths.

To further empower internal development and growth, we prioritise internal mobility with a clear target of filling at least 60% of

vacancies internally. Programmes such as internal secondments and cross-border assignments within the Standard Bank Group facilitate valuable skills development and cross-functional knowledge transfer. For instance, the demand for our technology professionals from global and regional firms remained intense throughout the year, presenting a persistent risk of attrition in critical roles. We moved beyond reactive retention to proactive cultivation, launching a structured graduate training programme designed to build a robust and long-term internal talent pipeline. Such an initiative focuses on deeply upskilling early-career professionals, embedding them in our culture and operations to ensure the continuity of critical technology capabilities.



To further empower internal advancement, we prioritise internal mobility with a clear target of filling at least **60%** of vacancies internally.

Complementing this foundation, we have launched targeted co-leadership programmes designed to fast-track leadership capabilities. Employees are strategically mapped into these initiatives, which blend structured learning with hands-on experience to foster essential collaboration, agile decision-making, and strategic thinking.



Stanbic Bancassurance Intermediary Limited

Protect up to 22 family members and dependents with Flexi Protect last expense cover

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Metrics and Targets

Metrics

Environmental Metrics	2024	2025
Green Financing (% of total lending)	3%	4%
Green Building Loans (KShs)	3.8 bn	4.5 bn
Solar Financing (KShs)	500 mn	273 mn
Waste Recycling Rate (Kgs)	62,278	49,974
Trees Planted (annual)	8,000	204,000

Social Metrics	2024	2025
Women Empowerment Loans –D.A.D.A (since inception in KShs)	37.8 bn	49.5 bn
Affordable housing financing (annual, KShs)	1.79 bn	1.8 bn
Affordable housing cumulative (KShs)	2.7 bn	4.5 bn
Customer data privacy breaches	Zero	Zero
Inclusive procurement – spend to women-owned businesses (% of total procurement spend)	10%	15.53%
Trade Facilitation (KShs)	76 bn	133 bn
MSME grants and catalytic funding (annual, KShs)	63 mn	105.73 mn
MSME grants and catalytic cumulative funding since 2021 in KShs	182.4 mn	288.1 mn
Financial literacy sessions	75	74
Financial literacy participants	8,269	9,103
Average learning hours per employee	97.2	102
Workforce Gender Balance: Male to Female	51:49	51:49
Board Diversity: Female representation	4/7	3/7

Economic Metrics	2024	2025
Agriculture loan book (% of total loans)	9%	10%
Profit after tax (KShs)	13.7 bn	13.7bn
Return on Equity (ROE)	19.3%	18%
Dividends paid (KShs)	8.8 bn	8.2 bn
Dividends per share (KShs)	20.74	22.35
Taxes paid (KShs)	5.3 bn	5.2 bn

Targets

The targets below represent our ambition for 2026 and beyond:



Sustainability-related Targets

- **50:50** Board composition
- Staff diversity - Achieve **50:50** gender parity and 1% differently abled persons
- No. of hours on CSI initiatives / employee volunteerism hours (**12 hours** per employee p.a.)
- **25%** of portfolio invested in sustainable finance
- **10%** of portfolio to underserved individuals / groups
- **12.5%** of procurement spend to marginalised groups (Inclusive sourcing)
- **100%** client screening of all loans above **USD 1 million**
- **15%** reduction in energy consumption and costs
- Train **40,000** youth (digital skills programme)
- Train and coach **300** businesses (women in green)



Climate-related Targets

- **Net Zero** from own operations for newly built facilities by 2030 and existing facilities by 2040
- **39 tCO2e** CO₂ reduction (Scope 1 and 2)
- **6%** green financing
- Plant **1 million indigenous trees** directly or indirectly in 5 years
- Plant **100k mangrove trees** through Stanbic Foundation





One Stanbic

THANK YOU

THE TOP LEADERS SUMMIT 2025

THE ROAD AHEAD



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Appendices

IFRS Index Checklist 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 28, Pg 32
	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 28-29
	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 29
	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 30
	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 28-29
	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)	Pg 33

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
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 30-31
	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 30-31
	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? 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) (ii)	Pg 31-32
	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 31-32
	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 30-31

Strategy

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
Sustainability/Climate- related Risks and Opportunities				
Sustainability and 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 68-71
	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 60-64
	3. Categorise each identified climate related risk as either a physical risk or transition risk.	Not Specified	10 (b)	Not disclosed
	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)	Pg 68
	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)	Pg 68
Effects on Strategy and Decision making				
Strategy and decision making	Describe how the entity responded to, and plans to respond to, Sr/ CrRO in its strategy and decision-making	14 (a)		Pg 72-78
	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)	Pg 41-58
	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 52

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
	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 78
	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)	Pg 78
	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)	Pg 92-93
	How is the entity resourcing or plans to resource the activities attributable to climate-related risks and opportunities?	Not Specified	14 (b)	Not disclosed
	What's the progress against plans the entity has disclosed in previous reporting periods? Include both quantitative and qualitative information	Not Specified	14 (c)	Pg 92-93
	Describe how the entity considered trade-offs between SrRO e.g. cost of training employees vis a vis skill development	33 (c)	Not Specified	Pg 79
	Effects on financial position, financial performance, cash flows and financial planning			
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)	Pg 72-78
	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: <ul style="list-style-type: none"> Investment and disposal plans, and, Its planned sources of funding to implement its strategy 	35 (c)	15 (c)	Pg 72-78
	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)	Pg 72-78

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
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)	Pg 72-78
	2. For climate-related risks and opportunities, an entity shall use climate-related scenario analysis to assess its climate resilience and disclose: <ul style="list-style-type: none"> 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 78
	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 78
	4. For climate-related risks and opportunities, what were the key assumptions made in the scenario analysis?	Not Specified	22 (b) (ii)	Pg 78
	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 78

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 prioritise sustainability/ climate-related risks?	44 (a)	25 (a)	Pg 68-69
	2. How does this process monitor sustainability/ climate-related risks?	44 (a) (v)	25 (a) (v)	Pg 68-69
	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)	Pg 69
	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)	Pg 78
	5. How does the entity assess the nature, likelihood and magnitude of the effects of those risks?	44 (a) (iii)	25 (a) (iii)	Pg 68-69
	6. How does this process consider qualitative factors, quantitative thresholds, or other criteria?	44 (a) (iii)	25 (a) (iii)	Pg 68-69
	7. How does this process prioritise sustainability/ climate-related risks relative to other types of risk?	44 (a) (iv)	25 (a) (iv)	Pg 68-69
	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 78
	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

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure reference
Sustainability Opportunities				
Opportunities identification and monitoring process	1. How does the entity identify, assess, prioritise and monitor sustainability/ climate-related opportunities relative to other types of opportunities?	44 (b)	25 (b)	Pg 68-69
	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)	Pg 69
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 68-69
	2. Which Sr/CrROs fall under this process?	30 (a)	9 (a)	Pg 68-69
	3. What are the investment and disposal plans for this process?	35 (c) (i)	16 (c) (i)	Not Disclosed
	4. What are the planned sources of funding to implement this process?	35 (d)	16 (c) (ii)	Not Disclosed

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 92
	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 92
	3. Do you apply a metric that is taken from another source other than IFRS Sustainability Disclosure Standard? If so, explain: <ul style="list-style-type: none"> 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)	Pg 92
	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

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
	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
Targets				
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	Pg 92-93
	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	Pg 92

IFRS Guideline	Disclosures	IFRS S1	IFRS S2	Disclosure Reference
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)	Pg 52, Pg 93
	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 decarbonisation 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

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