

The Absa Group today

We are an African group, inspired by the people we serve and determined to be a Group that is globally respected and that Africa can be proud of. We are committed to finding local solutions to uniquely local challenges and everything we do focuses on adding value.

We are creating an organisation that can make better decisions faster, is aligned and engaged at every level, headed by leaders who inspire the whole organisation to action and give our employees an emotional sense of belonging and commitment.

We are driven by our purpose and...

...guided by our promises.

We live by our Values.

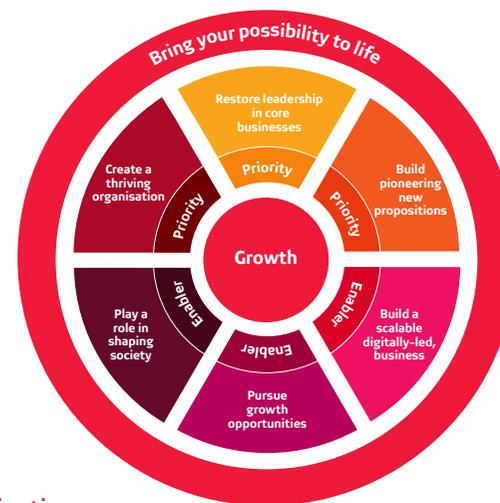
Bring your possibility to life.

We believe in possibility, in the actions of people who always find a way to get things done. We believe in creating opportunities for our customers to make their possibilities real and supporting them every step of the way.

- 1 For our people**, we will create a culture that appreciates, unifies and differentiates us from our competitors.
- 2 For our customers**, we will create unprecedented, seamless experiences to engage and delight them.
- 3 For society**, all our employees will lead with a conscience... doing the best for people and the planet.

- We drive high performance to achieve results**
- Our people are our strength**
- We are obsessed with the customer**
- We have an African heartbeat**

Our strategy will bring our purpose to life as we pursue our goal of growth.



3 priorities

To restore
To innovate
To empower

3 enabling capabilities

To scale
To grow
To shape

Our strategic objectives

- 1** Growing our portfolio while contributing to the growth of the markets we serve.
- 2** Reducing costs by creating a more efficient and effective organisation.
- 3** Delivering top, sustainable returns that maximise long-term value.

Our measures of progress

- 1** To grow revenue faster, on average, than the South African banking sector from 2019 to 2021, with an improving trend over time and within appropriate risk appetite parameters.
- 2** To consistently reduce our normalised cost-to-income ratio to reach the low 50s by 2021.
- 3** To achieve a normalised Group return on equity of 18% to 20% by 2021, while maintaining an unchanged dividend policy.