

## How we think about value creation

	Value for the stakeholder	Value for the Group	Outcomes	Managing the outcomes
Customers	<ul style="list-style-type: none"> <li>Innovative, efficient, cost-effective banking solutions that meet customers' needs.</li> <li>Improved access to markets and financial services including access to information and advice.</li> <li>A safe and trustworthy financial services provider.</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction.</li> <li>Customer trust and support.</li> <li>Increased revenue from existing and new customers.</li> </ul>	<ul style="list-style-type: none"> <li>+ NPS® continued to improve, but remains below expectations.</li> <li>+ Enhanced digital solutions such as WhatsApp banking, Samsung Pay and Timiza.</li> <li>+ Relunched Absa brand with full implementation by mid-2020.</li> <li>+ Grew loans to R842bn and deposits to R736bn.</li> </ul>	<ul style="list-style-type: none"> <li>Reorganisation and re-shaping of the business starting with Retail and Business Banking.</li> <li>Ongoing work to stem customer losses; re-shape the customer profile and restore trust and confidence.</li> <li>Driving innovation and articulation of a digital strategy to reshape the Group.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>A workplace where employees can be productive and achieve their potential.</li> <li>Performance underpins recognition and reward.</li> <li>Self-led development and opportunities for career progression.</li> </ul>	<ul style="list-style-type: none"> <li>High productivity through quality employees who are engaged and retained.</li> <li>A ready pool of diverse and experienced talent equipped to meet current and future needs.</li> </ul>	<ul style="list-style-type: none"> <li>+ New culture and Values.</li> <li>+ Improved employee engagement.</li> <li>+ Gender and race<sup>1</sup> diversity improving.</li> <li>+ Invested R426m in training.</li> <li>+ 2 284 learnerships.</li> <li>Employee turnover of 9.1%.</li> </ul>	<ul style="list-style-type: none"> <li>Culture reset delivering a target culture and new corporate values.</li> <li>Implementation of multiple engagement forums.</li> <li>Focus on transformation to include gender and, in South Africa, race.</li> </ul>
Society	<ul style="list-style-type: none"> <li>Ethical behaviour.</li> <li>Support for economic growth.</li> <li>Increased access to, and funding for, education opportunities.</li> <li>Decreased negative environmental impact.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened social licence to operate.</li> <li>Decreased risk exposure for example greater financial literacy.</li> <li>Minimised environmental impacts (direct and indirect).</li> <li>Enhanced economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>+ B-BBEE Level 2.<sup>1</sup></li> <li>+ Invested R266m in education initiatives.</li> <li>+ R2.9bn procurement with small and medium enterprises.<sup>1</sup></li> <li>+ Five green star rated buildings.<sup>1</sup></li> <li>- Total emissions 296 468 tonnes CO<sub>2</sub> (down 2.8%).</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing stakeholder engagements informed by a revised Group Policy and engagement framework.</li> <li>Continuous improvement of corporate governance, compliance and risk management practices.</li> <li>Establishment of a Group-wide sustainability programme.</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>Fair and ethical engagement when dealing with the Group.</li> <li>A stable financial services sector.</li> <li>Inclusive and transformed sector.</li> </ul>	<ul style="list-style-type: none"> <li>Sound corporate values, high ethical standards, market integrity and good conduct practices.</li> <li>Sustainable operations.</li> <li>Stakeholder trust and support.</li> </ul>	<ul style="list-style-type: none"> <li>+ Strong corporate governance.</li> <li>+ Compliance with laws.</li> <li>+ Achievement of capital and liquidity requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with regulators across all presence countries with a focus on the Separation.</li> <li>Ongoing engagement/contribution to legislative developments.</li> </ul>
Investors	<ul style="list-style-type: none"> <li>Growing, sustainable return on their investment through attractive dividends and growth in share price.</li> <li>Return on debt-based investments delivered in agreed timelines.</li> </ul>	<ul style="list-style-type: none"> <li>Adequate levels of capital and liquidity to fund growth.</li> <li>Effective risk management.</li> <li>Investment and support from shareholders.</li> </ul>	<ul style="list-style-type: none"> <li>+ Distributed R9.0bn in ordinary dividends.</li> <li>+ Retained R9.5bn for future investment.</li> </ul>	<ul style="list-style-type: none"> <li>New strategy and medium-term performance targets alongside a focused Separation programme.</li> <li>Maintained dividend payout.</li> <li>Amended remuneration approach to address shareholder concerns.</li> </ul>

<sup>1</sup> South Africa only.