

# SHARED VALUE FOR AFRICA

## OUR PEOPLE

Total number of employees by type of employment contract  
54 348



Permanent  
48 622



Non-permanent  
5 726



28 128 20 494

## Our strategy

<b>The reason we exist</b>	<b>Purpose</b>
Africa is our home, we drive her growth.	
<b>What we aspire to be</b>	<b>Vision</b>
To be the leading financial services organisation in, for and across Africa, delivering exceptional client experiences and superior value.	
<b>The behaviours and qualities that define us at our best</b>	<b>Values</b>
Our values support our legitimacy, and are the basis on which we earn the trust of our stakeholders:	
<ul style="list-style-type: none"> <li>• Being proactive</li> <li>• Constantly raising the bar</li> <li>• Delivering to our shareholders</li> <li>• Serving our customers</li> </ul>	<ul style="list-style-type: none"> <li>• Growing our people</li> <li>• Working in teams</li> <li>• Respecting each other</li> <li>• Upholding the highest levels of integrity</li> </ul>

Our strategy is centred on our commitment to Africa and directs our growth and evolution for the shared benefit of our clients, our people and all our stakeholders. It drives us to lead with purpose, to build a better business, and to position our footprint and platform for the future.

<b>Why we can confidently deliver on our purpose</b>	<b>Legitimacy</b>
<p>Great PEOPLE</p> <p>Passionate about AFRICA</p> <p>Heritage and brand &gt;150 years</p> <p>Commercial pragmatism</p> <p>Committed to our clients &amp; the trust they have in us</p>	<p>Brave long-term decisions</p> <p>PIONEERING</p> <p>Present in AFRICA AND BEYOND</p>

## DISTRIBUTIONS SUPPORTING OUR ECONOMIES AND SOCIETIES



Total income  
R100.0 billion



Suppliers and operational charges  
R28.0 billion



Bad debts  
R9.5 billion  
cost of non-repayment



Taxation (direct only)  
R9.5 billion  
one of SA's largest taxpayers



Remaining income  
R90.5 billion



Distributed as dividends  
R11.5 billion



Salaries  
R31.0 billion  
to 54 348 employees



Reinvested  
R10.6 billion  
for growth on the African continent

## directs and guides our business units and corporate functions

### BUSINESS UNITS

Corporate & Investment Banking	Wealth
Personal & Business Banking	
Liberty*	

\* Not covered in this report.

### CORPORATE FUNCTIONS

- Risk
- Finance
- IT
- Operations
- Human capital
- Marketing and communications
- Compliance
- Legal
- Internal audit
- Group real estate services

## who leverage our presence and diverse capabilities to deliver on our strategy

Innovative technology



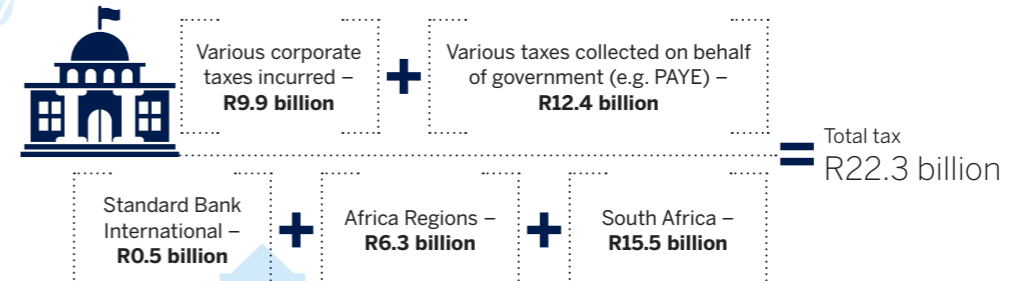
20  
countries of operation in sub-Saharan Africa



1  
Brand\*

\* Brand Finance: Africa's most valuable banking brand, September 2016.

## MORE ON THE ECONOMIC VALUE CREATED FOR AFRICA



Corporate social investment (CSI)  
R173 million