



UNDERSTANDING OUR CLIENTS

We want to make our customers' interactions with the bank as simple, convenient and satisfying as possible.

As part of this commitment, we're continually improving our services, in person, online and on mobile devices. We put the best interests of our customers first in every decision we take, and aspire to treat our clients fairly at all times.



TAILORING PRODUCTS AND SERVICES TO MEET DIVERSE NEEDS

As a "universal bank", we are able to serve the full range of our customers' financial services requirements. We help them to manage, grow and protect their savings, assets and wealth, borrow safely and affordably to expand their businesses, buy homes, study and fulfil their personal ambitions, and to make provisions to ensure their financial wellbeing in retirement, or in the event of unplanned events. While our customers might access any of these individual services from a competitor, we aim to ensure we're their first choice delivering a fully integrated service that meets the full range of their needs. This is based on our understanding of their unique circumstances, the relationship of trust we've built with them, and the convenience and accessibility of our offering.

In a highly competitive environment, it's imperative for us to put our customers at the centre of what we do and the products we design. If we fail to do so, they will certainly go elsewhere.

This means **developing and delivering solutions tailored to their individual needs and preferences**. And it means putting what's most convenient and appropriate to the customer ahead of what's most convenient or profitable for the bank.



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In 2015, executives across the group participated in a process which brought us much closer to our customers, and helped us to understand their perspectives and frustrations. Standard Bank's senior leaders, across the business, spent a week at the frontline – in our branches and call centres. Our collective learning from this programme has informed various changes over the past year – changes designed to minimise customer frustrations, and to deliver a far more customer focused service. We've made changes to a number of processes, products and delivery channels, improving response times and enabling more issues and queries to be resolved at the first point of contact.

Our presence across 20 African countries, and our strategic partnership with ICBC, enables us to connect our business and corporate clients with business opportunities across the continent, and to facilitate partnerships between Africa and China, while simultaneously providing seamless banking services across national borders. During 2016, we've worked closely with ICBC to structure joint financial solutions for a number of our multinational clients. With ICBC, we have committed and syndicated loans to Chinese companies for a total project size of \$3.8 billion in Africa in 2016, as well as another \$5 billion in the short to medium term.

Partnering with fintechs



Masterpass
– virtual wallet service



A large proportion of Africans remain unbanked. Working in partnership with mobile companies and other fintech services, we're developing new, low-cost products that meet basic banking needs, while maximising customer convenience, such as our **masterpass virtual wallet service**.

We're also developing new payment solutions that make it easier for small businesses to process non-cash payments – and to reduce the security risks associated with cash handling.



An example is our **SnapScan app**, with **500 000 registered customers**, which enables **customers to pay at point of sale using their phones**, using Quick Read (QR) technology to process the payments. The benefit of SnapScan is twofold, consumers can pay for goods without having to physically present their cards (ensuring a heightened degree of safety), and customers who register can register online and are able to transact using the QR code (avoiding the need for expensive point of sale device fees). Both making transactional banking more accessible, affordable and safe.

SnapScan

– using cell phones to pay at point of sale

We've also been working with our business clients to make banking services more convenient and accessible for their employees. We've established mini 'branches' within some of our clients' offices, with access to a device or kiosk enabling electronic transactions. These kiosks are staffed by Standard Bank employees for a limited number of hours per week, enabling people to bank without leaving their workplace. In some companies, we've also installed ATMs onsite.