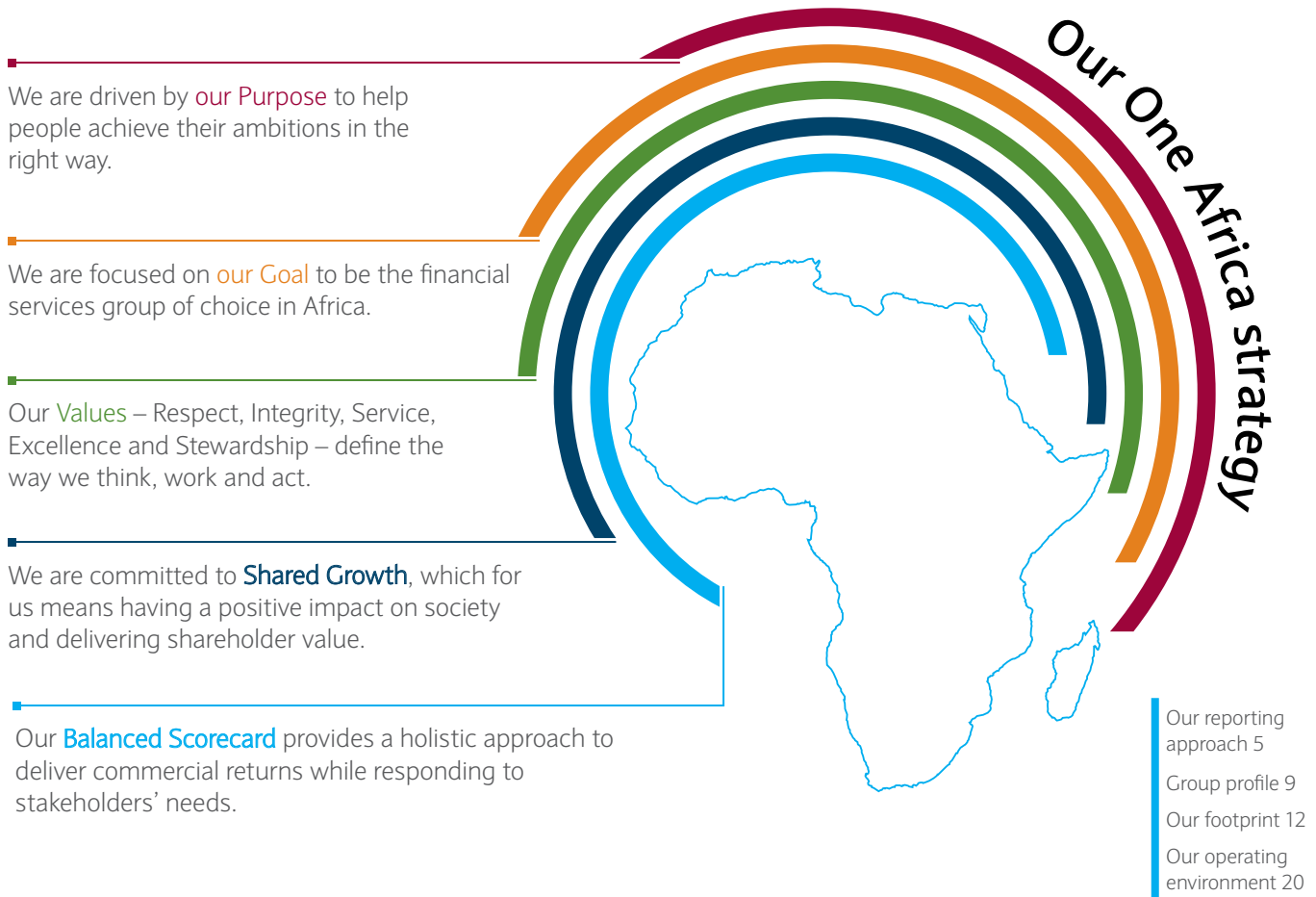


Barclays Africa story

As a major African financial services provider...

Barclays Africa Group Limited (the Group or Barclays Africa) is a diversified financial services provider offering an integrated set of products and services across personal and business banking, credit cards, corporate and investment banking, wealth and investment management and insurance. With our long-standing presence in 12 African markets and our regional and international expertise, we have a strong platform to capture the growth opportunity in Africa.



We leverage our competitive advantage in our One Africa strategy...

We are strongly positioned as a fully local bank with regional and international expertise and aspire to build the leading financial services group in our chosen countries in Africa and selected customer and client segments, and to remain locally relevant and competitive in all our presence countries.

Our strategy is focused on the opportunity for growth and takes into account the matters we believe are material to our long-term sustainability. We remain responsive to the needs of our key stakeholders in achieving our goals and retain flexibility in executing our strategy, taking into consideration prevailing economic conditions and future opportunities.

Our strategy is underpinned by four clear themes. First, as an African financial services provider, we invest in growth opportunities and connect Africa to international capital markets. Second, as a customer and client-focused organisation, our primary focus is to make customers' and clients' lives easier and to help them prosper. Third, we are simplifying our business processes to better serve our customers and clients, sustainably reduce costs and improve efficiencies. Finally, we continue to unlock the power of a dynamic workforce enabled with information technology (IT), automation and innovation to delight our customers and clients.

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- Our business model 16
- Our material matters 22

We have clear execution areas...

1. Turnaround in Retail and Business Banking

2. Invest in Corporate Banking growth

3. Grow Wealth, Investment Management and Insurance

4. Develop and invest in talent and our people

Chief Executive Officer's review 25

We measure our performance against our strategy and the matters we consider to be most material to our sustainability through our Balanced Scorecard...

Balanced Scorecard component	Material matters
 Customer & Client We aim to be the financial services group of choice.	Ensuring the relevance of our products and services including solutions designed to meet customers' and clients' needs; accessibility through our physical and digital channels; quality of our IT infrastructure; value for money and service excellence; as well as trust and safety of customers' and clients' money, information and personal safety. <p style="text-align: right;">Page 27</p>
 Colleague We create an environment where employees can fulfil their potential.	Employing a skilled and motivated workforce through improving employee engagement; attracting and retaining talent; diversity and inclusion; incentivising performance and rewarding appropriately; skills and leadership development (including succession coverage and new ways of working); and health and wellness. <p style="text-align: right;">Page 31</p>
 Citizenship We have a positive impact on the communities in which we operate.	Managing our environmental, governance and social impacts including in our lending practices; inclusive procurement practices; and our direct environmental impact. Contributing to growth by making financial services accessible to individuals and enterprises. Contributing to solutions that address socio-economic challenges such as education and skills; enterprise development; and employability. <p style="text-align: right;">Page 33</p>
 Conduct We act with integrity in everything we do.	Contributing to a sustainable financial services sector and maintaining trust by upholding high ethical standards and good conduct practices including Treating Customers Fairly; lending responsibly; and managing regulatory change effectively. <p style="text-align: right;">Page 37</p>
 Company We effectively manage risk and create sustainable returns.	Delivering appropriate shareholder returns by growing revenue in uncertain economic conditions; managing risk, capital and liquidity within an appropriate risk appetite; disciplined cost management; fair and transparent executive remuneration practices; and managing emerging operational risks arising from social activism and infrastructure instability. <p style="text-align: right;">Page 40</p>

Our three business segments contribute to our One Africa strategy...

We have a diverse business delivering a wide range of products and services to meet our customers' and clients' needs:

- Retail and Business Banking (RBB)
- Corporate and Investment Bank (CIB)
- Wealth, Investment Management and Insurance (WIMI)

... guided and supported by our Group functions

Group functions, from risk compliance and financial management to technology, marketing and communications, are shared across our operations. Common policies and frameworks guide and support the execution of our core business activities, ensuring that we work consistently and in an integrated way for the benefit of our customers and clients. This functional integration allows us to improve service levels and take benefit from synergies and scale.

Segment performance summaries 55
Our organisational structure 13

Our Board provides strong governance and strategic oversight...

The Board sets strategic direction and provides oversight and control, acting as an independent check and balance to the executive management team, whose responsibility it is to manage the business. We provide ethical leadership and promote strong principles of integrity within the Group. We strive to promote reward practices that foster sustainable high performance.

Chairman's review 66
Governance review 70
Remuneration report 78

We contribute positively to our shareholders and other stakeholders...

We have a strong African franchise and play a critical role in society, contributing to the economic prosperity of Africa.

Paid **R8.6bn** in dividends to shareholders.

Contributed **R7.3bn** in taxes.

Paid **R20.9bn** in salaries to **41 772^{LA}** employees, investing **R2.3bn^{LA}** in training and development.

Serve **12.3m** customers and clients, providing over **R703bn** in gross loans and advances, safeguarding **R688bn** in deposits and managing more than **R276bn** of assets on behalf of our customers and clients.

Spent **R14.6bn** on procurement.

Invested **R192m^{LA}** in community programmes and **11 284** employees volunteered **66 709** hours.

Reached **25 966** SMEs through a series of seminars, conferences and workshops.

R7.8bn in retentions to support future business growth.

We will continue to conduct business in a way that promotes positive outcomes for society, consumers and our business by using our core assets, capabilities and business opportunities to address the challenges and opportunities on the African continent.