



Standard Bank

MALAWI IS OUR HOME, WE DRIVE HER

GROWTH

2025
ANNUAL RESULTS
PRESENTATION

STANDARD BANK PLC
17 MARCH 2026



Agenda

MALAWI IS OUR HOME, WE DRIVE HER GROWTH

1.0

FY25
key highlights

2.0

FY25
financial
highlights

3.0

Outlook
2026 &
looking
ahead

GROWTH



FY25
key highlights



Our strategy



OUR PURPOSE:
Why we exist

OUR VISION:
What we aspire

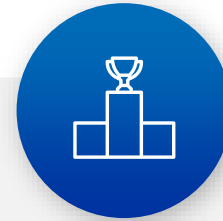
MALAWI IS OUR HOME, WE DRIVE HER GROWTH

To be the leading and undisputed number 1 financial services provider in, for, and across Malawi



Transform Client Experience

Revenue growth >30%



Execute With Excellence

Cost to Income Ratio ~40%



Drive Sustainable Growth And Value

Return on Equity >40%

OUR STRATEGIC PRIORITIES:
What we need to do to deliver our purpose

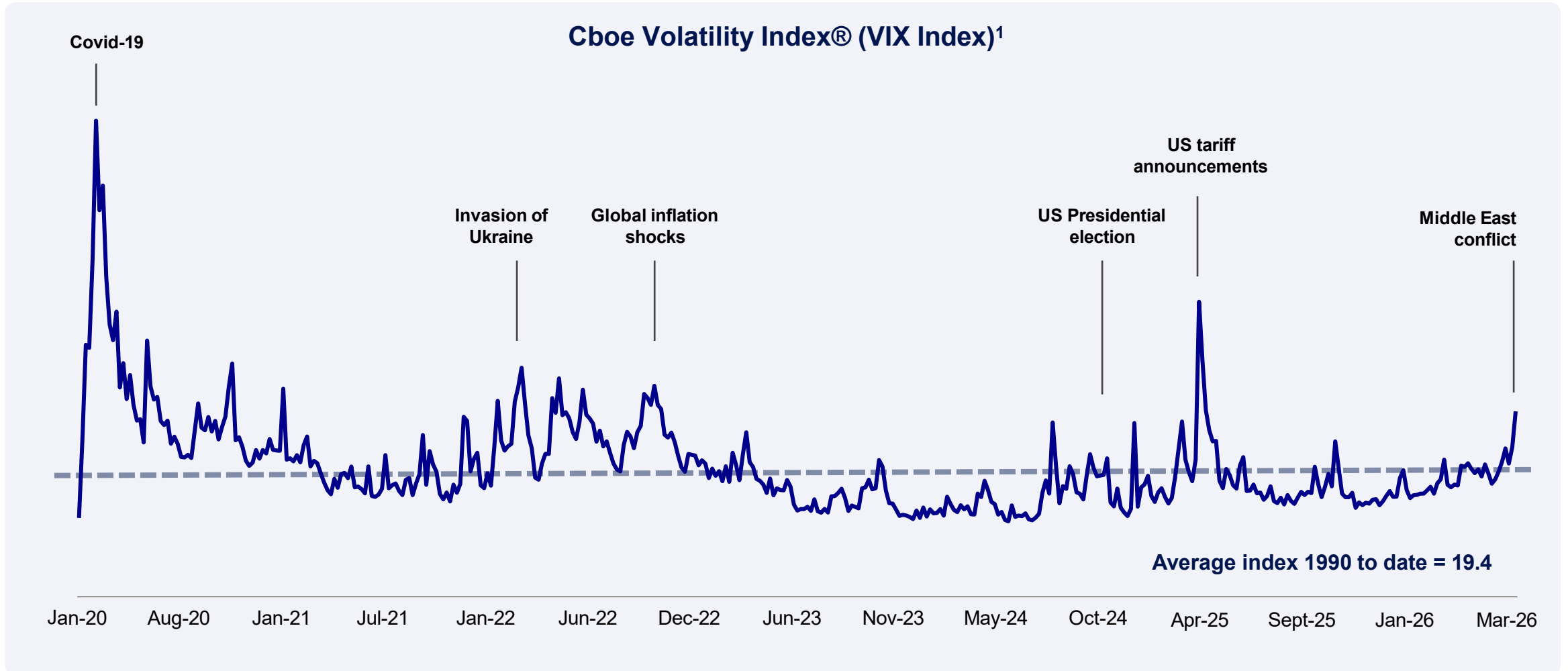
OUR FINANCIAL TARGETS:
What we have committed to deliver

Driving Growth and Sustainability

Operating environment | global uncertainty elevated

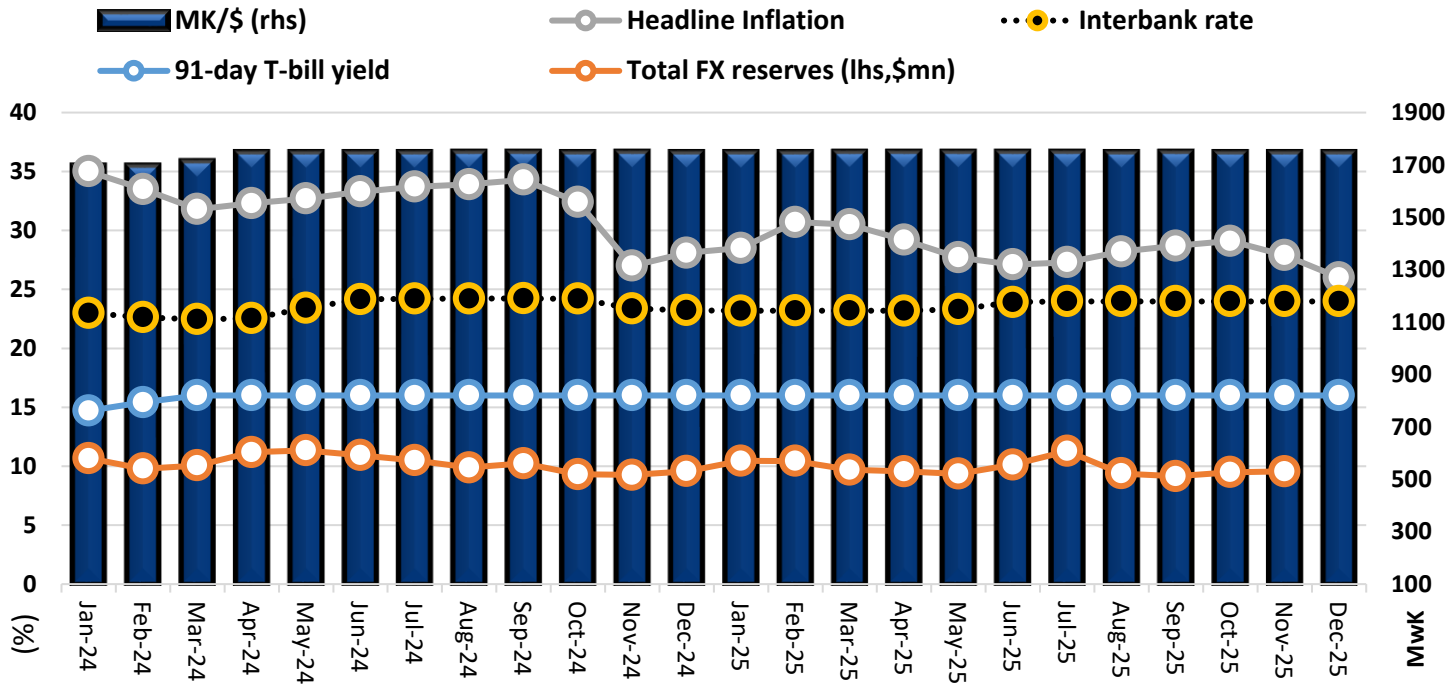


US policy shifts and geopolitical tensions drove volatility. US tariffs settled at highest levels since 1930s

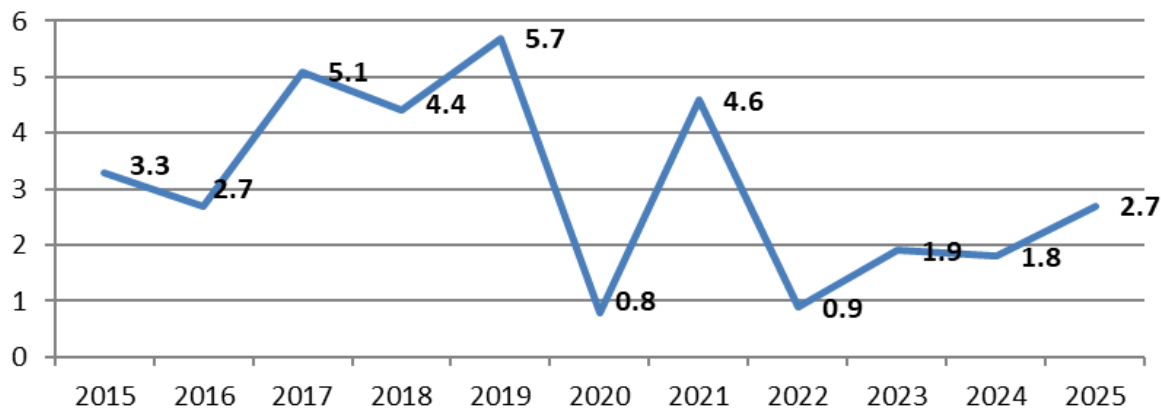


¹ Created by the Chicago Board Options Exchange (now Cboe Global Markets), the VIX Index is a leading measure of market expectations of near-term volatility conveyed by S&P 500 Index option prices

Operating environment | navigated turbulence and uncertainty



Real GDP Growth Rate (Percent)



- In **sub-Saharan Africa**

- Inflation eased, allowing most central banks to hold or decrease interest rates

- In **Malawi**

- Turbulent and uncertain operating environment
- FX liquidity challenges persisted
- Headline inflation closed at average at 28.4%
- GDP forecast at 2.7% for 2025, an increase from the 2.5% in 2024
- Interest rates remained relatively high, with policy rate maintained at 26.0% throughout the year
- Sovereign risk remained elevated with public debt levels remaining high – GDP to debt ratio >90%
- Potential domestic debt restructure on the horizon

Resilient and steady performance | underpinned by disciplined execution, effective risk management and active capital management



Growing earnings

+18%

Net fees & commissions

+23%

Trading revenue

+41%

Profit after tax

+41%

Earnings per share

Robust balance sheet

+54%

Interest earning assets
(K1,546bn)

MK68bn

Provisions

+34%

Equity K349bn

26.9%

Total capital ratio

Steady returns

35%

Cost-to-income ratio

35%

ROE

Transform client experience | growing, engaged, well diversified and digitally enabled client base



Steady and resilient performance despite headwinds

PPB

MK84.3bn, ↑ 31%
Revenue

MK15.6b, ↑ 10%
Profit After Tax

Continued momentum and resilience

- Active digital clients, **+11%**
- Digital Loan launched on USSD, Self PIN Reset, unified log-in credentials for App and Internet Banking
- **52%** of customers are digitally active

BCB

MK49.5bn, 25%
Revenue

MK1.6b, ↓ -17%
Profit After Tax

Attractive proposition that resonates with our clients despite large once off credit impairments

- Revised Enterprise Service model
- **45%** growth YoY in customer loans and advances
- **59.3%** of active base are digitally registered
- **22%** of total loans relates to SME lending
- **33%** of loans disbursed are digital (MVP3).
- **MK5 425 bn** transaction values on Enterprise Online

CIB

MK217.3b, ↑ 44%
Revenue

MK102.5b, ↑ 55%
Profit After Tax

Steady resilience performance

- Driven by client franchise revenue growth, with steady recovery in GM revenues
- **45%** growth in Business Online transaction values
- **20%** growth in Business Online transaction volumes

Diversified businesses all delivering strong set of results

- Investment Banking strong balance sheet growth
- Transactional Banking enabled CIB digital dominance in the market
- Global Markets supported our NIR growth

Execute with excellence | cost efficiency whilst enhancing client experience through innovation, system resilience and agility



Targeted investments enabled our competitiveness, resilience and realisation of operational efficiency from the localisation of our core banking system



Managing risk and cost effectively – improved efficiency

- Effective risk, cost, capital, and liquidity management to fund distribution to shareholders

35% Cost-to-income ratio	35% Return on equity
149bps Credit loss ratio	26.9% Total Capital ratio

Building trust through stability and security

- Focused on **reducing system downtime**
 - >99.8% Applications Uptime
 - >99.9% Network Uptime
 - 0 Cyber Security incidents
- Leading to **reduction in number of High Impact incidents**

Incidents

2024	2
2025	0

200% ↓

Deploying enhanced client service offerings and experiences

Overall NPS score at **50** from 45

Improved client experience scores on digital channels

45 Internet Banking NPS score	+13 Value Added Services
46 Smart-App NPS score	↑ 51% Digitally Active Clients
↑ 8.0 Client Satisfaction Index	MK 11.5 Bn Digital Revenue
87% Phy-gital Ratio	

Digital onboarding being finalized for deployment

Extracting value while modernising our technology

- Automation and Robotics of services

14 Automations completed	2 Automations in Progress
------------------------------------	-------------------------------------
- Project Implementation

35 Projects Prioritized	
22 Projects In Production	8 Projects In UAT
5 Projects In Development	



Drive sustainable growth and value | positive impact



Financial health & inclusion



113 Financial Fitness Academy sessions.

5,081 participants reached.
Digitised social cash transfers

MK7.2 billion disbursed to 100,883 beneficiaries



Business growth & job creation



176 startups supported

MK1 billion+ UNDP grants disbursed

600+ entrepreneurs enabled

600+ jobs directly created



Climate change mitigation & adaptation



MK240 million invested over three years

200 hectares of forest restored.
Forest-based enterprises supported

4,000 schoolchildren empowered



Governance & Sustainability Foundation



ESG embedded in products & lending

Climate risk identification & measurement

RBM Climate Risk Guidelines compliance

IFRS, GRI & double materiality adoption



CSI

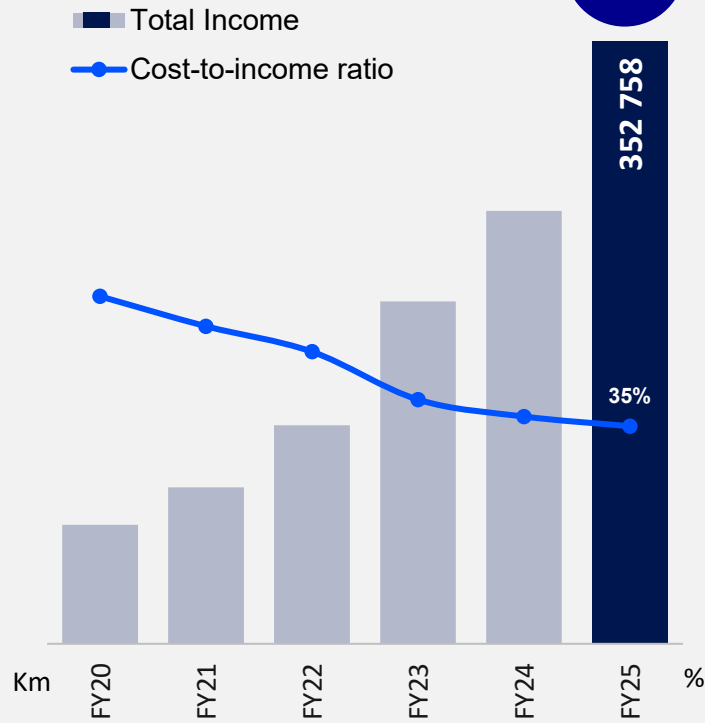
MK837 million invested in CSI In Malawi



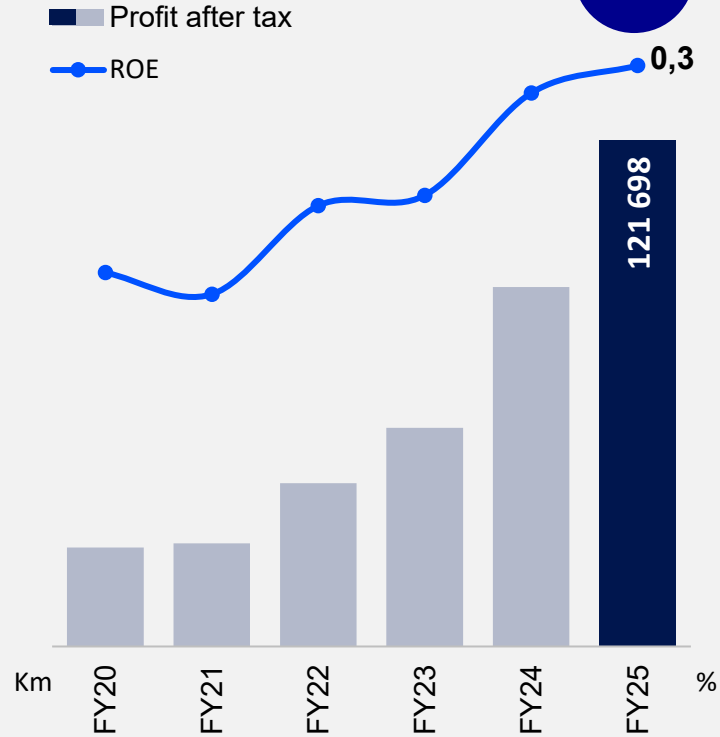
Drive sustainable growth and value | consistent, resilient and sustainable growth



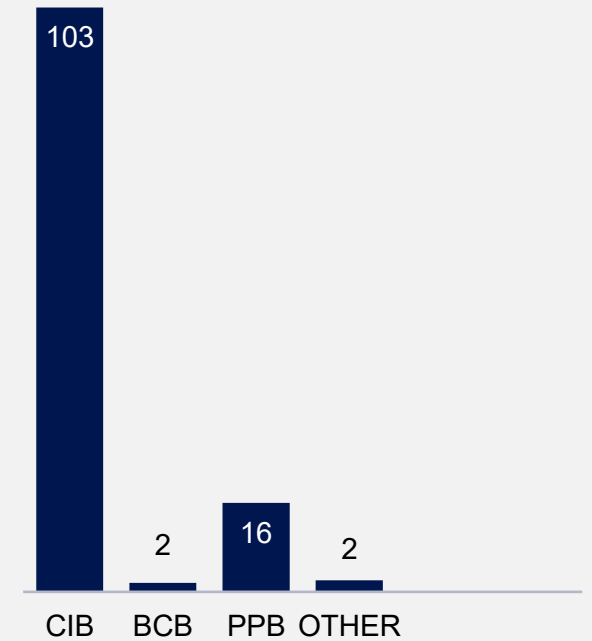
Growing income, supported by balance sheet growth



Scale, growth and attractive returns



Profit after tax per segment (Km)




Leading the way in 2025 | multi award winning brand



THE MULTIPLE
AWARD-WINNING
BANK IN MALAWI!

Standard Bank



**AWARDED BANK OF THE YEAR
BY THE BANKER**

Recognized for excellence. Committed to your growth

Standard Bank Plc is licensed and regulated by the Reserve Bank of Malawi

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2025 EMPLOYER OF THE YEAR AWARDS
EYA

SETTING THE STANDARD
Four Awards Recognising
Our People-First Culture



1st LABOUR LAWS COMPLIANCE **1st WORKPLACE HEALTH AND WELLNESS** **3rd YOUTH EMPLOYMENT AND SKILLS DEVELOPMENT** **3rd INDUSTRIAL RELATIONS AND EMPLOYEE ENGAGEMENT**

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Standard Bank

institute of marketing in malawi

**EXCELLENCE
RECOGNISED!**
STANDARD BANK SHINES AT THE
2025 MARKETERS CONFERENCE



Internationally Adapted Campaign of the Year
FINANCIAL FITNESS ACADEMY

Local Campaign of the Year (Product)
YOURS247

MARKETERS CONFERENCE & EXCELLENCE AWARDS

Standard Bank

FROM AWARENESS TO IMPACT
AND NOW, RECOGNITION.



**Crowned the 2025 Internal
Audit Month Champions**

Awarded by the Institute of Internal Auditors Malawi

Standard Bank Plc is licensed and regulated by the Reserve Bank of Malawi

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**3-TIME
WINNER!**
At MRA'S 25TH Anniversary

Large Taxpayer Office Award – Financial Services
Commissioner General's Special Recognition – Domestic Taxes
Station Level Award – Customs & Excise (KIA)



Proud to be recognised for doing business the right way, compliantly, consistently and excellently.

Standard Bank Plc is licensed and regulated by the Reserve Bank of Malawi

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VISA'S MOST EFFICIENT FINANCIAL INSTITUTION 2025



Standard Bank Malawi
Most Efficient Financial Institution 2025
○○○

This recognition celebrates our commitment to making your financial journey **faster, smarter, and more convenient** every day.

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2025
BEST BANK IN MALAWI

BEST INVESTMENT BANK IN MALAWI

EUROMONEY EXCELLENCE AWARDS

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2025
financial
highlights





Standard Bank

1.0

FY25 franchise performance

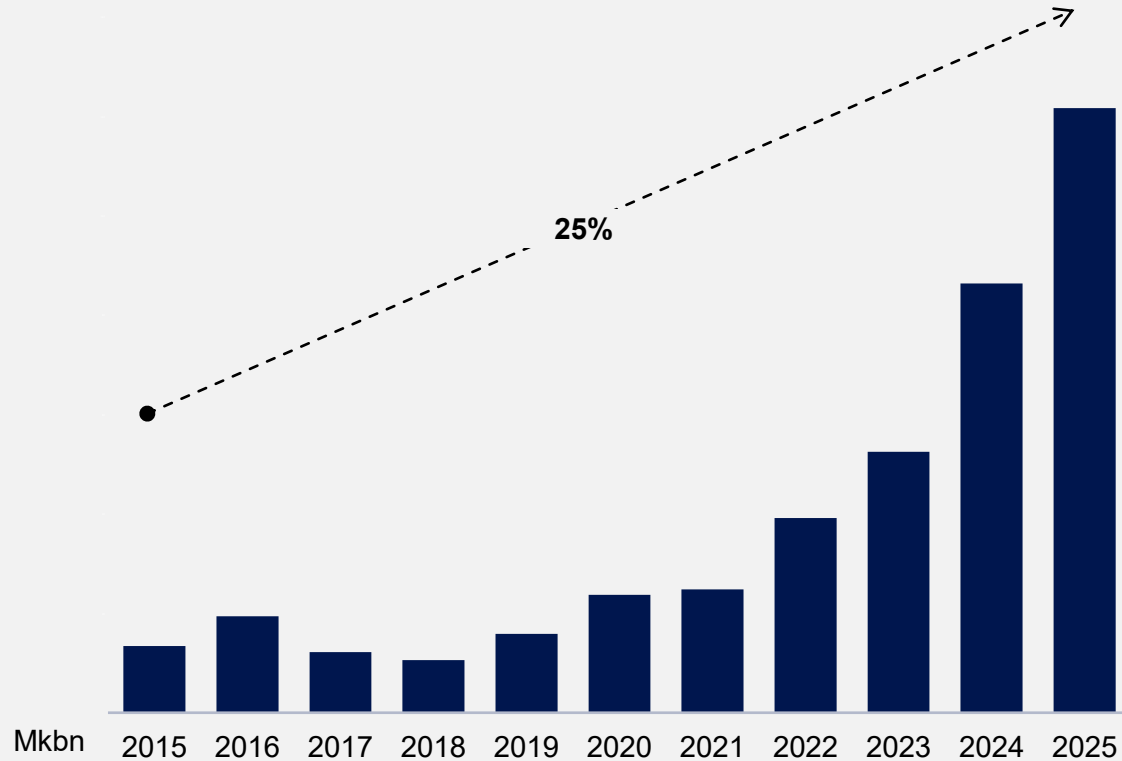


We have delivered strong headline earnings growth and improved ROE



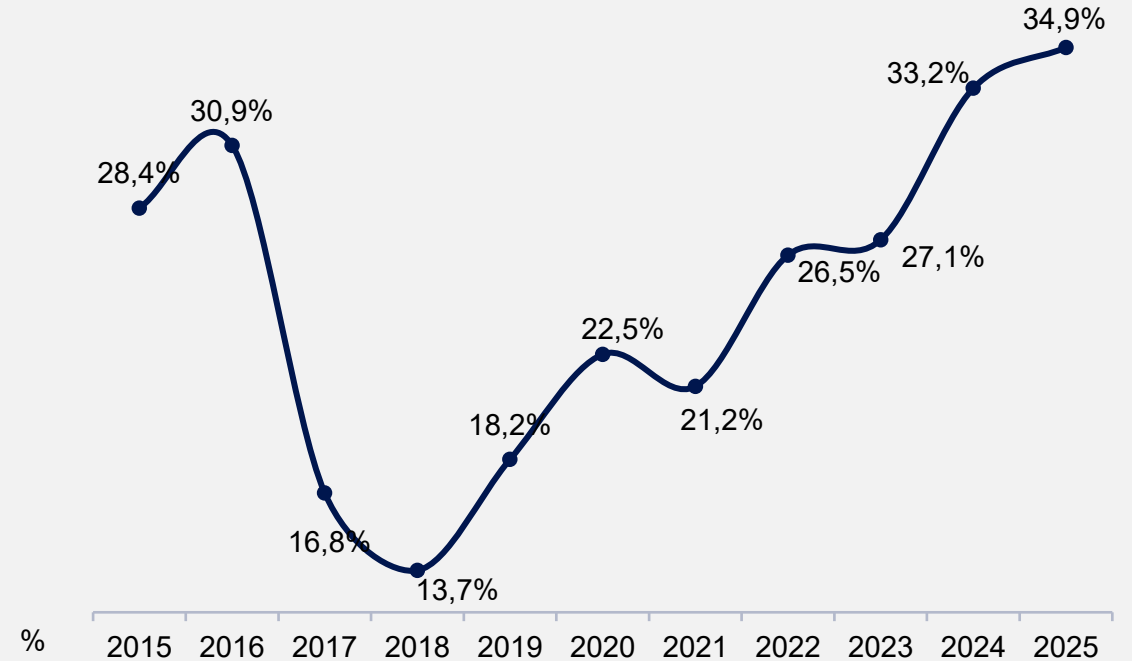
Profit after tax

10-year CAGR, 25%



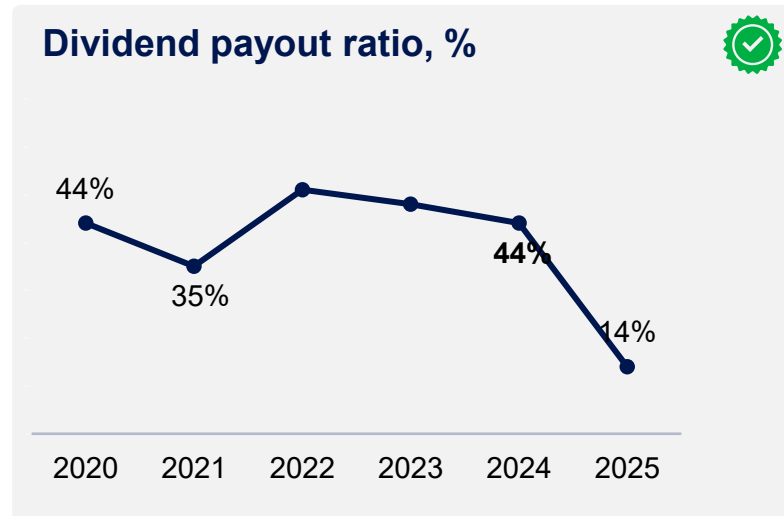
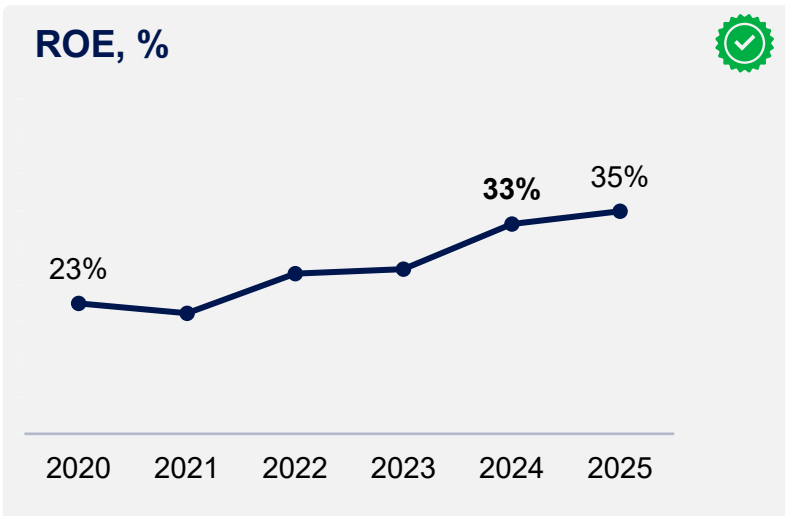
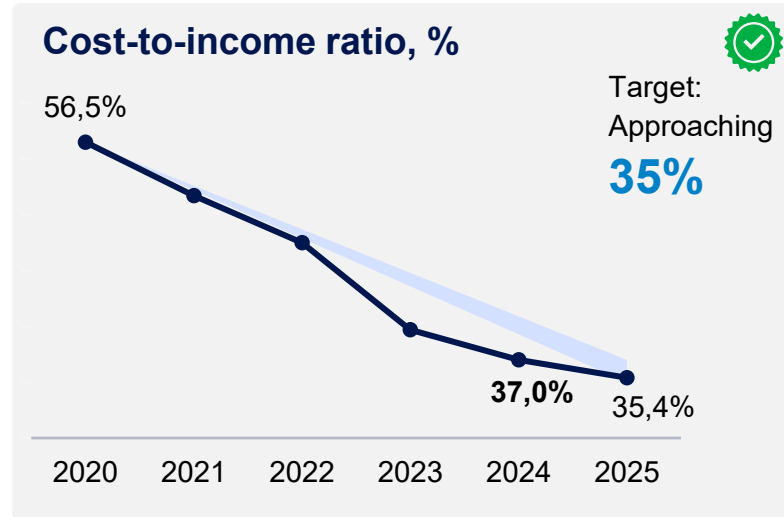
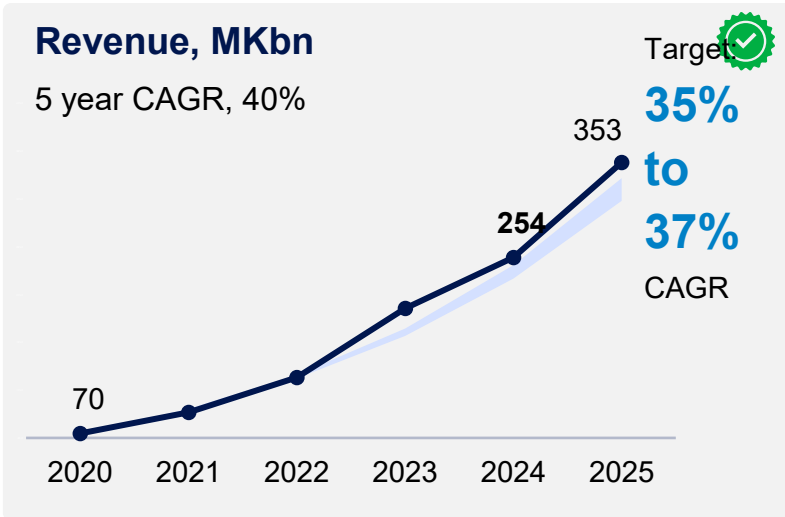
ROE

Now sustainably higher than 10-year average of 24.5%



¹ Including unappropriated profits

We made continued good progress towards our 2025 targets



We've delivered strong top line growth and operational efficiency, with revenue CAGR at 40% and cost-to-income ratio at 35%, ROE continues to improve; the 2025 dividend reduction reflects a deliberate capital-strengthening strategy.

● Actual
— 2025 target



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2.0

FY25 financial performance



Strong performance across all key metrics



MK121.7bn profit recorded, +41% y-o-y on the back of strong revenue performance notwithstanding growth cost base.

Profit After Tax

FY25: **MK121.7bn**

FY24: MK86.4bn

↑41%

Customer Deposits

FY25: **MK1,320.2bn**

FY24: MK928.0bn

↑42%

Customer loans & advances

FY25: **MK496.2bn**

FY24: MK378.3bn

↑31%

Return on Equity (%)

FY25 **35%**

FY24 **33%**

Cost-to-Income Ratio (%)

FY25 **35%**

FY24 **37%**

Credit Loss Ratio (bps)

FY25 **149**

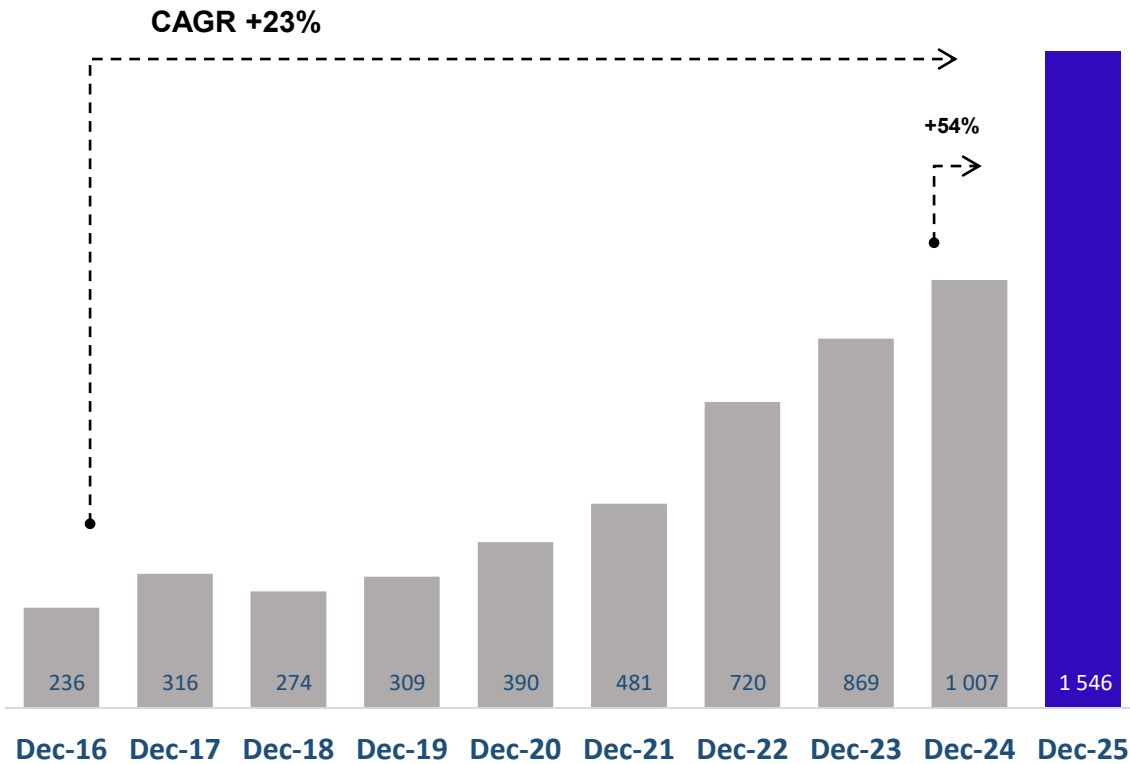
FY24 **234**

Strong balance sheet momentum continued

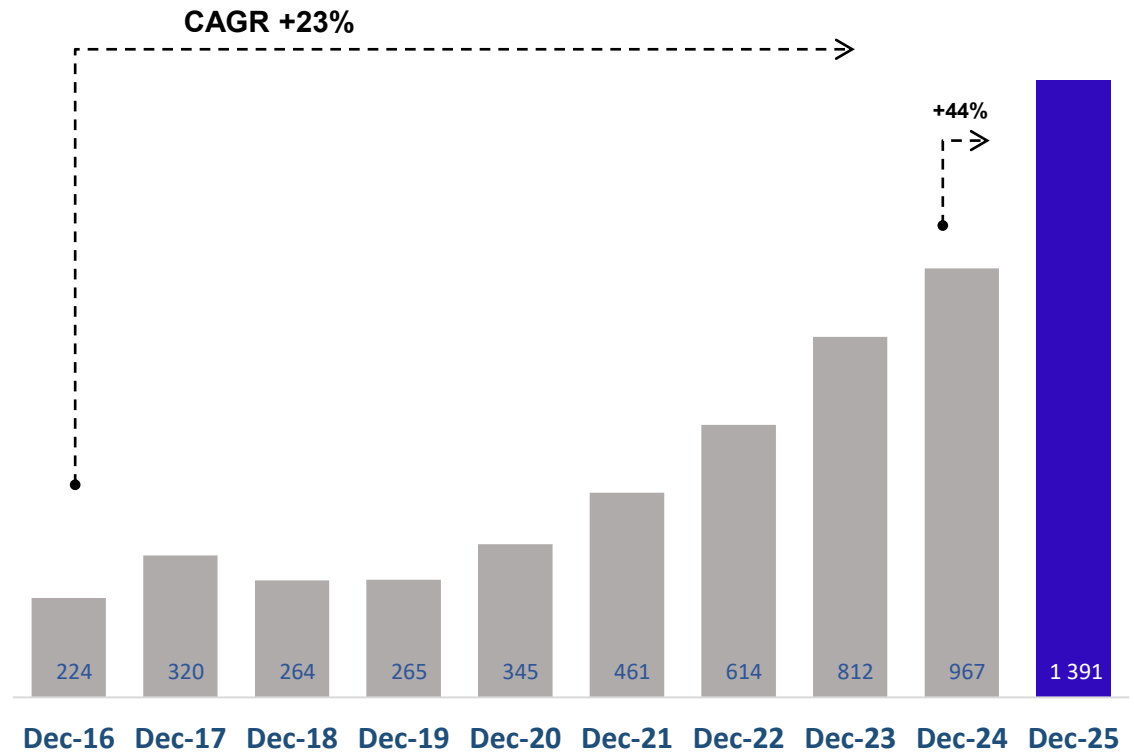


Strong loan book growth across core sectors, backed by healthy funding and liquidity. Interest-bearing liabilities rose 44% year-on-year, underscoring balance sheet strength.

Interest earning assets¹ (MK'bn)



Interest bearing liabilities (MK'bn)



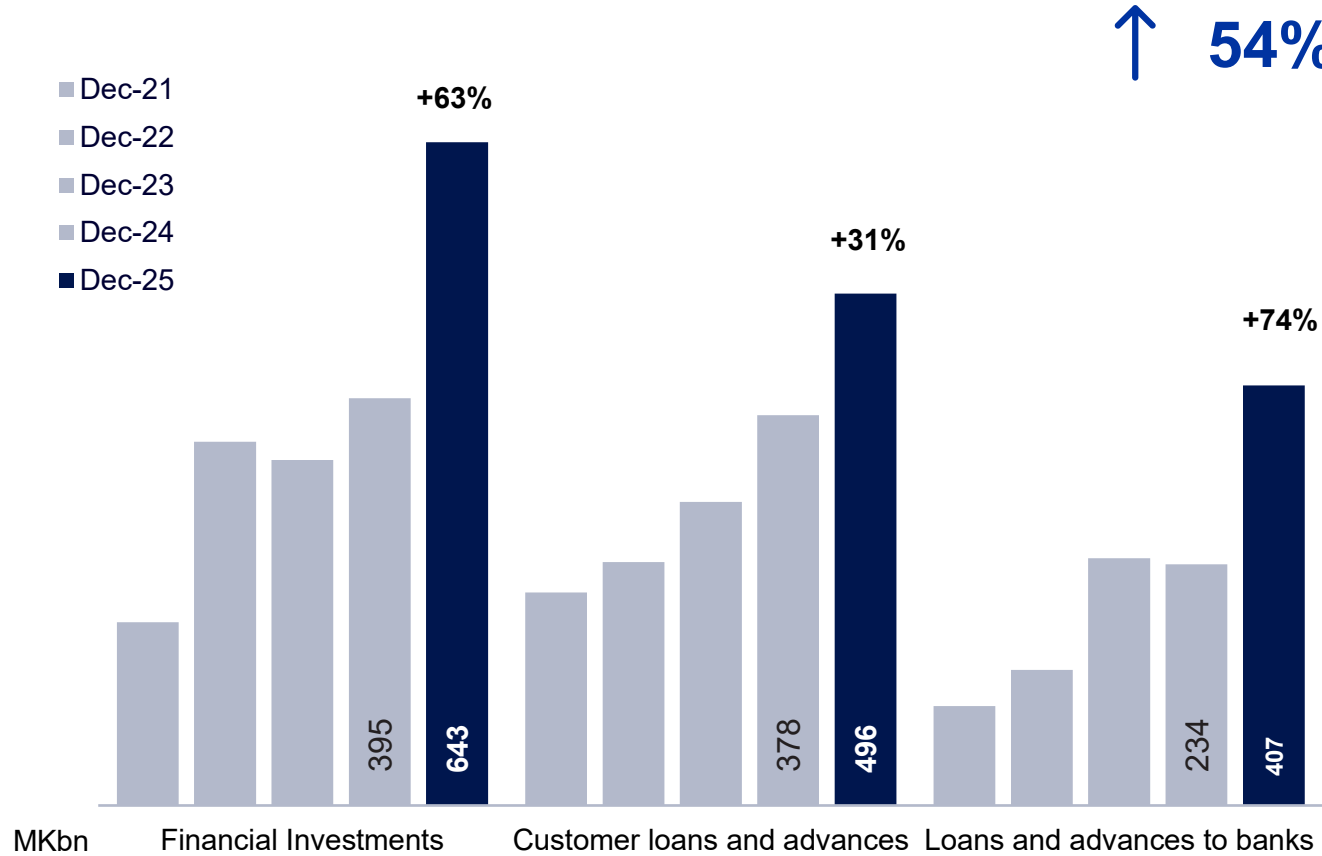
¹Interest earning assets are presented net of expected credit loss

Interest earning assets | growth registered across asset classes

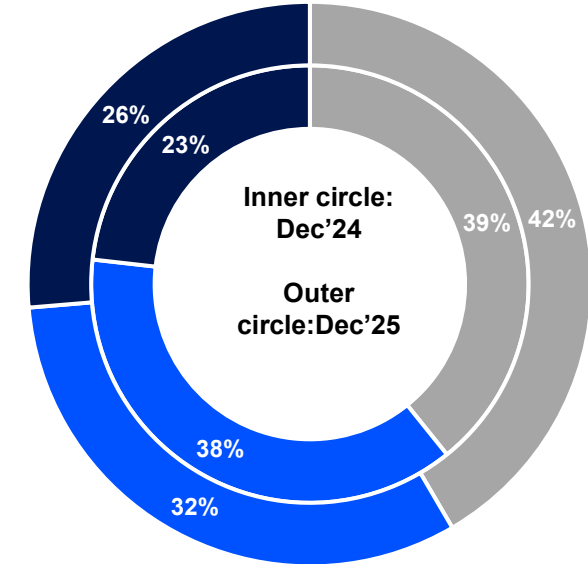


Interest earning assets by class, MK1.5tn

YoY % change (Dec-25/Dec-24)



Interest earning assets composition



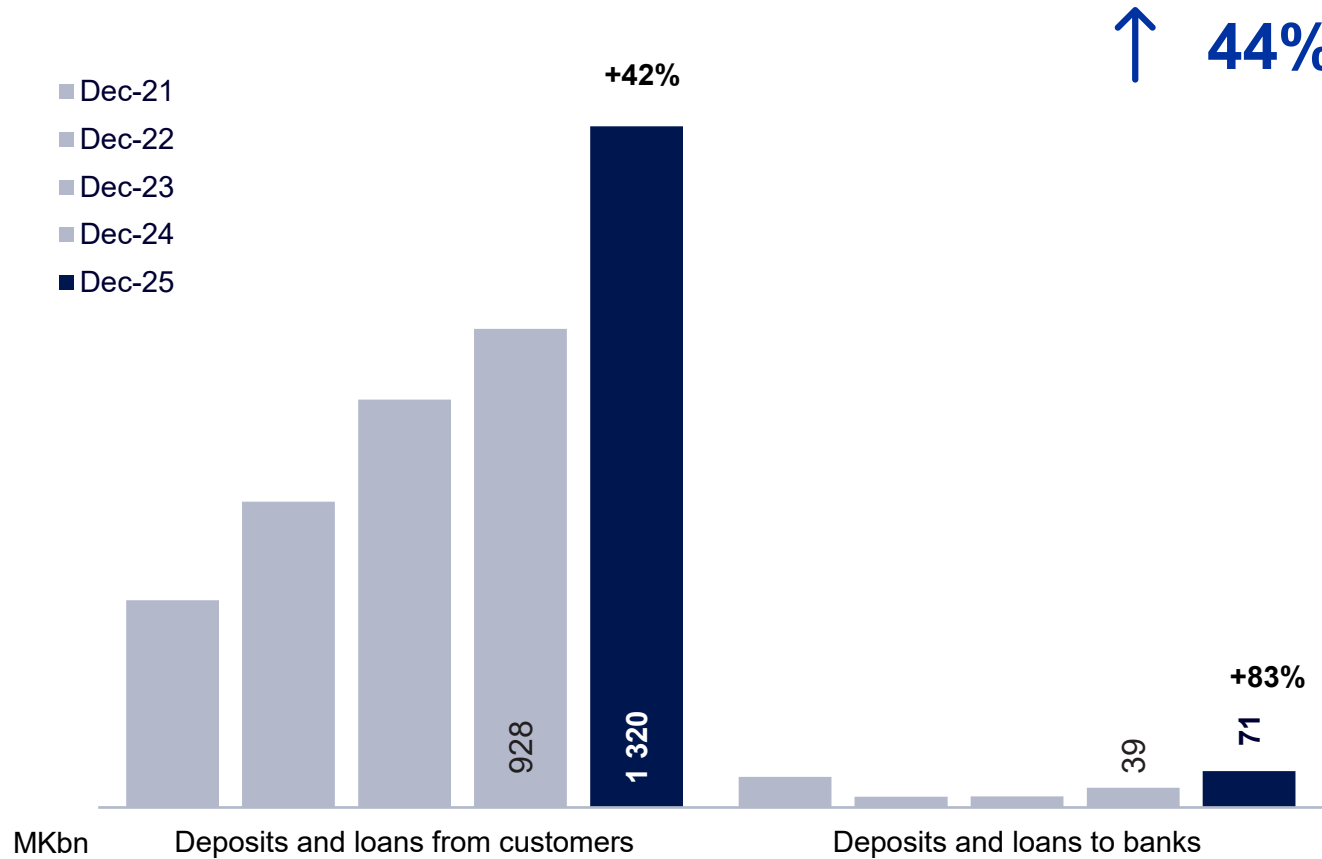
- Financial Investments
- Customer loans and advances
- Loans and advances to banks

Interest bearing liabilities | Interest-bearing liabilities largely customer deposits

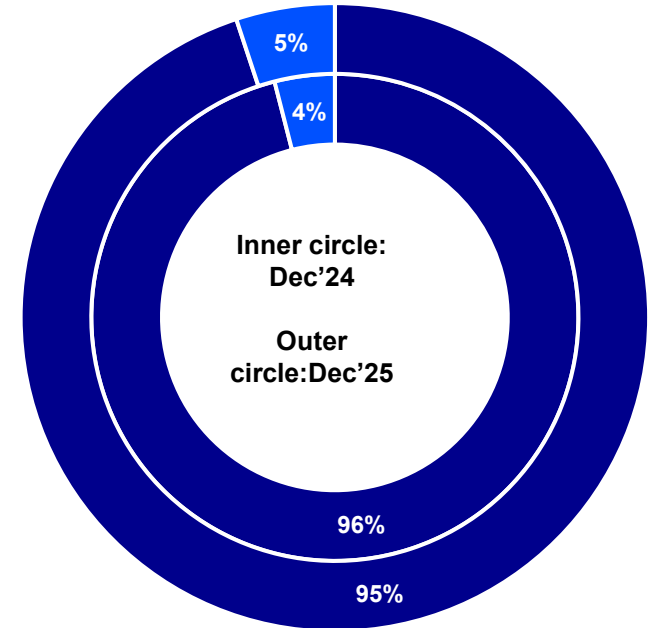


Interest bearing liabilities by class, MK1.4tn

YoY % change (Dec-25/Dec-24)



Interest bearing liabilities composition

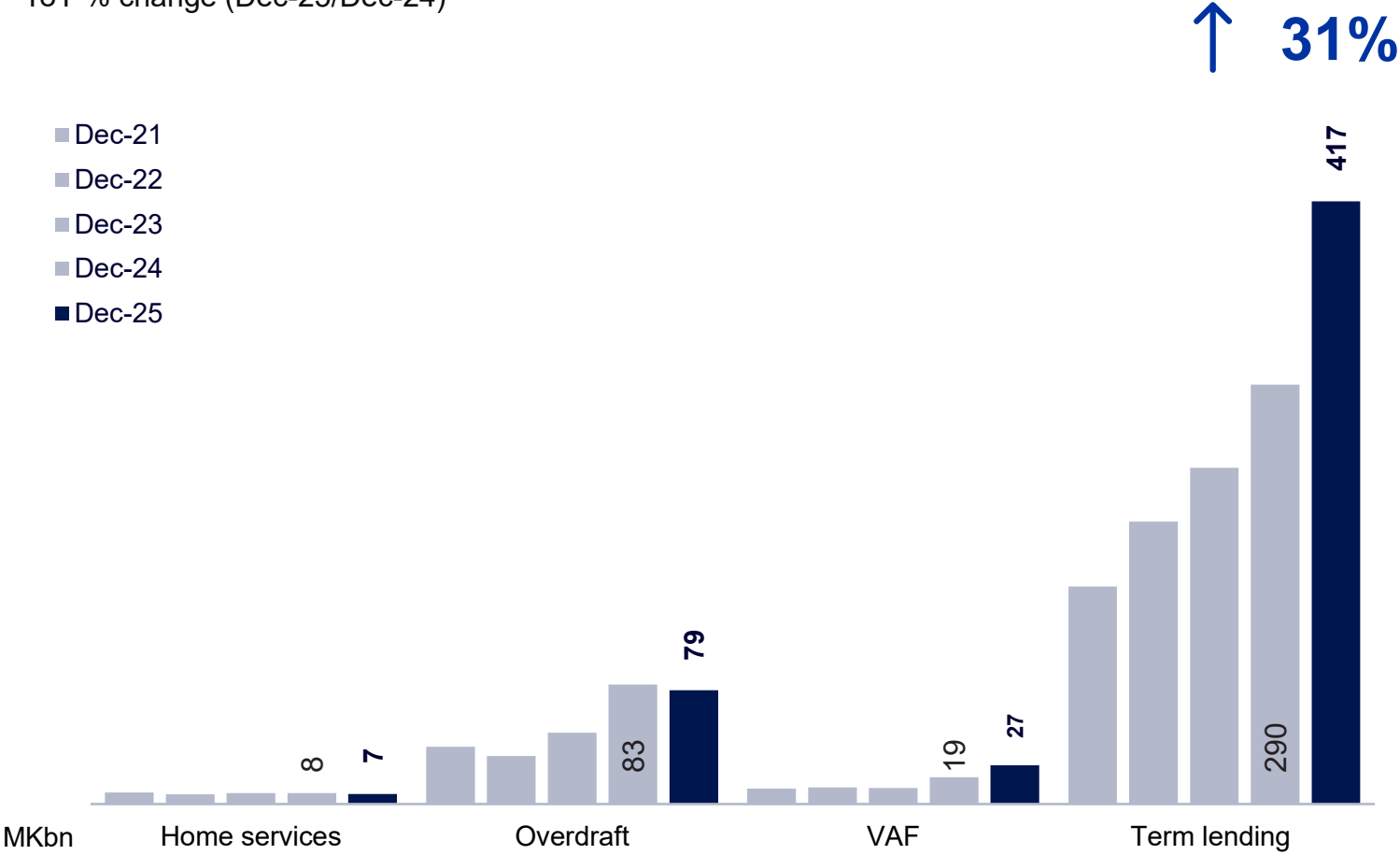


- Deposits and loans from customers
- Deposits and loans to banks

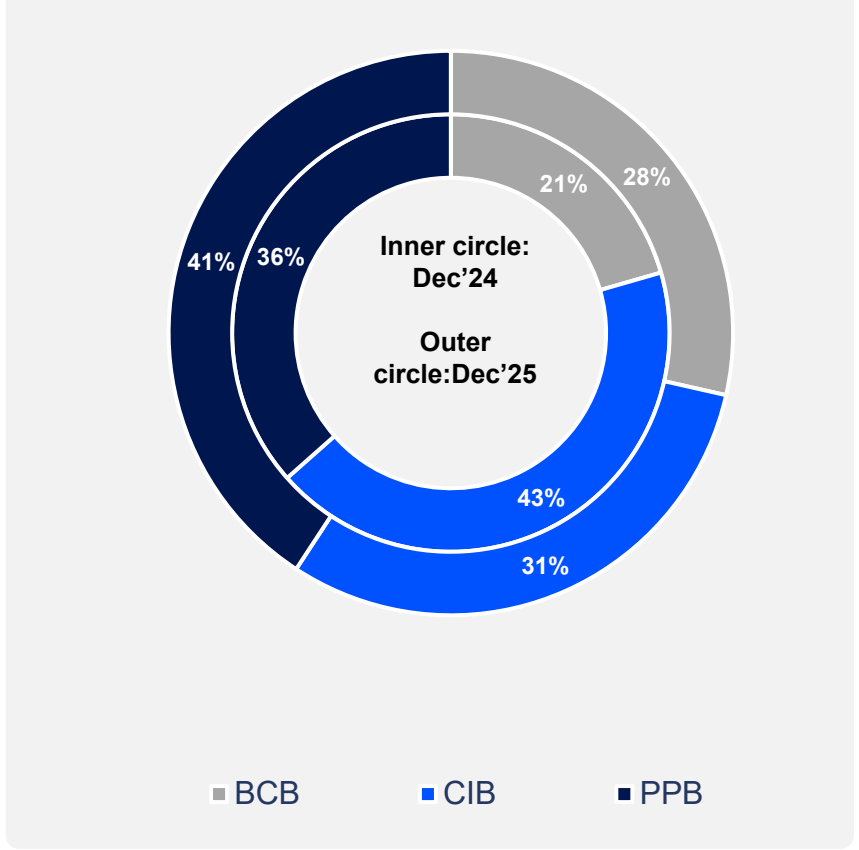
Gross loans and advances to customers | Loan book growth remained robust across strategic sectors and products



Gross loans and advances to customers by product, MK532bn
YoY % change (Dec-25/Dec-24)



Gross loans and advances to customers by segment (%)



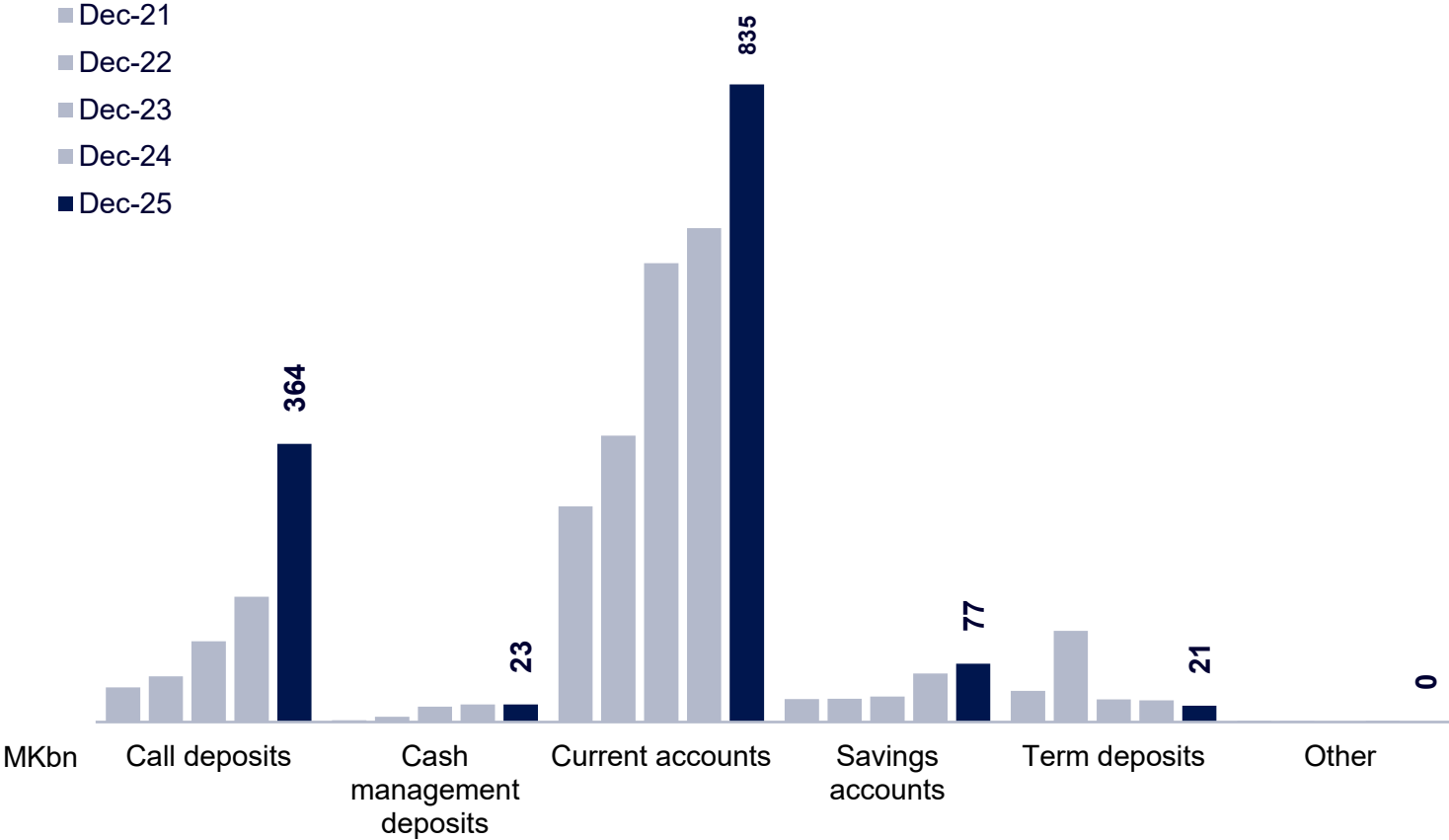
Deposits and current accounts with customers | the bank commands a strong funding and liquidity base to fund asset growth.



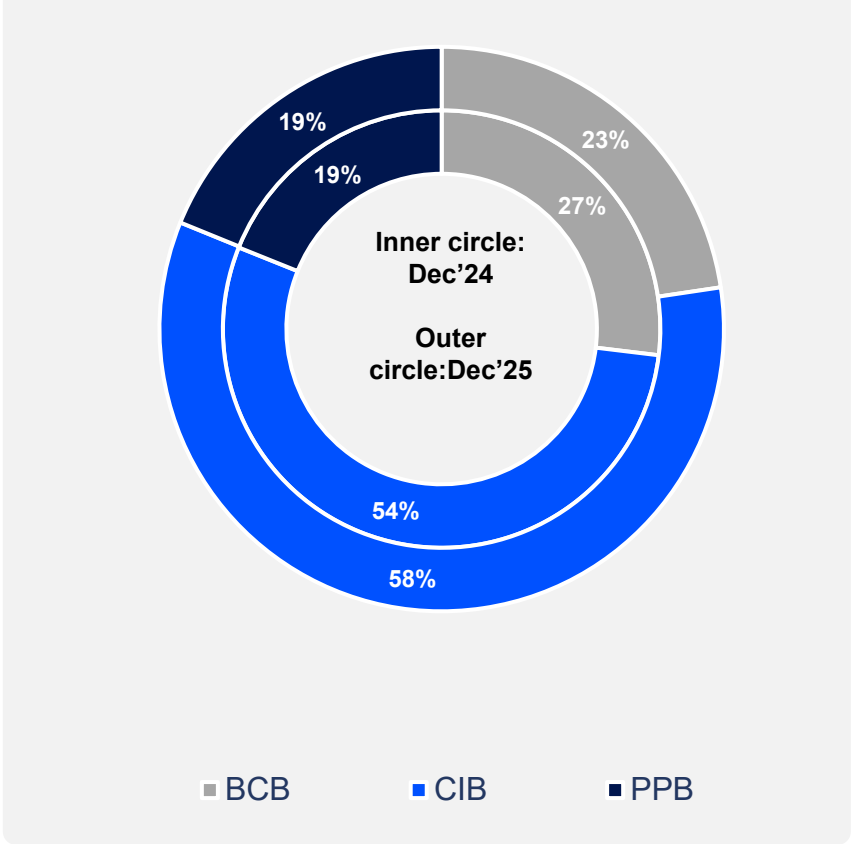
Deposits and current accounts with customers by product, MK1.3tn

YoY % change (Dec-25/Dec-24)

↑ 42%



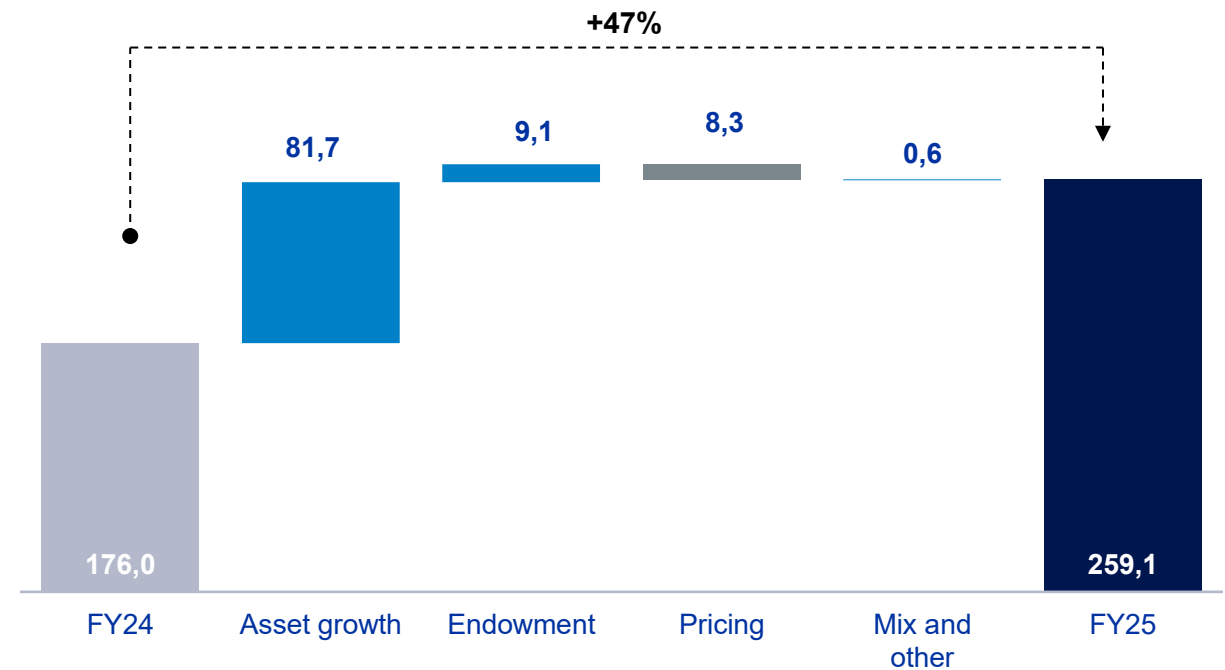
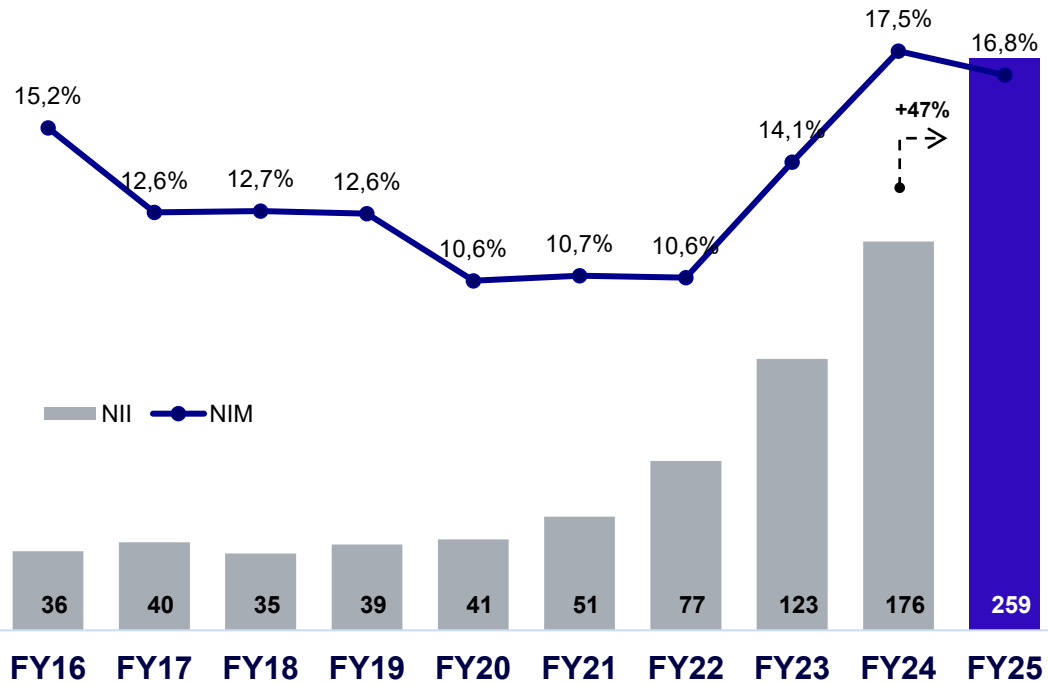
Deposits and current accounts with customers by segment (%)





Net interest income

Growth propelled by balance sheet growth as endowment effect almost countered by competitive pricing.



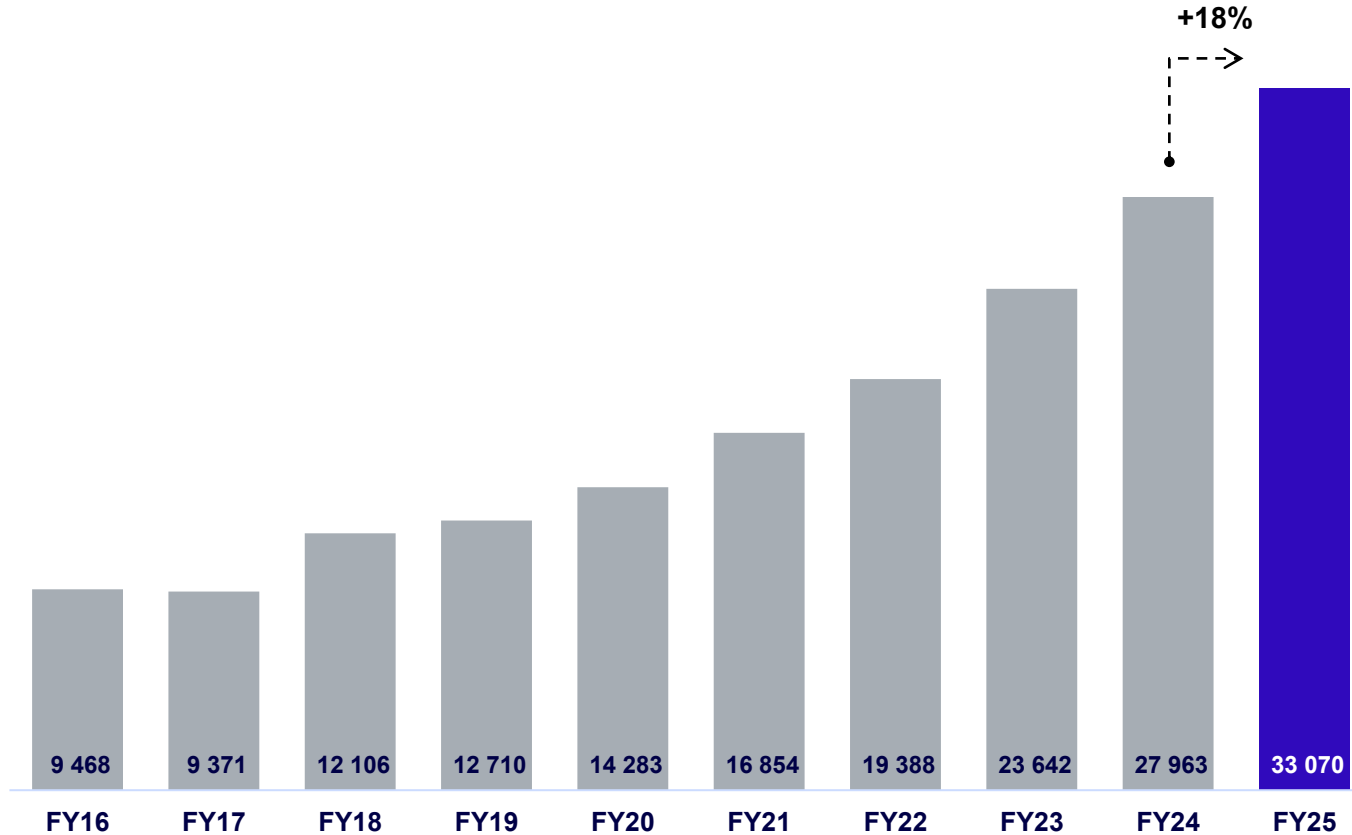
AIEA ¹	236	316	274	309	403	521	720	869	1007	1546
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¹ IAEA stands for average interest earning assets

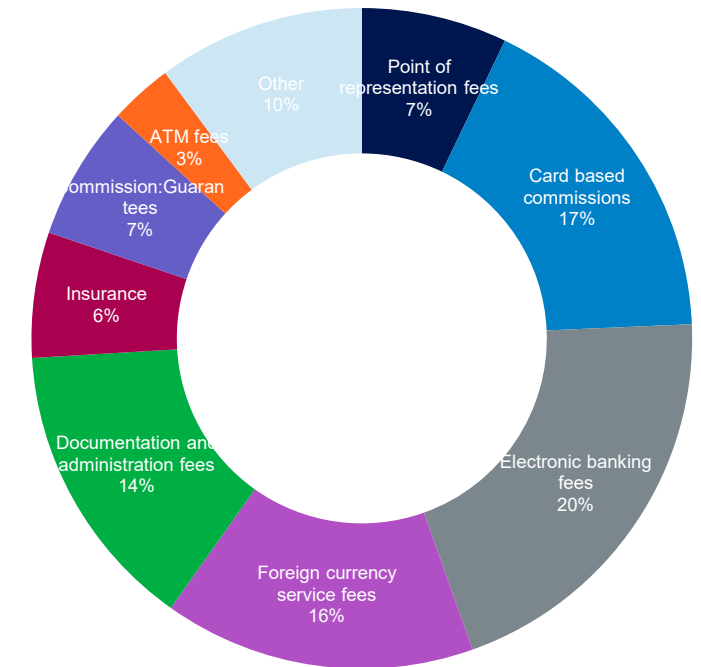
Net fee and commission growth stemmed from increased transactability across all segments albeit constricted import dependent transactional velocity.



Net fee & commission (MK'mn)



Net fees & commission income by category (%)



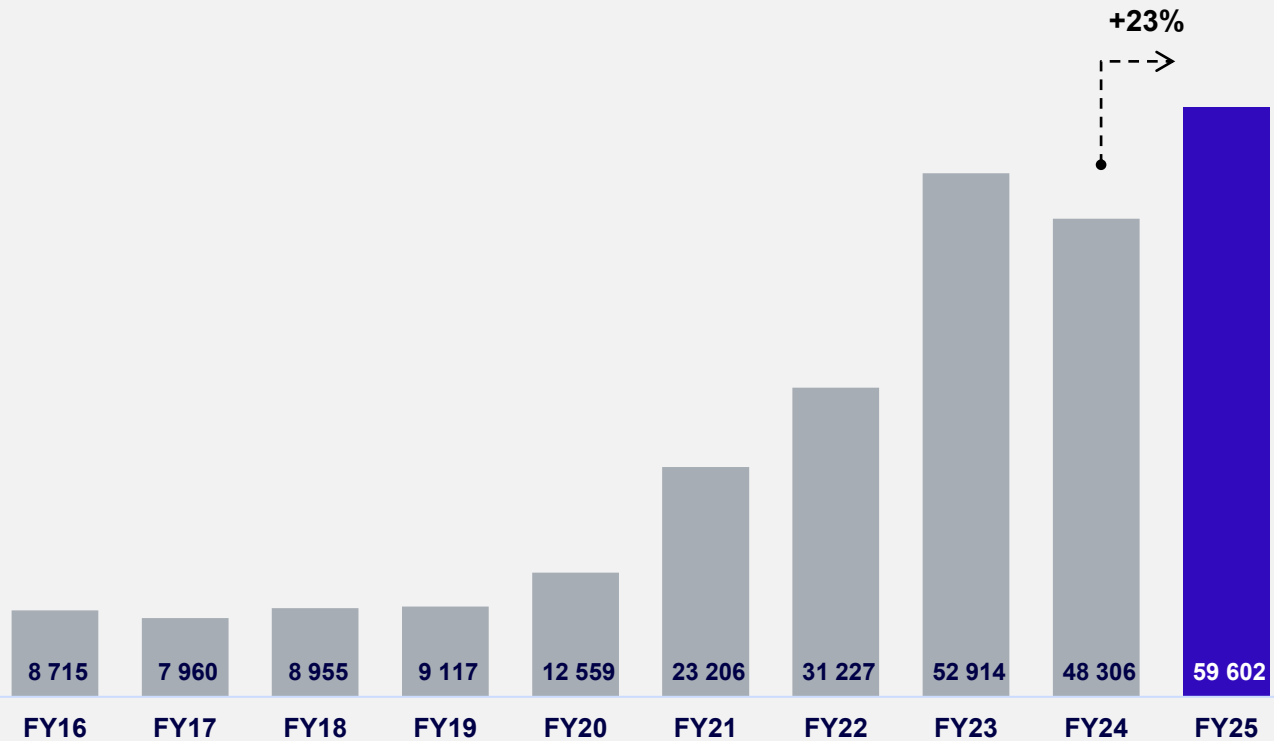
¹ Fees and commission expenses amounted to MK10,754mn, up 35%

Trading revenue | growth in forex sales on the back of improved foreign currency flows coupled with improved margins

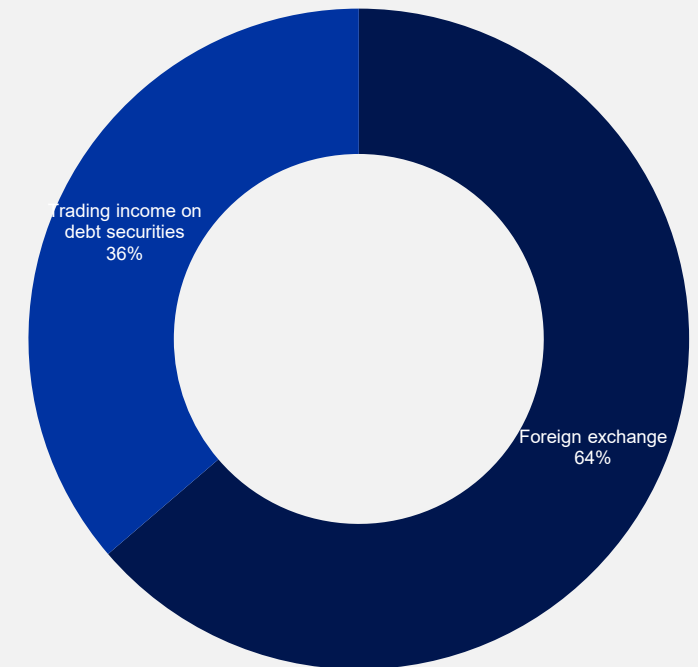


Trading revenue, MK'bn

10-year CAGR, 24%



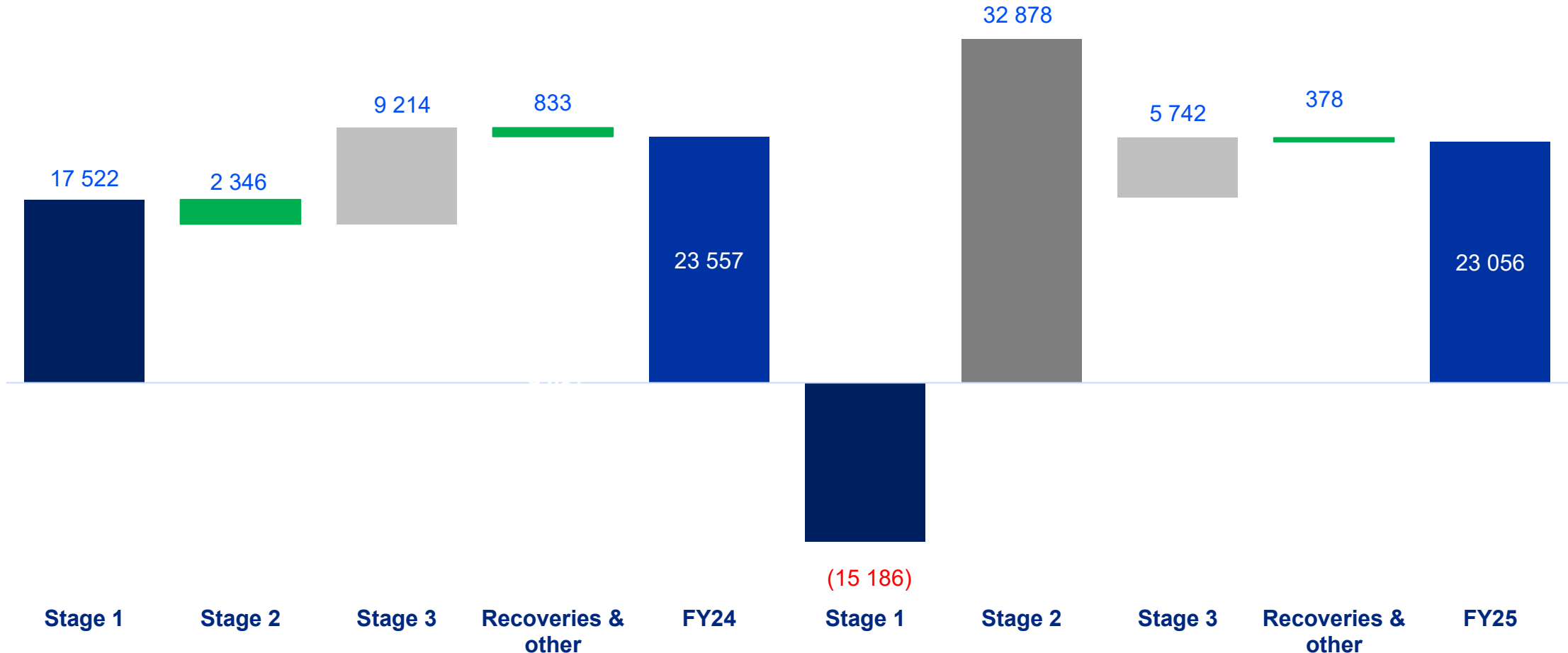
FY 25 Trading revenue composition (%)



Credit impairment charges dropped 2%



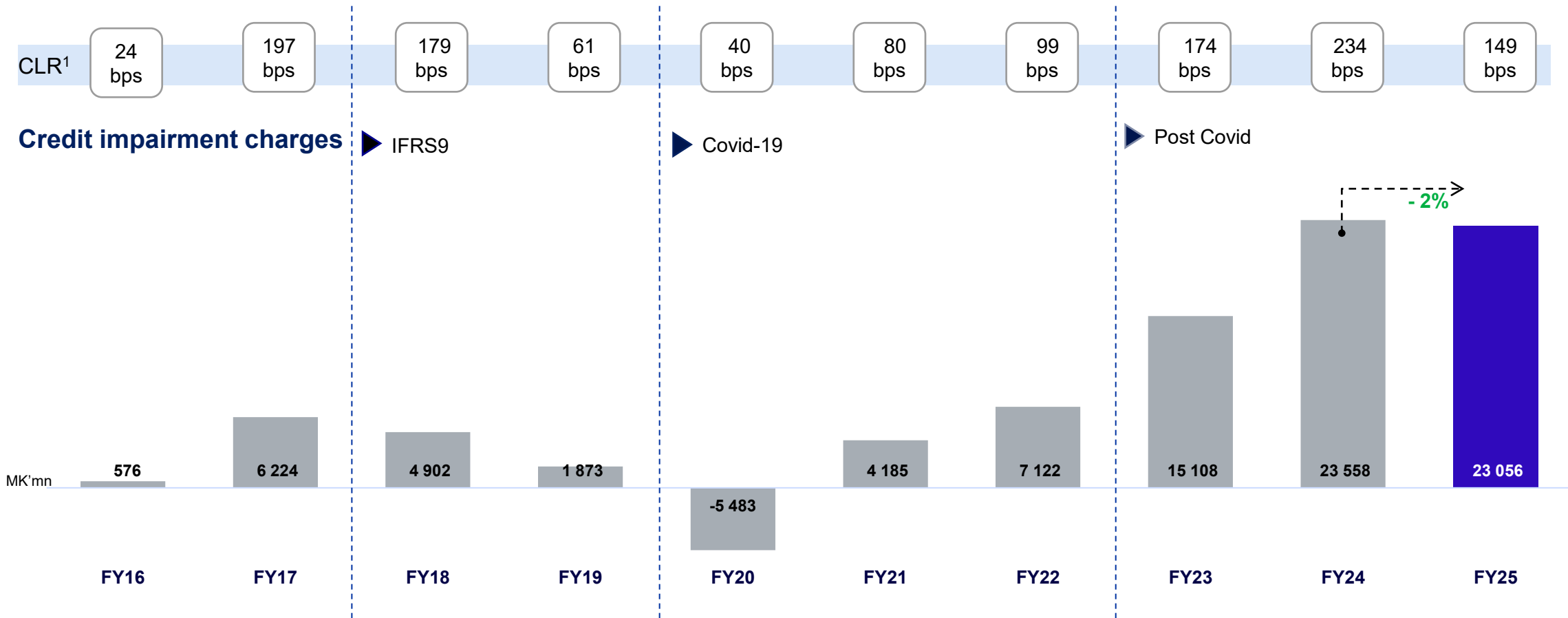
Overall drop primarily due to impairment releases arising from financial investments nearing maturity coupled with reduced downgrades.





Credit impairment charges

Credit impairment numbers surge post covid largely on account of challenging operating environment. FY 2025 total impairments dropped slightly on the back of reduction in client downgrades.



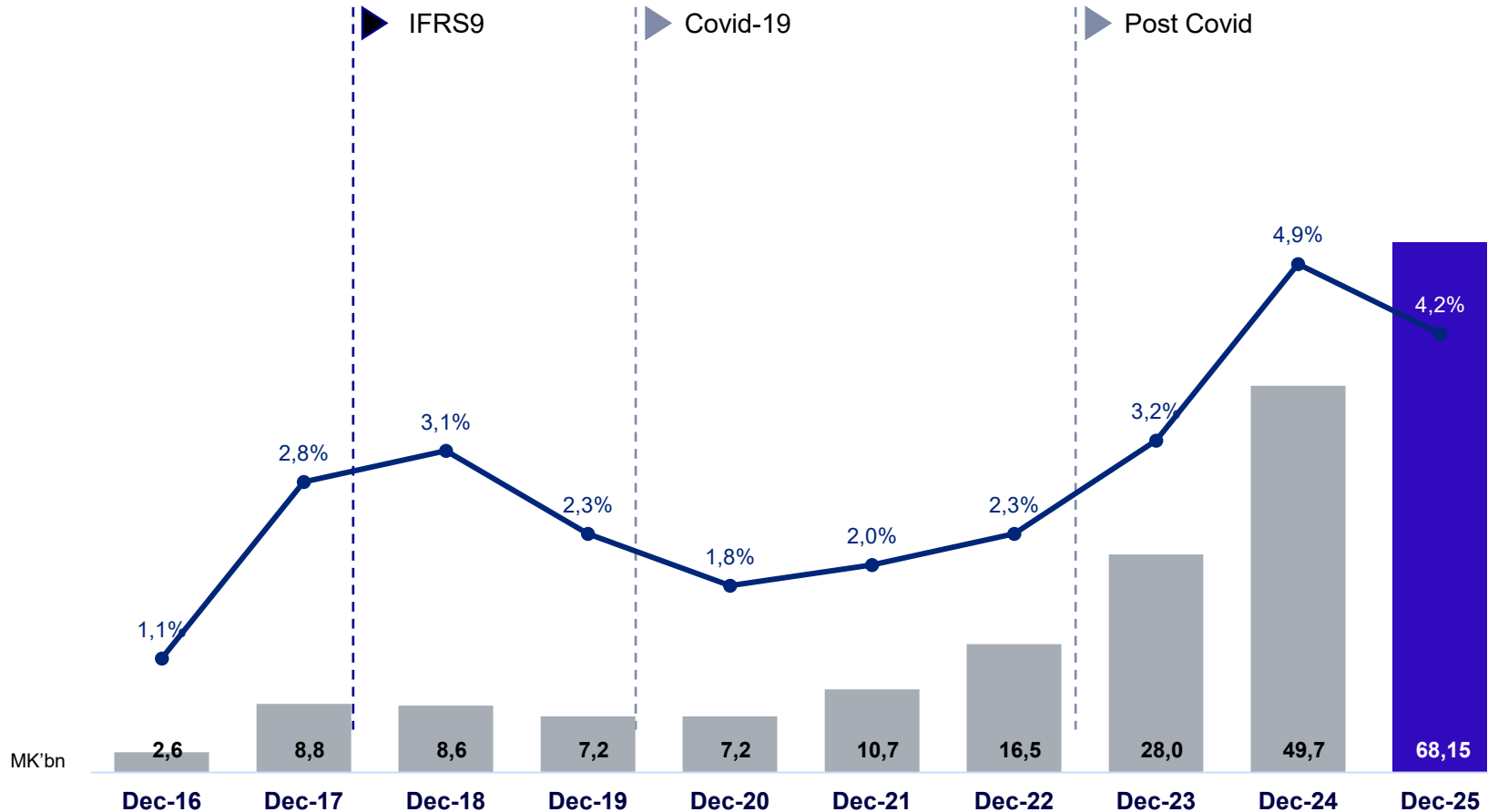
¹ Credit loss ratio based on credit impairment charges on loans and advances & financial investments



Balance sheet provisions and coverage

Our balance between portfolio growth and proactive risk management

Provisions¹



Key take outs

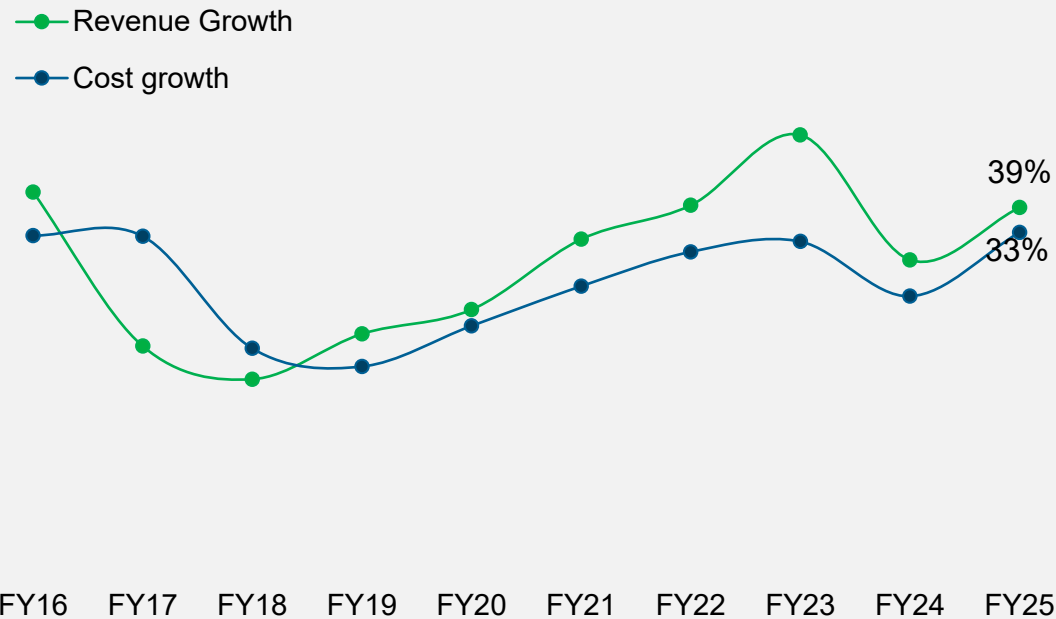
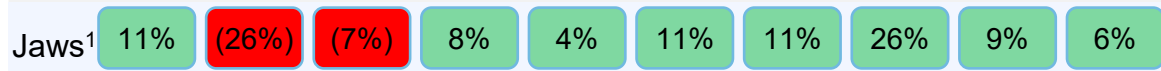
- Provisions have followed a clear structural and cyclical trajectory over the past decade.
- Dec-18 reflects the adoption of IFRS9, which introduced forward-looking expected credit loss requirements and materially raised provisioning levels.
- Dec-20 to Dec-22 was characterized with Covid-19 induced provisions
- Post Covid-19 concerns around rising public debt intensified pressure on the sovereign.
- Dec-25 surge to MK68.2bn despite a lower coverage ratio of 4.2%, signals both portfolio expansion.

¹ Based on average of year end/ period end provisions and interest in suspense for on-balance sheet exposures

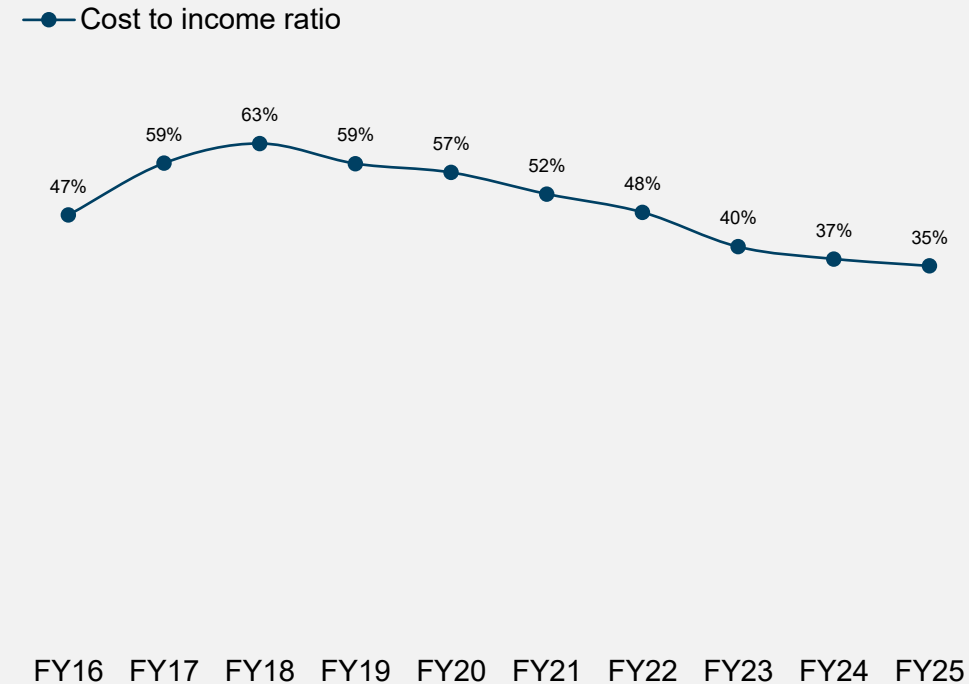
Operating expenses | sustained positive jaws has driven the cost-to-income ratio down since 2018.



Income vs cost growth and jaws



Cost-to-income ratio

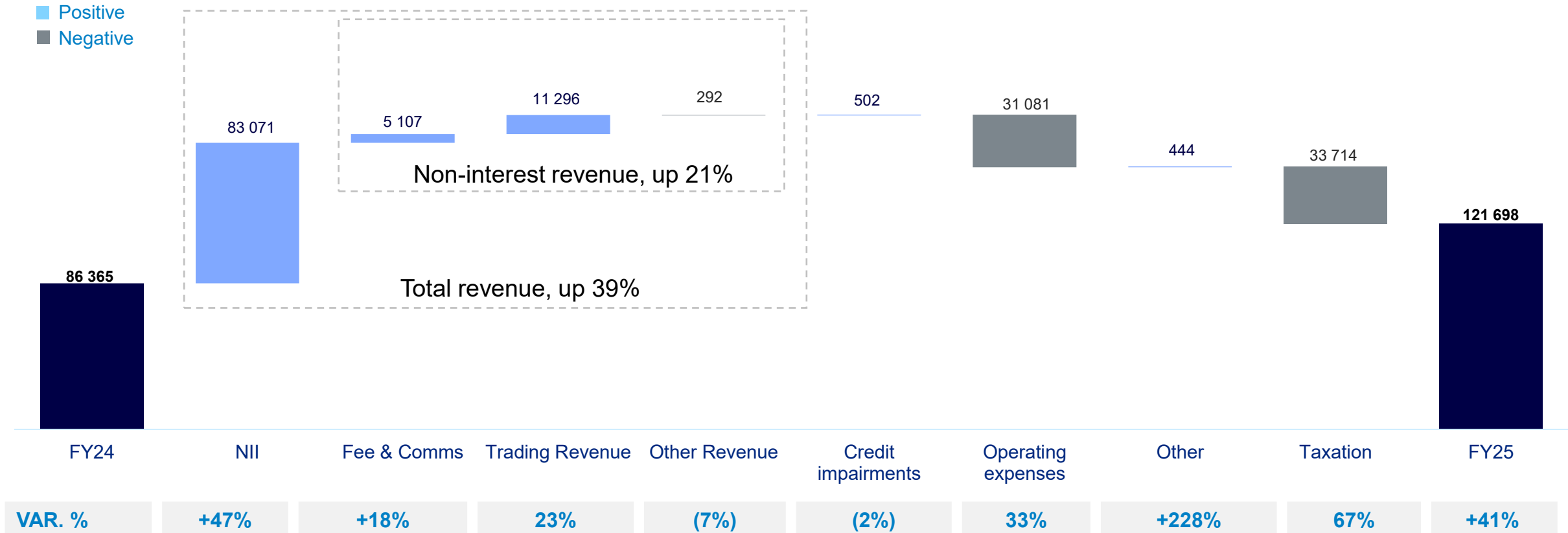


¹ Jaws calculated as revenue growth less cost growth

Group profit after tax analysis



Profit after tax grew on the back of strong revenue performance notwithstanding growth in cost base.





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2.1

Capital, liquidity and returns

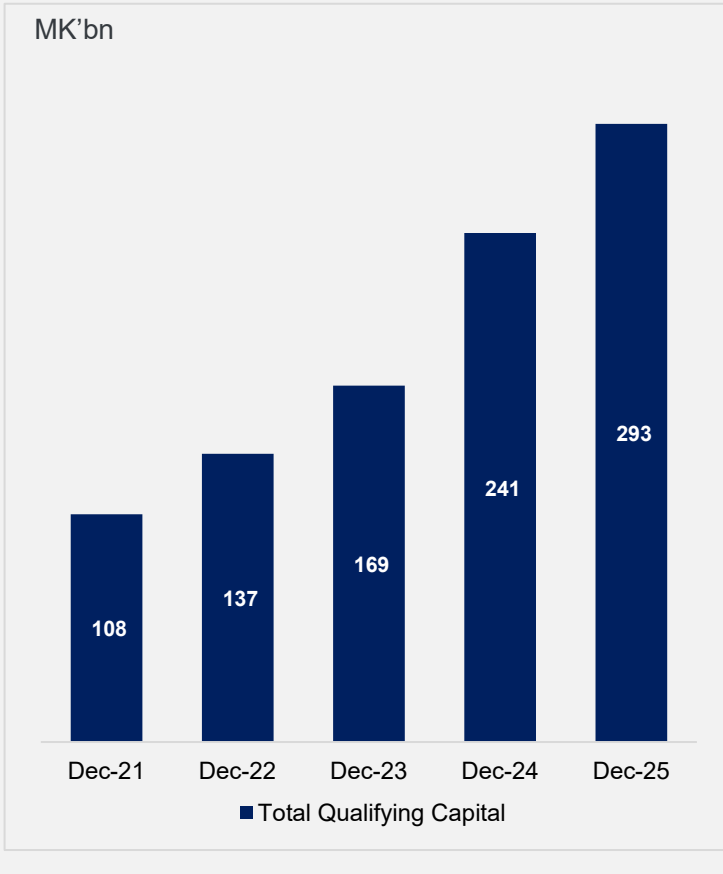


Capital and liquidity

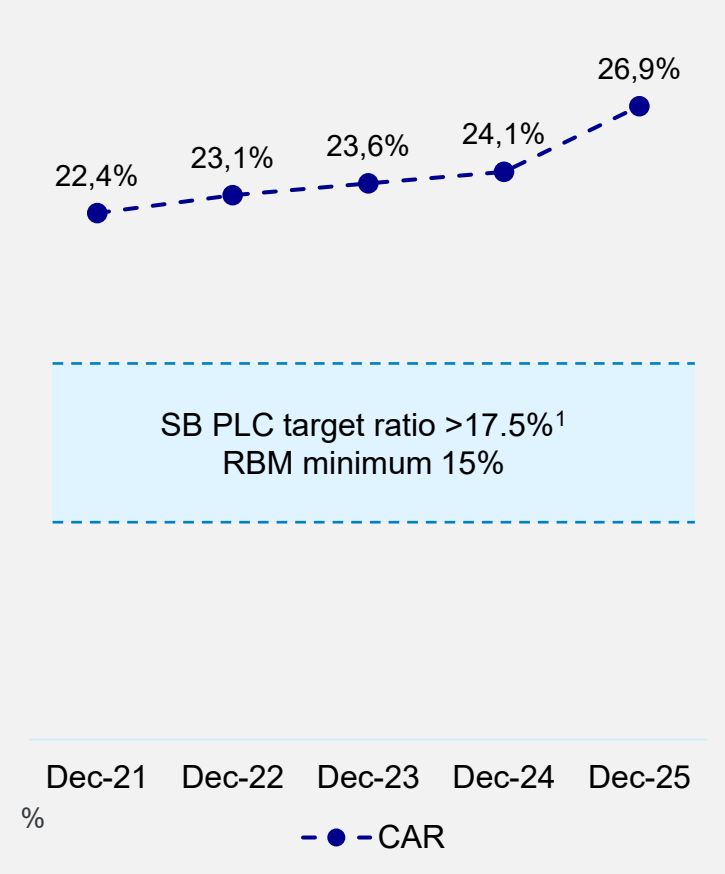
Robust capital and liquidity providing resilience and supporting business growth



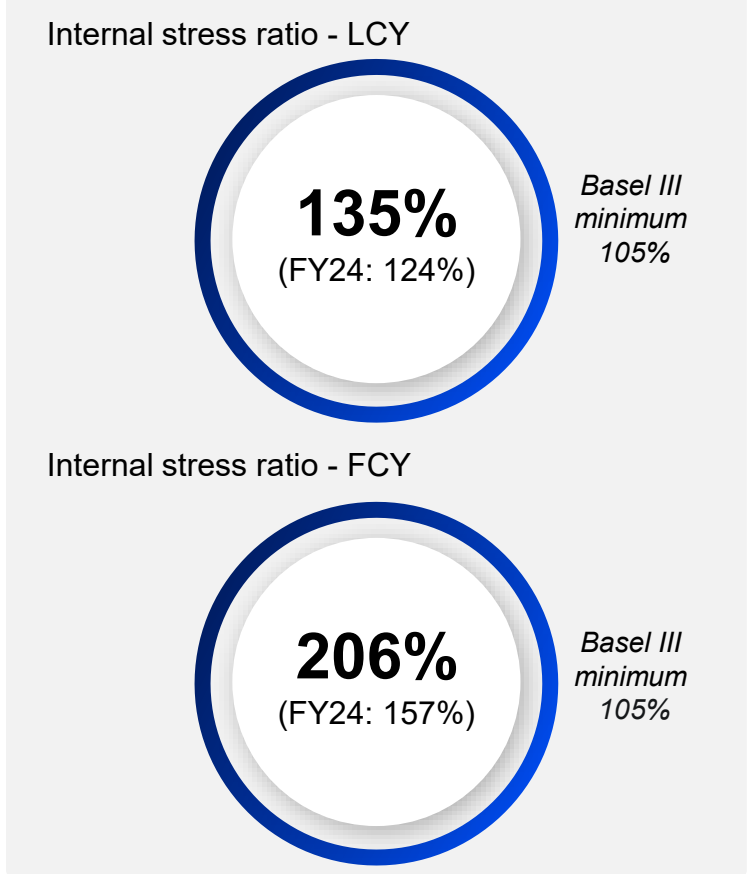
Capital



Capital adequacy



Liquidity

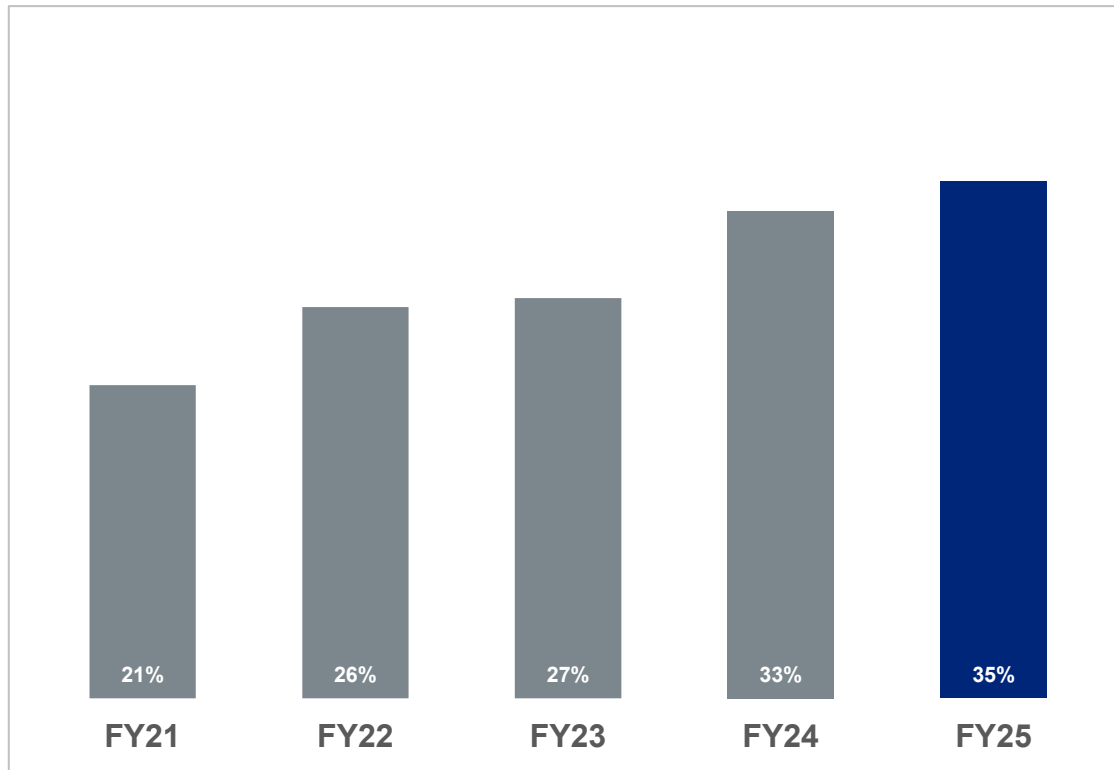


Shareholder value creation

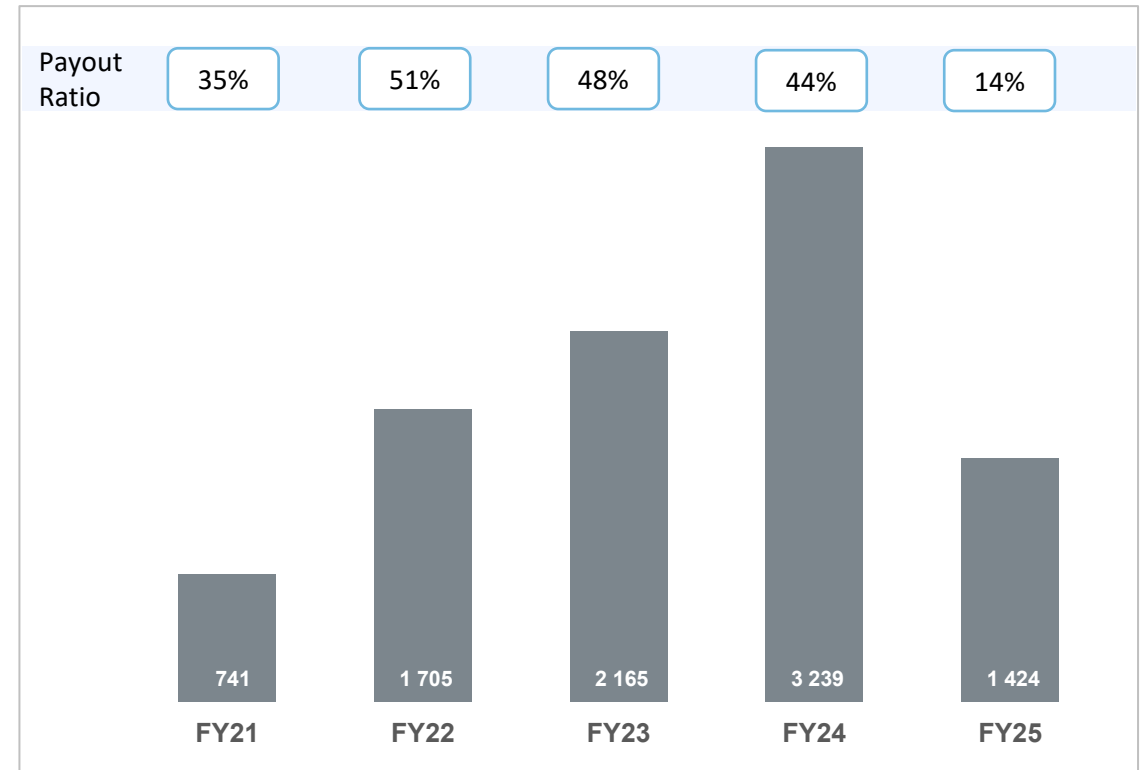


ROE rallied above 2024 closing position. However, because of the deteriorating macroeconomic factors and anticipated regulatory requirements, an interim dividend amounting to MK16.7bn was declared for 2025.

ROE (%)



Dividend per share (tambala) ¹



¹ Payout ratio is based on Group numbers, following the share split effected during the year, dividend per share numbers prior to 2025 have been retrospectively restated to ensure comparability.



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2.2

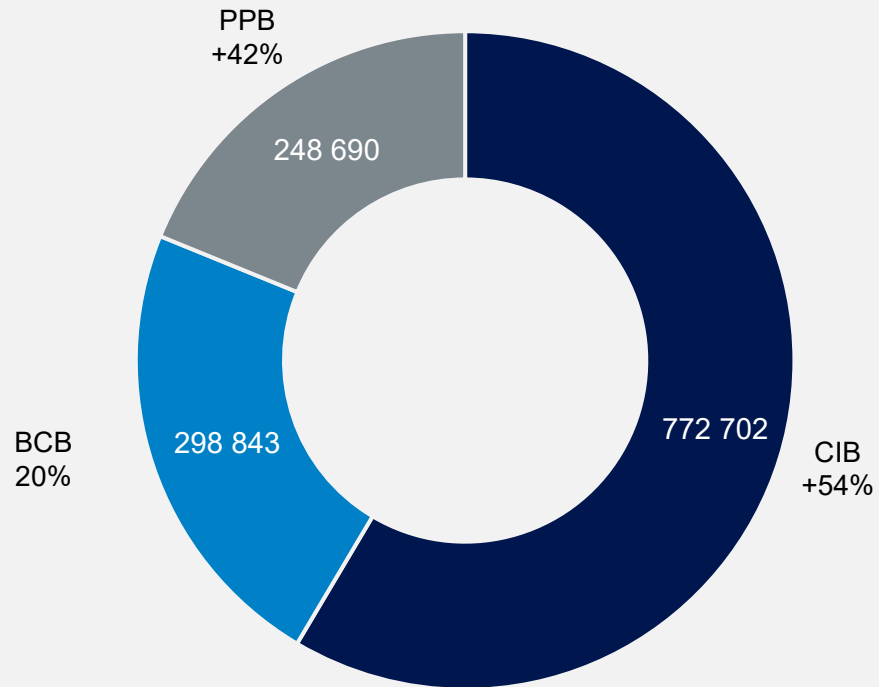
FY25 business performance overview



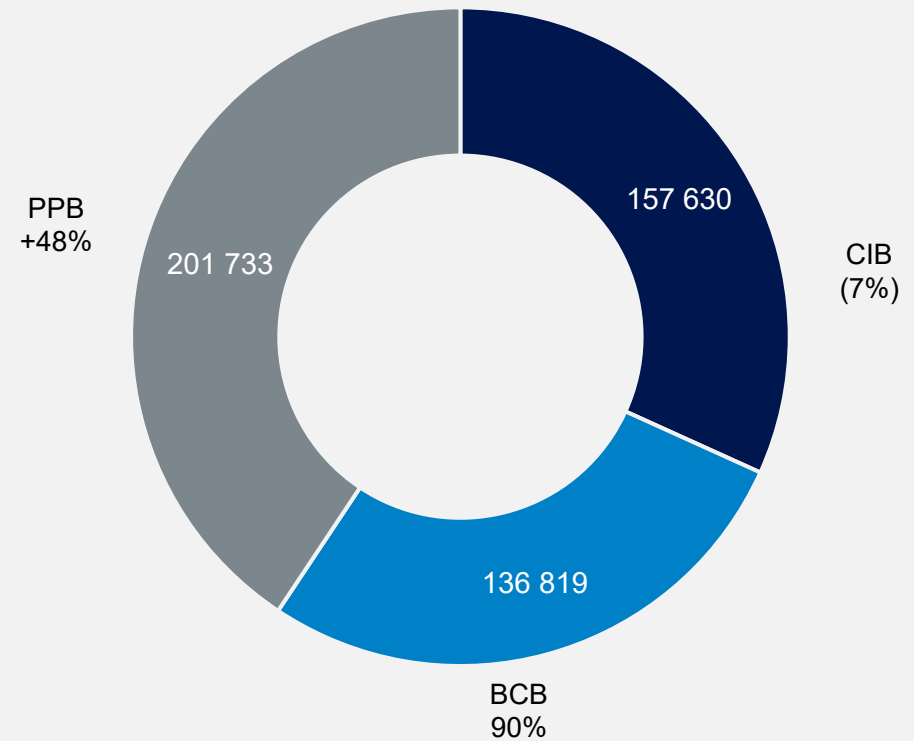
SB Plc portfolio | well diversified



**Business unit deposits from customers (MKmn),
YoY change (%)**



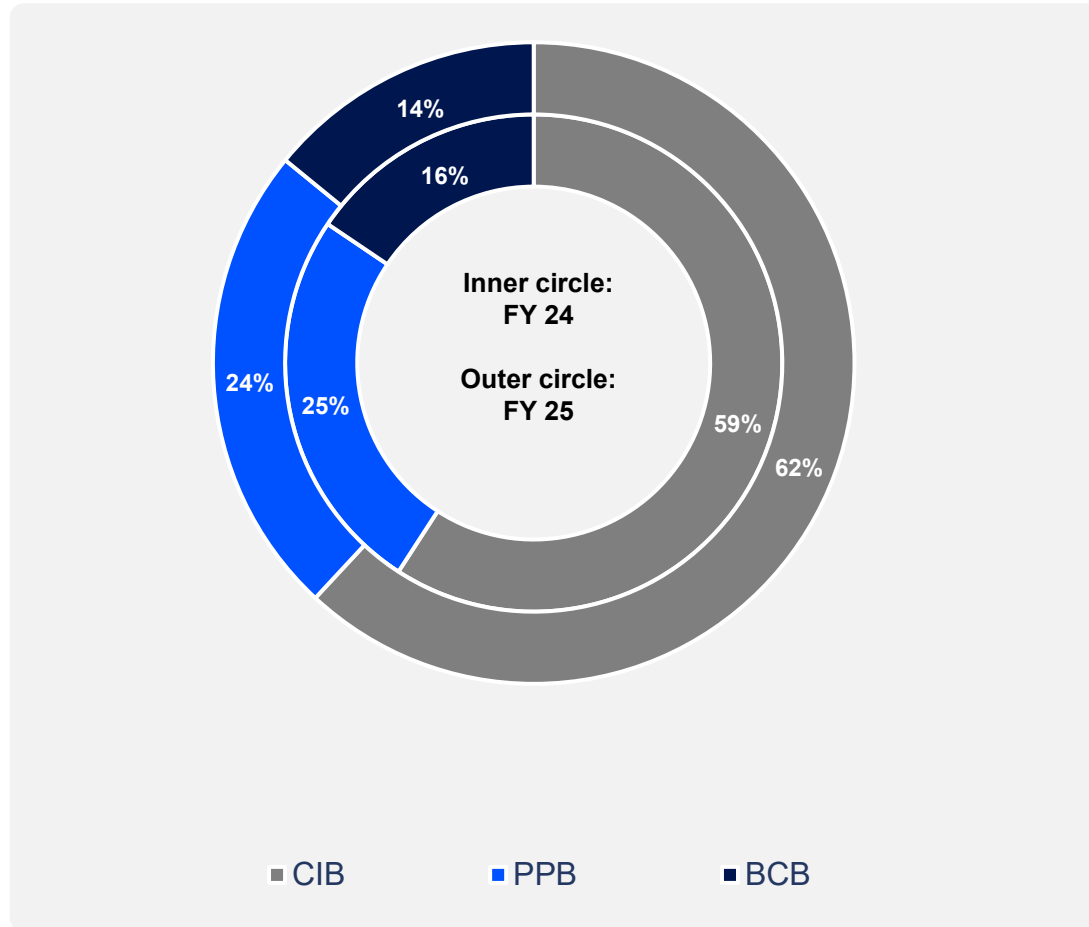
**Business unit customer loans (MK'mn),
YoY change (%)**



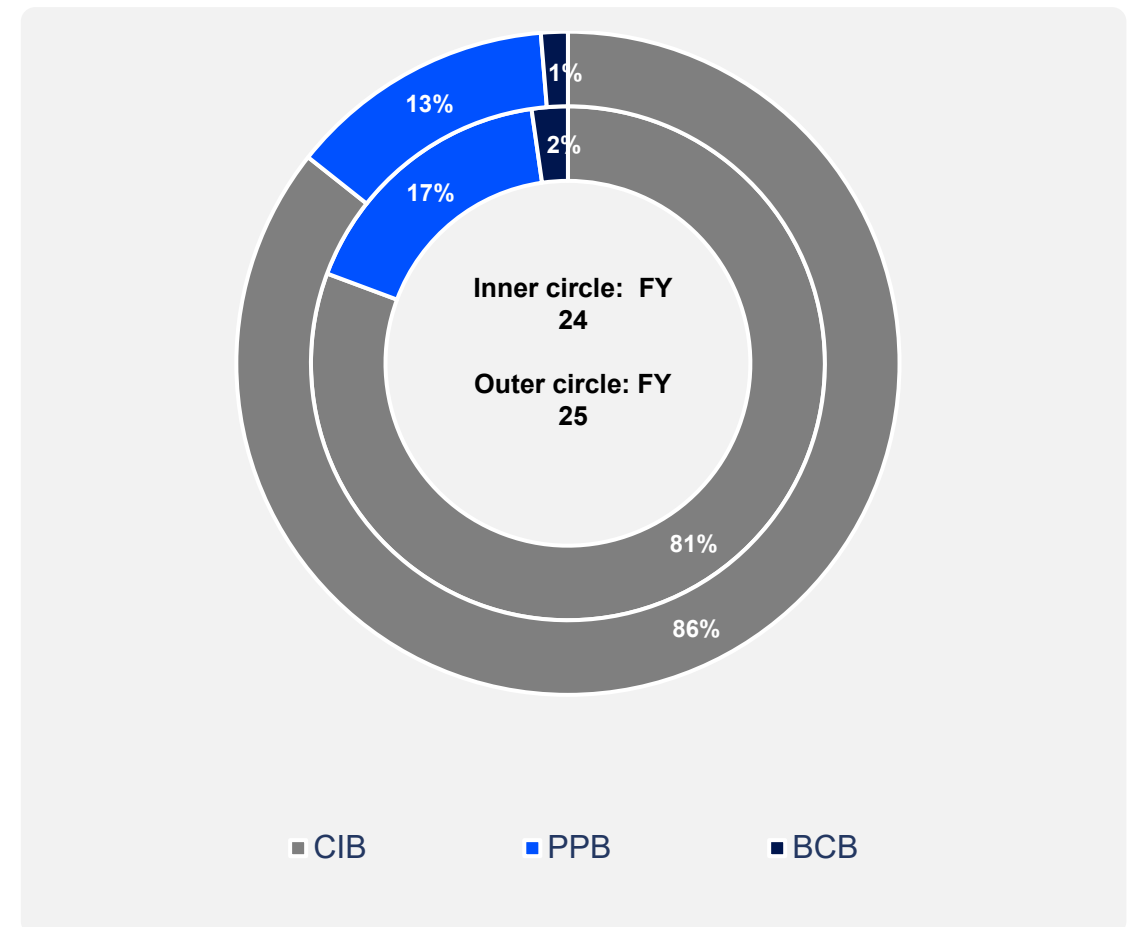
Business units | three sizeable banking businesses



Revenue contribution by business unit



Profit contribution by business unit

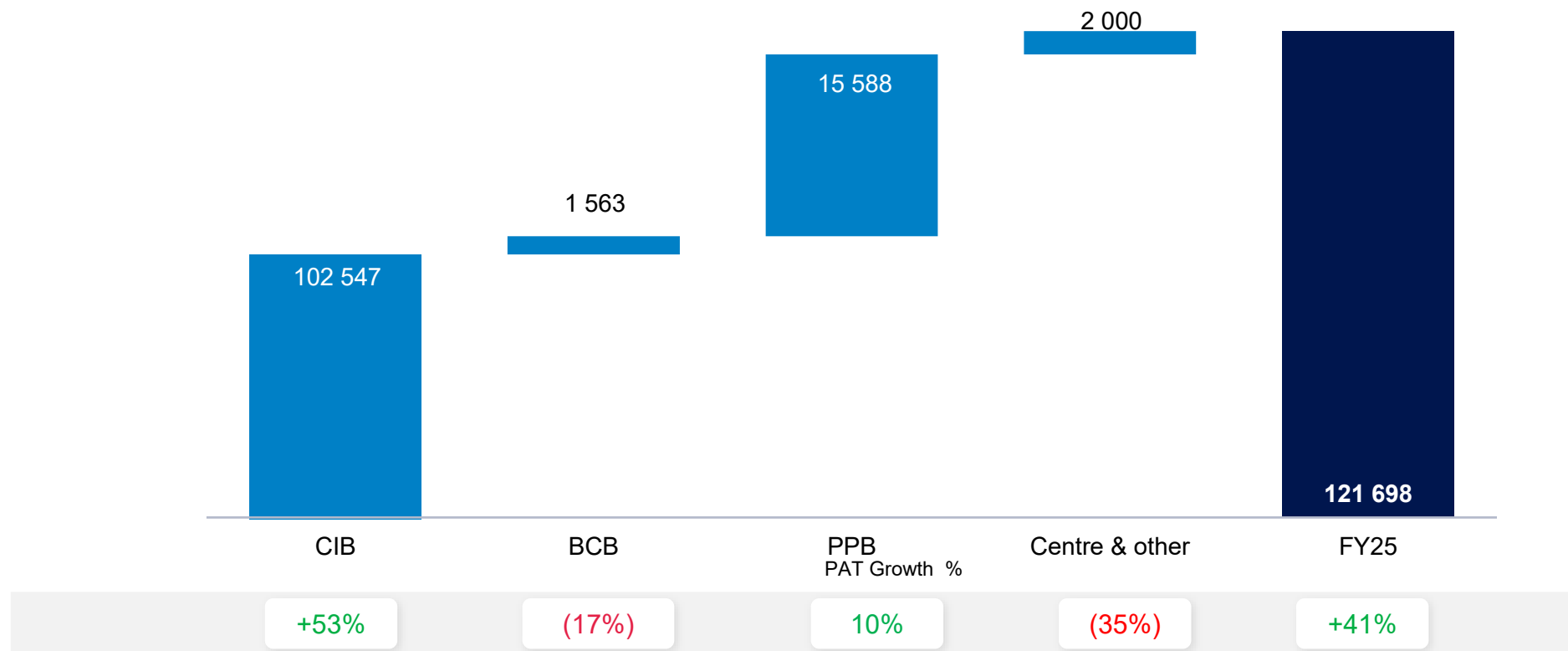


Business units | 2025 financial outcome



Profit contribution by business unit

Positive
Negative





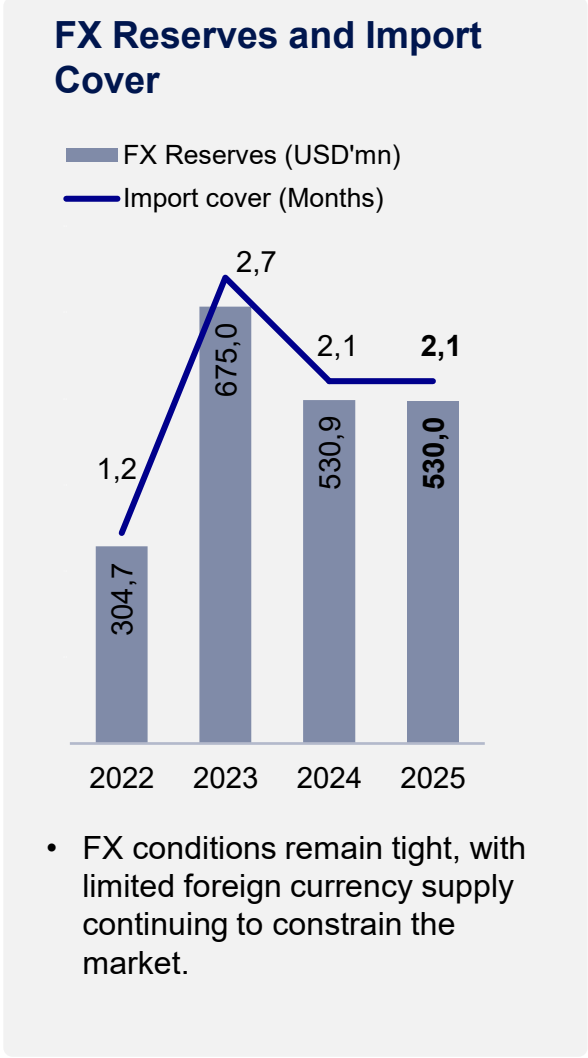
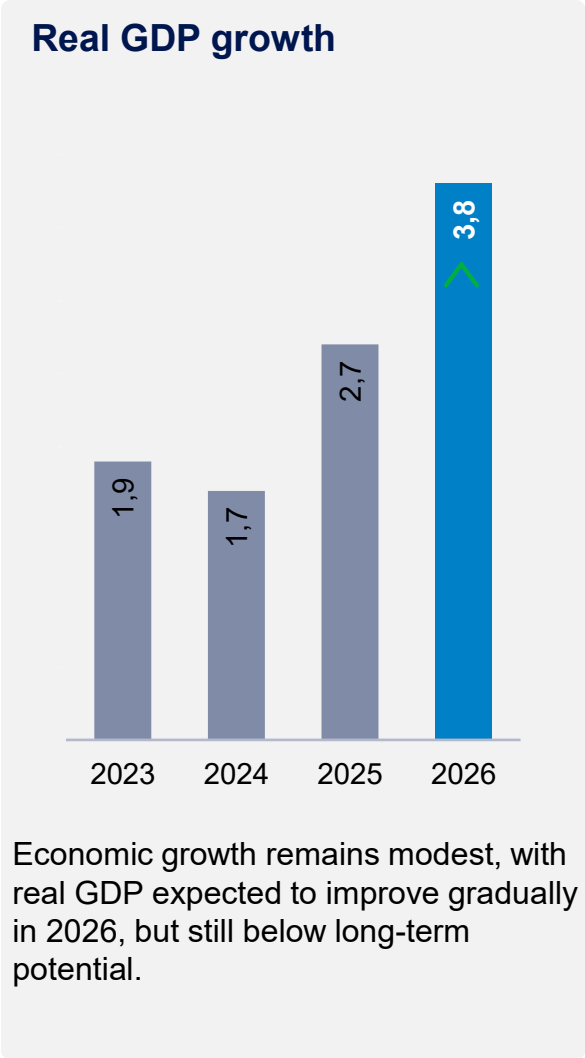
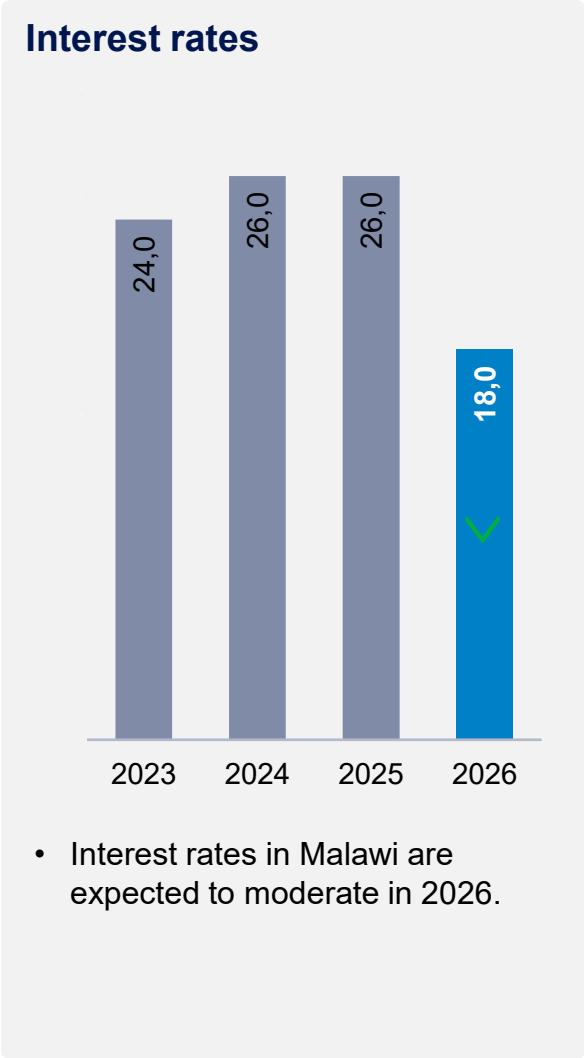
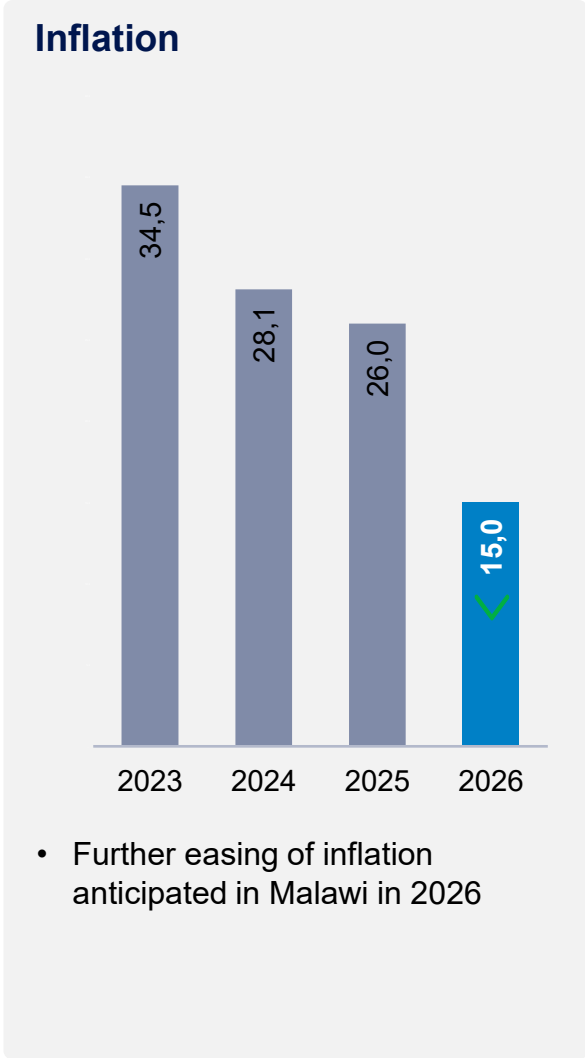
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3.0

2026 & Beyond



FY26 macroeconomic outlook | easing inflation, lower interest rates and modest GDP growth



* 2026 projections source: National Budget Statement 2026/27

SB PLC FY26 financial outlook | expect continued growth



Core metrics	FY26 guidance	Key drivers in FY26
Total income	Above nominal GDP	<ul style="list-style-type: none"> NII – uplift from lending growth, disciplined pricing, and low-cost funding; downside risks remain high given pressure on interest rates. NIR – boosted by customer acquisitions, increased digital activity, fee reviews and expanding trade business.
Cost-to-income ratio	Flat-to-down year on year	<ul style="list-style-type: none"> Total revenue growth to be ahead of operating expenses growth resulting in positive jaws
ROE	target range above >48%	<ul style="list-style-type: none"> Increased profitability and business resilience
Supplementary metrics		
Credit loss ratio	Middle of the range of 150 bps – 200 bps	<ul style="list-style-type: none"> Credit impairment charges are projected to rise in 2026, reflecting increased lending volumes and challenging economic environment.
Total capital ratio	>17.5%	<ul style="list-style-type: none"> Active capital management to fund organic and inorganic growth as well as distributions

SB PLC 2029 | We are well positioned to sustain compelling growth and deliver stronger returns



Core metrics	10 years to 2025 ¹	2026 – 2029 targets
PAT CAGR	25%	34%
ROE	24.5%	>48%
Supplementary metrics		
Cost-to-income ratio	49.5%	<35%
Credit loss ratio	106 bps	70 bps – 250 bps
Total capital ratio	23.3%	>17.5%

¹ All metrics are based on average except PAT which is CAGR



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Outlook 2026 and looking ahead

3.0

Macroeconomic expectations | global uncertainty will persist



Global and geo-political tensions and fragmentation expected to persist

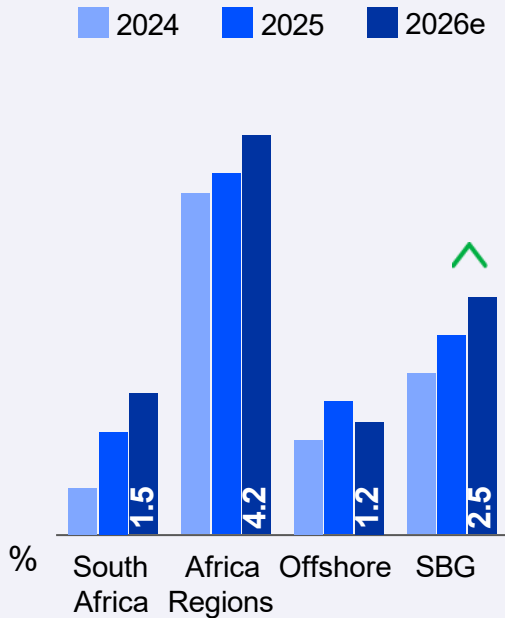


Macroeconomic expectations | global uncertainty will persist



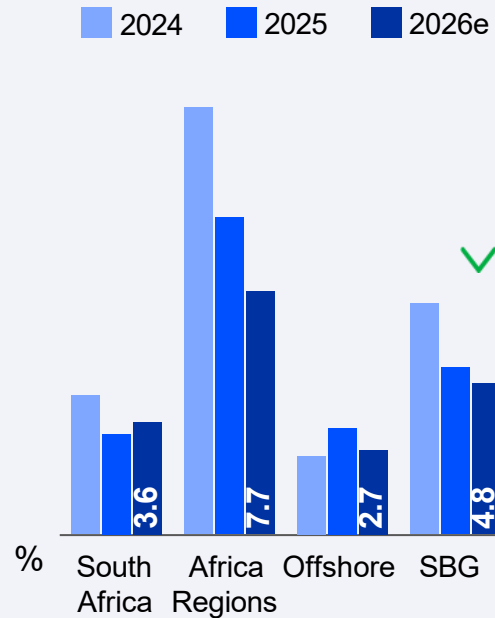
Improvements expected, but subject to knock-on impacts of Middle East developments

Real GDP growth¹



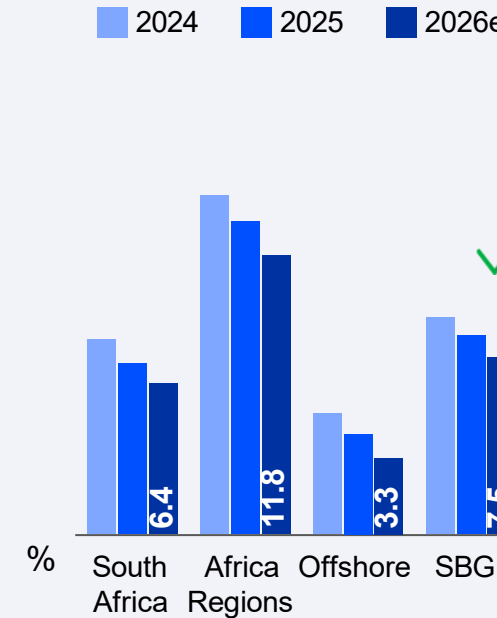
- Real GDP growth expectations have improved across most of our markets

Inflation²



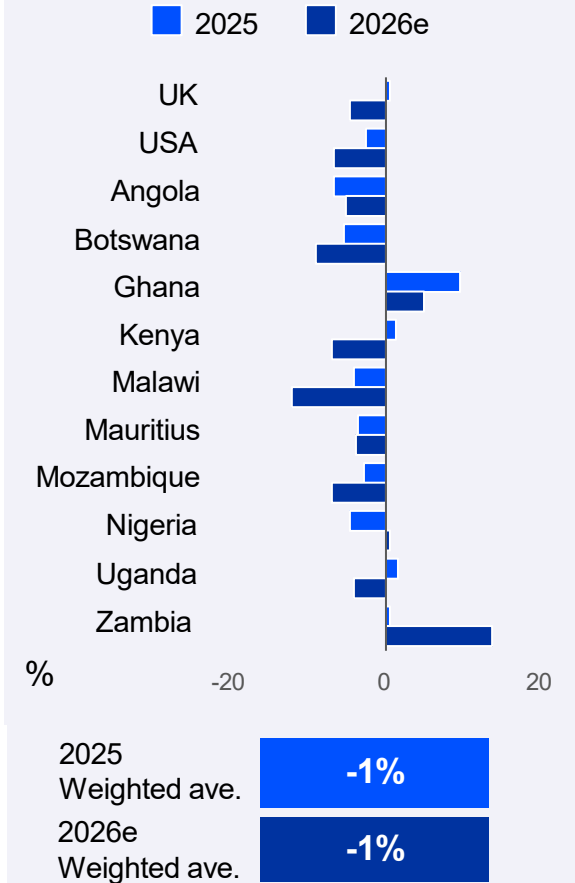
- In South Africa, inflation is expected to increase slightly
- In Africa Regions and Offshore, inflation is expected to moderate, although will remain elevated in Angola, Malawi and Nigeria

Interest rates³



- Monetary policy across our markets is expected to be accommodative with most countries lowering rates

Currency translation impact⁴



Source: Company financials and SB research ¹Weighted average real GDP growth, ²Weighted average inflation, ³Weighted average interest rates, ⁴Average currency change relative to ZAR, 2026e compared to 2025

Sub-Saharan Africa expectations | Africa not immune to global trends



AFRICASPULSE

AFRICA IS GROWING

Sub-Saharan Africa is bouncing back, with GDP rising to 3.8% in 2025 and 30 of 47 countries seeing stronger forecasts.

NEWS

Floods and disease hit Mozambique, vulnerable communities struggle to recover

HUMANITARIAN AID RESTRICTED BY THE WARRING PARTIES

TALK ABOUT SUDAN

BOOK RELEASE & BRIEFING FOR COMMUNICATORS

STATE OF AFRICA'S ENVIRONMENT 2025

AFRICA AND CLIMATE CHANGE

September 17-19, 2025 | Addis Ababa, Ethiopia

LAST DATE FOR RECEIVING APPLICATIONS: AUGUST 23, 2025

DATA PUBLISHED BY THE ZIMBABWE NATIONAL STATISTICS AGENCY ZIMSTAT

- Year-on-year inflation rate for November 2023, as measured by the all items Consumer Price Index increased to 21.6%.
- 3.8% increase on the yearly inflation rate of 17.8% recorded in the month of October 2023.
- Month-on-month inflation rate for November 2023, was 4.5%, gaining 2% points on the October 2023 rate of 2.5% with non-food infls.

Times Business

Friday, February 23, 2024

Malawi inflation highest in region

IMPORT TARIFFS

African leaders meet Trump

BRICS

TRUMP USAID BAN

The Guardian

PM cuts overseas aid to increase defence budget in 'fight for peace'

SECURE AT HOME STRONG ABROAD

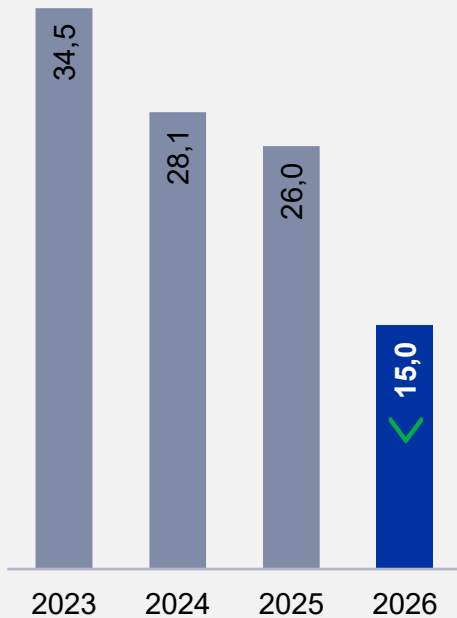
AI and Cryptocurrency: The Future of Finance

LCX

Malawi macroeconomic expectations | easing inflation, lower interest rates and GDP rebound

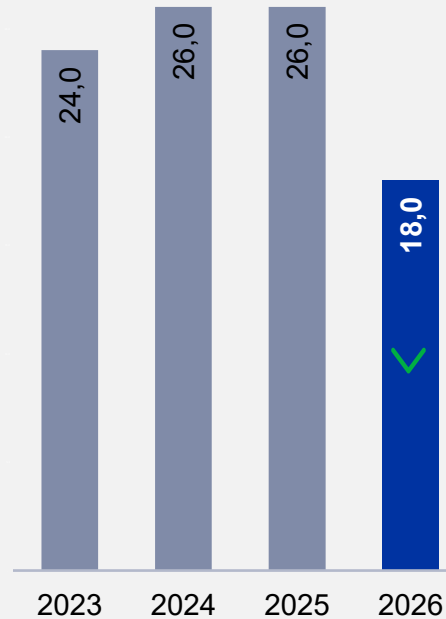


Inflation



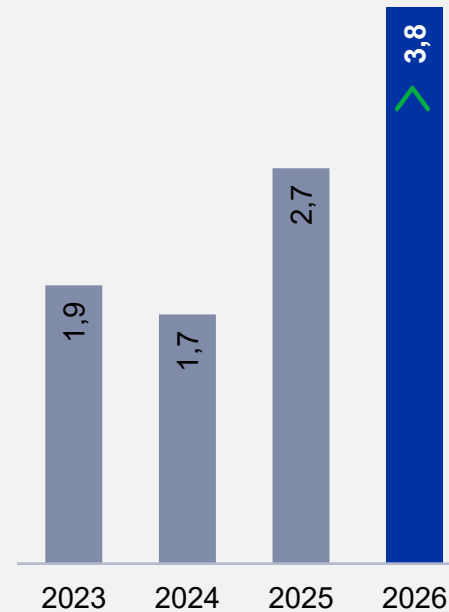
- Further easing of inflation anticipated in Malawi in 2026

Interest rates



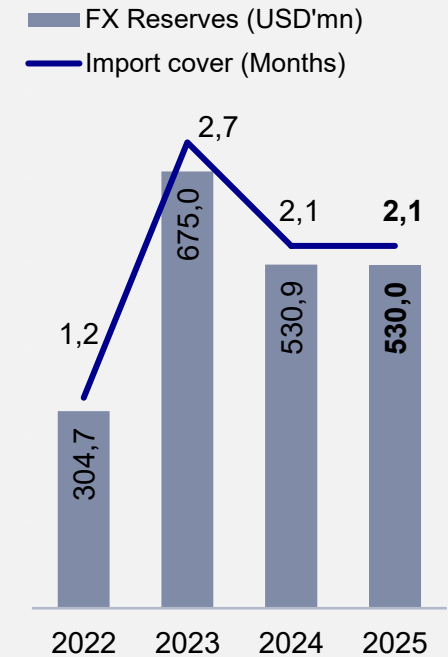
- Interest rates in Malawi are expected to moderate in 2026.

Real GDP growth



Economic growth remains modest, with real GDP expected to improve gradually in 2026, but still below long-term potential.

FX Reserves and Import Cover



- FX conditions remain tight, with limited foreign currency supply continuing to constrain the market.

* 2026 projections source: National Budget Statement 2026/27

A new government, new dawn? | cautious optimism



1. Reforms and economic recovery interventions
2. Domestic debt restructure discussions escalated
3. Austerity measures enhanced
4. New tax measures operationalization
5. The recent fuel price hike is intensifying inflationary pressures
6. 2026-2027 budget presentation
7. Government reduced borrowing and yields offered
8. Inflation slowing down
9. Policy rate reviewed downwards (from 26% to 24%)

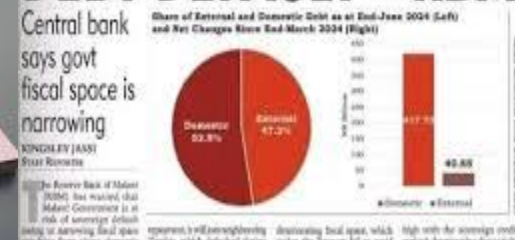
APM SIGNALS HOPE FOR 2026



Treasury curbs spending as deficit surpasses K1 trillion



MALAWI AT RISK OF DEBT DEFAULT—RBM



UPDATE

Malawi Revenue Authority

New Income Tax Rates

We would like to inform taxpayers, employers, employees and the public that the New Income Tax Rates proposed in the the 2024/25 fiscal year have not yet been gazetted.

2026/2027 BUDGET STATEMENT PRESENTATION

FRIDAY, 27 FEBRUARY, 2026
PARLIAMENT BUILDING, LEONARDO
3:00 PM

Minister of Finance, Economic Planning and Decentralization

Parliament of Malawi

RESERVE BANK CUTS INTEREST RATE FROM 26% TO 24%

THE SLICE

www.slicemagazine.net

MALAWI HIKES FUEL PRICE BY OVER 40% AMID FEAR OF HIGH LIVING COST

ECONOMY

Domestic debt restructure | the known unknown





Clear competitive advantage and market opportunities.....

Unmatched capabilities

- Strong balance sheet
- Unmatched expertise and thought leader in Energy, Infrastructure, Mining, Wealth management
- Modern and robust digital platforms
- Connecting Africa to the World

Integrated Business unit led strategy

- Momentum across all our 3 business units

Numerous emerging opportunities as Malawi recovers macroeconomically

- Agriculture commercialization
- Mining
- Energy and Infrastructure
- Digital innovation and payments
- Youth and women - financial inclusion

... to support momentum built and strong shareholder returns in 2026 and beyond....

2026 guidance

>30%

revenue growth

~35%

cost-to-income ratio

>48%

return on equity

Key takeaways | resilient growth and clear path forward



1. 2025 - impressive earnings growth, robust balance sheet and improving returns, diligent risk management
2. Diversified client franchise – exploiting opportunities new opportunities
3. The future is bright – strong foundation built to deliver and achieve our 2026 targets
4. Managing risk and navigating uncertainty proactively.....we have the franchise, experience and capabilities to deliver compelling growth and shareholder returns.



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Brand Finance®



Africa's Most Valuable Banking Brand 2022 – 2026

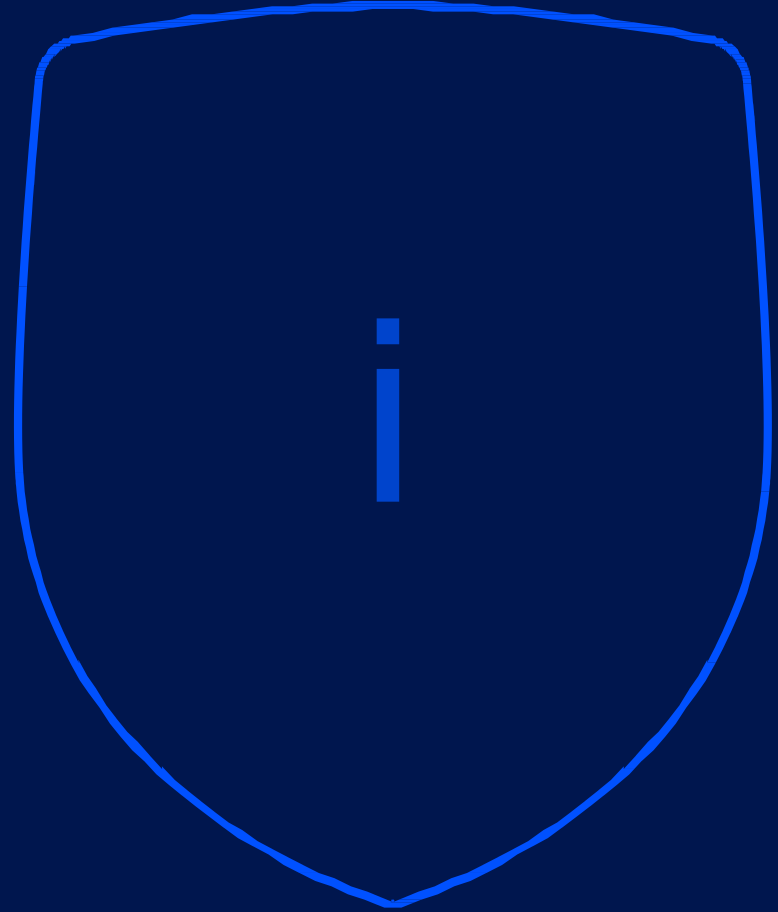




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Appendix – Additional information



Disclaimer



The Bank may, in this document, make certain statements that are not historical facts and relate to analysis and other information which are based on forecasts of future results and estimates of amounts not yet determinable. These statements may also relate to the Bank's future prospects, expectations, developments and business strategies and have not been reviewed or reported on by the Bank's external auditors.

By their very nature, forward looking statements involve inherent risks and uncertainties, both general and specific, and they are risks that the predictions, forecasts, projections and other forward-looking statements may not be achieved. If one or more of these risks materialise, or should underlying assumptions prove incorrect, the Bank's actual results may differ materially from those forecasted. The Bank therefore assumes no liability for any loss that may be suffered as a result of any reliance that may be placed on the forecasted results.