10

Client Focus

10.1 Corporate and Investment Banking

The purpose of SBA is to drive growth in a sustainable and inclusive way in Angola.

To do this, it is necessary to maintain a strategy based on the fundamental pillars of the financial sector.

The Corporate and Investment Banking Department plays a crucial role in the financial system, acting as a local, regional and international strategic partner to large companies, multinational and national institutions, through debt solutions, transactional, commercial and financial banking solutions, and access to financial markets.

Clients benefit from SBA's significant presence in Africa and beyond, extensive sector and regional experience, expertise and privileged access to global capital markets.

Corporate and Investment Banking Organizational Structure

- **Corporate and Investment Banking Director**
  - **Corporate Banking Director**
    - Clients Manager
      - Client Analysts
  - **Director of Debt Solutions – Investment Banking**
    - Debt Solutions Manager
    - Debt Solutions Analyst
  - **Global Markets Director**
    - GM Sales
      - Sales Managers
    - *Trade Director*
      - *Trade Managers*
    - Business Manager
  - **Director of Transactional Banking**
    - Implementation Director
      - Implementation Manager
    - *Trade Director*
      - *Trade Manager*
    - Treasury Director
      - Treasury Manager
    - Sales Manager
      - Sales Manager
    - Investor Support Service Manager
    - Business Manager
  - **Business Manager**
  - **Strategic Interaction Manager**

Structure of the Corporate and Investment Banking

The Corporate and Investment Banking Department is structured in **4 distinct areas**, aiming to serve Clients:

Corporate Banking

The Corporate Banking Department is responsible for the acquisition, management and personalized monitoring of the relationship of Corporate Clients. The Department has a specialized and highly qualified team in multiple economic sectors which, combined with the Group's regional presence and experience credentials, allows it to provide Clients with a vast knowledge of the market and support the growth of their businesses.

Investment Banking Debt Solutions

The Investment Banking Department offers Clients access to a wide range of financing solutions, from the operationalization and underwriting of long-term financing to the structuring of complex and specialized debt solutions. Our team works closely with Clients to structure debt transactions to expand their capacity, invest in new businesses and support the company's overall needs (among others) to promote their growth and optimize the use of capital. The Debt Solutions team also works in partnership with other partners in the market to structure financing in a syndicate format to meet the needs of Clients.

Global Markets

The Global Markets offers Clients solutions to mitigate foreign exchange risk, credit and the risk associated with raw materials traded on the stock exchange. Among several raw materials, Crude Oil stands out. The main guidelines of this offer are committed to the formulation of investment strategies adjusted to the risk profile of each Client. Standard Bank Angola is in a unique position to provide Client-focused treasury services and products, whether they are standard or customized products, supported by a solid knowledge of emerging markets, in particular African.

Transactional Banking

The Transactional Banking Department is responsible for offering Clients efficient and innovative solutions that aim to simplify the daily management of their business. With a set of services adapted to the needs of each Client that provide more efficient liquidity management, and ensuring agile and secure support for carrying out transactions, payments and other essential financial operations.

Corporate and Investment Banking Offer

Corporate and Investment Banking

Corporate Banking

- Origination, monitoring and management of the relationship with Clients of large companies

Debt Solutions – Investment Banking

- Financial Structuring
- MLT Loans
- Leveraged & Acquision Finance
- Project Finance
- Real Estate Financing

Global Markets

- Spot and forward foreign exchange transactions
- Foreign exchange swaps and derivatives
- Foreign exchange options
- Global Market Research
- Indexed Deposits
- Credit Linked Deposits (CLDs)
- Funded Forwards
- Term Deposits
- Call Loans & Deposits

Transactional Banking

- Treasury and Payments Management
  - Current Accounts and Deposits
  - Domestic and International Payments
  - Salary and Supplier Payments
  - Escrow Account
- Liquidity Management
  - Cash pooling
  - Sweeping
- Financing/Credit
  - OD: Overdraft
  - STL: Short-term financing
  - Trade Finance Financing
- International Trade
- Digital Services
  - Internet Banking Platform
  - Connectivity: Banking ERP's and API's
  - Automatic Bank Reconciliations

Financial Performance 2025

The year 2025 was marked by new macroeconomic challenges and opportunities both at the local and international levels, which were globally challenging for the Angolan economy and, inherently, for the local business environment. The first half of the year was marked by fluctuations in international commodity prices due to regional geopolitical conflicts, as well as instability in international trade due to the escalation of trade conflicts over customs tariffs between the United States of America and China.

In the second half of the year, the markets maintained the trend of volatility due to geopolitical uncertainties and a global slowdown. The United States maintained a restrictive stance with high interest rates in order to contain inflation, which resulted in the strengthening of the Dollar and putting pressure on the cost of financing for emerging economies and their respective local currencies. In Europe, prudent policies have been maintained, while China has adopted stimulus packages to sustain growth, including incentives for the real estate and technology sectors due to the global technological competition for artificial intelligence and data centres.

This year was equally challenging for Angola, marked by both external pressures and internal vulnerabilities, with a scenario of caution and adaptation by the players in the local economy having been consolidated. Despite persistent international volatility, Angola has made some progress: deceleration of inflation, resulting from cautious and prudent monetary policy, and fiscal consolidation that resulted in a significant reduction of public debt to sustainable levels, as well as the extension of the debt maturity period to ensure greater stability of public finances.

The performance of Corporate and Investment Banking (CIB) continued to be inextricably linked to the performance and growth of the main economic agents and pillars that drive the growth of the Angolan economy. With the stated objective of being a Bank that drives the growth of the Angolan economy, CIB benefited from the results achieved by its Clients. A robust risk management framework ensures that CIB helps Clients navigate macroeconomic challenges and continue to do so.

+35,2%
Banking Product Performance
223 960 million kwanzas

+35,6%
Increase in the Financial Margin
165 680 million kwanzas

+25,4%
Increase in Complementary Margin
58 244 million kwanzas

+21,9%
Net Income
122 331 million kwanzas

+8,2%
Gross Credit
456 316 million kwanzas

+22,9%
Client Resource
1 098 457 million kwanzas

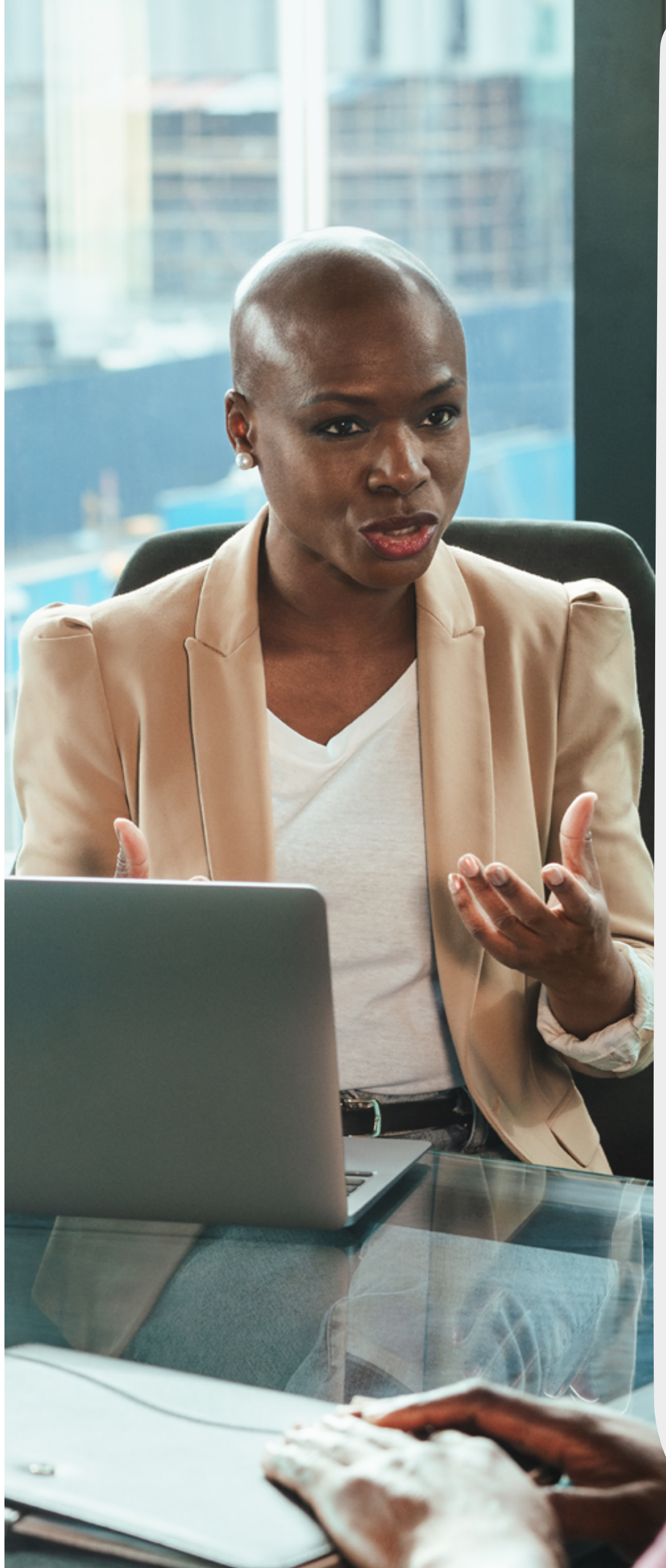
0,0%
% Credit Default

41,5%
% Transformation Ratio

+8%
Total Clients
577 Clientes

Main Achievements of 2025

- Opening a Dollar and Euro (USD and EUR) Correspondence Account: JPMorgan Chase & Co.
- Conducting a 5-year USD Credit Linked Notes/Deposits (CLNs/CLDs) transaction in Angola.
- Completion of the 1st Swap transaction performed in Angola.
- Achieved a Portfolio of Client Resources totaling 1.100 million kwanzas.
- Implementation of the 1st Social Social Loan) to a Private Entity in accordance with the Standard Bank Group Sustainable Finance Framework.
- Financing of equipment for the execution of public works aimed at improving urban infrastructures.
- Support for the expansion of the productive capacity of the Real Sector of the Economy: Poultry and Confectionery through Notice No. 10/2024.
- Recognized the title of Best Investment Bank in Angola 2025 by Euromoney Awards.
- Participation in national and international conferences such as: U.S.- Africa Summit 2025, Benguela International Fair (FIB) and 3rd Summit on Financing for Infrastructure Development in Africa.



Main Challenges of 2025

01 Reduction of the BNA Rate from 19.5% to 18.5%.

02 Conservatism in International Reserves and Reduction in the Availability of Foreign Currency Sold by the National Treasury.

03 Removal of fuel subsidies (Diesel) to 400 kwanzas per liter.

Main Opportunities for 2026

01 Cautious and prudent Monetary Policy to promote greater liquidity in the financial system.

02 Deceleration of Year-on-Year Inflation from 27.50% to 15.7%.

03 Reduction of the Coefficient of Mandatory Reserves of National and Foreign Currency.

The Ambition for 2026

To be the number 1 Bank for Multinational Companies.

To be the No. 1 Bank in the market for Debt Solutions – Investment Banking, Global Markets and Transactional Banking.

Focus on the real growth Sectors of the economy.

Strategy for 2026

The incessant search for the growth of the African continent and the sustainability of the business remains evident in the defined strategy. To continue to focus on offering Clients and partners a personalized service, taking into account the needs of our Clients and partners.

The CIB team has as a priority to understand macroeconomic and regulatory trends to support the growth of our Clients' business and also ensure the sustainability of our business.

As a Bank focused on Africa, Standard Bank Angola remains committed to supporting Clients in their regional expansion, thus seeking to unite synergies between countries, increase transactional flows in the region and at the same time foster the development of Angola and the countries in the region.

10.2 Business and Commercial Banking

Overview

Business and Commercial Banking, or BCB, aims to establish solid and sustainable relationships, supporting business growth through financial solutions adapted to the needs of Clients. It positions itself as a strategic partner, offering proximity, innovation and integrated services that strengthen the competitiveness of companies.

This approach combines credit, consulting, and digital solutions, with a focus on operational efficiency and financial inclusion.

Throughout the chapter, the initiatives and results that reflect this commitment will be presented, highlighting how BCB contributes to the creation of economic and social value.

Business and Commercial Banking Organizational Structure

- Business and Commercial Banking Director
  - Executive Assistant
  - Strategic Business Manager
  - Business Banking Director
  - Commercial Banking Director
  - Ecosystems and Partnerships Director
  - Business Solutions Director
  - BCB Risk Director
  - Digital and eCommerce Director
  - Data Management Director

01

Business Banking

Aimed at Clients with a turnover of up to USD 3.500.000, this unit is positioned as the reference financial partner for the **sustainable development of small businesses.** Its focus is on building lasting relationships, offering banking solutions adapted to each stage of the business life cycle.

Services available in the Business Banking:

1. Bank statements via email
2. Account Balance Information
3. Account Activation
4. Registration on digital platforms for electronic banking and Mobile Banking
5. E-banking password unlocking
6. Bank details confirmation and suitability letter
7. Multicaixa debit card request
8. Checks request
9. Data update
10. Support in diverse requests

Clients in this segment benefit from an exclusive service through the **PME Online platform,** which provides personalized experience with an emphasis on transactional banking and deposit management. This channel is complemented by a **single point of contact,** via telephone and e-mail, ensuring convenience, agility and specialized follow-up.

Characteristics of the Client Service

Convenience:
Direct access to banking professionals and quick resolution of requests, without the need to go to the branch.

Simplicity:
Agile and efficient interaction through digital channels.

Professional Advice:
Specialized support with solutions aligned with the specific needs of each Client.

02

Commercial Banking

This segment is focused on supporting medium and large commercial companies, with annual revenues between USD 3.500.000 and USD 100.000.000, through a consultative approach, integrated financial solutions and a network of sector experts.

Key Elements of the Value Proposition:

Strategic Partnership for Growth:
The Bank positions itself as a trusted partner, offering financial solutions that help Clients start, manage and expand their businesses in a sustainable manner.

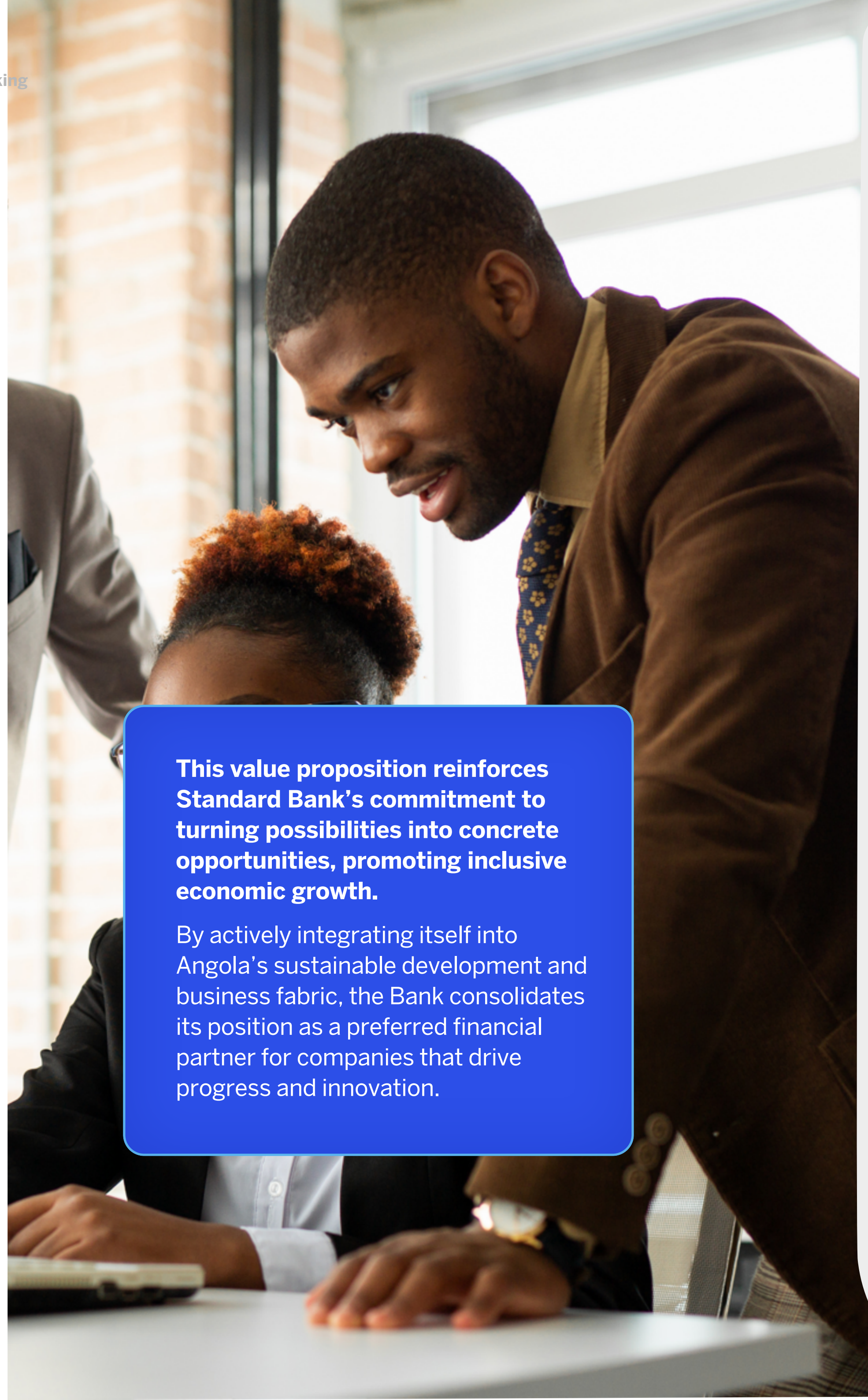
Access to Global Trade:
With a network of diverse trading partners around the world, facilitating exports, imports, and strategic partnerships.

Sector and Regional Knowledge:
Specialized teams that offer support based on in-depth knowledge of industries and local dynamics.

Sustainability and Renewable Energy:
Specialized financing for solar energy projects and other sustainable initiatives, with a focus on energy security and reducing operating costs.

Customized Financial Solutions:
Include various types of short, medium, long-term financing, treasury management, asset financing, renewable energy solutions, trade finance and transactional services.

Agility and Flexibility:
Simplified processes and financing terms adjustable to the specific needs of each company.



This value proposition reinforces Standard Bank's commitment to turning possibilities into concrete opportunities, promoting inclusive economic growth.

By actively integrating itself into Angola's sustainable development and business fabric, the Bank consolidates its position as a preferred financial partner for companies that drive progress and innovation.

03

Banking Clients Ecosystem

Responsible for **strengthening the relationship with Clients**, this area promotes access to a diverse range of financial products, integrating technology, personalization and innovation.

Key Elements of the Value Proposition:

Personalization and Client Experience: Solutions based on behavioral data and individual preferences.

Customized Offers: Financial products tailored to specific needs.

Artificial Intelligence and Automation: Personalized recommendations and alerts.

Service Efficiency: Digital channels such as chatbots and virtual assistants.

Predictive Analytics: Anticipating future needs with proactive solutions.

04

Digital Solutions & eCommerce for SMEs

This area focuses on the **digital transformation of Small and Medium Enterprises,** promoting their competitiveness in the digital environment. The offer integrates innovative solutions that facilitate sustainable growth and technological adaptation.

Key Elements of the Value Proposition:

Integrated Digital Tools: SB24 Empresas. Significant optimizations were made in the technological infrastructure, ensuring greater stability and performance of the platform, as well as improving the Client Experience, implementing a new look & feel that was more modern, intuitive and responsive, resulting in an increase in satisfaction and usability.

Automated Payments and Receipts: Payment gateways, digital wallets.

Personalized Financing: Flexible credit lines (Flexi-Credit).

Digital Security and Compliance

Scalability: Adaptable solutions like CRM, sales automation, and logistics integration.

Training and Digital Education

Continuous Innovation: Application of AI, Machine Learning, Simplication, and Process Automation.

05

Business Solutions

The Business Solutions area is dedicated to the design, evolution and customization of banking products that meet the specific needs of Clients in the various segments of Business and Commercial Banking.

Its commitment is clear: **to drive operational efficiency, support sustainable growth and strengthen the competitiveness of Clients,** through integrated, innovative financial solutions aligned with the best practices of the African and international market.

Key Elements of the Value Proposition:

Customized Solutions: Development of financial products and services adjusted to the profile, sector of activity and specific challenges of each Client, promoting a Client-centric approach.

Strategic Consulting: Specialized support in areas such as treasury management, financial planning, investment structuring, access to credit and risk mitigation, with the objective of maximizing profitability.

Product Diversification: Comprehensive portfolio that includes: C/MLP credit and asset financing; Payment and receipt solutions; Business insurance; and Investment & Savings Products.

Market Analysis and Business Diagnosis: Conducting market studies, competitiveness analysis and definition of pricing strategies, based on data and sectoral trends.

Sustainability and Renewable Energy: Specialized financing for solar energy projects and green initiatives, with a focus on reducing operating costs and positive environmental impact.

06

Business and Commercial Banking Risk

The Risk Department of the Business and Commercial Banking Department plays a central role in **safeguarding financial stability and promoting a robust risk culture,** in line with the principles and structures of Standard Bank Angola.

Risk management at BCB is guided by an integrated and transversal approach, which ensures the identification, assessment, mitigation and continuous monitoring of financial and non-financial risks, in accordance with the approved risk appetite. This robust and proactive approach **protects the interests of Clients, ensures the sustainability of the business and ensures compliance with the highest standards of Governance and Compliance.**

Specific focus on the BCB segment:

Personalized Credit Risk Assessment:
Risk models adjusted to the reality of SMEs, with sectoral analysis, repayment capacity and aggregate exposure.

Operational Risk Monitoring:
Strict control over fraud, system failures, third-party risks and cybersecurity with mitigation plans and rapid response.

Supporting Innovation with Risk Control:
Continuous assessment of emerging risks associated with digitalization, fintechs, sustainable finance and new products.

ESG Risk Management:
Integration of environmental, social and governance criteria in risk analysis, with a focus on renewable energy projects, financial inclusion and social impact.

07

Enterprise Data Office (EDO)

Standard Bank Angola's Enterprise Data Office (EDO), aligned with Standard Bank Group's vision and structure, plays a strategic role in digital transformation and value creation through **intelligent and responsible data management.**

Its mission is **to ensure that data is treated as an essential corporate asset,** promoting its governance, quality, security and effective use throughout the Organization.

EDO is structured to:

Govern and Orchestrate Data: Establish data governance policies, standards, and frameworks that ensure integrity, compliance, and traceability throughout the information lifecycle.

Foster a Data-Driven Culture: Foster a data-driven organizational culture, where strategic and operational decisions are supported by reliable and timely analytical insights.

Ensure Data Quality and Health: Continuously monitor and improve data quality, including accuracy, completeness, consistency, timeliness, and reliability, as a basis for robust analysis and informed decisions.

Empowering the Organization with Data: Democratizing access to data, ensuring that business teams have secure, controlled, and relevant access to the information needed to generate value.

Support Innovation and Operational Efficiency: Integrate data with emerging technologies such as cloud computing, artificial intelligence, and automation, promoting efficiency, scalability, and innovation in services.

Compliance and Security: Ensure that the use of data complies with local and international regulations (such as LGPD, Basel III, IFRS), ensuring confidentiality, integrity, and availability of information.

Specific Focus on the BCB Segment:

1. **Enterprise Data Governance:** Clear definition of roles, responsibilities and ownership of data across the Organization.

2. **Metadata and Data Catalog Management:** Creation of centralized repositories that facilitate data discovery, classification, and reuse.

3. **Data Literacy and Training:** Continuous training programs to increase data literacy at all levels of the Organization, promoting the conscious and strategic use of information.

4. **Business Strategy Integration:** Alignment of data projects with the Organization's strategic objectives, ensuring that data investments generate tangible return and business impact.

5. **Modern Technology Platforms:** Use of scalable and interoperable infrastructures, with a focus on cloud, security, automation and systems integration.

6. **Measurement of Value and ROI:** Implementation of measurement frameworks that allow quantifying the value generated by data initiatives, reinforcing their strategic relevance.

The Enterprise Data Office is thus a **key pillar in Standard Bank Angola's digital transformation journey,** ensuring that data is a strategic asset for innovation, efficiency and sustainable growth.

Financial Performance 2025

The Banking Product recorded a significant growth of +14.86%, mainly supported by the strengthening of the loan portfolio and the intensification of the transactional volume of our Clients. In particular, the greater use of POS points was highlighted, as well as the significant increase in commission-generating operations.

Business and Commercial Banking recorded a positive performance over the period, reflecting the strengthening of credit activity among the business community and prudent risk management.

Gross credit grew by 26.41%, driven by the expansion of support to local productive sectors, reflecting our commitment to strengthen financing for the real economy. It is also important to highlight that our financing strategy is fully aligned with the Government's efforts to reduce dependence on imports and boost local production, stimulating industrialization and economic diversification.

The transformation ratio stood at 43.98%, based on a strong fundraising capacity and prudent management of the segment's liquidity.

In terms of portfolio quality, the default rate remained at very low levels (0.05%), standing significantly below the market average, which highlights the strength of the loan portfolio and the effectiveness of the rigorous lending strategy, continuous monitoring of the portfolio and a prudent approach to risk management.

Business and Commercial Banking thus remains well positioned to continue to support the sustainable growth of the business segment, reconciling expansion of activity with rigor in risk management.

+14,9%
Banking Product Performance
42 694 million kwanzas

+20,7%
Increase in the Financial Margin
23 473 million kwanzas

+8,8%
Increase in Complementary Margin
19 221 million kwanzas

+20%
Net Income
21 911 million kwanzas

+26,4%
Gross Credit
170 286 million kwanzas

+53,1%
Client Resource
387 153 million kwanzas

0,1%
% Credit Default

44,0%
% Transformation Ratio

+8%
Total Clients
9 751 Clients

Main Achievements of 2025

- +14.86% in Banking Product, mainly supported by the strengthening of the loan portfolio and the intensification of the transactional volume of our Clients.

- The first Ponto Azul (Bank in a Box) dedicated to SMEs was inaugurated in the Calemba 2 Corridor, taking banking services directly to one of the most dynamic commercial hubs in Luanda. This initiative reinforces our commitment to be present in the informal market, standing side by side with our Clients.

- Upgrade of SB24 Empresas, BCB's corporate Internet Banking platform, now allowing Clients to benefit from a more intuitive interface, personalized services and significant improvements in terms of performance and user experience.

- The level of non-compliance remained low, standing at 0.05%.

- We have created a Service Line dedicated to SMEs to ensure faster and more personalized follow-up.

- SBA was the winner of the Oil & Gas Bank of the Year Category for Local Content at the 2025 edition of the Angola Oil & Gas Awards of the Association of Indigenous Companies for the Petroleum Industry of Angola (ASSEA).

- Strategic partnership with INAPEM aimed at promoting sustainable and inclusive growth of micro, small and medium-sized enterprises (MSMEs) in Angola. This collaboration is structured around three key pillars: building entrepreneurial capacities, expanding access to markets and facilitating access to finance.

- In 2025, SBA consolidated its position as a driver of local growth, maintaining as a priority the financing of national production, with special emphasis on the Oil & Gas, Agriculture, Energy and Infrastructure sectors.

Main Challenges of 2025

01 Pressure on corporate credit quality, associated with liquidity constraints and volatility in the activity of some economic sectors.

02 Adaptation of processes and teams to the increase in the volume of Clients and operations, maintaining adequate levels of service and proximity.

03 Management of the growth of the SME loan portfolio in a demanding macroeconomic context, requiring greater selectivity in granting and strengthening risk analysis.

04 The persistent shortage of foreign exchange continued throughout the year, affecting the availability of foreign currency in the market. This liquidity constraint has limited import-related operations and exerted additional pressure on Clients' ability to meet their external payment obligations.

The Ambition for 2026

In 2026, the Business and Commercial Banking Department intends to strengthen its growth strategy and consolidate its position as a reference partner for Small and Medium Enterprises in the national market. This ambition is based on the work developed throughout 2025 and the implementation of new initiatives aligned with SBA's Strategic Objectives.

The sustainability of the business model will continue to be a priority, in a market context marked by increasing competition and the need for clear differentiation.

Strategy for 2026

→ Strengthen the strategic management of relationships, consolidating close connections with a focus on personalization and excellence in service, increasing Client loyalty and retention.

→ Increase the acquisition of new Clients, supported by a differentiated value proposition that strengthens the Bank's presence in the market.

This strategy is based on a sectorization model, supported by teams of experts dedicated to the Oil & Gas, Mining, Africa China, Agribusiness, Energy & Infrastructure, Public Sector and Consumer sectors, ensuring a deep knowledge of the dynamics of each industry and the ability to offer financial solutions adjusted to the specific needs of each segment.

→ Expand share of wallet through integrated financial solutions, adjusted to the specific needs of the Business and Commercial Banking segment.

10.c Personal and Private Banking

The primary mission of the Personal and Private Banking Department (PPB) is to **inspire confidence in People,** enabling them to **achieve a better quality of financial life.**

Committed to building and protecting a high-value Client base, **two core strategic objectives have been defined:**

Establish SBA as the Best Private Bank in Angola

Sustainably scale the Individuals segment, reinforcing financial inclusion and attracting new Clients

In this sense, the operating segments were redefined, including **Private and High Net Worth, Prestige and Personal,** with differentiated value propositions, adjusted to the profile, needs and expectations of each Client.

The team focuses on **offering Clients complete and personalized solutions,** ensuring a close, agile and superior quality experience.

The Personal and Private Banking Department continuously invests in innovation and technology to elevate the Client experience by promoting a fluid, digital and personalized banking journey.

SBA's vision is to be recognized not only as a financial service provider, but also as a **trusted partner.** The Bank's commitment is **to support Clients in achieving their ambitions,** with integrity, transparency and dedication, building sustainable and lasting relationships over time.

SBA's vision is to be recognized not only as a financial services provider, but also as a trusted partner.

Overview

During the 2025 financial year, the Personal and Private Banking Department (PPB) recorded a **growth of 15.17% in Banking Product** compared to the same period last year, substantially driven by the increase in foreign exchange results, which rose to **31,610,101 thousand kwanzas** in December 2025 compared to December 2024.

To achieve this growth, the Personal and Private Banking Department implemented several initiatives that allowed a greater proximity to Clients and an improvement in the banking experience. It is worth highlighting the **signing of protocols with Strategic Partners,** both within the scope of Protocol Banking, as well as in Innovation through the credit product **"Leve Já, Pague Depois".**

Regarding the expansion of the banking network, the presence was expanded through **"Ponto Azul"**, made up of the SBA's network of bank agents and ATMs.

In terms of the **"SB24" digital platform,** a new version was launched incorporating improvements with a positive impact on stability and user experience, reinforcing the role of this channel in the daily interaction of Clients with the Bank.

The stability of the Client base reflects the Clients' confidence in the Standard Bank Angola brand and the excellence of the services provided by the Employees. **The overall performance of SBA's Net Promoter Score (NPS), which assesses Client satisfaction levels, has consistently increased, growing 5 points in the last year, to 29 points.** This progress results from the continued implementation of the SBA's strategy, which remains firmly committed to focusing on the Client experience.

Personal and Private Banking Organizational Structure

- Business Manager
- **Personal and Private Banking**
- Executive Secretary
- Project Manager

- Private and High Net Worth Banking Director
  - Private Banking
  - Private Express
  - Prestige Banking
- Personal Banking Director
  - Protocol Banking
  - Bank Agents
  - Innovation
- Digital and eCommerce Director
  - Digital
  - Ecommerce
- Distribution Channels Director
  - Branches
  - Ponto Azul
  - Operations
  - Retention
  - Client Support
- Client Experience Director
  - Employee Experience
  - Client Experience
- Product Director
  - Credit
  - Deposits
  - Cards
  - Governance
  - Profitability
- Director of Personalization
  - Campaigns
  - Portals
- Risk and Fraud Manager
  - Risk and Fraud Analysts
- Fraud Risk Manager
  - Digital
  - Transactions
- Bancassurance Manager

01

Private & High Net Worth Banking

Private & High Net Worth Banking is responsible for **defining the strategy, formulation, alignment and implementation of the value proposition for Clients in the High Net Worth, Private and Prestige segments** in the Angolan market and aspires to consolidate its position as the best Private Bank in Angola.

The Value Proposition designed for Private Banking and High Net Worth Clients is supported by the international experience of the Standard Bank Group, based on an architecture specially designed to serve each of the segments and which incorporates a specialized team of Managers who share something in common - **the passion to serve the Bank's Clients.**

As an innovative and differentiating aspect of the market, the Offshore Offer was included in the Value Proposition, which includes access to international banking services and a diversified range of investment and credit solutions prepared by the Bank's international Investment Specialists. All of this is duly framed in a highly qualified structure committed to prioritizing the security and asset growth of Clients.

The performance achieved by the Private Banking segment in credit granted to Clients exceeds by **89%** the result produced in the entire financial year of 2024, demonstrating a consistent growth in sales throughout the current financial year.

This Department demonstrated and reinforced in 2025 its concern with the **career plans of its Employees,** embodied in the conclusion of the Private Academy, taught by the American consultancy Rain Group Sales Training, which translates into the certification of Private and Prestige managers in the component of Client Management and Sales Techniques.

Also noteworthy are the two structuring initiatives achieved in the first half of the year, framed in the strategic pillar related to Client experience, which resulted in the launch of the **virtual suite "Private Express" and the NPS in Real Time.**

The launch of Private Express aims to accommodate the substantial growth of the Client base and business activity, providing Clients with a dedicated channel or virtual suite, aimed at reducing the volume of direct contacts with relationship managers. **The International Desk,** a unit dedicated to serving expatriate Clients who use international transfer services, has also been integrated into this structure.

Finally, highlight an important achievement and milestone regarding the banking experience of Private Banking Clients - **the launch of NPS in Real Time.** Real-Time NPS will improve the Client experience and respond to the main causes of dissent identified by Clients themselves, namely the absence of feedback and lack of communication.

02

Personal Banking

The Personal Banking Department aims **to provide adequate and effective financial solutions for Clients in the private segment,** promoting financial inclusion, facilitating access to the banking system and contributing to improving the quality of life and social ascension. In this way, Clients can benefit from the savings, credit, insurance and investment products and services available to meet their needs.

During the year 2025, the main focus was **to increase relevance in the market,** focusing on Protocol Banking to further strengthen the strategic presence in the lives of Personal Clients. This objective was achieved through partnerships with private and public employers and the creation of a differentiated value proposition for this niche.

Additionally, with a focus on **improving the purchasing power of Clients,** within the scope of Innovation, partnerships were established that allow Clients to pay in installments in a vast network of stores, using the solution **"Leve Já, Pague Depois".**

A disruptive digital platform in the Angolan market that founds a new paradigm where Clients immediately access consumer credit and stores receive the value of purchases in real time, eliminating the administrative burden through a fully automated and digital process.

In addition to improving the experience of Personal Clients, the Department has developed **internal skills** to improve **portfolio management**, increasing knowledge about Clients, their consumption preferences and main needs.

This effort culminated in the elaboration of an **improvement plan for the Value Proposition aimed at middle-income and young Clients,** covering from the acquisition and service model to the implementation of new products and services, with the aim of increasing the levels of Client satisfaction and involvement.

Personal Banking has shown a substantial evolution in performance levels, registering a **40% growth in total revenue, a doubling of credit granted and more than 11 000 new Clients,** compared to the same period of the previous year.

03

Digital & eCommerce Department

Operational efficiency is one of the pillars of D&E's digital strategy, with the aim of **reducing complexity, optimizing resources and ensuring faster, safer and high-quality service delivery.**

To achieve this goal, the Bank has been investing in robust, scalable technological solutions that are prepared for the future needs of the financial sector.

Among the main initiatives are:

Implementation of an advanced platform for card management, which will also allow integrated orchestration of the **instant transfers module.**

Strategic tool for opening **and maintaining Clients and Account (automated and integrated).**

Structured investment in the use of **cloud services,** enhancing scalability, resilience and security.

Continuous investment in **modernization and optimization of the integration layer,** ensuring efficient communication between systems and applications.

As of January 2026, all Customers will have access to the new **Digital Account Opening process.** This implementation marks an important step in the modernization of our services, offering a faster, simpler and more secure experience. With the new digital flow, Clients will be able to open accounts completely online, benefiting from greater convenience and a more transparent and efficient process.

Production Milestones

SB24 – Digital Platform

→ **Infrastructure Improvement:** Significant optimizations were made to the technological infrastructure, ensuring greater stability and performance of the platform.

→ **Improved Client Experience:** Implemented a new look & feel that is more modern, intuitive and responsive, resulting in increased satisfaction and usability.

Internal Recognition System (Sales Gamification)

→ **Objective**: To value and recognize the performance of Employees, fostering healthy competitiveness.

The Digital and eCommerce team has made solid advances that consolidate **SBA's digital transformation,** reinforcing competitiveness, customer satisfaction and operational efficiency.

The pipeline of ongoing projects, combined with the results already achieved, positions the Bank to maintain sustainable growth and lead innovation in the national banking sector.

04

Distribution Channels Department

The Distribution Channels Department aims to **implement the strategic plan for the expansion of Standard Bank's Network,** with a focus on bringing banking services closer together through innovative solutions, aligned with market needs. These initiatives reflect the Bank's commitment **to increasing accessibility to financial services,** promoting greater inclusion and convenience in Clients' banking operations.

In line with this commitment, during the 2nd Semester, new **"Pontos Azul"** were opened in strategic regions that aim to meet the specific needs of these communities and strengthen SBA´s presence in the market through self-service channels, designed to offer greater convenience, speed and autonomy in carrying out banking operations.

These measures have shown positive results, with a **significant increase in the number of Clients served and a greater flexibility of schedules for financial transactions.** With the continuity of these expansion and service strategies, the SBA expects to achieve even more expressive results in the coming periods.

Distribution Channels

SBA is present in **11 provinces** (Cabinda, Uíge, Bengo, Icolo and Bengo, Luanda, Malanje, Lunda-Sul, Namibe, Huíla, Benguela and Huambo), **with a commercial network composed of:**

16 **Branches**	5 **Bank in a Box**	66 **Bank Agents**
3 **Corporate Centers**	1 **On Site Teller**	152 **ATM's**
10 **Prestige Client Service Centers**	1 **Digital Kiosk**	1 **Voice Branch**

05

Client Experience

The Client Experience Department is responsible for **defining and executing the Client experience strategy,** aligned with the objectives of Personal and Private Banking and the strategic axes of the Organization.

It ensures **active listening and effective management of complaints and requests,** promoting quick solutions and organizational learning together with its business partners.

It monitors **satisfaction and loyalty indicators (NPS, eNPS, CSAT, CES),** ensures the training of teams in service and journey design, and leads the innovation and digitalization of processes, increasing accessibility, efficiency and security.

The **governance of the Client experience** is ensured through transversal forums, executive sponsorship and prioritization of initiatives with a direct impact on the Client.

Main highlights of 2025

Strengthening the Client´s Voice: Implementation and optimization of mechanisms and solutions to collect the opinion of Clients in real time at the level of Branches, Client Support and Social Networks, with periodic reporting to the Executive Board and decision forums.

Implementation of the Queue Management System: Implementation throughout the branch network, of an intuitive and innovative, 100% digital and sustainable system that dematerializes paper, replacing physical passwords with codes via SMS and improving the experience and operational efficiency.

Team Training and Certification: Training of Client service teams, Client Experience in Design Thinking, AI applied to Client Experience and Service Design.

Strengthening Proactive Communication: Adopting simpler, more humanized and Client-oriented internal and external communication standards, considering their profile.

Creation of Employee Experience Management Capability: Through a focus on recognizing and valuing Employees and ensuring that internal teams are motivated and informed so that they can ensure an even more differentiated and positive experience for Clients.

Financial Performance 2025

From the profitability point of view, Banking Product grew 15.17% to 31.6 billion kwanzas, supported by the positive evolution of the Financial Margin, although partially offset by the reduction in the Complementary Margin, which was reflected in a decrease of 6.00% in Net Profit, to 5.3 billion Kwanzas.

Personal and Private Banking recorded a positive evolution in credit activity, with emphasis on financing to households, particularly in the housing and consumer segments.

Gross credit reached 39.8 billion kwanzas, registering a significant growth of 64.9% compared to the same period of the previous year, mainly driven by the strong dynamism of housing credit, which totaled 8.6 billion kwanzas, with a growth of 67.74%. Consumer credit also showed a favorable evolution, standing at 2.1 billion kwanzas, corresponding to a growth of 19.03%, reflecting a moderate and controlled expansion of consumer financing.

The transformation ratio stood at 26.44%, showing a prudent credit granting policy, supported by stable Client Resources, which totalled 150.6 billion kwanzas (+0.74%).

In terms of portfolio quality, the default rate remained at 2.57%, remaining under control, although reflecting the risk profile associated with the private sector segment.

+15,2%
Banking Product Performance
31 610 million kwanzas

+6,2%
Increase in Financial Margin
14 868 million kwanzas

+20,3%
Increase in Complementary Margin
16 742 million kwanzas

-6%
Net Income
5 294 million kwanzas

+64,9%
Gross Credit
39 806 million kwanzas

+0,7%
Client Resource
150 566 million kwanzas

2,6%
% Credit Default

26,4%
% Transformation Ratio

+19%
Total Clients
225 595 Clients

Main achievements of 2025

- +15.17% in Banking Product, supported by foreign exchange results.
- Protocols with partners and launch of “Leve Já, Pague Depois”.
- Ponto Azul network expansion; increase in Clients served.
- SB24: new version, greater stability and better experience.
- Consumer Credit +19.03%; Housing Credit +67.74%; Transformation Ratio 26.44%.
- Non-compliance 2.57%.
- Private Express, Real-Time NPS, International Desk.
- Channels: presence in 11 provinces; reinforced network.
- Client Experience: Real-time voice of the Client and 100% digital queue management.

Main challenges of 2025

01 Preserve credit quality with strong expansion and increased exposure to consumption/housing.

02 Controlling non-compliance in the face of the macro context and the growth of the transformation ratio.

03 Scale digital with stability and security (SB24, automation, digital risk/fraud).

04 Sustain NPS and grassroots growth while expanding network and protocols.

The ambition for 2026

- Scale Private with financial inclusion and attracting new Clients.
- To be the best Private Bank in Angola, with a differentiated value proposition.
- Elevate Client Experience (Real-Time NPS, SB24, Omnichannel Service).

Strategy for 2026

→ Digital Account Opening for all Clients (go live Jan 2026).

→ Card and instant transfer platform; cloud and integration modernization.

→ Expand channels and experience (Ponto Azul, queue management, Client Voice) and consolidate Private/Offshore.