Mike Brown, Chief Executive

Slide 1 & 2

Good afternoon and welcome to everyone on the webcast, those dialling in via the telephone lines and via LinkedIn.

Today we are sharing the Nedbank Group's annual results to 31 December 2023 and after 20 years as either CFO or CEO of Nedbank this is the 40th and final time I have the privilege of presenting interim or final year results for Nedbank Group.

The agenda of today's presentation, as shown on the left, will start with myself providing an overview of the group's performance in 2023, a reflection on the operating environment and the outcomes we achieved on our strategic growth drivers.

I will then hand over to Mfundo Nkuhlu, our COO, who will provide an update on our strategy including the development of our worldclass technology platform – a journey we called the managed evolution - that is nearly complete and the positive impact that it is having on clients and our operations.

Mike Davis, our CFO, will follow Mfundo with an analysis of the group's financial performance, and thereafter as we usually do at year end, each of our front-line managing executives will cover the financial performance, strategic drivers, and outlook of their respective businesses.

I will then return to close the presentation with the outlook for 2024, our targets, a reminder of the CE succession process and make some concluding remarks.

You will notice some slides are marked "additional info" in the top right corner, these are insights for investors, and we will not speak directly to these today.

Slide 3

Starting with the overview:

I am pleased to report that, in a more volatile and difficult operating environment than we had forecast, we have met all the 2023 targets that we announced as our post Covid recovery targets in March 2021, being DHEPS above 2 565 cents, ROE above 15%, cost to income below 54% as well as ranking number one on NPS, with our focus now shifting to our medium and long-term targets and in particular ongoing improvements in ROE.

In 2023, the operating environment for us and our clients was volatile and difficult as evident in weak SA GDP growth, record-level electricity shortages, high interest rates and elevated levels of inflation. While there is still forecast risk, it does seem inflation is trending down, interest rates seem to have peaked, and electricity shortages improved in the second half of the year, although at the same time geopolitical risks across the globe pose ongoing risk and 2024 is an election year in many countries, including South Africa.

Delivering on our strategy is showing results and, in our presentation today, we will demonstrate how our worldclass technology platform has become the foundation for delivery of strong digital growth metrics, improved client experiences, market share gains in key areas and ongoing productivity improvements. We also maintained our leadership in renewable energy and ESG matters which we know is important to all stakeholders.

On the back of this strategic progress, we delivered a good operational performance, evident in PPOP growth of 15%, a positive JAWS ratio of 4% and a cost-to-income ratio that declined to 53,9%.

From a financial perspective, HE increased by 11%, as revenues increased by 12% and expenses were well-managed. This was partially offset by a 30% increase in the impairment charge with a much better performance in the second half of the year in particular in RBB collections. DHEPS increased by 14% and ROE increased to 15,1% , both benefitting from the R5bn capital optimisation initiative we concluded in the first half of the year. We also maintained very strong balance sheet metrics in respect of capital, liquidity and ECL coverage, which taken together with 14% HEPS growth, enabled a very strong 15% growth in the full year dividend.

Overall, after a more difficult H1 we delivered a better H2 outcome, particularly on RBB impairments and CIB dealflow, and as you will see in my closing slides, we have the foundations and momentum in place to enable delivery of our medium and long-term targets, albeit in a difficult and competitive operating environment.

Slide 4

Reflecting on the external operating environment in a little more detail.

The global macroeconomic environment has been volatile and difficult, impacted by the ongoing conflicts in many parts of the world, and high global inflation and resultant monetary policy tightening, all of which impact the South African economy.

In addition to this, the operating environment in SA was impacted by several SA specific issues including record-high levels of electricity shortages, logistical constraints, inflation that remained sticky and as a result higher than expected interest rate increases that continued into the first half of 2023. The slow progress made in addressing key issues of energy security, logistics, and crime and corruption, coupled with fiscal pressures and increasing geopolitical risk, have added to SA's country risk premium that manifests in the yield curve.

As a result, economic outcomes in 2023 were weak as evident in the graphs on the slide, showing deteriorating levels of business confidence, a rise in bond yields albeit with a slight improvement in Q4, a trend of continued bond & equity sales by foreigners and a depreciation of the rand. Eskom only managed to maintain an electricity availability factor of 54.7% throughout 2023, down from 57,6% in 2022.

Unfortunately, as a result, this means that South Africans continue to become poorer with real GDP growth below population growth in rand terms and even weaker in dollar terms.

Slide 5

Higher levels of GDP growth are key to resolving many of the challenges I have just spoken about. The structural constraints preventing this from happening around energy supply, logistics and crime and corruption are being addressed through the Government-Business partnership to accelerate progress on these vital issues.

From an energy perspective, it is estimated that the impact of the current very high levels of loadshedding is somewhere between 1% to 3% of GDP.

Although slow, progress on resolving the energy constraint is evident, catalysed by the legislative changes to enable private sector energy generation. The private sector has made significant investments in renewable energy, as evident in the 6GW of registered renewable energy projects with

more to come. Progress on the government REIPPP programmes remains mixed with the finalisation of some projects in late 2023 and the termination of others.

If planned progress continues, in the medium-term loadshedding could possibly be curtailed to largely stages 1 and 2, but delivering on this will be contingent on several factors including improving Eskom's production levels, addressing grid constraints, further developing IPPPP capacity and ongoing momentum of private power generation. The financing opportunity for banks remains significant and is likely to provide a multi-year growth opportunity as shown on the booklet slide.

Unreliable rail and port services further burdened the private sector, negatively affecting trade, disrupting supply chains, and eroding the country's international competitiveness. Here, estimates of the impact on SA GDP are up to 5%. The establishment of the National Logistics Crisis Committee, the publication of the freight logistics roadmap and some progress on clearing port backlogs also represents slow but steady progress in this area.

Regarding crime and corruption, there is still much to be done and the FATF grey listing continues to be in effect, informed in large part by limited success on state-capture related investigations and prosecutions.

Slide 7

On the consumer front, the prevailing theme is the increasing pressure many consumers are under due to a combination of factors including weak economic growth, loadshedding, high interest rates, and sustained high levels of inflation, all of which erodes consumer's disposable income.

The 125 bps yoy increase in interest rates in 2023 - and 475 bps since 2021 - has been steeper than expected and is similar to the extent of increases experienced during the global financial crisis. Pleasingly, interest rates now appear to have peaked and remained flat in H2 2023.

Inflation receded from the 7,2% at the end of 2022 to 5,1% by the end of 2023, averaging 5,9% over the year. The downward trend came mainly from falling fuel prices, offsetting the impact of a weaker rand.

On the top right graph, household savings have reduced as disposable income remained under pressure and consumers absorbed higher levels of debt service costs.

Debt service costs continued to remain elevated, highlighting that the strain on consumers financing has increased and as a result, we have seen a slowdown in household credit growth in the second half of 2023.

Slide 8

Turning to strategy…

Our 3 strategic value drivers of growth, productivity, and risk and capital management are shown in the top part of the slide and I will unpack our ongoing progress on these shortly.

Mfundo Nkuhlu will provide an update on the progress we have made on our strategic value unlocks shown in the middle of the slide after I conclude.

Slide 9

Starting with growth as our first strategic value driver.

The graph on the left highlights how growth across NII, NIR and interest earning banking assets have picked up over the past few reporting periods.

Growth continued to be supported by client-driven activity with CIB recording 20 primary client wins, RBB growing main-banked clients by 9% and NAR growing their client base by 4%.

All digital metrics continued to grow strongly, with app volumes – the key retail channel - up 18% yoy and up more than 300% since 2019, while retail cross-sell improved to 1,96.

External markets positively benefited AUM which increased by 14% to R448bn, and Markets revenue in our CIB business increased by 7% yoy.

The endowment benefit from higher interest rates remains favourable and supportive of strong NII growth although from a bottom-line perspective this is benefit was partially offset by increased impairments as Mike Davis will outline later when he talks to our very deliberate strategy of managing the economic relationship between endowment and impairments though the cycle.

Slide 10

From a productivity perspective we continue to see the outcomes of our structural cost optimisation efforts, together with some one-off benefits, contributing to a lower cost-to-income ratio, showing a pleasing improvement from 55,8% to 53,9%.

The cost-related productivity improvements have been driven largely by the benefits from our technology platform that is now 95% complete, enabling increased client use of more cost-effective digital products and services, as well as ongoing process improvements alongside headcount reduction, mainly through natural attrition, and real-estate optimisation, among others.

Our Managed Evolution IT build to date has been delivered been on scope, on time and on budget. The group's intangible software assets on the balance sheet which peaked in 2020 at R9,0bn ended 2023 at R7,9bn, while related levels of IT cash flow spend which peaked in 2017 at around R2,3bn per annum have subsequently reduced as we near completion of the Managed Evolution.

Slide 11

Lastly, our key risk and capital management metrics continue to reflect a fortress balance sheet – even after completion of the R5bn capital optimisation initiative during the first half of last year that reduced CET1 by 70bps.

Starting at the top left of the slide…

Under capital, our CET1 ratio at 13,5% remains well above the 12% top end of our Board target range and after the capital optimisation initiative we still retained R12bn average surplus capital in the centre. On the bottom left, a final dividend of 1 022 cents per share was declared, at a 57% payout ratio, up 18% on the 2022 final dividend.

Liquidity metrics, in the middle of the slide, such as LCR and NSFR remained strong.

Under credit, our CLR increased to 109 bps, which, as we guided at interims, is above the 100 bps top end of our TTC target range, but pleasingly the CLR improved from 121bps in the first half to 96 bps in

the second half of the year - in particular in RBB , while in CIB we made excellent progress in resolving and derisking Stage 3 loans that were in business rescue . Mike Davis and the cluster Managing Executives will discuss this in more detail later. The group's overall impairment coverage ratio increased to 3,62%, highlighting ongoing prudency in balance sheet provisioning in uncertain times.

I will now hand over to Mfundo Nkuhlu to talk to the progress made on our strategic value unlocks in general and our IT strategy, that is a vital foundation for ongoing market competitiveness, in particular.

Mfundo Nkuhlu, COO

Slide 12

Thank you Mike, and good afternoon everyone.

I am pleased to report that the implementation of the group's strategy is progressing well and yielding the anticipated financial benefits.

Slide 13

In today's discussion, I will delve into how strategic execution is creating value and delivering results.

Our strategy, which is enabled by a world-class technology platform and our employees as our most important asset, is delivered through five strategic value unlocks: these being digital leadership and digital experiences (DX), market-leading client experiences (CX); focusing on areas that create value (known as strategic portfolio tilt); driving efficient execution (including target operating model or TOM enhancements); and creating positive impacts, including delivering on the purpose of using our financial expertise to do good, while maintaining our leadership on environmental, social and governance (ESG) matters.

Slide 14

The managed evolution transformation programme has enabled us to build a modern, modular and digital information technology stack. As Mike mentioned, we reached 95% build completion at the end of Dec 2023, and the programme is aiming for full completion by the end of 2024 on time, on scope and on budget. We are confident that we will not have an overrun in the investment spend on this programme as the intangible asset peaked on the balance sheet in 2020, and the annual IT cash flow spend peaked in 2017 and has been sustained at materially lower levels.

The refactoring and modernisation of our core banking systems and the digitisation of the two remaining client onboarding and servicing journeys, in home loans and vehicle finance will be completed in the second half of the year.

Our focus now shifts to leveraging our new technology stack to simplify our product range by migrating existing accounts onto the new MiGoals products, converging for scale – across all segments, all channels and all geographies (including harmonisation of NAR IT systems), modernising payments, automating processes end to end, leveraging data and generative AI for commercial advantage and increasing our use of cloud computing and storage.

Slide 16

Multiple benefits have been derived from our IT investments.

For our clients, starting on the left – digital onboarding is now seamless and FICA-compliant for both individual and juristic clients.

Digital services have been automated and today more than 200 retail client services and more than 400 juristic services are available on apps and electronic platforms, enabling our clients to self-service.

Independent benchmarking by McKinsey, which we highlight on the additional information slide, shows that Nedbank ranks above local peers and above the average of global leaders on servicing features offered to clients on mobile.

Digital sales penetration grew strongly from 2019, extending our advantage over local banks, with more work to be done to get closer to global benchmarks.

Benefits for Nedbank are shown on the right of the slide. From a revenue perspective we continue to unlock higher levels of cross sell and increase the contribution from value-added services and beyond banking solutions such as Avo.

From an operational efficiency perspective, by adopting digital practices, we have managed since 2019 to reduce floor space and decrease headcount, mainly through natural attrition, all contributing to the cumulative total of R4,2bn of cost savings from both TOM 1 and TOM 2 to date.

Lastly, Nedbank was ranked the eighth most valuable brand among South African companies, up from the #9 position in the prior year.

Slide 19

Benefits in operational efficiencies are tracked in our target operating model or TOM programme.

At the end of 2023 the realised, cumulative TOM 2.0 cost benefits increased to R2,2bn. Our target of achieving R2,5bn of benefits remains in place, and is now expected to be met in H1 2024 following decisions to reconsider the timing of the implementation of some initiatives that are linked to revenue uplift and a delay in some cost initiatives that we communicated at our interim results.

The digitisation of services in RBB and changing client behaviour have enabled us to reduce and optimise the shape of our branch infrastructure through Project Imagine as well as on our own campus sites as shown on the right of the slide.

Ongoing focus on extracting value from our technology investments, has resulted in the initiation of TOM 2.1 which will focus on extracting additional benefits from maturing our data and analytics capabilities, the modernisation of key processes, the implementation of generative AI strategies and the modernisation of payments.

We will provide an update on the progress and benefits of TOM 2.1 at the presentation of our 2024 interim results.

Slide 20

From a lending and deposit taking perspective we have improved traction in gaining profitable market share in key areas, while remaining selective in others in a difficult environment.

Overall total core loan market share remained steady yoy at 17,9% as measured through the SARB's latest December 2023 BA 900 data.

Wholesale term loan market share increased to 16,4% and we remain focused on unlocking growth opportunities relating to infrastructure, and renewable energy in particular.

In home loans, we increased our market share to 14,4%.

In commercial property and vehicle finance, where we have large market share positions, we have been more selective in our credit granting.

In unsecured lending, we have grown slower than market and deliberately given up market share given our assessment of the risk environment.

From a retail deposit market share perspective, we were pleased with an increase in market share to 16,4%, while more work is required in growing share in retail transactional and commercial deposits.

Slide 21

Through our fifth strategic value unlock we focus on creating positive impacts and supporting sustainable socioeconomic development as we deliver on our purpose of using our financial expertise to do good.

As shown on the graph, at the end of 2023, we have provided Sustainable Development Goals-related finance to the value of R145bn on our balance sheet. This now represents 16% of the group's gross loans and advances, up from 13% in 2021. We aim to increase this to around 20% by 2025.

This financing is supported by some of the initiatives we highlight on the right of the slide including R15bn of sustainable finance across multiple SDGs, R28bn for farmers and agriculture, R22bn in support of SMEs and R30bn for renewable energy.

Slide 23

Lastly, a few ESG highlights:

Building on our leadership on environmental matters, as part of our results today we disclose our first financed emission glidepaths for thermal-coal, oil and gas, and power generation in support of a reduction in green-house gas emissions as per our commitments and journey to net zero. Anel Bosman will share more detail on this later.

In 2023 we maintained our level 1 broad-based black economic empowerment status under the current Financial Sector Charter and we made good progress on diversity, equity and inclusion.

We recruited more than 2 800 Youth Employment Service (YES) participants and almost 10 000 since inception, as we continue to make an impact on South African youth, their families and communities.

Employee satisfaction levels remained high, as evident in our 2023 'great place to work' NPS score of 20, the second highest level since inception of our employee Pulse surveys five years ago.

Finally, from an ESG ratings perspective, we continue to rank at the top end of our local and global peer group across multiple ratings as shown on the left-hand side of this slide. We are specifically pleased that our AAA MSCI rating has just again been affirmed, placing us in the top 5% of global banks.

On that highlight I hand over to Mike Davis to take us through the review of the group's financial performance.

Mike Davis, CFO

Slide 26

Thank you Mfundo,

And good afternoon everyone.

I am pleased to report that the group delivered a strong financial performance in 2023, with Headline Earnings up 11%, driven by strong revenue growth, partially offset by higher impairments. Diluted Headline Earnings Per Share increased by 14% as the R5bn capital optimisation initiative resulted in the cancellation of just over 23m shares.

Slide 27

As highlighted by Mike, the operating environment has been challenging on the one hand, but as demonstrated by Mfundo, we've made good strides in implementing our strategy. These factors have had opposing impacts on the group's financial performance, as indicated on this slide.

Slide 28

Reflecting on the key drivers of shareholder value creation, we are pleased to report that the group's ROE improved further to 15,1%, above our estimated cost of equity of 14,8% and above our 2023 target of 15%.

A final dividend of R10,22 was declared, up 18%.

Net Asset Value per share increased by 8%, notwithstanding the R5bn share buyback we executed largely during the first half of the year. At these levels this implies a price to book ratio of just below 1 times, using the share price at the end of December.

Slide 29

All of the group's profitability metrics improved as seen in the solid Headline Earnings, DHEPS and Earning Per Share growth, while Pre-Provisioning Operating Profit growth was strong at 15% and total comprehensive income increased by 30%.

Our NIM increased by 28 bps to 4,21%, whilst our credit loss ratio increased by 20 bps to 109 bps, and total coverage remained prudent at 3,62%.

Our Balance Sheet remained robust – with strong liquidity and capital positions, well above board and regulatory requirements.

Slide 30

Unpacking the primary drivers of the 11% growth of headline earnings, we have seen:

NII increased strongly by 14%, NIR by 6% and associate income by 64%, supported by a very strong performance from ETI, all combining to produce revenue growth of 12%.

Impairments increased by 30% partially offsetting the strong revenue growth, while expenses were well managed, increasing by 8%.

Slide 31

Reflecting on the balance sheet, average gross banking advances increased by 7%.

In RBB the growth was solid as average banking advances grew by 7%, primarily driven by solid performances in our relationship businesses and gradual home loans market share gains. We have been deliberately cautious in the unsecured lending categories given elevated risk at this point in the cycle, and selective in credit origination in vehicle finance as we leverage our strong position in MFC.

CIB's average banking advances increased by 8%. The increase was driven by growth in our leverage and diversified finance business and as well as growth in Infrastructure, Water & Telecoms, and Mining. The closure of various renewable energy transactions in Q4 will contribute to book growth this year. Growth in commercial property was moderate, supported by increased corporate activity.

Slide 33

On the opposing side of the balance sheet, deposits increased by 5% taking the loans to deposit ratio to 82%.

Due to the expected reductions in interest rates, many clients termed out short-term cash into longer dated deposits. As a result, current and savings accounts, along with cash management deposits, decreased by 2% and 20% respectively.

In contrast, call and term deposits increased by 6% and fixed deposits by 5%.

NCDs increased by 7% and other deposits increased by 21%, driven primarily by growth in structured deposits to meet client specific demand.

Slide 34

Turning to the income statement, NII increased strongly by 14%, driven by growth in average interest earning banking assets of 7% and a 28 bps increase in the net interest margin. The increase in NIM was driven by:

A positive endowment impact of 38 bps due to higher interest rates. This increase was partially offset by a negative asset mix impact due to slower growth in high-yielding assets such as unsecured loans; negative liability pricing due to a squeeze in deposit spreads; and negative asset pricing, in part due to higher levels of competition for good quality assets, an improved risk profile in CIB, and higher levels of stage 3 loan interest reversals.

Slide 35

As Mike touched on earlier, our active approach to interest rate risk management continues to see us managing the group's endowment position to offset the impact of changes in impairments through interest rate cycles.

In 2023 the incremental endowment benefit from higher interest rates continued to offset the incremental increase in impairments. This net benefit is expected to remain largely intact in 2024 and 2025 as average interest rates in 2024 are likely to remain at similar levels to 2023, and in 2025 lower NII endowment due to lower interest rates is expected to be more than offset through lower impairments.

Slide 36

NIR growth was 6%, or 9% on a like for like basis excluding restatements. Key drivers include:

Commission and fees income increasing by 5%, supported by main-banked client growth, improved levels of cross-sell as well as growth in value-added services. This growth was partially offset by a slowdown in client activity on the back of a more difficult macroeconomic environment.

Trading income grew by 3%, reflecting good performances in debt securities and commodities.

Insurance income declined by 16%, impacted by the deliberate slowdown in unsecured retail lending volumes, IFRS 17 changes and new business strain relating to new insurance solutions. Excluding the IFRS reclassification, insurance income would have been down 7%.

Equity investment income declined by 6% returning to more normalised levels when compared with a high 2022 base.

And lastly, in other NIR, currency gains in Zimbabwe on US dollar capital as a result of currency devaluation, were partially offset by a higher net monetary loss.

Slide 38

Turning to impairments.

The groups' impairment charge increased by 30% to R9,6bn, which is an improvement from the 57% increase we reported in H1 after a better second half performance in RBB collections, in particular. The growth was driven by:

A 29% higher impairment charge in RBB due to the pressure experienced in the consumer segment of our business, due to the more difficult macroeconomic environment.

Focussed management interventions in H2 delivered benefits, including better collections and loan origination, with impairments down in H2 across all RBB products/segments, as shown in the booklet slide.

CIB impairments increased by 17% yoy, higher in H2 than in H1, given the resolution of material stage 3 loans.

Good outcomes were reported in Wealth and Nedbank Africa Regions.

The group's central provision reduced to R150m and total overlays reduced to R1,1bn as risks have been incorporated in our underlying cluster IFRS impairment models.

Slide 39

As a result of the higher impairment charge, the group's credit loss ratio or cost of risk increased to 109 bps, above our TTC target range of 60 to 100 bps, but in line with the guidance we provided. Pleasingly the H2 CLR of 96 bps was back within our TTC target range.

The CIB CLR at 24 bps was within the cluster's TTC target range, being slightly below the midpoint.

The CLR in RBB increased to 194 bps above the cluster's TTC target range, up from the 161 bps reported in the prior period. Pleasingly, the second half CLR for RBB was back within range.

Wealth reported a CLR of 12 bps, below its TTC target range, benefitting from the release of client-specific overlays as a result of better-than-expected recoveries, while the Nedbank Africa Regions CLR of 100 bps decreased slightly and remained within its TTC target range.

Slide 41

The group's total expected credit loss (ECL) coverage increased to an annual high of 3,62% as we remain adequately provided in a difficult macroeconomic environment.

The group's stage 1 coverage increased slightly to 0,66% and remained higher than the pre-Covid level. Stage 2 coverage decreased slightly to 6,8% but also remained well above the pre-Covid level. And stage 3 coverage remained steady at 34,2% as RBB loans, with higher coverage, migrated from stage 2 into stage 3, and stage 3 loans in CIB, with lower coverage, decreased as some counters cured or loans were written off.

Slide 42

Shifting our focus to costs, expenses increased by 8%, reflecting good expense management as we maintained our focus on efficiencies and the benefits from digitisation.

The increase in salaries, wages and other staff costs, reflect the impacts of an average annual salary increase of 6,3% and higher costs to attract and retain key talent. This was partially offset by a 2% reduction in permanent employee numbers, largely through natural attrition.

Computer processing costs increased by 8% and reflect the impact of the rand's devaluation related to foreign currency IT contracts, continued investment in digital solutions and higher volumes.

Discretionary spend has now reached normalised levels post Covid, but costs of R107m associated with increased levels of loadshedding had to be absorbed.

Slide 43

With respect to capital, our CET 1 ratio decreased to 13,5%, having absorbed the R5bn capital optimisation, and the ratio remains well above our board-approved target range of 11 to 12%.

The group remains capital generative which offsets the growth in RWA, primary from credit growth, and supports paying dividends at the 57% payout ratio.

Slide 47

Lastly, before I hand over to our managing execs – a quick overview from me of our cluster performance. The group's headline earnings growth was driven by solid performances across all our business clusters as shown on this slide, with all our clusters growing HE, and reporting ROEs above the group's COE.

With that, thank you and I will now hand over to Anel.

Anel Bosman, Managing Executive CIB

Slide 49

Thank you, Mike, and good afternoon everyone

In a demanding operating environment, characterised by inflation, low economic growth, and unstable geopolitics, it is pleasing to note that CIB achieved good results, growing headline earnings by 6%, underpinned by solid revenue growth and optimised capital utilisation, with ROE improving to 18,9%.

Net interest income increased by 7%, benefitting from average banking advances and deposits growing 8 and 5%, respectively. Net interest margin was maintained as endowment benefits were offset by, lower credit margins as risk improved, increased pricing competition on good quality assets, and suspended interest on stage 3 assets.

Non-interest revenue (NIR) is up 5%, driven by trading, and commission & fees income. Markets revenue grew 7% as debt securities and commodities markets compensated for reduced foreign exchange client flows. Markets revenue includes fair value adjustments, where higher funding costs in the NII line, were offset by fair value gains on several structures designated at fair value in the banking book.

Commission and fees growth was supported by a strong performance in our trade finance business, benefitting from our investment in this business - as a growth driver in Africa. Deal closure in our lending businesses towards the end of the year, generated fee growth from a high 2022 base. Equity investment income and dividends received contracted 5% off a high base, after growing 33% in 2022.

The credit loss ratio rose marginally to 24bps but remained below the midpoint of the through-the-cycle (TTC) target range of 15 to 45bps. I will unpack this further in the presentation.

Despite inflationary cost pressures and a firm commitment to attract and retain top talent, expense increases have been controlled at 7%.

Slide 50

Average banking advances grew 8% as client activity increased, particularly in the second half of 2023, across various sectors. The renewable energy transactions that closed last year, will contribute to book growth this year. As noted, average banking advances shows positive growth, while actual banking advances are flat, impacted but short-term transactional facility repayments and the optimisation of our liquidity position. However, actual term lending advances grew by 4%.

Our deliberate and disciplined approach to business selection and capital efficiency, resulted in total allocated capital declining by 1%.

Slide 51

Looking at the credit risk in the book:

Prudent risk management contributed to a reasonable impairment outcome against a challenging backdrop, despite the impact from a single-name exposure in the Property Finance business. Impairments rose by 17% to R939m, and the credit loss ratio (CLR) of 24 bps is below the mid-point of the through-the-cycle target. The credit loss ratio, excluding the single, large exposure in Property Finance, was mid-single digit and an excellent result on the rest of the lending book.

Stage 3 loans have decreased to R16,9bn due to some write-offs and the resolution of several material stage 3 loans. We expect stage 3 loans to decline significantly in 2024, resulting in an NPL ratio in CIB below 2,5%.

The total coverage ratio decreased from 1,29 to 1,14%, due to the restructuring and partial write-off of the single Property Finance name, and some stage 3 exposures in Investment Banking and Transactional Services migrating to the performing book. Our Stage 2 exposures continue to decrease with a slightly higher coverage ratio, whereas our Stage 1 coverage ratio, remains stable.

With the significant increase in interest rates and the devaluation of currencies in Africa, it is important to highlight that CIB exposures are mostly to projects and commodities that generate foreign currency, are well structured and secured, with external insurance in place, where required.

Slide 52

Focussing on the commercial property sector, we saw some positive trends in the second half of last year, including stabilising property values, an increase in the trading of properties and corporate action. These indicate an improvement in sentiment and a level of confidence returning to the sector.

Our Property Finance business continues to perform well, despite the negative impact of additional impairments raised on the sizable single-name counter mentioned earlier, elevating the CLR to 47 bps.

Our exposure has largely been resolved with assets transferring to the purchasers, post conclusion of a business rescue process.

Our portfolio continues to be collateralised by a high-quality and well-diversified security pool, and overall gearing remains low with a portfolio a Loan to value ratio of 52%. Arrears on the R167bn performing book, remain low at R8m.

Slide 54

Nedbank, as a purpose-led organisation, is focused on creating positive impacts.

One example is our exceptional support for renewable energy projects. Last year, we made significant progress in closing several renewable energy deals, both in government procurement programmes and private power generation, with an anticipated future book growth of R18bn.

Our ability to be an innovative banking partner, to collaborate with our clients to implement impactful solutions, and support them on their energy transition journeys, ensures that we maintain a strong pipeline of new mandates.

Slide 55

Our commitment to supporting and enabling sustainable positive impacts is evidenced by our progress in our journey to Net Zero by 2050.

In line with our Energy Policy published in 2021, we have finalised our initial sector glidepaths, a good starting point for our roadmap to achieve our Net Zero commitments.

As communicated last year, our emission reduction targets will initially focus on the emissions related to our lending and investment activities in the upstream fossil fuel sector (particularly Thermal Coal and Oil & Gas) as well as Power Generation.

We have used the International Energy Agency Net Zero Emissions 2030 targets in setting our glidepaths, supported by our understanding of the just transition in an African context. We are targeting reductions of 47 for Thermal Coal and 26% for Oil & Gas by 2030 and will adopt a power generation cap of 188 grams of carbon dioxide equivalent, per kilowatt hour. These will all be calculated against our glidepath-financed emissions, using 2022 as the base year.

Slide 57

From a digital perspective, we continue to deliver our digital and client service capabilities to be the, go-to transactional bank for South African businesses. In support of this, we completed the business reorganisation changes under TOM 2.0. Key highlights include the launch of Voice of the Client to capture client sentiment, migrating more than 95% of global clients onto the Nedbank Business Hub or NBH, and survey results showing that multi-banked clients feel the NBH experience surpasses competitors on critical metrics, including true channel convergence.

We continue to drive innovation throughout our business with a specific focus on ensuring we deliver a warm digital experience and equip our employees and clients with the right digital and data capabilities to provide differentiated journeys, enhance cross-sell and enable efficiency.

Slide 59

Turning to 2024 outlook:

We look to maintain our momentum from the second half of 2023 on banking advances and have a robust pipeline across multiple sectors.

We drive NIR growth by building diverse revenue streams through our transactional banking, trading & advisory businesses.

We will further diversify as we target opportunities in Africa, with a focus on our areas of expertise.

Commission and fees growth will benefit from the balance sheet activity momentum I mentioned, as well as our Transactional Services focus.

We monitor our portfolio proactively and focus on stressed counters, as we maintain the CLR within the target range.

We remain confident in delivering growth through leadership in various sectors, delivering great digital customer experiences, and enhance our returns to increase our ROE to above 19% while reducing our cost-to-income ratio to lower than 44%.

Thank you, I will now hand over to you, Ciko.

Ciko Thomas, Managing Executive RBB

Slide 61

Thank you, Anel and good afternoon everyone. It gives me pleasure to announce that Retail and Business Banking's headline earnings were up by 9% at an ROE of 16% for the full year 2023.

The first six months of 2023 were marked by a difficult macroeconomic environment marred by slow GDP growth, high inflation, continued high interest rates, load-shedding and a worsened credit lending outlook. These challenges led to increased financial strain on our clients, resulting in elevated impairments in the first half of the year.

However, during H2 through dedicated focus and improved collections and recovery capabilities, we managed to claw back significantly in impairments, helping to support HE growth as mentioned. The main drivers of the growth were an 11% increase in revenue and well managed expense growth at 7%, which was partially offset by a 29% increase in impairments.

Growth in revenue was driven largely by strong NII growth of 14%, benefitting from endowment as well as advances growth. NIR grew by 7% off the back of a 9% increase in new clients, improved cross sell, higher VAS and Card Interchange volumes.

Impairment growth slowed down in H2 2023, increasing by only 3% compared to the increase of 60% reported in H1 2023 and in H2 the CLR moved back to within the TTC target range, while coverage was maintained.

The expense increase of 7% was driven by judicious management of discretionary spend and ongoing optimisation of operations through Project Phoenix, Project Imagine and Other Target Operating Model 2 initiatives.

Slide 63

Turning now to the segment franchises…

In the increasingly competitive commercial and SME banking markets, our relationship businesses continue to perform well and strengthen their competitiveness. A few highlights of 2023 include:

Commercial Banking increasing its market share in the mid-corporate segment to 23%, continuing its positive momentum in its digital journey with Nedbank Business Hub, now achieving critical scale, and leveraging our industry CVPs which have solidified competitive market share positions across all industries.

Retail Relationship Banking maintained its market share across both the affluent and SME segments and continued to outperform with good growth in clients stemming from our highly competitive offering, while client satisfaction metrics and cross sell improved to all-time highs. Our beyond-banking offering, SimplyBiz, remains a key differentiator through which we have provided over 47 000 business owners free beyond-banking assistance in the form of advertising, coaching, access to relevant business support materials and other strategic initiatives. There is an opportunity to further grow the client base in franchising, focus on merchant acquisition as well as leveraging our expansion of relationship services into underrepresented markets.

The progress we are making in these businesses gives me confidence that we will not only be able to compete effectively against increasing levels of competition but continue to gain share over the next few years.

Slide 64

Turning to our consumer business,

Our digital innovation journey continues to improve through enhanced onboarding capabilities as new MiGoals transactional products can be opened in under five minutes on our digital channels.

The current Greenbacks programme is undergoing further changes and enhancements to create additional value for clients and improve the competitiveness of the programme. The enhanced programme will be launched Q1 of 2024.

Digitally active clients increased by 11% to 2,9 million, of which 2,3 million clients are now using the Nedbank Money app, increasing by 16% yoy and digital platform sales increased to 55%, driven by a significant focus on digital marketing and sales funnel capabilities.

Client satisfaction is seen as an increasingly strong differentiator for Nedbank, and we were therefore very pleased with the outcome of the Kantar NPS survey that ranked Nedbank #1 among SA banks on Net Promoter Scores for the second year in a row. Over and above the great experience we create on our digital platforms, we also continue to focus on investing in our people and our Service Excellence programme, which is the backbone of the client experience we offer.

Slide 65

Client satisfaction outcomes along with digital capabilities, we believe, are a key driver for client growth and retention, as well as improved levels of cross-sell, which in turn led to:

The number of retail main-banked clients increasing by 9% to 3,5 million

Cross-sell improving further to 1,96 – also a reflection of the continued success of AI-enabled Next Best Action strategies.

We are also starting to see a strong correlation between main-banked client growth and Transactional NIR which were both up, while from a deposit perspective market share has stabilised, and focus is now firmly on growing in household deposits.

Slide 67

From a productivity perspective, through Project Phoenix we are shifting our RBB organisational structure so that it is more client-centred & through Project Imagine optimising our branch infrastructure to deliver great client experiences, enhance sales and improve productivity.

It is pleasing to see that in the independent Finalta survey, where it is highlighted that the transition of our frontline business to an agile operating model is strongly underway and the adoption of agile practices, and values, have positively impacted frontline salesforce productivity.

Our continued focus on sales productivity has resulted in branch sales and service productivity improving by 24%. In addition, since 2014 we have achieved floor space reduction of >111 000 m2.

The above cost efficiencies enabled a lower cost to income ratio in the consumer business.

Slide 69

Turning to impairments,

While the RBB CLR increased to 194 bps, the trend improved from 226 bps in H1 2023 to 164 bps in H2 2023, and the decline was evident across all products and segments. The key drivers of this improvement include:

- a more stable macroeconomic environment in H2 2023,
- further credit policy tightening, particularly in Unsecured Lending,
- assisting our clients via tailored rehabilitation & support,
- optimised payment strategies & DebiCheck mandate increases, particularly on MFC & Card,
- enhanced collections strategies, and
- client-specific interventions supporting clients in Commercial Banking

These actions give me comfort that, all else being equal, we should see an improving trend into 2024 and 2025.

Slide 72

Lastly, reflecting on the progress we are making on growth. We continue to gear ourselves for ongoing competitiveness through the commercialisation of growth vectors.

Avo Supershop has been in market for three and a half years and has signed up over 2,5 million clients (up by 26% yoy) and continues to grow exponentially.

Value Added Service increased by 29% across all products, including bill payments and digital vouchers, with over 1,5 million clients purchasing products across all the channels.

We have seen strong growth in Commercial Banking & MFC solar finance with HL solar CVP & Avo Solar launched in H2 2023. On the Insurance side we are focussing on Life, Funeral and Personal lines.

Within the Township economy we continue to innovate and leverage partnerships to co-create solutions with clients. We will soon be launching a CVP for informal traders, customised to their unique needs and behaviours.

These growth vectors unlock alternative revenue generation opportunities and help pave the future for the bank.

Slide 73

Turning to prospects in 2024…

We remain acutely aware of some of the macro challenges that clients will continue to face, and we remain highly focused on our collections and recoveries capabilities, while at the same time, maintaining our strategies to originate quality business.

We expect continued momentum in advances and deposits growth, with NIM expected to decline as a result of ongoing product mix changes & margin squeeze in client spreads.

Our CLR is expected to move to within the top half of our TTC target range for the full year but remain elevated in a difficult macro-economic environment. Given the impact of seasonality, RBB's H1 CLR is likely to be higher than H2.

We aim to grow NIR by diversifying our revenue base and scale key growth vector strategies while continuing to optimise expenses and deliver positive JAWS. Our client-centred growth strategy and execution plans will also help us achieve these aspirations.

Our long-term focus continues to be to reduce the RBB cost-to-income ratio & increase return on equity.

Thank you, and I now hand over to my colleague Iolanda.

Iolanda Ruggiero, Managing Executive Nedbank Wealth

Slide 75

Thank you Ciko and good afternoon everyone. Starting with Nedbank Wealth's overall performance…

Nedbank Wealth delivered a resilient financial performance, with headline earnings up 6% to 1,2 billion rand, and maintained a high return on equity of 26,8%, well above the group's cost of equity.

NII increased by 42% to 1,7 billion rand largely due to higher SA, US, UK and EU interest rates, which led to a widening of the NIM from 2,09% to 2,85%.

NIR decreased by 4% to 2,9 billion rand driven by lower traditional bancassurance volumes, new business strain from new Mycover solutions, and lower advice and investment fees in Wealth Management (South Africa). This was partially offset by increased shareholder returns in Insurance and higher AUM fees on the back of strong growth in AUM balances in Asset Management.

Credit impairments increased due to lower client-specific overlay releases, and higher portfolio provisioning in Wealth Management (SA), as clients exhibited strain from the higher interest rate environment.

Expenses increased by 10% due to ongoing investment in people, brand awareness, data and digital initiatives, as well as the adverse impact of exchange rates and higher inflation internationally.

Slide 77

Moving onto our divisional overviews and starting with Nedbank Insurance

Total insurance income includes the business that Nedbank Insurance writes on its own as well as the business it collaborates on with other clusters in the group, declined by 16% to 1,4 billion rand, due to lower traditional bancassurance volumes, particularly in Credit Life as RBB deliberately slowed personal loan growth in the current risk environment, the non-repeat of reserve releases in the prior year and new business strain. This was offset by an improved non-life claims experience due to the base effect of the KZN floods in 2022. The life business generated value of new business of 372 million rand and the non-life business grew gross written premium by 15%.

The 2022 financials have been restated to account for IFRS17, as expenses and associated indirect tax related to insurance products are now recognised in Non-Interest Revenue.

The opportunity to cross-sell insurance products across the group is significant, with steady progress achieved through collaboration between Nedbank Insurance and Retail and Business Banking. Nedbank Insurance remained focused on growing penetration of the Nedbank client base, through various channels, with its MyCover suite of products. The MyCover suite has shown good growth, achieving 41% increase in gross premiums earned with MyCover Funeral up 16%, MyCover Life up 25% and MyCover Personal Lines up 487%, albeit off a low base.

Improving Nedbank Insurance's digital proposition has been a key enabler to this growth, as you will see on the next slide.

Slide 78

In Insurance, 17 digital products are now live (up from 10 in 2022), and these can be found on 7 channels.

The business launched the Insurance widget and 'Offers for you', increasing traffic and sales on the Nedbank Money app, and redesigned the insurance flow entry screen for enhanced client accessibility resulting in improved user experience.

Looking forward, the use of data and digital remains a key growth enabler to enhancing client experiences. Nedbank Insurance remains committed to increasing penetration of its MyCover suite, which will be achieved through brand awareness, an improved omnichannel offering, data-driven targeted campaigns, and collaboration across the group.

Slide 80

Moving onto Asset Management

Nedgroup Investments celebrated 20 years of its Best of Breed™ fund range. The business has grown unitised assets from 10 billion rand to over 400 billion rand over the past two decades, remains the 3rd largest offshore manager for the 6th year in a row, and is the 6th largest SA manager according to Q4 2023 ASISA stats. Overall, the Nedgroup Investments fund range performed well relative to peers reporting a 14% increase in AUM, on the back of improved market performance and strong net inflows, particularly in the Cash and low-cost Core ranges.

Nedgroup Investments remains committed to delivering long-term investment performance, acting in the best interest of clients, and taking further steps in its journey of becoming a leader in responsible investing.

Slide 81

And finally, looking at the Wealth Management businesses

Wealth Management's headline earnings increased by 22% to 342 million rand, largely driven by an improvement in NII, partially offset by higher credit impairments and a decrease in NIR due to lower advice fees.

Average deposit balances in Wealth Management (South Africa) increased by 20% as clients favoured on-balance-sheet investments in the rising-interest-rate environment. Average deposit balances in Wealth Management (International) decreased, and despite challenging investment market conditions, AUM has remained in line with expectations, with higher AUA levels in comparison to the prior year.

As part of the group-led Target Operating Model 2.0 initiative, there has been good collaboration with Retail and Business Banking and Wealth Management (South Africa) to increase the penetration of financial planning and advice into the Nedbank client base.

The project to replace Wealth Management (International's) core wealth management platform is still in early phases and is on track to be delivered in 2025.

Slide 82

As we look ahead our 2024 performance will be informed by:

A decrease in NII and a decline in the NIM as international interest rates are forecast to decline.

An increase in NIR due to:

- Growth in Nedbank Insurance MyCover suite.
- Increase in high-net-worth market share.
- Higher AUM through attracting net flows.

The credit loss ratio is expected to remain within the TTC target range.

Expenses are expected to grow marginally above inflation as we continue to invest in key initiatives and key enablers.

Looking at our medium and long-term targets, Nedbank Wealth will continue to maintain a strong return on equity above the group's cost of equity.

Thank you… I will now hand over to Terence…

Terence Sibiya, Managing Executive NAR

Slide 84

Thank you Iolanda and good afternoon, everyone.

Our strategy on the continent is to own, manage, and control banking operations in SADC and East Africa, and to give our clients access to a banking network in West and Central Africa through our 21% strategic investment in the Pan-African banking group, ETI, which has subsidiaries in 33 African countries.

In this context, the NAR business produced a strong set of results for the FY23, with HE up 94% generating returns of 25,2% and above the group's COE.

On the same metrics if we excluded the reversal of the R175m provision that Nedbank raised in 2022 in respect of ETI's Ghana sovereign bond exposure, HE is up 76%, generating an ROE of 22,9%

Our performance comes as a result of a strong performance from the SADC operations, albeit off a low base, and the continued turnaround from ETI.

On the right-hand side of this slide, we take a closer look at our segmental performance that contributed to the R1,9bn of HE for Africa Regions:

SADC operations HE is up 80% to R662m, generating an ROE of 9,9%. While improving, is still, however, well below the levels we would like it to be.

Performance was largely driven by strong revenue growth, with NII up 25% and NIR up 17% respectively.

Revenue growth was driven by widening margins, higher forex gains and an increase in digital channel revenues.

Expenses were up 7% owing to tight and proactive cost management.

Our impairments increased by 15%, however, the CLR of 100 bps remains within our TTC target range of 85 to 120 bps.

On our ETI associate investment:

The turnaround in ETI's performance continued into 2023 and our associate income was up 77% and this generated HE of R1,2bn.

Excluding the reversal of the Ghana provision, already referred to earlier, associate income was up 26% and resulted in Headline Earnings of around R1,1bn.

The return on the original cost of the ETI investment was 22%

Slide 85

Looking more closely at our SADC operations:

We are starting to see the benefits of a stronger foundation come through as more of our business is increasingly aligned to the group and benefiting more from leveraging the enterprise capabilities.

Some non-financial achievements included:

- #1 in NPS in two markets namely Mozambique and Eswatini.
- In 2023 we launched the Avo SuperShop in Namibia, a first of its kind in that market and has been well received overall.
- Our digitally active clients now make up 64% of the base.

In line with our strategy of strengthening our foundation, the journey to converge our technology infrastructure into the group's Managed Evolution platform that Mfundo spoke about, is now firmly underway, and we should start to see a lot more activity across the markets we operate in, as we work to offer our clients the same Nedbank banking experience across all our SADC subsidiaries.

This convergence will also contribute significantly to continuous improvements in our control environment.

With the weakening of the local currency, and significant dollarisation of the Zimbabwean economy, a larger portion of our major clients now borrow in USD, therefore our US Dollar book has significantly increased with a CAGR of over 100% (142.8%) since 2022.

Namibia continues to be the major contributor in our portfolio holding 48% of total SADC assets.

Slide 86

Turning to our ETI investment:

On the graph on the bottom left-hand side of this slide: We can see that our ROI has increased towards our aspiration of consistently achieving ROI > 20%. On the graph on the right: Our carrying value as at December 2023 was R1,3bn against a market value of R2.2bn at the same time.

However, following the further recent Naira devaluation, the market value as of end February 2024 declined to R1,5bn, which is still R250m higher than the carrying value as at end December 2023.

ETI continues to be a strong franchise in West and Central Africa, and we have seen their share price increase by roughly 97% yoy.

ETI Return on Tangible Equity increased to 25,6% from 21,0% with their three core regions (UEMOA, AWA, and CESA) achieving RoEs above 28%.

Slide 88

And finally, turning to the outlook for Africa Regions:

In 2024, we will continue to build on the improved performance in the SADC operations, and as a shareholder, continue to drive value-unlock relating to our investment in ETI.

In the SADC operations our key focus areas will continue to be:

- Executing on our technology convergence and harmonisation journey
- Transforming the business & operating model to leverage group centres of excellence
- Continue our digital growth strategy
- Unlock further value in Mozambique

In the medium to long-term, we remain focused on achieving our ambition of consistently generating returns that are above COE and a cost-to-income ratio of below 60%

Thank you and back to you Mike

Mike Brown, Chief Executive

Slide 89

Thank you, Terence

In closing, as usual I will provide our outlook for the period ahead, starting with our Group Economic Unit's latest forecasts and then our 2024 targets or short-term guidance.

I will then reflect on our medium to long term targets, provide an update on the CE succession process and then conclude with some closing remarks on our focus on shareholder value creation though delivery of our strategy.

Slide 90

Starting with latest macroeconomic outlook from the Nedbank Group Economic Unit that informs our short- and medium-term guidance to the market.

We forecast SA GDP to increase in 2024 to 2026 by between 1% and 1,6%, an improvement from the 0,5% in 2023 but still disappointingly low given the slow progress on the structural constraints to higher levels of growth I outlined earlier.

Average inflation is forecast to ease further and average 5,0% in 2024. However, upside risks remain, including the threat posed by the conflict in the Middle East to global oil prices, a vulnerable rand sensitive to changes in US interest rate expectations, and further aggressive hikes in electricity tariffs and other administered prices.

We currently expect the prime lending rate to ease from July and for rates to reduce cumulatively by 75bps this year, taking the prime rate to 11% by the end of 2024 and then another 50bps thereafter.

Credit extension is forecast to slow in the first half of the year before gradually picking up to about 5% by year-end, supported by the anticipated decline in domestic interest rates and strong growth in renewable energy investments.

Slide 91

Turning to our usual format of line-by-line guidance for the short-term to end 2024.

NII growth is expected to be above mid-single digits driven by moderate advances growth and NIM that is expected to decline slightly mainly due to asset mix changes as lower margin wholesale advances grow faster than higher margin retail advances. Given our interest rate forecast, average prime in 2024 is expected to be 11,5% compared to 11,4% in 2023 and as a result interest rate related endowment benefits are expected to remain intact period on period.

The credit loss ratio is expected to decline from the 109 bps, back to within the group's TTC target range by year end 2024 - due to ongoing reductions in RBB's CLR and resolution of material risks relating to CIB NPLs having been completed in 2023. The CLR in H1 2024 is expected to be lower than H1 2023 but is likely to still be just above the top end of the groups TTC target range before reducing into this range in H2 2024 and over the full year.

NIR growth is expected to be at above mid-single digits as a result of main-banked client gains, cross-sell benefits and deal closures, as well as an improvement in trading revenue and insurance income, partially offset by high base effects from Fair value and net monetary loss /FX gains.

Our focus on tight expense management remains in place and we expect growth of mid to upper single digits as we absorb new regulatory costs such as deposit insurance and an increase in the number Youth Employment Service opportunities we provide.

Underlying associate income from our share of ETI earnings is expected to remain robust, but will be impacted by the non-recurrence of our R175m Ghana bond provision released in H1 2023.

Capital ratios are expected to remain well above-board ranges and our dividend, subject to board-approval, declared at the top end of the payout ratio [PAUSE – Next SLIDE]

Slide 92

While reaching our 2023 targets was an important milestone for Nedbank, we know that more needs to be done to continue to increase our RoE and as a result our price to book ratio to create shareholder value.

Our focus now shifts to our medium term or 2025 targets ,where we aim to deliver ongoing DHEPS growth of 5% above nominal GDP on a CAGR basis, improve our ROE to 17%, enabled by a lower cost to income ratio, and maintain our #1 ranking among SA banks on client satisfaction metrics.

In our booklet slides we unpack the key drivers we are focussing on to shift our ROE from the current 15,1% to the 17% medium term target in 2025.

Slide 95

The process to choose my successor has been well-managed by the Nedbank Board. On the slide we show the key timelines since the appointment of Daniel Mminele as chairperson of Nedbank Group, succeeding Mpho Makwana, to the start of the planned CE succession process in June and then the

announcement we made in November last year regarding the appointment of Jason Quinn as CE-designate.

After completing his so called “gardening leave” Jason will start his employment at Nedbank on 22 May as CE –Designate and will become Chief Executive when he joins the board at our AGM currently scheduled for the 31st of May and I retire from the board as planned.

I will be available for a further 3 months as a senior advisor to facilitate a seamless handover.

I wish Jason all the best and know that the Nedbankers will welcome him, and that Nedbank will be in good hands with Jason leading a strong Exco team.

Slide 96

In closing,

While the external environment remains difficult, we do expect some improvement in the macroeconomic environment for banks and our clients into 2024, with risk to the down-side possible from unforeseen geopolitical events.

We have strong foundations in place with an experienced Board and leadership team, a strategy that is demonstrating improvements in both growth, productivity and returns, a track record of delivery, a world class technology platform, a fortress balance sheet and great people and a culture in Nedbank that help us deliver on our purpose and lead in ESG.

I trust it is evident from our presentation today that there is good momentum in the business, whether from attractive lending pipelines, digital, client and market share growth, cost optimisation efforts or a downward trending impairment profile.

While we are pleased to have achieved all our 2023 targets in a difficult environment, our focus remains on ongoing improvements in our RoE from 15,1% towards our 17% target in 2025 to increase our price to book ratio, and, as a result, to continue to create shareholder value.

Thank you

END