



STANBIC UGANDA HOLDINGS LIMITED

REPORT TO SOCIETY 2025

DRIVING UGANDA'S GROWTH



Contents

1	INTRODUCTION		
	About Stanbic Uganda Holdings Limited (SUHL)	7	
	Organisational Overview	8	
	Governance structures	12	
	Executive messages	22	
	Our Sustainability Strategy: SEE Impact framework	27	
	ESG management	31	
2	OUR POSITIVE IMPACT		
	Positive Impact Highlights in numbers	33	
	Contribution and payments into the economy and stakeholders.....	38	
	Stanbic Awards and Accolades	43	
3	FINANCIAL INCLUSION		
	Business Incubator	45	
	Financial Fitness Academy	49	
	Digital banking and tech enabling financial inclusion	51	
	Customer Experience	53	
4	ENTERPRISE GROWTH AND JOB CREATION		
	SME/Enterprise	59	
	Stanbic for Her	60	
	Agri-business	61	
5	INFRASTRUCTURE AND INTEGRATED ENERGY		
	Roads, Power, Telecoms, Social Infrastructure	63	
	Energy Transition Financing	63	
6	CLIMATE RESILIENCE		
	Renewable Energy CVP	67	
	Environment and Social Risk	68	
	Environment and Social management and assessments	73	
	Direct impacts	30	
7	RESPONSIBLE BUSINESS		
	Our People	79	
	Compliance framework and Practices	83	
	Sustainable Procurement	84	
8	CSI		
	Education	87	
	Health Care	90	
	Environment	92	
9	REPORTING PRACTICES		
	GRI Index	95	
	Our Branches Country-wide	103	
	List of Acronyms	107	



INTRODUCTION

1

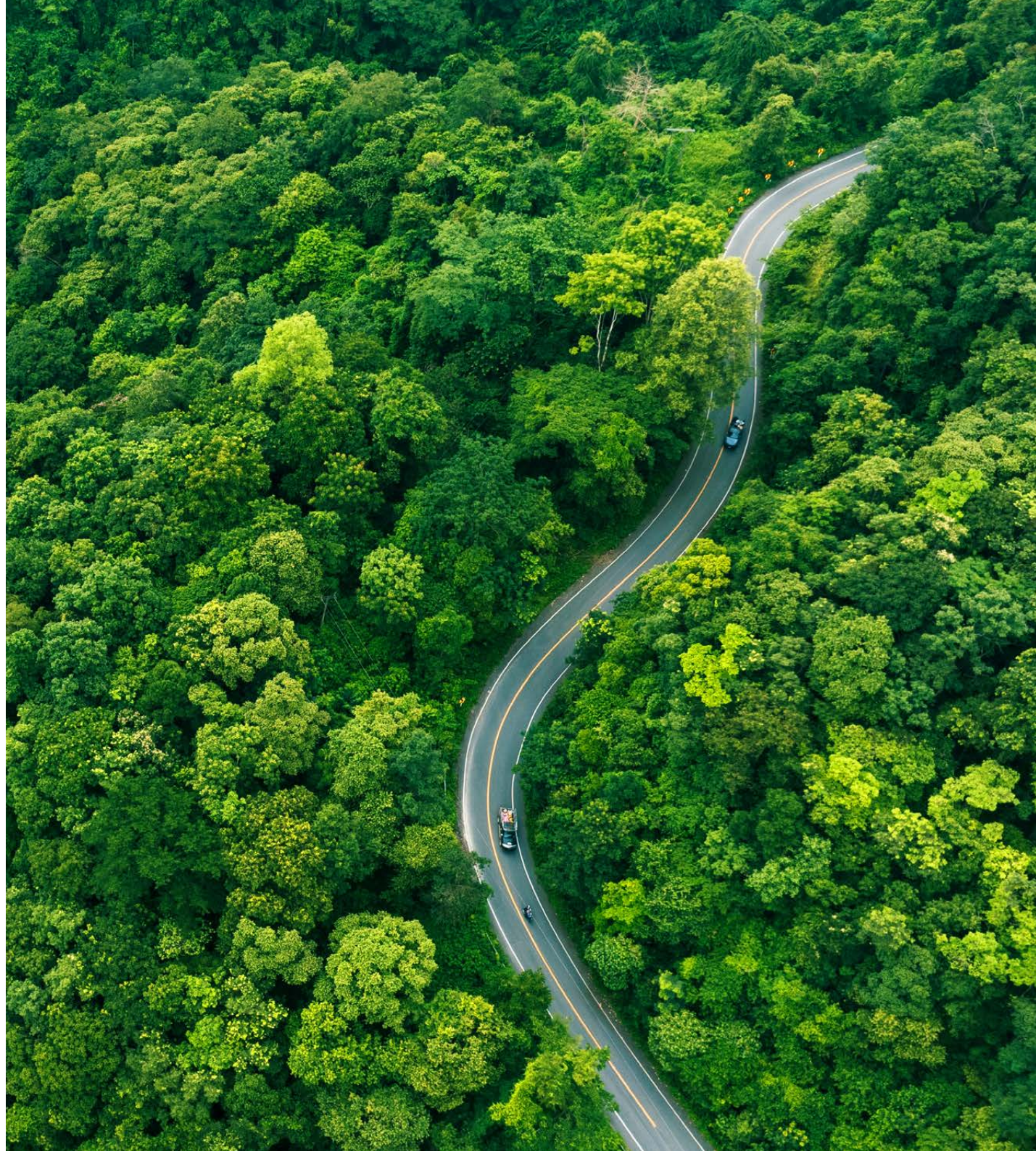
About this Report

The Stanbic Uganda Holdings Limited (SUHL) Report to Society presents a comprehensive account of our sustainability performance for the year ended 31 December 2025.

This report outlines how we are delivering on our Sustainability Strategy and managing Environmental, Social and Governance (ESG)-related risks and opportunities. It provides an overview of our sustainability framework and demonstrates how we are fulfilling our commitments to create positive impact across the economy and society.

In pursuit of our purpose to drive Uganda's growth, we have defined clear sustainability strategy – delivered through our Positive Impact framework that aligns to our core business activities. Our efforts focus on improving financial inclusion; supporting business growth and job creation; enabling the development of critical public infrastructure, including energy, water, transport and telecommunications; facilitating trade; advancing education and health outcomes; and addressing energy poverty, while striving to reduce carbon emissions in line with global climate commitments. We also seek to understand and manage the broader impacts of our business decisions across our value chain and within society, and to effectively mitigate associated ESG risks.

This report is designed to provide a holistic and transparent view of our sustainability performance to a broad range of stakeholders, particularly those with whom we maintain direct and ongoing engagement. These stakeholders include our shareholders, clients, employees, government and regulatory authorities, industry bodies and service providers. In addition, we acknowledge and consider the interests of other stakeholders who may be impacted by our operations, including the communities in which we operate, business associations, civil society organisations, non-governmental organisations, and the natural environment.



Who we are

Stanbic Uganda Holdings Limited is part of the Standard Bank Group, Africa's largest Bank measured by footprint and assets. Standard Bank Group has on-the-ground representation in 21 African countries, 04 Global Centres and 02 offshore hubs. In Uganda, Stanbic Bank Uganda is the largest subsidiary and has a wide network of branches that have been and continue offering a wide spectrum of financial services and products to the retail and corporate segments for the past 30 years.



Our Purpose

Uganda is our home,
and we drive her
growth.



Our Vision

To be the leading financial
services organization in for
and across Uganda, delivering
exceptional client experiences
and superior value.



About Stanbic Uganda Holdings Limited

Our History

Stanbic Uganda Holdings Limited traces its origins in Uganda to 1906, when it was established as a commercial bank under the name National Bank of India (NBI). Following a series of name changes, NBI was eventually rebranded as Grindlays Bank. In 1991, Grindlays Bank was acquired by Standard Bank Group (SBG), after which the Ugandan subsidiary was renamed Stanbic Bank Uganda Limited (SBUL).

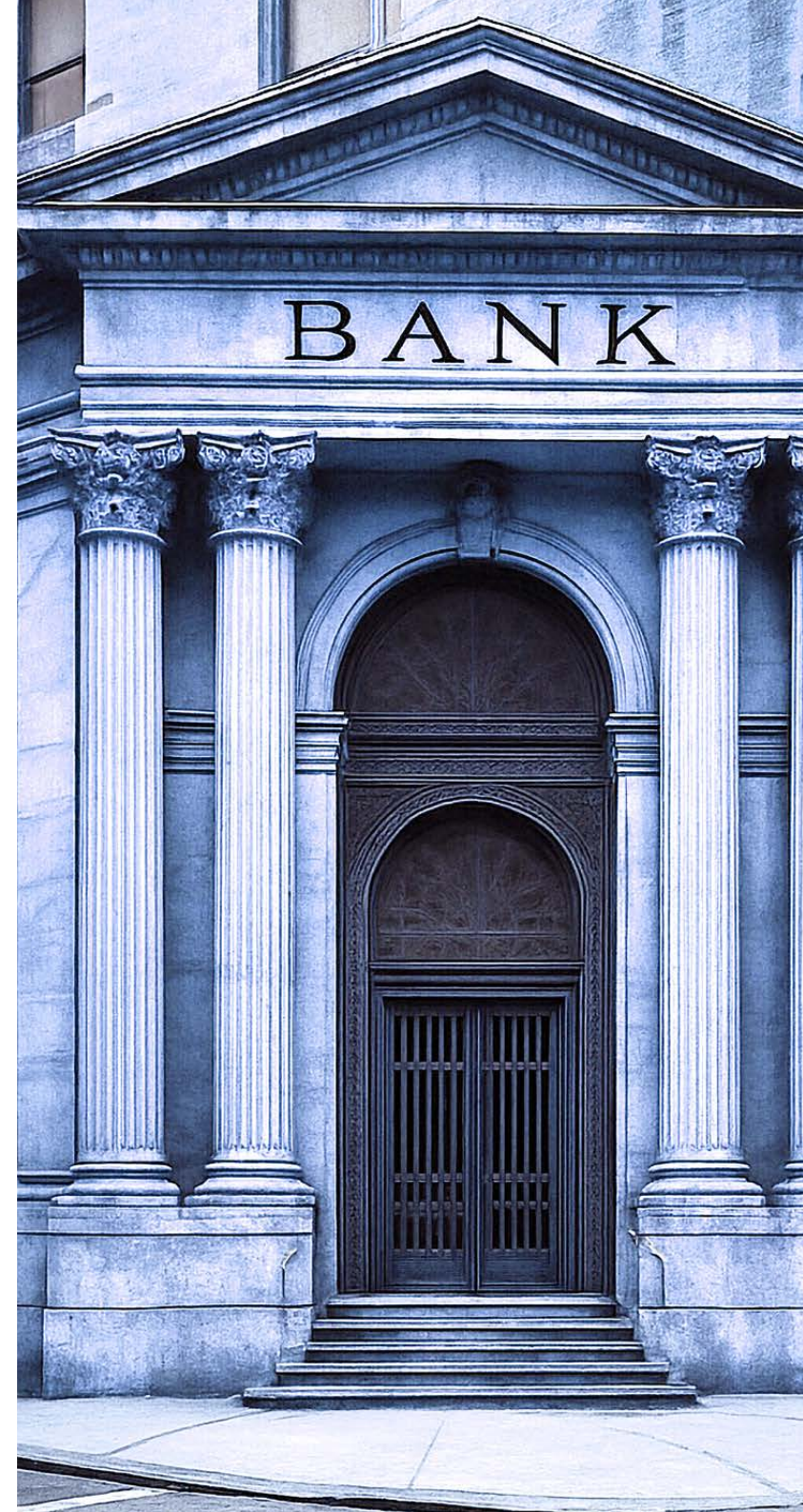
In February 2002, SBG acquired a 90% controlling stake in Uganda Commercial Bank Limited, a government-owned institution with a network of sixty-five branches across the country. This acquisition was subsequently merged with the existing SBUL operations, creating the largest commercial bank in Uganda by assets and branch network at the time.

In November 2007, the Government of Uganda divested its remaining shareholding in Stanbic Bank Uganda Limited through a listing on the Uganda Securities Exchange. Concurrently, Standard Bank Group offered 10% of its shareholding to the public, while retaining an 80% ownership stake.

In 2018, SBUL initiated a strategic reorganisation of its corporate structure through the establishment of a holding company. The objective of this reorganisation was to enable the Group to expand into non-banking financial and non-financial services through separately incorporated entities under the holding company structure. The reorganisation was implemented through the transformation of the bank into a holding company, followed by a hive-down of the banking business to a newly incorporated banking subsidiary.

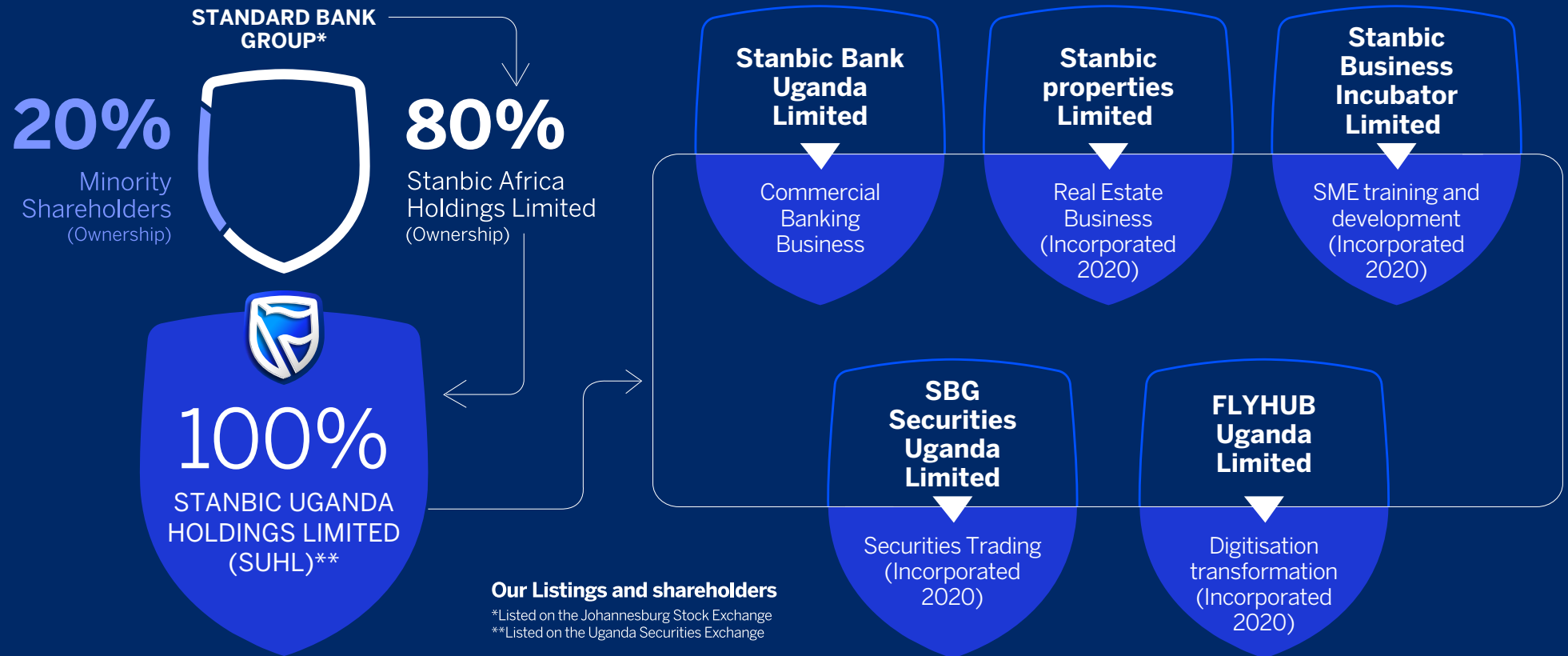
This process was completed on 1 April 2019, resulting in the formal establishment of Stanbic Uganda Holdings Limited (SUHL or "the Company") as the holding company, with Stanbic Bank Uganda Limited (SBUL or "the Bank") as its wholly owned subsidiary.

As at 31 December 2021, SUHL had expanded its corporate structure to include four additional subsidiaries, namely: Stanbic Properties Limited, Stanbic Business Incubator Limited, FLYHUB Uganda Limited, and SBG Securities Uganda Limited.



Organisational overview

Our company structure



Facts about Stanbic Uganda Holding Limited as of 31 December 2025



UShs
10.4tn
Total Assets



2,036
Total number of Employees



68
Number of Branches



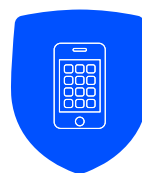
766,945
Number of Customers



UShs
2.0tn
Market Capitalisation



22,416
Shareholders



6,580
Bank Agents



178
ATMs

177
Cash Dispensers



2,670
Point of Sale Machines



Headquarters
Crested Towers,
Plot 17 Hannington
Road, Kampala



14
Number of CSPs

40
Intelligent ATMs

21
Cash Deposit Machines

Standard Bank Group Footprint



We are Africa focused, client led and digitally enabled.



We provide comprehensive and integrated financial and related solutions to our clients



We drive inclusive growth and sustainable development

161 years of serving our clients in Africa

USD 19 Billion Market Capitalization (ZAR 439Billion)

20 sub-Saharan African countries

04 global centres: Beijing, Dubai, London, New York

02 offshore hubs: Isle of Man, Jersey



West Africa

1. Côte d'Ivoire
2. Ghana
3. Nigeria
4. Democratic Republic of Congo (DRC)
5. Angola



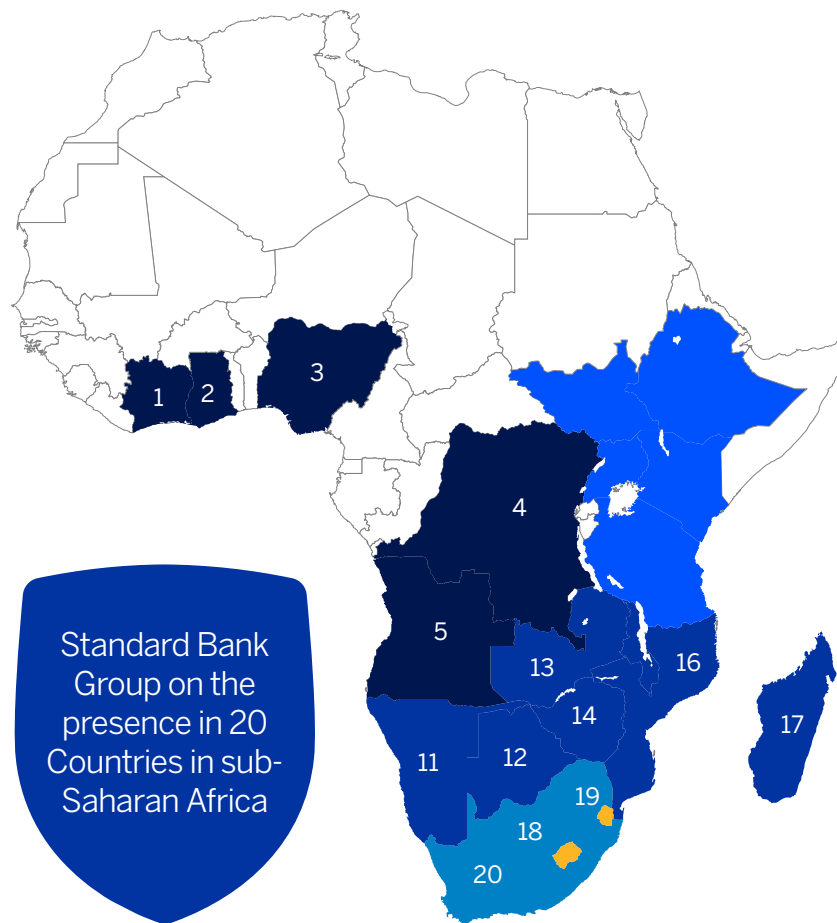
East Africa

6. South Sudan
7. Ethiopia (representative office)
8. Uganda
9. Kenya
10. Tanzania



South & Central Africa

11. Namibia
12. Botswana
13. Zambia
14. Zimbabwe
15. Malawi
16. Mozambique
17. Mauritius
18. Lesotho
19. eSwatini
20. South Africa



Standard Bank Group on the presence in 20 Countries in sub-Saharan Africa



#1 Bank by Assets | #1 Banking Brand¹ | #1 Global Markets Franchise² | #1 Sustainable Finance Mandated Lead Arranger⁷ | #3 Asset Manager³ | Strategic Co-operation with ICBC

¹ Most valuable banking brand in Africa and South Africa by Brand Finance for the second year in a row.
² Global Markets foreign exchange in Angola, Kenya, South Africa and Uganda.
³ By assets under management/administration (AUM/AUA).

Stanbic Bank Presence in Uganda



EAST	NORTH	CUSTOMER SERVICE POINTS
<ul style="list-style-type: none"> • Busia Branch • Iganga Branch • Jinja Branch • Kamuli Branch • Kapchorwa Branch • Kotido Branch • Lugazi Branch • Mbale Branch • Moroto Branch • Soroti Branch • Tororo Branch 	<ul style="list-style-type: none"> • Adjumani Branch • Apac Branch • Arua Branch • Gulu Branch • Kigumba Branch • Kitgum Branch • Lira Branch • Moyo Branch • Nebbi Branch 	<ul style="list-style-type: none"> • Bwera • Jinja town CSP • Kaabong • Kayunga • Kagadi • Kumi • Pakwach • Kakira • Kinyara • Mayuge • Wobulenzi • Nansana • Kasangati • Yumbe
GREATER KAMPALA	WEST	
<ul style="list-style-type: none"> • Aponye Mall • Kawempe Branch • Kiboga Branch • Kireka Branch • Kyambogo Branch • Luwero Branch • Mityana Branch • Mpigi Branch • Mukono Branch • Mulago Branch • Nakivubo Branch • Nateete Branch • Wandegeya Branch • William Street Branch 	<ul style="list-style-type: none"> • Buliisa Branch • Bundibugyo Branch • Bwamiramira Branch • Hoima Branch • Ishaka Branch • Kabwohe Branch • Kasese Branch • Kihhi Branch • Ntungamo Branch • Fortportal Branch • Ibanda Branch • Kabale Branch • Kalangala Branch • Kisoro Branch • Kyotera Branch • Lyantonde Branch • Masaka Branch • Masindi Branch • Mbarara Branch • Mubende Branch • Rukungiri Branch 	
METRO		
<ul style="list-style-type: none"> • Acacia Mall Branch • Bugolobi Branch • Entebbe Main Branch • Freedom City Branch • Forest Mall Branch • Garden City Branch • Kabalagala Branch • Kampala Branch • Lugogo Branch • Makerere Branch • Metro Branch • Nakasero Branch • Nakawa Branch • Ntinda Branch 		



CORPORATE GOVERNANCE

Board of Directors



Academic Qualifications

- Diploma In Advanced Management -IESE Business School- Spain
- BSc-Economics-Makerere University-Uganda

Primary Strengths and Skills

- Seasoned Business and Executive Leader
- Strategy Advisory
- Corporate Governance and Culture
- Brand, Marketing and Communication

Year of Appointment

- 2023

Board Committee

- Nomination and Remuneration (Chair)

Previous Roles

- Managing Director-Guinness Nigeria PLC
- Managing Director-Diageo Ethiopia Hub and Indian Ocean Markets

External Directorships

- Chairman-Namasagali College



Academic Qualifications

- MSc-Finance-Strathclyde University-Glasgow-United Kingdom
- Diploma-National Economic Planning-Central School of Planning Warsaw-Poland
- BA-Economics- Makerere University-Uganda

Primary Strengths and Skills

- Macroeconomics, Finance and Accounting
- Regional and Continental Trade Development
- Public Policy

Year of Appointment

- 2022

Board Committee

- None

Previous Roles

- Country Manager-African Development Bank-Zimbabwe



Academic Qualifications

- Executives Program-MIT-Massachusetts
- Global CEO Program-CEIBS-Wharton-IESE Business School-Spain
- Advanced Management Program - Harvard Business School-Boston
- MBA-Obafemi Awolowo University-ILE-IFE-Nigeria

Primary Strengths and Skills

- Corporate and Investment Banking
- Asset and Pension Management
- Stock Brokerage

Year of Appointment

- 2023

Board Committee

- Nomination and Remuneration

Current Employment

- Group Executive-Standard Bank Group

External Directorships

- NED on Various Boards within Standard Bank Group
- Advisory Board Member-ANAP Foundation
- Member of the Board of Trustees-Redeemer's University Ede Osun State



Academic Qualifications

- MBA-Harvard University- Massachusetts
- BSc in Economics-Daemen College-New York

Primary Strengths and Skills

- Corporate and Investment Banking
- Global Financial markets
- Strategy Development and Execution

Year of Appointment

- 2021

Board Committee

- Credit · Risk · People and Culture

Current Employment

- Regional Chief Executive- East Africa Region, Standard Bank Group

External Directorships

- NED on various Boards within Standard Bank Group
- Member of Board of Trustees- Uganda Chamber of Mines and Petroleum



Academic Qualifications

- Fellow of the Chartered Institute of Marketing
- Global CEO Program-Strathmore Business School-Kenya
- MBA-University of Liverpool-England
- Bachelor of Social Science-Makerere University-Uganda

Primary Strengths and Skills

- Strategy Planning and Execution
- Brand, Marketing and Communication
- Stakeholder Management

Year of Appointment

- 2020

Board Committee

- Audit and Risk-SUHL
- Nomination and Remuneration-SUHL

Current Employment

- Director Communications, Innovation, External Engagement and Advocacy-Alliance for Green Revolution in Africa

External Directorships

- INED-Doctors' Choice Limited
- INED-Medassi Investment Limited



Academic Qualifications

- MBA-Edinburgh Business School-Heriot-Watt University-Scotland
- BBA-Finance-Makerere University-Uganda

Primary Strengths and Skills

- Financial and Capital Markets
- Investment Banking and Analysis
- Agribusiness Financing

Year of Appointment

- 2023

Board Committee

- Audit and Risk-SUHL

Current Employment

- Chief Executive-aBi Finance Limited

External Directorships

- Board Chair-Renewable Energy Business Incubator
- Board Member-Women's Leadership Development
- Board Member-CEO Summit Uganda



Academic Qualifications

- MBA-Leadership and Sustainability- University of Cumbria-England
- Member of the Institute of Certified Public Accountants Uganda (ICPAU)
- Fellow of the Institute of Certified Public Accountants of Rwanda
- Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom
- Diploma in Business Studies and Administration-Makerere University Business School-Uganda

Primary Strengths and Skills

- Audit, Accounting and Finance
- Risk Management and Control

Year of Appointment

- 2024

Board Committee

- Audit and Risk (Chair)

Current Employment

- Managing Director-Imbogo Safari Lodge

Previous Roles

- Audit Partner-Deloitte & Touche Uganda
- Partner -Whiteknights Partners

External Directorship

- Director-Homeofmel Residences Limited
- Director-Grant Thornton Uganda



Academic Qualifications

- MBA- Edinburgh Business School-Heriot-Watt University-Scotland
- Fellow of the Association of Chartered Certified Accountants, FCCA
- BCom in Accounting-Makerere University-Uganda

Primary Strengths and Skills

- Audit, Accounting and Finance
- Risk Management and Controls
- Corporate Governance and Regulatory Compliance

Year of Appointment

- 2019

Board Committee

- Audit (Chair)
- Risk
- People and Culture

Current Employment

- Senior Director-Corporate Resources, TradeMark Africa

External Directorships

- Audit Committee-Busitema University



Academic Qualifications

- MBA-Harvard Business School- Massachusetts
- BSc-Financial Engineering-Princeton University-New Jersey

Primary Strengths and Skills

- Business Transformation, Innovation and Advisory
- Financial and Global Markets
- Capital and Asset Management

Year of Appointment

- 2022

Board Committee

- Credit (Chair)
- Asset and Liability (Chair)
- Technology and Innovation

Current Employment

- Chief Executive & Founder INUA Capital Limited

External Directorships

- Director-Damascus Capital Limited
- INED-aBi Finance Limited



Academic Qualifications

- MBA-Strategic Management -United States of International University-Kenya
- BSc (Stat)-Computing -Makerere University-Uganda

Primary Strengths and Skills

- Digital Transformation and Innovation
- Risk and Compliance
- Project Management

Year of Appointment

- 2023

Board Committee

- Technology and Innovation (Chair)
- Risk (Chair)
- Audit

Current Employment

- Head, Digital and Technology-East and South Africa-Diageo (Manufacturing)



Academic Qualifications

- MSc-Technological Economics-University of Stirling-Scotland
- BA- Biology - University of Stirling-Scotland

Primary Strengths and Skills

- Global Financial Markets
- Corporate and Investment Banking
- Capital and Asset Management

Year of Appointment

- 2024

Board Committee

- Credit
- Asset and Liability

Current Employment

- Head CIB International-Standard Bank Group



Academic Qualifications

- MBA- Edinburg Business School (Heriot-Watt University)
- B.Eng. (Hons) in Civil Engineering - University of East London
- Postgraduate Diploma in Marketing-UK Chattered Institute of Marketing

Primary Strengths and Skills

- Seasoned Business and Executive Leader
- Governance, Risk and Compliance
- Strategy Development and Execution

Year of Appointment

- 2025

Board Committee

- People and Culture (Chair)
- Audit

Previous Roles

- Chief Executive-Lafarge - South Africa



Academic Qualifications

- PhD-Construction Management-Lund University-Sweden
- MEng-Civil Engineering-Makerere University-Uganda
- BSc. (Honours)-Quantity Surveying-University of Witwatersrand-South Africa

Primary Strengths and Skills

- Civil Engineering
- Real Estate Planning
- Project Management

Year of Appointment

- 2024

Board Committee

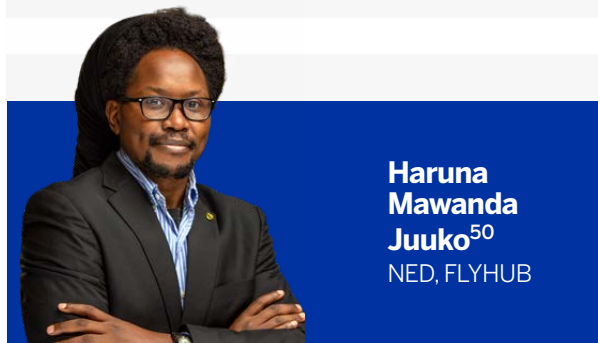
- None

Current Employment

- Partner at CCELAM NK and Associates-Kampala

External Leaderships

- Director-Y-Save Real Estate Sector
- Board Member-Education, Training and Research African Association of Quantity Surveyors
- Director-Kaktus Limited



Academic Qualifications

- PhD - IT and Computer Science-Capella University-Minneapolis-USA
- MSc- Information Science-Capella University - Minneapolis-USA
- Member of the Certified Information Systems Auditor

Primary Strengths and Skills

- Software Development and Programming

- Digital Strategy, Innovation and Information Technology
- Project Management

Year of Appointment

- 2024



Academic Qualifications

- Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom
- Certified Financial Services Auditor (CFSA)
- MSc-Accounting and Finance-Makerere University-Uganda
- BCom in Accounting-Makerere University-Uganda

Primary Strengths and Skills

- Audit, Accounting and Finance

- Strategy Development and Execution
- Risk Management and Controls

Year of Appointment

- 2024

Board Committee

- None

Current Employment

- Chief Executive-Stanbic Uganda Holdings Limited



**Mumba
Kenneth
Kalifungwa**⁵²
CHIEF EXECUTIVE
SBUL

Academic Qualifications

- MBA- Herriot Watt University, Scotland
- Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom
- Fellow of the Chartered Institute of Management Accountants (CIMA), United Kingdom
- Association of Accounting Technicians (AAT), United Kingdom

Primary Strengths and Skills

- Leadership and people management skills
- Audit, Accounting and Finance
- Strategy Development and Execution

- Risk Management and Controls

Year of Appointment

- 2025

Board Committee

- None

Current Employment

- Chief Executive-Stanbic Bank Uganda Limited



**Samuel
Fredrick
Mwogeza**⁴⁴
ED, SBUL

Academic Qualifications

- MBA- Herriot Watt University, Scotland
- Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom
- Member of the Institute of Certified Public Accountants of Uganda (ICPAU)
- BCom in Accounting-Makerere University-Uganda

Primary Strengths and Skills

- Audit, Accounting and Finance
- Retail Banking
- Strategy Development and Execution

Year of Appointment

- 2024

Board Committee

- Technology and Innovation
- Asset and Liability

Current Employment

- Head Personal and Private Banking-Stanbic Bank Uganda Limited

External Directorships

- NED-Uganda Securities Exchange



**Paul
Muganwai**⁴²
ED, SBUL

Academic Qualifications

- MSc in Econometrics-University of Manchester (on-going) - England
- BCom in Economics, Finance and Accounting-University of Kwa-Zulu Natal-Durban-South Africa

Primary Strengths and Skills

- Corporate and Investment Banking
- Global Financial Markets
- Accounting and Finance

Year of Appointment


- 2025

Board Committee

- None

Current Employment

- Head Corporate Investment Banking-Stanbic Bank Uganda Limited



Spencer Sabiiti⁴¹
CHIEF EXECUTIVE,
SPL

Academic Qualifications

- MBA-Edinburgh Business School-Scotland
- Professional Member of the International Organisation of Health and Safety-United Kingdom
- PGD-Construction Project Management -Makerere University-Uganda
- BSc-Quantity Survey-Makerere University-Uganda

Primary Strengths and Skills

- Valuation and Surveying


- Real Estate Management
- Project Management and Development

Year of Appointment

- 2020

Current Employment

- Chief Executive-Stanbic Properties Limited



Grace Semakula⁴³
CHIEF EXECUTIVE,
SBGS

Academic Qualifications

- MBA-University of Warwick-United Kingdom
- Corporate Finance and Strategy-The London School of Economics and Political Science-England
- Chartered Financial Analyst
- BSc-Statistics, Mathematics-Makerere University-Uganda

Primary Strengths and Skills

- Financial Analyst


- Capital and Asset Management
- Stakeholder Relations

Year of Appointment

- 2024

Current Employment

- Chief Executive-SBG Securities Uganda Limited



Catherine Poran⁵⁵
CHIEF EXECUTIVE,
SBIL

Academic Qualifications

- MBA-Heriot-Watt University Edinburgh-Scotland
- PGD-Business Management- Makerere University Business School-Uganda
- Master of Laws (LL.M.)-Buckingham University-England

Primary Strengths and Skills

- Corporate and Investment Banking


- Strategy Development and Execution
- Legal

Year of Appointment

- 2024

Current Employment

- Chief Executive-Stanbic Business Incubator Limited



Joel Muhumuza⁴⁰
CHIEF EXECUTIVE,
FLYHUB

Academic Qualifications

- MBA-Southern University and A&M College- Louisiana
- BCOM-Finance General-Makerere University-Uganda

Primary Strengths and Skills

- Digital Transformation, Strategy and Innovation
- Digital Financial Services
- Project Management Development

Year of Appointment

- 2021

Current Employment

- Chief Executive-FlyHub Uganda Limited

SUHL Executive Committee



Francis Karuhanga
Chief Executive
SUHL

JOINED:
SUHL: 2024
EXCO: 2024



Lilian Atwine
Head Finance &
Value Management

JOINED:
SUHL: 2023
EXCO: 2023



Joel Muhumuza
Chief Executive,
FLYHUB

JOINED:
FLYHUB: 2021
EXCO: 2021



Rita Kabatunzi
Company Secretary

JOINED:
SUHL: 2020
EXCO: 2020



Judith Kibuuka
Head Shared
Services

JOINED:
SUHL: 2024
EXCO: 2024



Catherine Poran
Chief Executive
Stanbic Business
Incubator

JOINED:
SBIL: 2024
EXCO: 2024



Spencer Sabiiti
Chief Executive
Stanbic Properties
Limited

JOINED:
SPL: 2020
EXCO: 2020



Grace Semakula
Chief Executive
SBG Securities
Limited

JOINED:
SUHL: 2024
EXCO: 2024




Elijah Kitaka
Head Strategy

JOINED:
SUHL: 2024
EXCO: 2024

SBUL Executive Committee

 <p>Mumba Kenneth Kalifungwa Chief Executive</p> <p>JOINED: The Bank: 2025 EXCO: 2025</p>	 <p>Barbara Dokoria Head, Compliance</p> <p>JOINED: The Bank: 2003 EXCO: 2018</p>	 <p>Candy Wekesa Okoboi Head, Legal</p> <p>JOINED: The Bank: 2016 EXCO: 2016</p>	 <p>Tunde Thorpe Head BCB</p> <p>JOINED: The Bank: 2017 EXCO: 2025</p>
 <p>Samuel Fredrick Mwogeza Head Personal & Private Banking (PPB)</p> <p>JOINED: The Bank: 2010 EXCO: 2015</p>	 <p>Ronald Makata Chief Finance & Value Management Officer</p> <p>JOINED: The Bank: 2013 EXCO: 2023</p>	 <p>Martin Sekaziga Chief Risk Officer</p> <p>JOINED: The Bank: 2019 EXCO: 2019</p>	 <p>Tunde Thorpe Head BCB</p> <p>JOINED: The Bank: 2017 EXCO: 2025</p>
 <p>Sylvia Mulomi Head, People and Culture (P&C)</p> <p>JOINED: The Bank: 2024 EXCO: 2024</p>	 <p>Kenneth Kamurasi Head Internal Audit</p> <p>JOINED: The Bank: 2022 EXCO: 2022</p>	 <p>Miriam Naigembe Head Operations</p> <p>JOINED: The Bank: 2013 EXCO: 2014</p>	 <p>Rita Apell Chief Information Officer</p> <p>JOINED: The Bank: 2024 EXCO: 2024</p>
 <p>Barend Johannes Janse Van Rensburg Country Head Credit</p> <p>JOINED: The Bank: 2022 EXCO: 2025</p>	 <p>Paul Muganwa Head Corporate and Investment Banking(CIB)</p> <p>JOINED: The Bank: 2013 EXCO: 2022</p>	 <p>Rita Kabatunzi Company Secretary</p> <p>JOINED: The Bank: 2018 EXCO: 2018</p>	 <p>Rita Apell Chief Information Officer</p> <p>JOINED: The Bank: 2024 EXCO: 2024</p>



EXECUTIVE STATEMENTS



Chairman's statement

At Stanbic Uganda Holdings Limited, we firmly believe that our long-term success is defined not only by financial performance, but by the positive and lasting impact we create for the people we serve, the communities in which we operate, and the natural environment upon which we depend. Sustainable value creation lies at the heart of our strategy and is central to how we measure progress as a responsible corporate citizen.

Baker Magunda -
Chairman Stanbic Uganda Holdings Ltd

As part of our continued journey to deepen and scale our sustainability and Environmental, Social and Governance (ESG) ambitions, Stanbic Uganda enhanced its Sustainability Strategy during the year through the launch of a bold Positive Impact Framework. Anchored on five strategic pillars—financial inclusion, enterprise development, infrastructure investment, climate resilience financing, and corporate social investment—the framework provides a clear roadmap for delivering measurable and meaningful impact across Uganda's economy.

This framework is intentionally designed to support women, youth, and farmers, recognising their critical role in driving inclusive economic growth. Through targeted investments, partnerships, and innovative financial solutions, we are enabling livelihoods, building resilience, and supporting long-term economic transformation. In doing so, we bring to life our purpose: Uganda is our home; we drive her growth.

Sustainability and ESG considerations remain highly relevant, despite shifting global priorities. African economies—including Uganda—continue to face disproportionate exposure to climate risks, infrastructure gaps, energy deficits, and social vulnerabilities. At the same time, these challenges present significant opportunities for sustainable investment that can unlock growth, industrialisation, and social progress. Stanbic Uganda remains resolute in advancing its sustainability and ESG

commitments, particularly where they align to Uganda's National Development Plan IV (NDP IV) and national priorities such as energy development, infrastructure expansion, job creation, and private sector growth.

I am therefore delighted to present our 2025 Report to Society, our fourth annual account to stakeholders detailing how we are delivering on our sustainability commitments and contributing meaningfully to national development priorities.

During the reporting period, Stanbic Uganda increased financing and strategic support for small and medium-sized enterprises (SMEs), women-led businesses, youth skills development, agriculture, and digital innovation, we are contributing to a more inclusive, competitive, and resilient economy. Our growing focus on green finance, climate-smart agriculture, and ESG risk integration reflects our commitment to advancing climate action and responsible investing, while safeguarding long-term value for our stakeholders.

Equally important is our continued emphasis on strong governance, transparency, and ethical leadership. These principles underpin trust and reinforce our role as a dependable partner to government, development institutions, investors, clients, and communities across Uganda.

As we publish this report, I wish to reaffirm that Stanbic Uganda is not merely responding to the ESG agenda—we are actively helping to shape it. We remain committed to ensuring that the benefits of our growth are broadly shared, equitably distributed, and sustainably achieved, both today and for future generations.

To our shareholders, colleagues, clients, and partners, I extend my sincere gratitude for your continued trust and collaboration. Together, we will continue to build a more resilient, inclusive, and sustainable Uganda.

Stanbic Uganda increased financing and strategic support for small and medium-sized enterprises (SMEs), women-led businesses, youth skills development and agriculture.



Chief Executive's Message

I am pleased to share the 2025 Report to Society, which highlights how Stanbic Uganda Holdings Limited continues to deliver measurable and positive outcomes for our clients, communities, and the environment.

Francis Karuhanga
Chief Executive, Stanbic Uganda Holdings Limited

This report marks our fourth consecutive year of public sustainability reporting and reflects the progress we have made in embedding sustainability into our business strategy. Our approach is guided by our enhanced Sustainability Strategy, anchored in the Positive Impact Framework, which is structured around five strategic pillars: financial inclusion, enterprise development, infrastructure investment, climate resilience financing, and corporate social investment.

Together, these pillars guide how we deploy capital, manage risk, and partner with stakeholders to support inclusive and sustainable economic growth in Uganda.

Financial Inclusion and Access

Inclusive growth begins with access—access to savings, credit, and financial solutions that enable households and enterprises to participate meaningfully in the economy. Financial inclusion therefore remains a core priority for Stanbic Uganda.

A key focus of our inclusion agenda is the empowerment of women entrepreneurs. Through the Stanbic4Her programme, the Bank extended 9,379 loans to women, amounting to UGX 84.4 billion in 2025. These investments not only support enterprise growth but also contribute to household income stability, job creation, and broader social well being.

Enterprise Development & Job Creation

Entrepreneurship remains one of the most powerful engines of economic growth and employment generation in Uganda. Beyond providing financing, our role as a bank is to offer advisory support and ecosystem partnerships that enable businesses to scale sustainably.

In 2025, 4,600 enterprises accessed loans valued at UGX 635 billion, up from UGX 581 billion extended to 4,224 enterprises in 2024. This growth reflects sustained demand for capital and the confidence of enterprises in Stanbic Uganda as a long term financial partner.

In addition, our business incubation programmes continue to equip small and medium sized enterprises with the skills, networks, and financing required for sustainable growth. In 2025 alone, our incubator programmes reached 3,396 SMEs and 5,555 individuals, including 3,611 women and youth led enterprises, strengthening entrepreneurship and employability across the country.

Integrated Infrastructure Investment

Infrastructure development remains a cornerstone of national transformation—driving productivity, enabling industrialisation, and facilitating trade. Through our Corporate and Investment Banking division, Stanbic Uganda plays a critical role in

structuring and financing large scale projects aligned with Uganda's development priorities.

In 2025, the Bank invested over UGX 650 billion in the energy and infrastructure sectors, representing more than 15% of our Corporate and Investment Banking portfolio. These investments support reliable energy access, economic competitiveness, and long term resilience.

Looking Ahead

As the sustainability landscape continues to evolve, Stanbic Uganda remains committed to proactive collaboration with key stakeholders, including the Government of Uganda, particularly in shaping emerging ESG regulations and supporting the implementation of the Banking Sector ESG Framework.

In 2025, 4,600 enterprises accessed loans valued at UGX 635 billion.



Sustainability Overview

Our Sustainability Approach

Our purpose is to drive sustainable and inclusive growth in Uganda, delivering positive financial outcome for our shareholders and positive impact for society. We achieve this through our core business activities.

Frameworks applied.

Various benchmarks and international frameworks inform our reporting. The issues raised by our internal and external stakeholders in our day-to-day interactions are also considered. We report in reference to the Global Reporting Initiatives (GRI) guidelines.

Our ability to create value depends on our use and impact on certain resources and relationships (capitals). We apply the capitals model, adopted by the International Integrated Reporting Council in the International (IR) Framework, in managing and accessing our ability to create value over time and our sustainability performance. The following six capitals are fundamental to the long-term viability of our business: natural, social, human, intellectual, manufactured (or manmade) and financial. The capitals are considered in commentary in this report.

Sustainability Performance

The sustainability performance Indicators focus attention on the impact that our activities have on the communities in which we operate and discloses how the risks that may arise from interactions with our stakeholders and other institutions, are managed and mitigated.

We recognise that we have a diverse set of stakeholders with different information needs. We seek to balance these needs with our regulatory requirements by preparing several reports. Our report to society, provides a holistic assessment of how our strategy, governance, performance, and prospects create value over time.

This report is for a broader set of stakeholders. It aims to communicate, in a concise and accessible way, how we create shared value. Our focus is on the key issues that affect all our stakeholders, and our ability to deliver on our purpose – Uganda is our home, we drive her growth.

Scope and boundary

This report covers SUHL's operations in Uganda and focuses on the most material aspects of our business in relation to our strategy. We consider an issue to be material if it is likely to impact our ability to achieve our strategy, and to remain commercially sustainable and socially relevant. Material issues are those that have a strong bearing on our stakeholders' assessments of the extent to which we fulfil their needs over the long term. We also consider the factors that affect the economic growth and social stability of the communities in which we do business.

Our report to society, provides a holistic assessment of how our strategy, governance, performance, and prospects create value over time.



Our Sustainability Strategy

At Stanbic Uganda, sustainability is an integral part of our business strategy. Sustainability and sustainable business practices are embedded at every level of our business. We believe that our most important contribution to sustainable development is to operate an effective and profitable SUHL.

By providing access to credit, savings, and investment products, we enable individuals to improve their quality of life and enhance their financial security. By providing finance to large and small businesses we facilitate economic growth and job creation, and by financing infrastructure and the development of key sectors, we assist in resolving national challenges such as energy and food security, access to primary health care, tourism, mining, and information communications technology.

We believe in Doing the right business the right way. This is our shared value that means being aware of the indirect impacts of our actions, including impacts on the societies in which we operate, and impacts on future generations. We continue to embed an approach through our Sustainability Strategy know as our Positive Impact Framework - which is structured around five strategic pillars: financial inclusion, enterprise development, infrastructure investment, climate resilience financing, and corporate social investment.

We believe in doing business the right way, mindful of our impact on society and future generations.



Our Strategic Value Drivers

Our strategic priorities & value drivers

We are driven by our purpose. Africa is our home, we drive her growth.

Our strategy enables us to achieve our purpose.

We have three strategic priorities:

- Transform the client experience, by providing a comprehensive set of solutions that meet client needs
- Execute with excellence and do the right business, the right way
- Create sustainable growth and value for our shareholders, society and the planet.

We execute our strategy by defending and growing our competitive advantages in our chosen segments and markets, while pursuing growth opportunities. This includes:

- Leading Africa's energy and infrastructure development
- Building Africa's best private bank, with market leading propositions tailored to our clients' banking, insurance and investment needs,
- Maximising the value of our diversified portfolio across 20 African countries.

We use six value drivers to measure our performance and the value we aspire to create for all our stakeholders. Metrics associated with our value drivers are linked to our remuneration scorecards.

Risk and conduct

We operate with integrity and hold ourselves to high ethical standards.

We understand the risks and opportunities facing our business and have robust policies and processes to manage them.

We ensure the security of our information and that of our clients and we guard against cyber threats.

Operational excellence

Our systems are reliable, resilient and trusted.

Our digital channels are always-on, always secure.

We are here for you when you need us.

Client focus

We understand our clients and provide them with the products and services they need to make life better.

We are responsive to their changing expectations.

We ensure fair outcomes for our clients.

Employee engagement

Our employees believe in our purpose and their role in achieving it.

They are productive, motivated and engaged.

They reflect the diversity of the communities in which we work.

They strive to learn, grow and adapt to the changing world of work.

They feel valued and respected.

Positive impact

We achieve positive impact by understanding Africa's needs and challenges and delivering solutions to address these. This includes:

- Financial health and inclusion
- Business growth and job creation
- Climate change mitigation and adaptation
- Infrastructure development.

We balance social, economic and environmental considerations to drive sustainable growth.



Our Sustainability approach

Our purpose is to drive sustainable and inclusive growth in Uganda, delivering positive financial outcomes for our shareholders and positive social, economic and environmental impact for society. We achieve this through our core business activities.

Our approach rests on two pillars:



Our Sustainability strategy

As our sustainability journey continues to evolve, Stanbic Uganda introduced the Positive Impact Framework - which is structured around five strategic pillars: financial inclusion, enterprise development, infrastructure investment, climate resilience financing, and corporate social investment.

Positive Impact Framework

<p>+1</p> <p>Financial Inclusion</p> <p>We unlock access to tailored services for women, youth & farmers—to foster inclusive economic participation</p> 	<p>+2</p> <p>Enterprise growth & Job creation</p> <p>We channel credit into high-potential sectors and enterprises to generate meaningful jobs, especially for women and youth</p> 	<p>+3</p> <p>Infrastructure & Integrated Energy</p> <p>We invest in vital infrastructure and clean energy solutions that connect communities, power businesses, and expand opportunities</p> 	<p>+4</p> <p>Climate Resilience</p> <p>We support climate smart investments that protect livelihoods and enhance community resilience</p> <p>We finance initiatives that support Uganda's development goals for a resilient & prosperous future</p> 	<p>+5</p> <p>CSI</p> <p>Education & Youth empowerment</p> <p>Maternal health for low-income mothers</p> 	
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Our approach in practice

We recognise that our sustainability depends on the value we add to society. We align with the objectives of the United Nations Sustainable Development Goals (UN SDGs), the Paris Climate Agreement, and sustainable banking frameworks across our markets.

- Positive impact is a key driver of our business strategy, integral to our core business activities and how we measure our success.
- We are a leading provider of sustainable finance solutions, supporting our clients on their sustainability journeys.
- We are a major funder of energy and infrastructure. We are committed to addressing infrastructure deficit while contributing to efforts to mitigate climate risk and enable communities and businesses to strengthen their resilience to the impacts of climate change.
- Stanbic Uganda is aligned to Standard Bank Group, and we are guided by our commitments as a signatory to the UN Principles for Responsible Banking (PRB)¹ and the Principles for Responsible Investment (PRI)².
- We use our engagements with diverse stakeholders, including clients, shareholders, regulators, employees and civil society, to help shape our approach and assess our progress.
- Stanbic Uganda is responsible for embedding the group's sustainability approach while aligning to requirements and priorities at national level. This includes tracking impact against our impact areas, contributing to the group's positive impact and sustainable finance targets, and integrating SBG's climate policy into business processes and developing sector strategies and transition pathways to support achievement of our climate goals

ESG Risk Management

Effective ESG risk management plays a critical role in achieving our Sustainability priorities. Environmental and Social (E&S) risk refers to the threat of adverse impacts on society and the natural environment arising indirectly or directly from our business activities.

ESG risk management is embedded in our policies, processes, and governance structures. Our efforts to achieve positive impact are underpinned by careful identification, management and mitigation of environmental, social and governance (ESG) risks. This includes risks within our own operations and risks arising from our business activities, including our client relationships and the projects and businesses we finance or invest in.

ESG Principles and frameworks

The Bank's overarching Environmental and Social Management System (ESMS) comprises various risk management policies, standards, processes and tools. The ESMS seeks to guide all relevant stakeholders within the bank through the implementation of E&S risk management.

Our E&S risk governance standard sets out the E&S risk management framework, which provides for the governance, identification, measurement, management and reporting of E&S risks associated with the group's financing and investment activities. The standard is supported by the group E&S risk policy, which details how the framework should be implemented. Stanbic Uganda's environmental and social risk team is responsible for reviewing, updating, and ensuring

the effective implementation of the standard and policy.

This year has been a significant and remarkable journey for the organisation as we worked to embed E&S risk across our credit process to ensure we are proactively managing and accessing rights through our lending. This is in line with our commitment to implement our Environmental and Social risk policy and standard with the business.

ESG risk screening for new lending

We now have a digital E&S risk assessment tool that is utilised by the business teams to conduct environmental and social due diligence as part of our credit approval processes.

The assessments enable the business to understand of the level of risk arising from potential clients we finance. This therefore provides guidance on our approach to financing with the aim to ensure E&S risks are minimized to reduce on any indirect impact.

By embedding E&S risk assessment processes into lending practices at an early stage, we ensure E&S consideration and accountability in decision-making and monitoring.

- Pre-credit committees ensure E&S risks are appropriately screened at application phase.
- Screening determines whether to proceed with a transaction, whether further assessment is required and level of the assessment.
- We use three levels of assessment according to the type of financial product, the quantum and tenor of the transaction. Each level includes likely E&S risk, sector and client considerations, client's ability to manage E&S risk and historical.
- Track record. Risks are rated low, medium or high.
- The E&S risk team evaluates all project-related transactions and medium and high-risk non-project related transactions and works with business and credit teams to assess and mitigate risks.
- We use our influence with our clients to encourage them to apply the Precautionary Principle to their operations and activities, where applicable.



OUR POSITIVE IMPACT

2

We believe in creating a sustainable economy and to empower people to build better futures.



2025 Sustainability highlights

2025 was a defining year for Stanbic Uganda Holdings Limited, marked by significant progress in advancing our sustainability ambitions and embedding purpose led impact across our operations. A key milestone during the year was the strengthening of our Sustainability Strategy through the enhancement of the Positive Impact Framework, which provides a robust foundation for delivering sustainable and inclusive growth.

Cathy Adengo
Head of Sustainability

The framework sharpens our focus around five strategic pillars: financial inclusion, enterprise development, infrastructure investment, climate resilience financing, and corporate social investment. Together, these pillars guide how we deploy capital, engage partners, and deliver measurable impact for Uganda's economy and society.

With this renewed strategic focus, Stanbic Uganda made meaningful strides in expanding financial inclusion, supporting small and medium sized enterprises, empowering women in business, advancing critical infrastructure, and mobilising financing for green and climate positive initiatives.

Uplifting Women in Business

Empowering women entrepreneurs remains a core priority for Stanbic Uganda, recognising the vital role women play in driving inclusive economic growth and community resilience. During 2025, the Bank intensified its support to women owned businesses through the Stanbic4Her customer proposition, which is specifically designed to provide accessible and affordable financing solutions tailored to women entrepreneurs.

Through the Stanbic4Her programme, the Bank extended 9,379 loans to women, valued at UGX 84.4 billion in 2025. These investments continue to support enterprise growth, income generation, and

job creation, while strengthening women's economic participation across multiple sectors.

Financing Green Businesses & the Energy Transition

Stanbic Uganda remains committed to supporting Uganda's transition to a low carbon and climate resilient economy. Our sustainable finance portfolio spans grid extension projects, electric mobility initiatives, off grid solar solutions, and clean cooking technologies, all of which contribute to expanded energy access and reduced environmental impact.

In 2025, the Bank deployed UGX 70 billion in financing to support the renewable energy ecosystem in

Uganda. These investments demonstrate our continued role in unlocking capital for green businesses and facilitating the country's energy transition.

Boosting Agriculture and Empowering Farmers

Agriculture remains central to Uganda's economy and livelihoods, and Stanbic Uganda continues to play a catalytic role in strengthening the sector. During the COVID-19 pandemic, the Bank established the Economic Enterprise Restart Fund (EERF)—a critical intervention aimed at supporting smallholder farmers through affordable financing and capacity building via Savings and Credit Cooperative Organisations (SACCOs).

Since 2021, a cumulative UGX 289 billion has been extended to 912 SACCOs and Village Savings and Loan Associations (VSLAs) under the EERF, offering concessional lending at 10% per annum for agricultural activities. This financing has reached over 722,500 SACCO members and reinforcing the role of community based finance as a foundation for inclusive and resilient economic growth.

Empowering Youth Through Education

Youth empowerment remains at the heart of Stanbic Uganda's corporate social investment agenda and is a key pillar of our sustainability strategy. One of our flagship initiatives is the Stanbic National Schools Championship, delivered in proud partnership with the Ministry of Education and Sports. The programme aims to nurture innovation, creativity, and problem solving skills among young people across the country. In 2025, Stanbic invested UGX 1.6 billion in the programme, engaging over 120,000 students from more than 100 schools nationwide.





Positive impact highlights in numbers



Financial Inclusion

2025 Impact Metrics

Stanbic for her – Value of Loans to Women owned businesses

US\$ **84.4 bn**

Stanbic for Her - Number of loans to Women owned led businesses

9,379 women

Value of Loans to SACCO's

US\$ **125 bn**

Number of SAACOs supported

180

Financial Literacy trainings

2,350



Enterprise growth & job creation

2025 Impact Metrics

Value of Loans to Ugandan SME's

US\$ **635 bn**

Number of SME's supported

4,600

Number of SME's training under the business incubator

2,485





Integrated Infrastructure

2025 Impact Metrics

Value of financing supporting infrastructure development

USD **195 Mn**

Health care financing

USD **36 Mn**



Climate resilience

2025 Impact Metrics

Value of loans to Green Businesses

US\$ **70 bn**

Paper collected and recycled

0000 tonnes



Corporate Social Investments

2025 Impact Metrics

Total investment in CSI towards, Education, Health and Environment

US\$ **4.9 bn**



Our Contribution and payments into the economy and stakeholders

As the largest bank in the market, we continue to honour our commitment to drive Uganda's growth. Through our financing activities, we support financial inclusion and promote the growth of critical sectors of the economy in line with Government's national development plan. Below, the numbers highlighted demonstrated our social, economic and environment impact in all areas that touch an influence our clients, government, shareholders, employees, and communities

Value Added Statement

Value added statement for year ended 31st December 2025	2025	% of wealth created	2024	% of wealth created	2023	% of wealth created
Value added	Ushs '000		Ushs '000		Ushs '000	
Interest Income	900 811 274	83%	845 086 873	94%	779 351 631	105%
Commission fee income	235 994 719	22%	208 780 174	25%	202 689 917	31%
Other revenues	406 380 867	37%	318 443 478	34%	279 926 510	36%
Interest paid to depositors	(134 312 924)	-12%	(92 686 834)	-9%	(73 169 349)	-9%
Other operating expenses & impairments	(321 832 464)	-30%	(323 448 597)	-44%	(362 438 127)	-63%
Wealth Created	1 087 041 472	100%	956 175 094	100%	826 360 582	100%
Distribution of wealth						
Employees	309 031 967	28%	266 136 151	29%	238 565 142	33%
Government	189 008 032	17%	200 027 027	20%	164 150 458	19%
Ordinary shareholders - (Dividends)	344 000 000	32%	280 000 000	16%	136 000 000	16%
Non Controlling Interests	86 000 000	8%	70 000 000	4%	34 000 000	4%
Corporate Social Investment (CSI) spend	2 754 801	0%	3 185 680	0%	2 208 304	1%
Retentions to support future business growth	156 246 672	14%	136 826 236	30%	251 436 678	28%
Wealth Distributed	1 087 041 472	100%	956 175 094	100%	826 360 582	100%

Segment Disbursements

	2025	2024	2023	2022
	UShs	UShs	UShs	UShs
Corporate and Investment Banking	2,206,747,769,945	1,528,396,269,772	2,267,185,913,792	1,767,551,089,806
Business and commercial banking	2,229,803,235,160	2,050,916,886,136	1,961,663,196,561	1,657,342,856,905
Personal and private banking	577,709,150,752	569,812,407,063	483,600,288,430	550,641,994,373
Total	5,014,260,155,857	4,149,125,562,971	4,712,449,398,783	3,975,535,941,084

Staff Loan

	2025		2024		2023		2022	
	No of Loans	UShs	No of Loans	UShs	No of Loans	UShs	No of Loans	UShs
Staff Home Loans	52	6,258,080,256	78	12,550,462,070	53	8,678,544,097	83	9,108,324,837
Staff Personal Loans	2,608	53,567,784,341	2,468	36,249,040,282	2,504	34,707,848,907	3,479	29,664,036,189
Total	2,546	59,825,864,597	2,546	48,799,502,352	2,557	43,386,393,004	3,562	38,772,361,026

Gross Loan Balances per Sector

Loan Balances per Sector	2025	2024	2023	2022
Economic Sector	Ushs '000	Ushs '000	UShs '000	UShs '000
Agriculture, Fishing & Forestry	425,366,132	398,118,043	446,296,650	437,507,114
Mining and Quarrying	10,291,209	-	10,377	11,652
Manufacturing	631,547,096	391,718,627	354,603,490	365,202,060
Trade	598,429,953	807,140,891	638,711,712	663,004,206
Transport and Communication	453,584,476	441,191,241	553,574,756	417,180,956
Electricity and Water	12,081,889	59,314,210	106,146,874	136,146,627
Building, Mortgage, Construction and Real Estate	595,293,534	641,702,930	622,047,364	572,895,483
Business Services	624,736,770	105,519,457	74,780,174	112,402,857
Community, Social & Other Services	357,424,073	382,072,326	53,037,281	85,812,572
Personal Loans and Household Loans	1,524,647,462	1,278,262,057	1,153,707,552	1,043,829,230
TOTAL	5,233,402,595	4,505,039,782	4,002,916,230	3,833,992,758



Our material matters

Our material issues are those that matter most to our internal and external stakeholders and providers of capital, and that impact our ability to create value in the short, medium, and long term.

While these issues evolve over time, the broad themes are relatively stable. To identify and adequately interrogate our material issues, we undertake research and engagement on a range of information, including the consideration of:

- Risks, threats and opportunities identified through our enterprise risk process
- Stakeholder engagement and reputation risk analysis
- Issues raised through engagements, including the AGM
- Material issues identified by peer banks and the industry at large.

OUR MATERIAL ISSUES

Based on our understanding of our strategic aspirations and stakeholder priorities, the material themes we have identified for 2025 are as follows:



Accolades from our stakeholders in 2025

Stanbic Bank Uganda awards



Bank of the year,
Annual Bankers Awards
by Uganda Bankers
Association



Best bank: ESG, Annual
Bankers Awards by Uganda
Bankers Association



Best bank: Client
Experience, Annual
Bankers Awards by Uganda
Bankers Association



Insurance and Asset
Management, **Most
Innovative Bancassurer** at
Insurance Innovation Awards

SBG Securities Awards



Collective Investment Scheme **Manager of the
Year, 2025** Capital Market Authority awards

Standard Bank Group



TIME
World's Best
companies
for the second
consecutive
year



**FORBES WORLD'S
BEST EMPLOYERS**
One of the World's
Best Employers and
the best in Africa



NEWSWEEK
World's Most
Trustworthy
companies
for the third
consecutive year



**Most valuable
banking brand** in
Africa and South
Africa for the fifth
consecutive year
in 2026






FINANCIAL
INCLUSION



Business Incubator

Impact highlights 2025

3,396	SMEs supported across 14 districts, with 5,555 individuals engaged.
US\$ 37 bn	Mobilized in financing for SMEs through bankability support.
520	SMEs formalized, improving access to finance, tax compliance, and governance.
2,485	SMEs adopted digital tools for payments, bookkeeping, & marketing.
455	Active Flexipay business wallets improving cash-flow visibility.
3,000 Women	Significant inclusion of women, youth, PWDs, and refugee entrepreneurs reaching over 3,000 women.
	Strengthened adoption of ESG and climate-smart practices through all green programs.

In 2025, Stanbic Business Incubator Limited (SBIL) advanced financial inclusion in Uganda by supporting 3,396 SMEs across 14 districts, unlocking UGX 37 billion in financing, and formalizing 520 enterprises, with a strong focus on women, youth, refugees, PWDs, and green innovators. Through partnerships with the MasterCard Foundation, GIZ, Palladium, and UCIF, SBIL expanded digital and financial capabilities, enabling 2,485 SMEs to adopt digital tools and facilitating UGX 1.6 billion to climatesmart enterprises. These efforts strengthened financial literacy, compliance, and bankability, contributing to a more inclusive, resilient, and sustainable entrepreneurial ecosystem nationwide.

Climate Resilience and Green Accelerator Programs at SBIL – 2025 (Pics will be shared)

In 2025, the Stanbic Business Incubator Limited (SBIL) deepened its role as a national enabler of climate resilience, green enterprise development, and sustainable job creation. Through a combination of green accelerator programs, climate-smart innovation support, and environmentally aligned enterprise development, SBIL helped Ugandan SMEs build the capabilities needed to adapt to climate change, reduce environmental impact, and contribute to a greener economy.



Strengthening Climate-Smart Innovation Through the Uganda Climate Innovation Fund (UCIF)

UCIF remained one of SBIL's flagship platforms for nurturing Uganda's emerging climate-smart enterprises. In 2025, SBIL worked closely with early-stage innovators to refine business models, run experimentation cycles, strengthen technical solutions, and prepare innovations for commercialization.

Key climate-resilient innovations supported included:

Humi99 – Organic Biofertilizer for Soil Regeneration

Humi99 improves soil fertility by enhancing microbial activity, structure, nutrient availability, and water retention. This reduces farmers' dependence on chemical fertilizers and protects tree cover, wetlands, and biodiversity all while diverting organic waste from landfills and reducing methane emissions.

Eroba Agricare – Climate-Resilient, Nutrient-Dense Bean Varieties

Using conventional breeding methods, Eroba Agricare developed bean varieties that mature early (58–70 days), withstand erratic rainfall, and contain higher levels of zinc and iron. These varieties address both climate challenges and malnutrition, especially in regions hosting large refugee populations.

Rain Bridge Initiative- Compost-Powered Egg Incubator

This low-energy incubator uses heat generated from compost rather than electricity or fossil fuels. It offers a sustainable, off-grid solution that reduces emissions, supports waste management, and improves poultry productivity for rural farmers.

To support transparent financing and fund disbursement, SBIL facilitated seven (7) UCIF project-specific accounts for innovators, enabling over UGX 1.63 billion in expected funds to flow to climate-smart enterprises. Additional accounts planned for 2026 are expected to channel UGX 1.22 billion to more climate innovators.



Green-Tech Program and Climate Resilience

In 2025, Stanbic Business Incubator Limited (SBIL) advanced Uganda's green transition through the launch of the Greentech Program, an incubation and acceleration initiative implemented in Hoima and Kampala. The program strengthens climatesmart innovation by equipping SMEs with business, financial, technical, and ESGaligned capabilities. Through targeted support in business model refinement, investment readiness, sustainable practices, and technical development, SBIL is enabling green enterprises to scale viable, environmentally responsible solutions within Uganda's growing green economy.

Climate Resilience Through Agribusiness Development Program

SBIL's agribusiness program strengthened climate resilience among farmers in Uganda's Albertine region in 2025 by training 33 commercial farmers from Hoima, Buliisa, and Kikuube and reaching 300 smallholder farmers. Through practical, fieldbased coaching, farmers gained skills in climatesmart agronomy, including Good Agricultural Practices, integrated pest management, efficient irrigation, soil and field management, postharvest handling, and market standards. These interventions improved yield stability, product quality, and resilience to climate shocks. Success stories, such as farmers achieving exportgrade produce and meeting oil and gas valuechain standards, demonstrate the program's impact in improving incomes, sustainability, and access to highvalue markets.

Women-Led Green Growth – The Green Businesses & Jobs for the Green Transformation Uganda Program

In 2025, SBIL successfully delivered the first cohort of the Green Businesses & Jobs for the Green Transformation Uganda Program, training 36 womenled enterprises operating in climatesmart and green sectors. The program combined capacity building, mentorship, market exposure, and hands on enterprise support across areas such as organic agriculture, circular economy solutions, ecofriendly manufacturing, and climatesmart value chains. Through expert coaching and exposure visits to established green businesses, participants

strengthened their business models, environmental compliance, and readiness to scale. The cohort's success highlights the dual impact of targeted support for womenled green enterprises—advancing environmental sustainability while expanding economic opportunities and nurturing women leaders in Uganda's lowcarbon transition.

UCIF: Building the Financial Backbone for Climate-Smart Innovation in Uganda

In 2025, the Uganda Climate Innovation Fund (UCIF), implemented by SBIL, strengthened access to structured

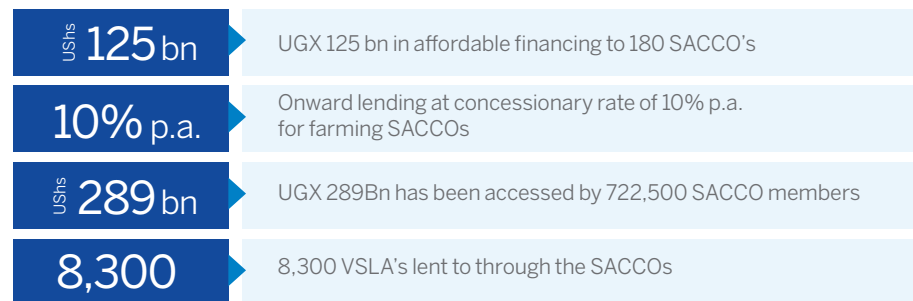
and transparent climate finance for climatesmart enterprises in Uganda. UCIF supported innovators across the full innovationtofinance pipeline, improving their bankability through stronger governance, financial documentation, and compliance systems. SBIL facilitated the opening of seven projectspecific accounts across two cohorts, enabling the flow of over UGX 1.63 billion, with additional accounts planned to channel more than UGX 1.22 billion. By streamlining onboarding processes and clarifying financial and auditing requirements, UCIF reduced administrative barriers and improved investment readiness. These efforts enabled climatesmart solutions to progress from ideation to piloting and commercialization, reinforcing transparent financial systems and advancing Uganda's capacity for inclusive, locally driven green growth.



Driving inclusive access to affordable finance

Impact highlights 2025

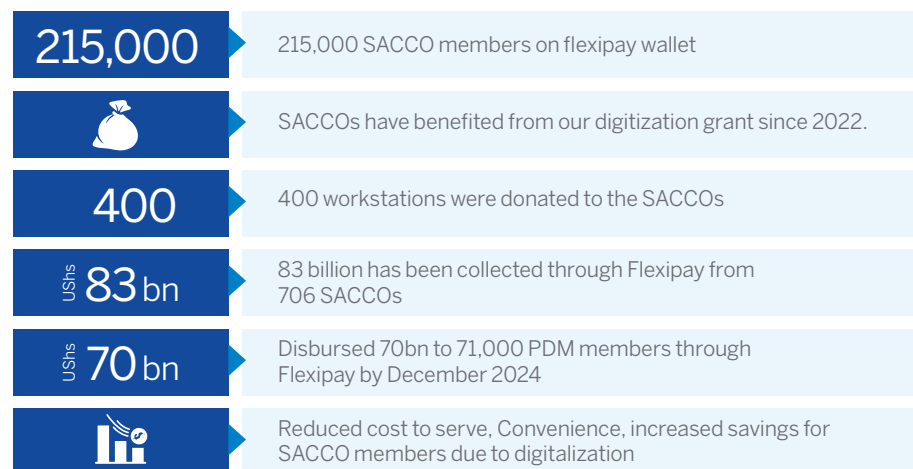
Lending:



Capacity building



Digitization



Stanbic Bank together with various development partners and the Government of Uganda continues to support small businesses especially those below the value chain including SACCOs (Savings and Credit Cooperative Organizations) and VSLAs (Village Savings and Loan Associations) in the areas of affordable liquidity, capacity building and digitalization to foster financial inclusion.

Providing affordable financing for groups

Stanbic Uganda continued to support the operations of SACCOs and VSLAs across Uganda, lending over UGX 125 bn in affordable financing to 180 SACCO's in 2025.

SACCOs/VSLAs which has been on-lent to over 400,000 SACCO members since 2022 and approximately 2.6 million members now under financial inclusion. We remain committed to our mission to provide affordable financial services to every Ugandan especially the underserved groups in rural areas. This will go a long way in deepening financial inclusion across the country.

Digitisation to enhance financial inclusion

By December 2025, Over 200 SACCOs have benefited from our digitization grant that supports the SACCO's with improved transparency, accountability and improved their financial reporting. It has enabled transaction migration for SACCOs from ledgers to self-service through USSD in addition to ensuring seamless reconciliation. It has reduced the cost of operations for the SACCOs since members can use their Flexipay wallet to deposit their savings. Additionally, over 215,000 SACCO members signed up on the Stanbic flexipay wallet and UGX 83 billion has been collected through Flexipay from 706 SACCOs.



Stanbic Financial Fitness Academy

Impact Highlights

20,149

Reached over 20,149 beneficiaries through financial literacy programmes

141

Delivered 141 financial literacy sessions that empowered 20,419 participants with practical skills to make informed financial decisions.

Empowering Lives and Building Resilience through the Stanbic Financial Fitness Academy

At Stanbic Bank Uganda, sustainability means enabling individuals and communities to build secure, dignified, and hopeful financial futures. In 2025, this commitment was brought to life through the Stanbic Financial Fitness Academy (FFA)—a flagship financial literacy initiative grounded in the belief that what you do with your money can change your life.

The Stanbic Financial Fitness Academy (FFA) is Stanbic Uganda's flagship financial literacy and wellness platform, delivered in partnership with Liberty. It equips individuals, households, and enterprises with practical knowledge, tools, and personalised support to build financial confidence, resilience, and long-term wealth. Going beyond one-off education, the Academy promotes sustainable behaviour change through structured learning, coaching, and advisory services. Open to both Stanbic clients and the wider public, FFA prioritises women, youth, farmers, MSMEs, and underserved communities, supporting inclusive economic participation and responsible access to finance. Strategically, the Academy advances Stanbic's Positive Impact Framework by strengthening financial capability and positioning the Bank as a trusted partner in Uganda's financial inclusion and socio-economic transformation agenda.

What We Do

The Academy goes beyond traditional financial education engaging communities, nurturing positive financial behaviours, and supporting practical action to create meaningful, lasting behaviour change. Through structured learning, practical tools, and personalised support, FFA equips communities with the knowledge, skills, and confidence needed to make sound financial decisions and participate more fully in Uganda's economy especially women, youth, farmers, MSMEs, and underserved groups.

1. Financial Literacy Training

We deliver tailored financial literacy sessions across multiple segments including staff, corporates, SMEs, youth, community groups, teens, kids and the public. Sessions cover:

- Income creation & wealth-building.
- Spending & living within one's means.
- Savings & investments.
- Creating a long-lasting legacy.
- Protecting finances against shocks



We offer physical, online webinar sessions, topical masterclasses, gamified learning, and community outreach engagements.

2. Personalized Coaching & Financial Health Support

FFA provides one on one financial coaching, health checks, and loan rehabilitation support for struggling staff or clients. Our accredited coaches use assessments, mentorship, and structured interventions to transform financial behaviour.

3. Tools & Digital Enablement

Clients gain access to practical tools such as the WhatMatters App to track financial progress, build habits, and adopt better financial behaviours. Additionally, we provide budgeting templates, loan calculators to understand how loans work, Compounding equations for investments to broaden the understanding of the concept.

4. Thought Leadership & Public Education

We produce financial literacy content, expert commentary, podcasts, media engagements, and policy-support initiatives positioning Stanbic as a national leader in financial wellness.

Our Value Proposition

For Individuals & Families

- Reduced financial stress and improved mental well-being
- Better budgeting, planning, and debt management
- Stronger savings and investment habits
- Greater confidence and long-term financial independence

For Corporates & Employers

- Higher employee productivity through reduced financial stress
- Increased loyalty, engagement, and morale
- A stronger Employee Value Proposition (EVP)
- Tailored financial-wellness programs to support staff development

For SMEs and Entrepreneurs (In partnership with Stanbic Business Incubator)

- Capacity building and business-growth advisory
- Tools and training for improved financial management
- Support in becoming future-ready, bankable enterprises
- SACCOs and Investment Clubs

For Stanbic & Partners

- Stronger client relationships and brand goodwill
- New-to-Bank acquisition through literacy-led outreach
- Opportunities for new business and partnerships
- Increased product uptake across savings, investments, and insurance

2025 Milestones

Throughout the year, the Academy reached people where they live and work, delivering 141 financial literacy sessions that empowered 20,419 participants with practical skills to make informed financial decisions. From families learning how to save and plan for education, to entrepreneurs strengthening business resilience, and employees improving their financial wellbeing, the Academy played a role in unlocking confidence, stability, and opportunity.

By placing people at the centre of financial empowerment, the Stanbic Financial Fitness Academy reinforced Stanbic Bank Uganda's role as a responsible corporate citizen. The programme continues to advance financial inclusion, resilience, and social uplift—underscoring the Bank's commitment to creating lasting impact and contributing to sustainable economic development for Uganda. The Academy encouraged better saving habits, responsible borrowing, longterm planning, and retirement preparedness. This was supported by relationship followups, helped participants turn knowledge into everyday financial choices that support longterm wellbeing.

Year	No of sessions	Beneficiaries
2023	101	32,700
2024	136	36,045
2025	141	20,419

FFA Business Impact

The Financial Fitness Academy (FFA) continued to play a significant role in driving overall business growth in 2025 by equipping learners with practical financial knowledge and access to relevant financial solutions. The Academy's curriculum supports informed decisionmaking across key areas, including savings and transactional accounts, responsible borrowing through personal and business loans, investments such as unit trusts, treasury bills and bonds, fixed deposits, as well as insurance solutions for comprehensive life and asset protection.

Through targeted financial education initiatives, the Academy sustained strong yearonyear momentum in generating highquality leads that translated into measurable business outcomes. Engagements delivered through employer schemes and structured learning sessions drove increased product uptake, deeper customer relationships, and improved financial behaviours among participants.

In 2025, FFAsupported engagements influenced UGX 16.76 billion in bank assets and liabilities and contributed UGX 5.85 billion in associated revenue, demonstrating the growing

impact of financial capability building on product adoption and responsible borrowing. This performance was driven by strong uptake during intensified outreach periods, particularly in March and October, reinforcing the effectiveness of financial literacy as a catalyst for sustainable business growth.

FFA Social Impact

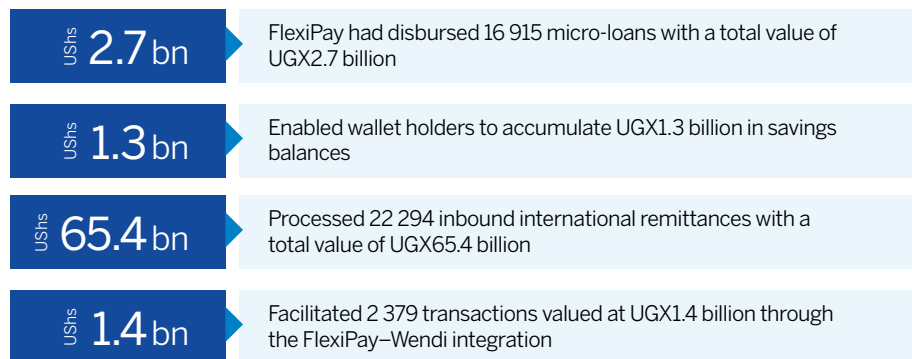
In 2025, the Stanbic Financial Fitness Academy, in partnership with the Stanbic Business Incubator Hub, expanded its social impact to Uganda's sporting community by supporting athletes transitioning beyond competitive sport. This was delivered through the first Athlete Entrepreneurship Training under the Beyond the Finish Programme, organised with Impact Sport and The Legends Marathon. The training engaged nearly 40 active and retired athletes from multiple sports, including prominent national figures, and focused on practical financial literacy, sustainable income generation, investment options, and holistic life planning beyond sport. Participant feedback highlighted longstanding financial knowledge gaps among athletes and reaffirmed the importance of structured financial guidance, investment education, and psychosocial support during career transition and retirement.



Digital Banking enabling Financial Inclusion

FlexiPay

Impact highlights:



FLEXIPAY: A digital wallet for banked and unbanked individuals and businesses, accessible via feature phone, mobile App and the web, enabling inclusive access across different customer segments.

FlexiPay supports self-onboarding for new customers. It offers a wide range of transactional services, including deposits and withdrawals from Stanbic Bank accounts and mobile money wallets, airtime and data purchases, payments for utilities and school fees, merchant payments, micro-lending services and an interest-bearing micro-saving solution, allowing customers to save any amount at any time.

For business customers, FlexiPay enables receipt of payments from FlexiPay wallets, Stanbic Bank accounts, and mobile money customers, bill payments and bulk payments to both FlexiPay and mobile money wallets. FlexiPay has integrated with four international money transfer operators, enabling Ugandans living and working abroad to send money home conveniently, securely, quickly and affordably.

In October we further strengthened the digital ecosystem through a partnership with Pearl Bank (formerly PostBank), a leading government-owned institution. This enabled the integration of the FlexiPay and Wendi digital wallets. Together, these two platforms serve over one million users, providing access to savings, credit and e-commerce transaction services.



We strengthened the digital ecosystem through a partnership with Pearl Bank (formerly PostBank), a leading government-owned institution. This enabled the integration of the FlexiPay and Wendi digital wallets.

Agent Banking



Throughout 2025, the Bank continued to strengthen financial inclusion and customer accessibility through its Agent Banking Platform, which now comprises over 7,000 agents strategically distributed across the country. This extensive network has enabled the Bank to provide convenient banking services to customers in both the formal and informal sectors of the economy.

The Agent Banking ecosystem has also played a meaningful role in socioeconomic empowerment by creating employment opportunities for youth, women, and people of concern, who

participate as agent owners, operators, and service providers.

One of the platform's key capabilities, Referenced Collections, has enabled the Bank to support the efficient collection of payments for a wide range of services. These include utility payments such as electricity, water, and pay-tv, as well as collections for SACCOs, village savings groups, boda boda associations, Pure Flow, Mobile money float purchase, Customer Balance inquiry, Mini statement, flexipay wallet Cash-in and cash-out and other institutions providing financial services to unbanked and underserved communities.

By decentralizing access to banking services, the Agent Banking Platform has significantly reduced the need for customers to travel long distances to branch locations for deposits and payments, thereby lowering transport costs and enhancing convenience.

The Bank continues to witness sustained growth in both transaction volumes and transaction values on the Agent Banking channel, demonstrating increasing customer adoption, confidence, and reliance on the platform.

Customer Experience



Transforming Everyday Banking Through Digital Experience and Service Excellence

In 2025, Stanbic Bank Uganda continued to advance its customer experience agenda by focusing on what matters most to customers: reliability, simplicity, and access. Through sustained investment in digital capability, process efficiency, and relationship-led service, the Bank delivered meaningful improvements in how customers interact with banking services every day.

A key area of progress has been in digital reliability and system stability, supported by enhanced monitoring and modernised transaction architecture. This resulted in a significant improvement in platform availability, with major or high impact system incidents reduced by 100% in 2025 compared to 2024, enabling customers to transact with greater confidence across channels. Today, over 92% of transactions are conducted outside traditional branches, reflecting growing trust in digital and self-service platforms.

Stanbic has also made deliberate strides in simplifying customer journeys, reducing the effort required to access financial services. Payment's automation and process enhancements have improved straight-through processing rates from 88.3% to 92.68% by December 2025, while enabling faster turnaround times for customer transactions. Additionally, 73% of personal accounts are now opened digitally, demonstrating a shift towards more convenient, customer-led onboarding experiences.

These improvements are contributing to greater financial inclusion by extending access to banking services across Uganda through faster, simpler, and more accessible channels. Personal account opening has continued to shift towards customer-led onboarding, with 73% of personal accounts now opened digitally, while improvements in payments automation increased straight-through processing from 88.3% to 92.68% by December 2025, enabling faster turnaround times for customer transactions.

This progress has been reinforced by the continued strength of our Agent Banking platform, which remains a critical touchpoint in bringing banking services closer to the communities where customers live and work. With a robust network of 6,114 agents, the channel now facilitates over 35% of total bank transactions, underscoring its growing role in making banking more accessible by reducing reliance on physical branches. Importantly, the platform has also expanded access to onboarding, enabling customers to open accounts at Stanbic agent locations, with 4806 accounts opened from June to Dec 2025. This has been particularly impactful for youth, first-time account holders, and customers in locations where traditional

branch access may be limited.

In addition, the online account opening solution recorded strong adoption, with 75,946 new accounts opened within 8 minutes, compared to 5,100 accounts opened within 44 minutes in 2024, highlighting significant gains in both speed and scale.

Beyond accessibility, the platform has been enhanced to strengthen service quality and customer insight. Agents are now equipped with real-time tools for logging customer queries and complaints, enabling faster issue resolution and improved operational oversight. In addition, embedded feedback features allow agents to rate their service experience and customer interactions instantly, generating actionable insights that continue to inform training, service improvement, and channel optimisation.

Together, these advancements reaffirm our commitment to delivering seamless, reliable, and customer-centred experiences across both digital and agent-enabled channels, ensuring that convenience, responsiveness, and service excellence reach even the most remote customer segments.

Stanbic's commitment to listening and responding to customers has strengthened service responsiveness across channels. Real-time feedback mechanisms and integrated case management systems have improved resolution efficiency, with First Call Resolution increasing to 85% and SLA adherence reaching 97%.

In relationship-managed segments, the Bank has maintained strong service delivery through proactive engagement and tailored financial support, reinforcing long-term partnerships with corporate and private clients. This is reflected in sustained customer confidence, with CIB satisfaction levels at 8.6 and Private Banking NPS improving from +28 to +32, supported by enhanced advisory and relationship management capabilities.

These collective efforts were recognised at the inaugural Uganda Bankers Awards, where Stanbic Bank Uganda was named overall winner as Best Customer Experience, a reflection of the Bank's continued commitment to delivering consistent, customer-centred service.



Cybersecurity & Sustainable Banking

1. Cybersecurity as a Business Enabler

In an era of accelerating digital transformation, cybersecurity is far more than a technical discipline — it is a fundamental enabler of sustainable banking. Our ability to deliver on our mandate to customers, communities, and shareholders depends directly on the integrity, availability, and confidentiality of the digital systems that underpin every transaction, interaction, and service we provide.

At Stanbic Bank, we recognise that digital trust is not incidental to our sustainability objectives — it is central to them. A single significant cyber incident can erode customer confidence built over decades, trigger regulatory consequences, and disrupt the financial lives of the communities we serve. Conversely, a demonstrably resilient cyber posture strengthens our social licence to operate, supports long-term financial stability, and reinforces our commitment to responsible banking.

At Stanbic Bank, Cyber risk is classified as a Principal Risk within our Enterprise Risk Framework, with active oversight across all three lines of defence and at the highest levels of executive and board governance.

2. Governance: Accountability at Every Level

The organisation's cybersecurity governance is built on clear accountability and strong oversight across all levels. Daytoday cybersecurity strategy is led by the Head of Information Security and a dedicated specialist team, with cyber risks reviewed monthly at executive management level. Strategic oversight is provided quarterly by the Board Risk Committee, ensuring cybersecurity is integrated into enterprise risk governance. This structure is reinforced by a threelinesofdefence model, providing independent oversight, challenge, and assurance throughout the organisation.

The organisation's cybersecurity programme is aligned with internationally recognised standards and frameworks, including ISO 27000, the NIST Cybersecurity Framework, PCI DSS, and CPMIIOSCO guidelines, ensuring a rigorous, auditable, and globally benchmarked approach to cyber resilience. Core banking systems and digital channels have attained ISO/IEC



27001 certification, independently that critical information security controls meet the highest international standards and regulatory expectations

3. People: Building a Cyber-Aware Culture

Technology alone cannot defend an organisation. Our people are both our greatest asset and, without the right knowledge and habits, a potential vulnerability. We have therefore invested significantly in cultivating a culture of cybersecurity awareness across every function and level of the bank.

Awareness & Education

- A comprehensive, multi-channel security awareness training programme is in place for all staff, with content regularly refreshed to reflect the evolving threat landscape.
- Monthly phishing simulations are conducted across the organisation to test vigilance, identify training needs, and drive measurable improvement in staff behaviour.
- Regional awareness sessions extended our reach to over 300 agent banking agents, ensuring that cybersecurity literacy extends beyond branch walls to the front lines of financial inclusion.

The Cybersecurity Champions Program

A flagship initiative of 2025 was the commissioning of our Security Awareness Champions Programme — an internal network of cybersecurity ambassadors embedded across the bank to serve as trusted, accessible guardians of good security practice close to their colleagues.



Investing in Technical Talent

Our cybersecurity team is the backbone of our defensive capability. We have made a deliberate commitment to professional excellence:

100% of the cybersecurity team hold at least one industry-recognised professional certification, ensuring our defenders bring current, validated expertise to their roles.

Continuous learning pathways are in place to keep technical staff ahead of emerging threats, including exposure to AI-enabled attack techniques and advanced adversarial tactics.

5. 2025 Cybersecurity Performance Highlights

The following metrics reflect our progress in maturing cyber resilience across people, process, and technology during the 2025 financial year.

ZERO confirmed cyber incidents with material operational or financial impact were recorded in 2025 — a direct outcome of our layered security controls, proactive threat management, and sustained investment in resilience.

Cyber Incidents (Material)	Zero (0) in FY2025
Staff Awareness Training Completion	>95% of all bank staff
Phishing Simulations	Conducted monthly throughout the year
Agent Banking Agents Reached	>300 through regional security awareness sessions
Security Champions Deployed	80 trained and commissioned
Digital Platform Penetration Testing	All digital platforms tested and remediated
Incident Response Exercise	Full crisis simulation completed
Certified Cybersecurity Professionals	100% of the cybersecurity team hold industry certification
Secure Agent Banking Platform	Launched 2025





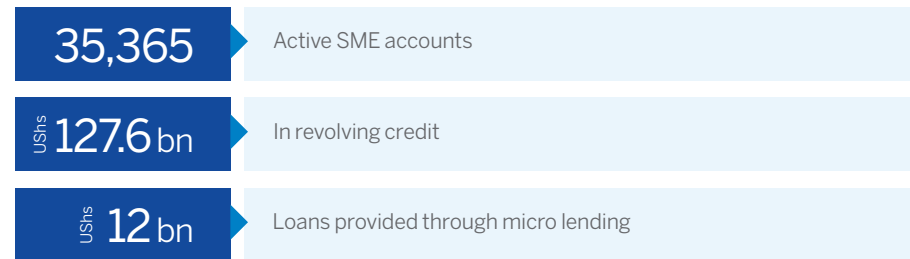


ENTERPRISE GROWTH AND JOB CREATION

4

Accelerating SME Growth and Resilience in Uganda

2025 Impact highlights:



Stanbic currently supports SMEs through provision of affordable lending to support the growth of their businesses. These businesses are the engine of growth for the economic development, innovation, and wealth creation of Uganda.

They are spread across all sectors with 23% in Education Sector, 22% in the Agriculture and Sacco Sector, 19% in the Consumer Sector, 15 % in Traders , 7% in Manufacturing, 5.5% in Contractors - P&I Sector, 2.5% in Services-Food & Accommodation sector, 2 % in O&G Sector (downstream) and 4% in other fields.

Over 2.5 million people are employed in this sector, where they accounted for approximately 90% of the entire private sector, generating over 80% of manufacturing output contributing 20% of Uganda’s Gross Domestic Product (GDP).

The bank provides these SMEs with loans, overdrafts and structured credit facilities that help them purchase goods for sale, trade and grow their businesses. In 2025, the bank supported the SME sector with about US\$127,592,299,640 billion in revolving credit.

PAMOJA Account

SME traders, primarily unregistered or registered sole proprietors, seek a reliable, convenient, and cost-effective banking experience to manage transactions, investments, and borrowing for both existing and startup businesses. They prioritize hassle-free account opening, minimal fees, accessible loans, self-service platforms, diverse deposit and withdrawal options, and affordable pricing.

PAMOJA Account was designed to encompass individual business owners in sectors such as FMCG, electronics, and importation, mainly located in downtown Kampala and other regions. This product aims to foster account growth, enhance transactability, and meet the lending needs of SME traders in Kampala,



Stanbic for Her

2025 impact highlights:



Numbers

Stanbic for Her	2023	2024	2025
Number of Customers	19,000	28,000	36,000
Number of Loans disbursed	UGX 79.5 bn	UGX 173 bn	UGX 257.7 bn
Value of deposits	UGX 41 bn	UGX 62 bn	UGX 106.8 bn

Advancing Women’s Empowerment Agenda in 2025 Through Strategic Partnerships

In 2025, we strengthened our women’s empowerment agenda by forging impactful collaborations with both the Government of Uganda and global partners:

Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project In partnership with the Government of Uganda and the World Bank, we participated in the USD 217 million GROW initiative, as one of six designated Participating Financial Institutions (PFIs). A central feature of this program is the GROW Financing Facility (GFF), which expands access to finance for women entrepreneurs through a blended model of loans and grants administered via PFIs. The facility specifically supports MSMEs with at least 51% female ownership, as well as women-led enterprises across diverse sectors including agriculture, agro-processing and value addition, manufacturing, construction, science and technology, services, creative industries, and ICT. The project is scheduled to run until December 2027.



Supporting Agricultural Transformation and Climate Smart Growth in Uganda

Agriculture remains the backbone of Uganda's economy, contributing approximately 24–26% of national GDP, employing over 70% of the population, and accounting for more than 40% of export earnings, yet it continues to face challenges related to productivity, climate variability, and access to finance. In alignment with Uganda's National Development Plan IV (NDP IV) and Vision 2040, which prioritize agro industrialization, value addition, and climate resilient growth, Stanbic Bank Uganda plays a leading role in financing the transformation of the agricultural sector. As the country's largest commercial bank, Stanbic provides tailored financial solutions across the agricultural value chain—from smallholder farmers and aggregators to processors and exporters—supporting thousands of agribusiness customers nationwide and strengthening linkages between production, markets, and industrial development.

In 2025 alone, Stanbic Bank Uganda extended approximately UGX 450 billion in financing to agriculture related enterprises, reinforcing its position as a key financier of Uganda's agro industrialization agenda. Beyond credit, the Bank actively promotes climate smart agriculture (CSA) by supporting investments in irrigation, water efficient production systems, improved seed and input adoption, sustainable land management, post harvest handling, and agribusiness value addition. Through strategic partnerships with government institutions and development actors, Stanbic helps de risk agricultural lending while enabling farmers and agribusinesses to adapt to climate shocks, stabilize yields, and improve long term resilience. These interventions directly support national priorities to increase agricultural productivity, enhance food security, and reduce vulnerability to climate change, while positioning agriculture as a sustainable driver of inclusive economic growth and green transformation in Uganda.

In 2025 alone, Stanbic Bank Uganda extended approximately UGX 450 billion in financing to agriculture related enterprises, reinforcing its position as a key financier of Uganda's agro industrialization agenda.





INFRASTRUCTURE AND INTEGRATED ENERGY

5

Supporting Uganda's Energy & Infrastructure Development

Energy

Uganda's energy demand continues to rise in response to a growing population and expanding industrial, commercial, and household needs. To support sustainable socioeconomic development, the country requires a reliable, secure, and modern energy supply capable of powering industrial production, increasing household electrification, and enabling wider access to modern transport solutions. At the same time, there is an urgent need to scale up clean cooking alternatives to reduce the health and environmental impacts associated with the predominant use of solid biomass.

While we accelerate investment in renewable and lowcarbon energy sources, we also recognize that petroleum currently plays a critical role in ensuring the reliability of the national energy system. Our support to the petroleum sector is therefore structured to safeguard energy security, maintain affordability, and ensure the uninterrupted operation of essential services — all while upholding the highest environmental, safety, and operational standards.

Going forward, we remain committed to supporting national priorities in the energy sector, with a strong focus on electricity grid expansion, renewable energy generation, and partnering with our clients as they advance on their energy transition pathways.

General Infrastructure

Stanbic is a thought leader and key partner of government as they work towards achieving their Vision 2040 targets. The Bank continues to support the upgrade and modernisation of the country's vital infrastructure by providing Advisory, Debt Funding, Working Capital, Trade Finance and Cash Management solutions for priority public and private sector projects. Our interventions have contributed to improvement and expansion of infrastructure in sectors such as Oil & Gas, Transport (roads and railway), Electricity, Tourism and Industrial Manufacturing. We have also supported an increase in production of construction materials such as cement leading to import substitution.



Among the key highlights of achievements in 2025 include;

Sector	Intervention
Energy	<p>Supported investments in the Energy sector with total approved limits in the sector as at end 2025 worth US\$ 697Bn and an exposure of approx. US\$ 522.7Bn utilized mostly in trade products. Key among the funded projects was East Africa Crude Oil Pipeline (EACOP), which is a key deliverable for the country as it approaches first oil in 2026.</p> <p>During the transfer of national electricity distribution assets from Umeme Ltd to UEDCL, Stanbic was instrumental in ensuring continuity of service from our digital platforms that serve both entities</p> <p>As part of our clean energy initiative, Stanbic supported a key client to secure licenses to conduct feasibility studies for the development of two solar photovoltaic plants with a joint capacity of 40MW.</p> <p>Together with the Uganda Chamber of Energy and Mines, we provided platinum sponsorship for the Oil & Gas Convention in April 2025, Energy Conference focusing on Renewables in June 2025, and Mineral Wealth Conference in September 2025 focusing on the country's budding Mining sector.</p> <p>Partnered with the PAU to sponsor the 6th Annual National Content Conference 2025</p>
General Infrastructure	<p>Supported investments in key Infrastructure development projects with total approved limits as at end 2025 of US\$ 1.36 Trillion and an exposure of approx. US\$ 981.1 Billion</p> <p>Key projects supported include the North Eastern Road-corridor Asset Management Project (NERAMP) as well as major Chinese contractor-led projects.</p>

National Development Plan III, which identifies pharmaceutical manufacturing as a priority sector for import substitution and value addition.

The World Health Organization (WHO), working with the Government of Uganda and development partners, has supported efforts to build local capacity to manufacture quality assured, affordable essential medicines, particularly for communicable diseases that account for a large share of morbidity and mortality. HIV/AIDS and malaria alone represent a significant burden, with approximately 1.5 million people living with HIV in Uganda and malaria remaining one of the leading causes of outpatient visits and hospital deaths. Expanding domestic production of WHO prequalified medicines is critical to sustaining treatment programmes at scale.

Uganda has emerged as one of the few countries in East Africa with WHO compliant pharmaceutical manufacturing capacity, strengthening both national and regional medicine supply. A leading example is Quality Chemical Industries Limited (QCIL), Uganda's largest manufacturer of antiretroviral (ARV) and antimalarial medicines, which supplies both the domestic market and neighbouring countries. Locally manufactured ARVs contribute significantly to Uganda's national HIV treatment programme, supporting continuity of care while lowering procurement and logistics costs.

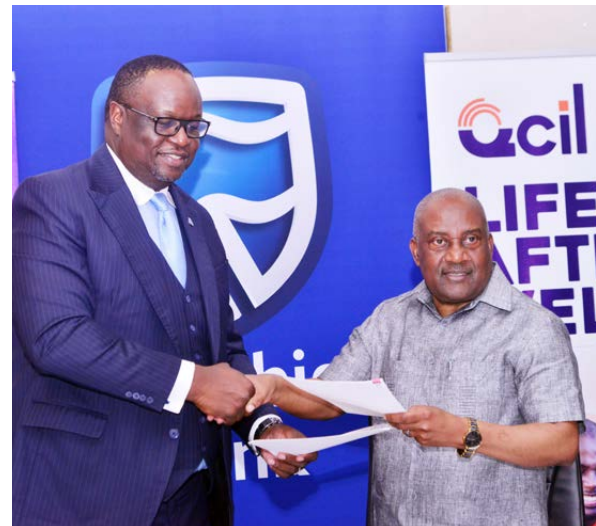
In support of this growth, Stanbic Bank Uganda provided Quality Chemical Industries Limited with a USD 36 million debt facility to finance the construction of its second WHO compliant pharmaceutical manufacturing plant. This investment significantly expands Uganda's pharmaceutical production capacity and deepens compliance with international quality standards. The new facility enables QCIL to scale up production of its existing portfolio while expanding into new therapeutic areas, including tuberculosis treatments and injectable medicines—products that are often scarce, costly, or delayed when imported.

Beyond improving access to affordable medicines, the investment contributes to health system resilience, skilled job creation, technology transfer, and industrial diversification. It strengthens Uganda's ability to respond to public health needs with locally produced solutions and positions the country as a regional manufacturing hub within East and Central Africa. Over time, increased local production is expected to reduce pressure on foreign exchange, improve supply reliability for public health programmes, and enhance Uganda's long-term health and economic security.

Health Care – Strengthening local manufacturing in Uganda

The success and sustainability of Uganda's public health system depend on reliable access to affordable, quality assured medicines and diagnostics. Yet Uganda, like many low and middle income countries, remains heavily dependent on imported pharmaceuticals. It is estimated that over 90% of medicines used in Uganda are imported, exposing the health sector to foreign exchange risks, global price volatility, supply chain disruptions, and periodic shortages of essential medicines—particularly for priority diseases such as HIV, malaria, and tuberculosis.

Strengthening local pharmaceutical manufacturing is therefore a strategic priority for Uganda's health system resilience, industrial development, and health security. Local production shortens supply chains, improves medicine availability, reduces dependency on imports, and supports national responses to public health emergencies. It also aligns with Uganda's





CLIMATE
RESILIENCE

6

Supporting the Renewable Energy Eco-system



From financing grid extension projects to electric mobility, and to off-grid solar systems and clean cooking solutions, we continue to demonstrate our commitment to sustainable financing of Uganda's renewable energy ecosystem and facilitating the energy transition.

In 2025, Stanbic injected financing worth UGX 70 billion to boost the renewable energy eco-system in Uganda.

Diary Co-operatives in the Nakaseke:

During 2025, Stanbic Bank's priority focus on renewable energy provided critical financing needed to transform the diary value chain through commercially viable solar powered milk coolers and chillers operated by three (3) rural cooperative groups in Nakaseke district.

- Kalyaburo Dairy Farmers' Co-Operative Society
- Migani Dairy Farmers' Co-Operative Society
- Kijjumba Dairy Farmers' Co-Operative Society

Prior to the Stanbic Bank Uganda's financed solar solution, the three cooperatives relied solely on diesel generators to power their milk coolers. The frequent breakdowns, volatile prices of diesel meant that the cooperatives would make losses due to loss of milk and high diesel fuel costs.

Our solution was to finance acquisition of a 20,000W (20kwp) solar power systems for each of the cooperative, providing 100% reliable and guaranteed electricity to power the cooperative's 6000-litre milk coolers, ensuring that the milk produced by the cooperative's members is safe, secure and healthy enough to meet the off-taker's very stringent quality and standards.

Through a blended finance partnership with Heifer International, Stanbic Bank secured a 30% equity contribution to finance the young budding two-year old cooperatives' acquisition of a solar system.

The financed solar systems meant that the cooperatives would now use the savings from the diesel purchases towards servicing the loan. Indeed, the cooperatives are now realising savings because the monthly loan instalment is much less than the previous cost of diesel.

The cooperatives work with over 250 members, including women.

With extra energy stored in the solar batteries after the milk cooling is done, the cooperative has plans of adding another productive use commercial venture to generate additional

income. Options will be based on community needs and local market opportunity, including but not limited to: Water pumping and distribution, Grain milling, local milk value addition, cold storage and refrigeration services.

Furthermore, our blended finance partnership with the Swedish International Development Agency (SIDA) unlocked critical working capital finance needs for renewable energy companies, enabling them to procure and install solar projects for water access, household installations, and off-grid electrification.

Leveraging such blended finance partnerships in de-risking acquisition of productive use of renewable energy will continue to be a priority for Stanbic Bank Uganda.

Environmental and Social Risk management

Environmental and social (E&S) risk refers to the potential for adverse impacts on society and the natural environment arising directly or indirectly from our business activities. These impacts may result from our own operations or from the activities of the clients, counterparties, or projects that we finance. E&S risks may affect our employees, customers, suppliers and service providers, as well as communities that are directly or indirectly impacted by our business activities. If not effectively managed, E&S risks can translate into credit risk, operational risk, business risk, and reputational risk for the Bank.

Stanbic Bank manages E&S risks through its Environmental and Social Management System (ESMS), supported by the E&S Risk Policy, E&S Governance Standard, and related frameworks, including the Human Rights Statement, Exceptions List, Restricted Activities List, High-Risk Sector Guidelines, and Climate Policy. These instruments provide a structured approach to identifying, assessing, mitigating, monitoring, and reporting E&S risks across our business activities.

Our policies and processes are aligned with applicable regulatory requirements in our countries of operation, as well as internationally recognised voluntary frameworks. These include the United Nations Guiding Principles on Business and Human Rights and, where applicable, the IFC Performance Standards on Environmental and Social Sustainability, the Equator Principles, and the World Bank Group Environmental, Health and Safety (EHS) Guidelines.

ESG Principles and frameworks

The Bank's overarching Environmental and Social Management System (ESMS) comprises a suite of risk management policies,



procedures, processes, and tools. The ESMS is designed to guide all relevant stakeholders within the Bank in the consistent identification, assessment, management, monitoring, and reporting of environmental and social (E&S) risks across our operations and financing activities.

Stanbic Bank Uganda's Environmental and Social Risk Team is responsible for overseeing the localisation, review, and ongoing implementation of the E&S Risk Governance Standard and Policy, ensuring alignment with Group requirements, regulatory expectations, and the Bank's risk appetite

2025

2025 was a significant year in the Bank's ongoing journey to embed environmental and social (E&S) risk management across the credit and business processes. During the year, the Bank focused on deepening the practical integration of E&S risk considerations into business decisionmaking to ensure potential environmental, social, and human rights impacts associated with lending activities are identified early and proactively managed.

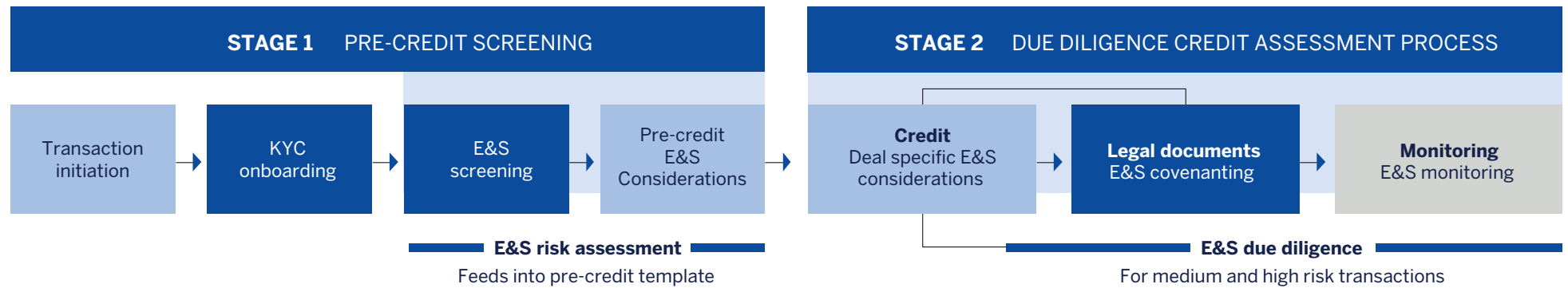
A key area of progress during the year was building internal capacity across the first and second lines of defence. Targeted engagements, training sessions, and ongoing advisory support

were provided to business, credit, legal, Internal Control and compliance teams to strengthen understanding of E&S risk requirements, roles, and accountabilities. These efforts were aimed at enhancing risk ownership within the business and ensuring consistent application of E&S standards in credit origination, transaction structuring, and ongoing client management.

The Bank also continued to strengthen collaboration with Group Environmental and Social Risk (GESR) to support effective implementation of the Environmental and Social Management System (ESMS). This included regular engagement on high-risk transactions, alignment on E&S risk interpretations and expectations, and knowledge sharing on emerging E&S and climate-related risks. Continued collaboration with GESR has supported the Bank in applying a consistent Groupwide approach while reflecting local regulatory and market contexts.

Our E&S risk management practices remain aligned with applicable regulatory requirements and internationally recognised voluntary frameworks, including the United Nations Guiding Principles on Business and Human Rights and, where applicable, the IFC Performance Standards on Environmental and Social Sustainability, the Equator Principles, and the World Bank Group Environmental, Health and Safety (EHS) Guidelines.

ESG risk screening and due diligence



Stage 1: E&S screening

Environmental and social (E&S) screening is embedded into the Bank’s credit, investment, and new business decisionmaking processes and is undertaken prior to onboarding clients or approving transactions. This applies to all corporate clients and is progressively extended across business and commercial portfolios and, where appropriate, personal and private banking clients.

E&S screening is also conducted annually as part of the Annual Credit Review process using the Bank’s internal digital E&S screening tool. Assessments consider compliance with applicable national laws and standards, internal E&S risk requirements, and relevant Group policies, including the Group Climate Policy. Where applicable, the IFC Performance Standards and the Equator Principles are applied, consistent with Standard Bank Group’s role as an Equator Principles Financial Institution.

Screening outcomes inform earlystage decisionmaking and ongoing client monitoring, with the level of assessment proportionate to the transaction type, size, tenor, and potential E&S risk exposure. Risks are categorised as low, medium, or high and are assessed through both Client Risk Assessments (CRA) and Transactional Risk Assessments (TRA). CRAs focus on a client’s capacity and track record in managing E&S risks, including reputational, labour, and communityrelated considerations, while TRAs assess risks specific to the proposed transaction, including sectoral exposure, nature of activities, financing structure, and risks associated with underlying assets or security.



Transactions screened for E&S risk (CIB and BCB)	Ratings			
	Total	Low	Medium	High
Client risk assessment/risk review	2 585	98.3%	0.9%	0.7%
New transaction risk assessment/risk review	2040	99.5%	0.2%	0.2%
Annual reviews	545	95%	3%	2%
Total transactions screened	2 585			

E&S screening outputs are considered across relevant governance forums, including credit and structured transaction committees, selected investment and trading decisions, and new business approvals. E&S considerations also inform decisions to onboard, retain, or exit client relationships and support the responsible development of new products and services.

E&S Risk Assessment Tool

Environmental and social (E&S) screening and risk assessment are conducted through the Bank’s digital E&S assessment tool, which supports the identification and management of material E&S risks at both client and transaction level. The tool enables a structured assessment of business activities and proposed transactions, supporting clients’ resilience and adaptive capacity to environmental and social risks by assessing the potential impacts of their operations.

The tool captures key client and transaction information to determine both the level of assessment (Review, Level 1, Level 2, or Level 3) and the overall E&S risk rating. This ensures that the depth of assessment and due diligence undertaken is proportionate to the nature, scale, and complexity of the risks identified.

Access to the E&S tool is extended to business teams, supported by ongoing capacitybuilding initiatives to promote effective and consistent use. During the year, training sessions were conducted across the Bank, reaching over 580 staff, representing a significant improvement in E&S risk awareness and application across the first line of defence. Between January and December



2025, a total of 2,585 client E&S assessments were completed using the tool, supporting the effective management and monitoring of E&S risks across the portfolio.

Screening outcomes are used to assess potential ESG risks associated with the client, sector, transaction, or project and to inform key decisions, including whether to proceed with a transaction, whether additional E&S due diligence is required, and the appropriate level of due diligence to be undertaken. Where relevant, risk mitigation measures, recommendations, or conditions may be applied as conditions precedent (CPs) or conditions subsequent (CSs).

Issues Screened for under the E&S Framework

As part of the E&S risk assessment process, the Bank screens for material social, governance, and environmental risks that may arise from a client's activities, sector, or proposed transaction. Screening is riskbased and proportionate, focusing on issues that may result in adverse impacts on people, the environment, or the Bank.

Social and Human Rights Risks

The Bank identifies, assesses, and manages social and human rights risks in line with internationally recognised principles, including the United Nations Guiding Principles on Business and Human Rights. Screening focuses on potential risks to workers, communities, and vulnerable groups, including across supply chains. Key areas of consideration include labour standards and working conditions (including child labour and forced or compulsory labour), community health and safety risks (including genderbased violence and harassment), and impacts related to land acquisition, resettlement, livelihoods, landuse restrictions, and cultural heritage or archaeological resources.

Where relevant, potential adverse impacts on indigenous peoples are identified and avoided where possible, and broader social risks arising from a client's supply chain are considered as part of the assessment.

Governance Risks

Governance screening assesses the adequacy of a client's environmental and social management systems (ESMS), policies, and governance arrangements, as well as conductrelated risk factors. This includes consideration of any material ESGrelated incidents during the reporting period, the presence and effectiveness of controls to prevent fraud and corruption, and any regulatory, legal, or reputational issues. Screening also considers



whether clients have been subject to fines, penalties, allegations of human rights violations, or external scrutiny, including NGO campaigns, lawsuits, strikes, or protests related to E&S matters.

Environmental and ClimateRelated Risks

Environmental screening focuses on identifying and managing potential direct and indirect impacts on natural resources and ecosystems. This includes impacts on biodiversity, critical habitats, endangered or IUCN RedListed species, water resources, air quality, and landscapes, as well as pollution, waste management, and the handling of hazardous substances. Screening also considers resource efficiency, including energy and water use, greenhouse gas (GHG) emissions, and the sustainable management of living natural resources.

All transactions are assessed for alignment with the Standard Bank Climate Policy. Clients are expected to have appropriate

emissions reduction initiatives in place, and for transactions subject to the Equator Principles, a climate change risk assessment (CCRA) is required.

Exceptions List

The Bank's Exceptions List defines activities for which Stanbic Bank Uganda will not provide banking or lending facilities. These exclusions are applied consistently across the Bank and reflect legal requirements, international conventions, and Group risk appetite. Bankwide exclusions include activities involving harmful or exploitative forms of forced or child labour; illegal products or activities under host country laws or international agreements; substances and activities subject to international bans or phaseouts; unsustainable or prohibited wildlife and fishing practices; unregulated crossborder trade in waste; certain radioactive materials; and the production or trade in weapons or munitions, excluding legitimate hunting or sporting equipment.

Stage 2: E&S Due Diligence

Where environmental and social (E&S) risks are assessed as medium or high through the Client Risk Assessment (CRA) or Transactional Risk Assessment (TRA), enhanced E&S due diligence is undertaken. This stage focuses on gaining a deeper understanding of material risks and ensuring that appropriate mitigation measures are identified prior to approval.

Due diligence is conducted through direct engagement with clients to assess the adequacy of their E&S management capacity, including organisational resources, systems, and controls. Particular attention is given to the client's ability to manage material health and safety risks and other significant E&S impacts associated with their operations or proposed activities.

Where relevant, clients are encouraged to apply the Precautionary Principle in the planning and execution of their activities, particularly where there is potential for significant or irreversible environmental or social impacts.

E&S Monitoring

The Bank continues to strengthen its approach to E&S monitoring across clients and transactions through ongoing capacity building and skills enhancement within the business and risk functions.

Responsibility for daytoday monitoring rests with the business, with the frequency and intensity of monitoring determined by the nature of the transaction and the associated E&S risk profile. As part of this process, credit managers apply the digital E&S screening tool during regular reviews—at least annually—to reassess client risk ratings and monitor adherence to E&S commitments.

E&S obligations embedded in lending and funding agreements are monitored through relevant risk and credit governance forums. Instances of noncompliance, regulatory directives, or fines are escalated and reported to Group Environmental and Social Risk (GESR) to support continuous improvement and address emerging policy or control gaps.

In addition, business teams, supported by the Sustainability team, periodically undertake portfoliolevel reviews of higherrisk sectors. These reviews inform transaction approval processes and support proactive engagement with clients where elevated or emerging risks are identified.

Grievance Mechanisms

The Bank requires all corporate clients to have appropriate grievance mechanisms in place to enable employees to raise workplace concerns safely and confidentially, and to ensure that employees are informed of how to access these mechanisms.

Where projects or operations have the potential to result in ongoing risks or adverse impacts on surrounding communities,

clients are required to establish—and provide evidence of—a community grievance mechanism, in line with the IFC Performance Standards. Such mechanisms are expected to be proportionate to the level of risk and impact, accessible to affected communities, culturally appropriate, transparent, and free of charge, and to operate without fear of retaliation. Responsibility for communicating the existence and use of these mechanisms rests with the client through its stakeholder and community engagement processes.



Environmental Responsibility

As a responsible financial institution, Stanbic bank remains committed to embedding sustainability at the core of its operations. The Environmental Pillar of our ESG agenda focuses on reducing our ecological footprint, strengthening climate resilience and aligning our operations with global pathways toward net-zero emissions.

Our commitment to Net Zero is deeply rooted in our organisational culture and reflects our understanding of the urgent global need to reduce greenhouse-gas emissions and accelerate the shift to a low-carbon economy.

As a responsible corporate citizen, Stanbic Bank continues to implement strategic environmental initiatives aimed at contributing to a healthier and a more sustainable planet.

This report outlines our progress, key initiatives and the proactive measures undertaken to drive environmental stewardship across our network.

Energy and Resource Management

Effective energy and resource management is central to sustainable banking operations. As a service driven institution with a large physical footprint (branches, ATMs, data centers, warehouses and head office facilities), the bank recognizes that responsible consumption of electricity, water and diesel fuel is essential for reducing operational emissions, lowering costs and supporting national and global climate goals.

We closely monitor and manage our primary operational resources electricity (kWh), water (m³) and diesel fuel (litres) to ensure efficient consumption, cost optimization and reduced environmental impact.



Table showing consumption from 2021 to 2025

Period (Years)	2025	2024	2023	2022	2021
Electricity (Kwh)	4,564,823	4,160,853	4,062,653	2,719,084	3,457,641
Fuel (Liters)	464,032	439,624	444,411	420,333	378,235
Water (M3)	22,984	23,045	23,872	18,201	21,205
Paper (Kgs)	51,600	26,400	74,000		
Recycled Plastic (Kgs)	14,959	9,235	8,037	-	-

We have implemented a comprehensive set of initiatives to reduce electricity consumption across our operations. These efforts are designed to optimise energy use, minimise waste and support our transition toward cleaner and more efficient power sources. Key actions include:

- Smart-grid optimisation**
 Deploying intelligent energy-management systems that balance load, improve efficiency, and reduce unnecessary consumption.
- Energy-efficient infrastructure upgrades**
 Installing LED lighting, high-efficiency equipment and modern electrical systems across our points of representation to lower overall energy demand.
- Maximising natural resources**
 Promoting the use of natural light and ventilation in our buildings to reduce reliance on artificial lighting and mechanical cooling.
- Behavioural energy stewardship**
 Encouraging employees to switch off lights, computers and other equipment when not in use reinforcing a culture of responsible energy consumption.
- Equipment rationalisation**
 Streamlining and optimising equipment across the network to eliminate redundancies and reduce energy load.

Despite an increase in the bank’s points of representation and a 9.71% rise in operational dependence on hydroelectricity compared to 2024, we remain committed to accelerating our clean energy transition over the next two years. We aim to increase our reliance on solar energy by 5.30% and this shift will be supported by continued investment in advanced energy-efficiency interventions, including automation, smart metering, equipment optimisation, and further rationalisation initiatives.

Fuel Consumption



We have implemented a range of targeted initiatives to significantly reduce fuel consumption from both generators and fleet operations. These efforts are designed to lower emissions, improve efficiency, and support our transition toward cleaner energy use. Key actions include:

- Route optimisation**
 Streamlining travel routes to minimise distance covered by bank vehicles, resulting in lower fuel use and reduced emissions.
- Hybrid solar integration**
 Deploying smart hybrid-solar systems to reduce reliance on diesel-powered generators and enhance energy resilience.
- Fuel-efficient fleet upgrades**
 Phasing out older vehicles and replacing them with modern, fuel-efficient models.
- Preventive maintenance**
 Conducting regular servicing of generators and vehicles to ensure optimal performance and minimise unnecessary fuel burn.
- Telematics adoption**
 Using telematics technology to monitor generator and vehicle performance, track fuel consumption, and identify opportunities for further efficiency gains.

We aim to reduce our fuel consumption by 5% over the next two years as part of our broader transition to cleaner energy. This target is supported by our ongoing exploration and planned investment in renewable energy alternatives particularly solar power to further decrease reliance on fossil fuels and strengthen our long term sustainability performance.

Water Consumption

We have implemented several initiatives to reduce our water consumption, including:

- Installation of low – flow fixtures and grey water systems in our network.
- Promoting water conservation practices among our employees such as collectively monitoring water leaks on faucets, toilets and pipes for urgent fixing as well as educating employees on the importance of water conservation.



Despite an increase in the bank's points of representation, we successfully achieved a 0.26% reduction in water consumption. This progress demonstrates the effectiveness of our conservation initiatives and reinforces our commitment to further reducing water use. Over the next two years, we aim to achieve an additional 2.3% reduction by investing in advanced water-efficient technologies and adopting best-practice solutions including but not limited to Employee engagement programmes that promote responsible water use supported by awareness campaigns and including efficient plumbing layouts, pressure regulating valves and water saving fixtures integrated into new branch designs and office remodels.

Tree Planting

We launched a nationwide tree planting initiative that as at end 2025 resulted in the successful planting of 51,600 trees and contributed UGX 150,000,000 (ZAR 739,270.80) through the "Running Out of Trees" (ROOTs) program in support of forest rehabilitation. This initiative stands as a tangible demonstration in promoting carbon sequestration, enhancing oxygen production, and supporting biodiversity.



Space Optimization

We have implemented a comprehensive space optimization program designed to enhance functionality, inclusivity and employee well-being across our work environment. Key elements of this initiative include:

Open-plan layouts that foster collaboration, reduce physical barriers and promote a sense of community.

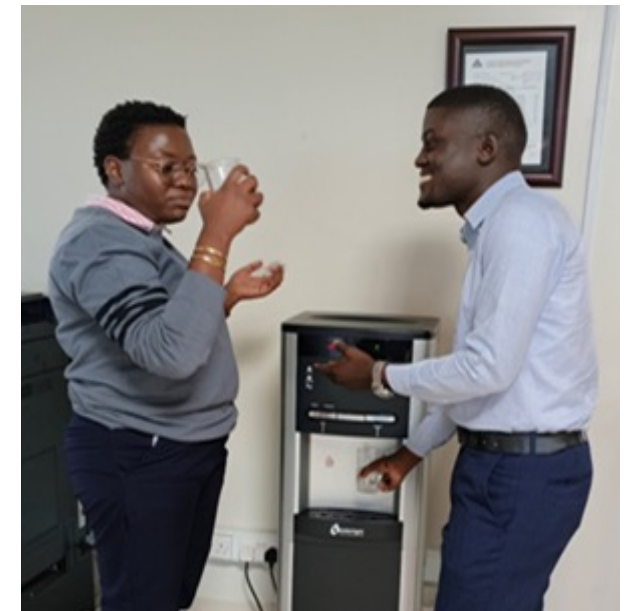
- Flexible workspaces such as hot desks, meeting rooms, breakout areas, and lactation rooms to support diverse work styles and needs at varied locations.
- Incorporation of local plants and decorative features to create a warm and inviting atmosphere.
- Inclusive and accessible premises that accommodate stakeholders of all abilities ensuring equitable access and comfort.
- Enhanced lighting, air quality and ventilation systems to support a healthy and productive workplace.

This program reflects our commitment to creating a modern, adaptable and people centred work environment.



Plastic Recycling

We have successfully implemented a bottle-less drinking water solution utilizing reverse osmosis technology which has been scaled across the head office units at Umoja House. Complementing this initiative is a comprehensive plastic recycling program that has offset over 14,959 Kgs plastic bottles from our operational environment leading to over 99.8% reduction in plastic waste collected across all the Bank locations. Through our local recycling collaboration with Coca-Cola, the plastic waste is transformed to many other useful products that feed our circular economy.



Waste paper Recycling



We have established a comprehensive paper waste management program resulting in recycling of over 28,990 kilograms of paper waste across our operations. Through our local recycling partner (Global Paper Limited), the collected paper waste is repurposed into essential consumer products such as toilet paper, facial tissues and napkins.



Our commitment to sustainability extends beyond reducing our environmental footprint it is equally grounded in protecting the health, safety and well-being of our people. We recognise that a safe, healthy workforce and a responsible environmental posture are inseparable pillars of long-term organisational success.

We have an OHS framework in place designed to safeguard employees, customers and stakeholders while supporting sustainable operations. It is built on five core principles:

- **Protecting our people:** We prioritise the safety and well-being of everyone who interacts with our facilities, recognising our people as our most valuable asset.
- **Preventing injuries and illnesses:** We proactively identify risks, implement controls and provide the training and tools needed to maintain a safe working environment.
- **Promoting a safety culture:** We encourage open communication, incident reporting and continuous feedback to ensure a supportive and safety conscious workplace.
- **Regulatory compliance:** We adhere to all applicable OHS laws, standards and industry guidelines, ensuring our operations consistently meet or exceed required benchmarks.
- **Continuous improvement:** We regularly review our OHS performance and seek opportunities to strengthen our systems, reduce risks and enhance workplace health and safety.

Key OHS Initiatives

Employee wellness programmes

We provide health screenings, fitness initiatives and mental-health support to promote holistic well-being.

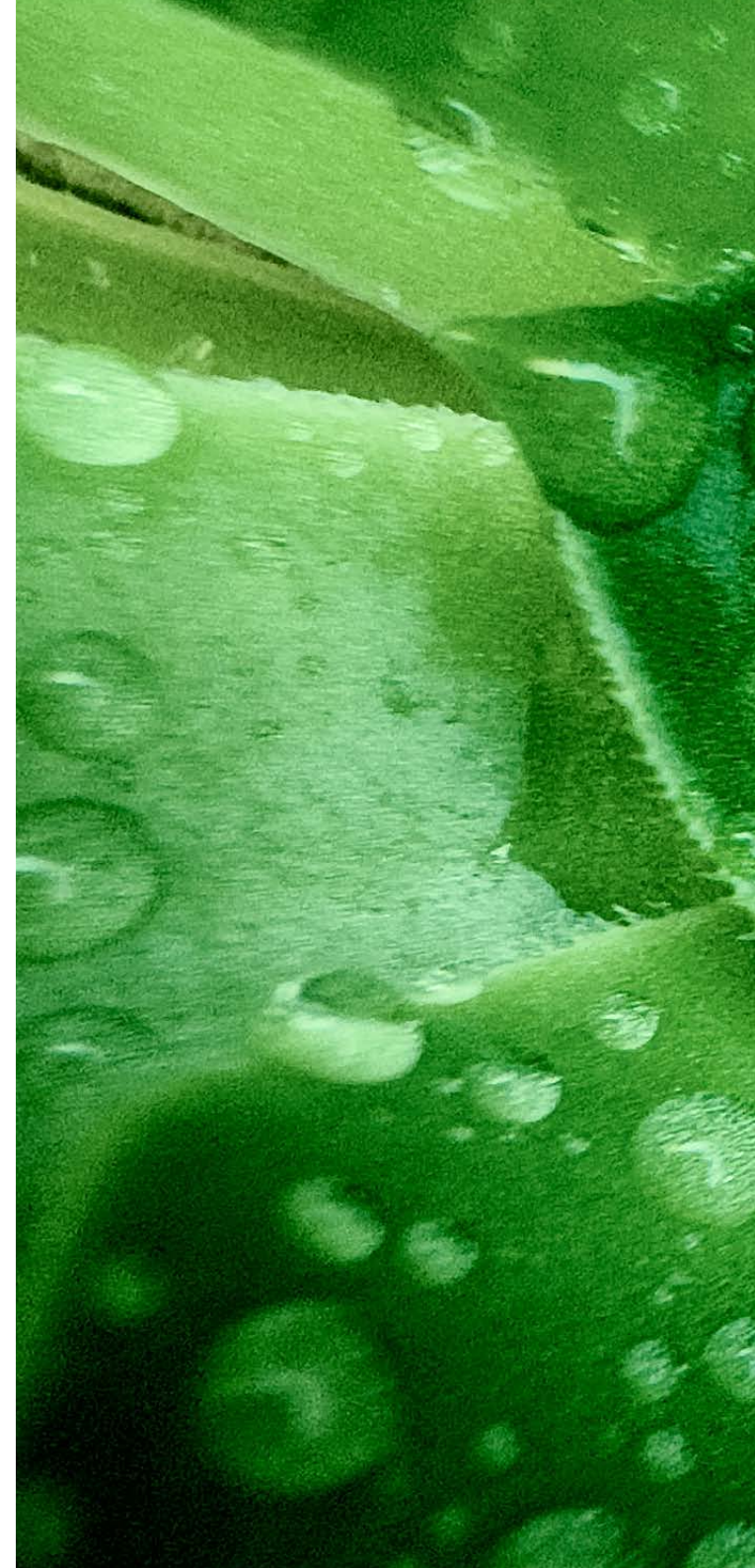
Safety training and equipment

Employees receive ongoing safety training and the necessary protective equipment to perform their duties safely and confidently

Emergency response planning

We have put in place emergency response plans to respond to incidents, minimize harm and ensure business continuity.

As we advance on our sustainability journey, we recognise that responsible business practices are essential not only for protecting the planet but also for securing our long term resilience and growth. Our commitment remains focused on creating lasting value for our employees, customers, communities and the environment ensuring a more sustainable and prosperous future for all.





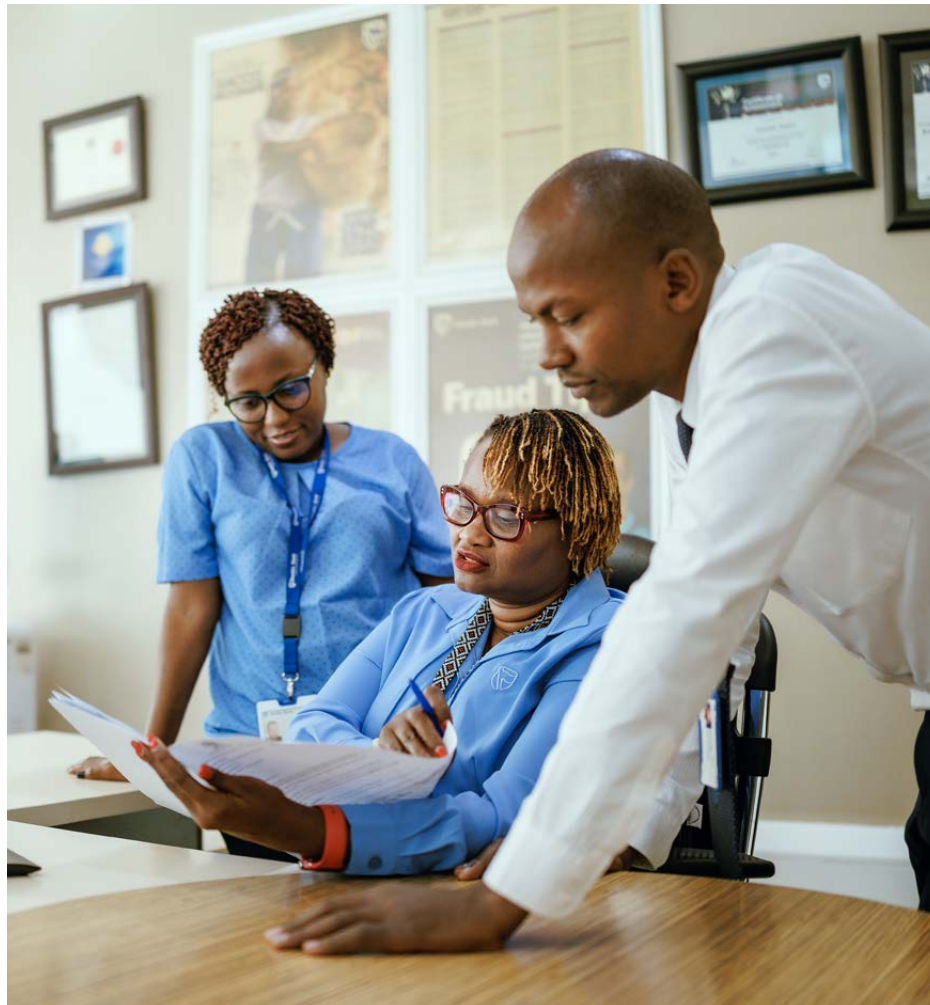
A young Black woman with her hair in braids, wearing a white blazer over a grey ribbed top, is smiling and looking upwards while holding a tablet. The background is a blurred office hallway. A blue banner is overlaid at the bottom left, containing the text 'RESPONSIBLE BUSINESS' and a shield-shaped icon with the number '7'.

RESPONSIBLE
BUSINESS

7

Our People

At Stanbic Uganda, our people are central to delivering our purpose of driving Uganda's growth. Our People & Culture strategy is focused on building a highperforming, futureready workforce that supports sustainable business outcomes and positive societal impact. During the period under review, we prioritised embedding a growth culture, building critical capabilities, and driving productivity across the organisation.



Workforce Profile

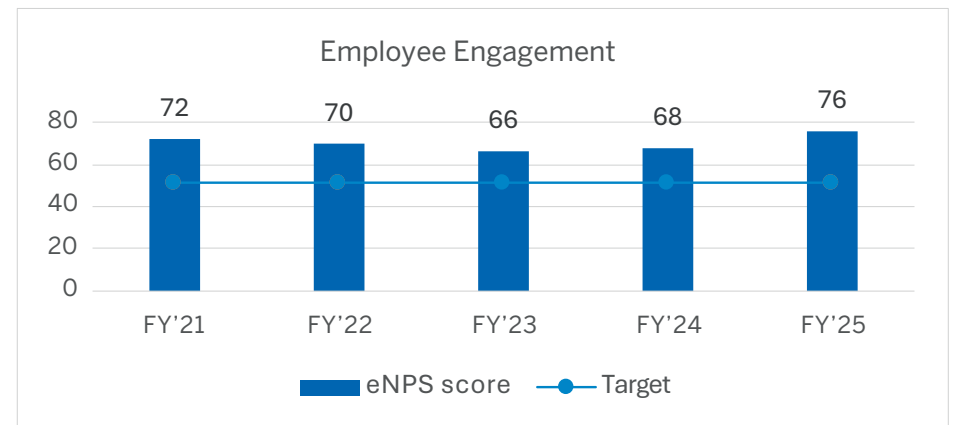
The Stanbic Uganda franchise employed a total of 2,048 employees, comprising 1,731 permanent staff and 317 nonpermanent staff.



Diversity and Inclusion

The workforce is predominantly youthful, with 71% of employees aged 40 and below. This demographic strength is reflected in leadership representation, with 47% of managerial roles held by employees under the age of 40. Gender diversity remains strong across the organisation, with women comprising 53% of the total workforce and 43% of managerial positions occupied by women.

Employee Engagement and Culture



Employee engagement scores have consistently remained above target levels, reflecting a sustained and deliberate focus on our people. This strong engagement underscores high levels of commitment and organizational alignment and is reflected in positive outcomes such as improved productivity and employee advocacy.

Building Capability

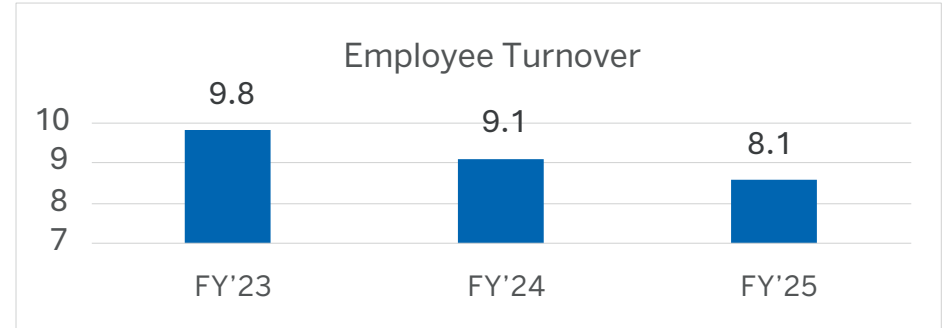
UGX 2.4 billion was invested in employee training during the year, with a strong emphasis on building future-ready skills and leadership capability. This investment supported 141 internal promotions and enabled 75% of executive appointments during the period to be filled by internal talent. Collectively, these outcomes strengthened leadership continuity, enhanced internal talent mobility, and reinforced a sustainable leadership pipeline, while positively impacting employee engagement, retention, and organisational performance.

Bridging the Gender Gap in Technology

Together with its partners, Stanbic has graduated the third cohort of the Women in Tech program. The program equipped young women with in-demand technical skills in AI, Cloud computing, and Robotics, increasing female participation in areas traditionally dominated by men. 70% of Cohort 1 are employed while 30% are pursuing further education; 87% of Cohort 2 are employed with 13% pursuing further studies. 30% of Cohort 1 and 20% of Cohort 2 were absorbed into the Stanbic Uganda franchise, with others joining reputable organizations across the market, demonstrating the program's effectiveness in boosting career opportunities and building Uganda's talent.

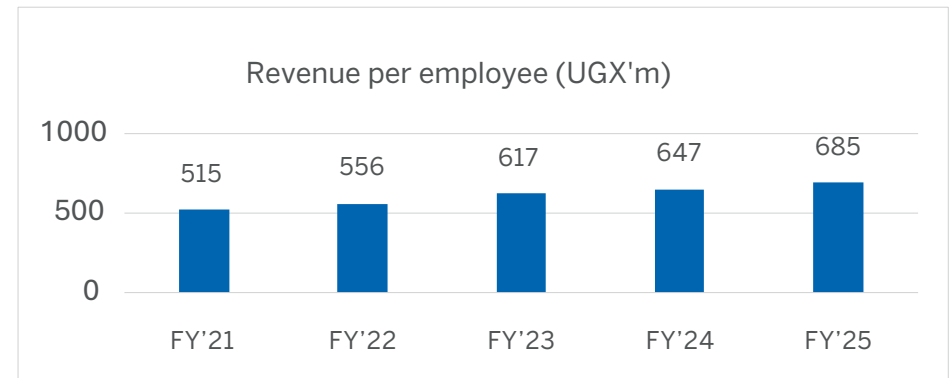


Employee Turnover



Overall employee turnover declined from 9.8% in 2023 to 8.57% in 2025, reflecting improved employee engagement and retention. This reduction in turnover has generated positive business outcomes, including greater workforce stability, lower recruitment and onboarding costs, stronger institutional knowledge retention, and improved continuity in service delivery, all of which support sustained productivity and performance.

Enhanced Employee Productivity



Revenue per employee increased from UGX 515 million in 2021 to UGX 685 million in 2025, reflecting a significant improvement in workforce productivity and efficiency. This growth indicates stronger alignment between employee capability and business strategy, more effective utilisation of talent, and improved operational performance.

Elevating Future talent



Stanbic Bank Uganda's pioneer apprenticeship program – my success story.

I graduated with a Bachelor of Information Systems from Kyambogo University in December 2025.

After university, job hunting is extremely difficult for all young people, including myself, especially due to lack of experience, or technical know - who.

Sheila Kakooza.
Tech & Ops Channels Support

In the midst of this uncertainty, I applied for the Stanbic Bank Uganda Apprenticeship Program, honestly without expecting a response. To my surprise, I was invited to proceed through each stage of a rigorous selection process. What stood out most to me was that, despite having no connections and little experience, I was given a fair and equal opportunity to prove myself. Getting the golden call 2 months later was nothing but a testimony of grace, and it came with a unique challenge: To live up to the expectations and standards of the biggest bank in the country.

At first, it feared it was going to be intimidating. But just four months into the program, that fear has transformed into confidence and growth. I've had the privilege of working with a highly supportive and brilliant team, and I actively contribute to projects that are continuously building my technical and professional skills.

Being an IT graduate and being placed in the bank's IT department, I am headed for an excellent career because of Stanbic. The fact that not just an ordinary employer but rather an industry leader taking a chance on a group of young people,

fresh from school and with little work experience, is a strong testament to the bank's commitment to nurturing young talent, offering equal opportunities and giving excellent skills to the youth, all based on merit.

I am more than proud to be a part of this program because of the many skills and vast knowledge it has added to both my personal life and my career. I learn something new every day, and I challenge myself to deliver to the best of my abilities as I have been given the best investment into my career.



My Apprenticeship Journey at Stanbic Bank: Learning by Doing and Growing with People.

After graduating, like many young professionals, I found myself asking an important question: where do I begin? I knew I wanted to work in a reputable organization—one that would challenge me and give me a fair opportunity to grow.

Dick Kwitonda

Brand and Marketing / Marketing and Communications

I applied to many places, but Stanbic Bank stood out. I had heard that it was an equal opportunity employer, and although I did not know anyone within the organization, I chose to believe in that principle and give it a try. With no connections, I submitted my application and committed myself fully to the process.

I went through several stages of interviews until I was invited for the final face-to-face. I showed up, gave it my very best, and held onto one conviction: if Stanbic Bank truly lives by its values, then I will be given a chance because I have the merit.

And indeed, I was called. That moment marked the beginning of this journey one I stepped into knowing I had earned my place and would stand out not by chance, but by merit.

Four months into my apprenticeship and graduate trainee journey, I am already aware that I am part of something meaningful. This experience is not just about learning banking concepts or organizational structures it is about being trusted, involved, and allowed to grow through real work, real people, and real impact.

In this short time, I have travelled to over 20 districts across Uganda in various regions such as Kasese, Fort Portal, and

Mbarara. This exposure has broadened my perspective on how banking operates across different communities, building my adaptability, confidence, and appreciation of the bank's national footprint.

Being part of the Brand, Trade, and Marketing space has been especially fulfilling because I get to see work come to life. Many assignments begin at the earliest stages of a branch setup sometimes as empty spaces. As a team, we help shape how the Stanbic brand is expressed within those environments, from planning and design to production and installation.

What makes this experience unique is walking the entire journey. The most rewarding moment is returning to see a fully operational branch staff at work, customers engaged and realizing that what was once empty now carries identity and purpose. That connection between effort and outcome has shaped how I understand ownership and contribution.

This journey has also shown me that being a graduate trainee does not mean standing on the sidelines. We are involved, we contribute, and we are given platforms that stretch our thinking

and make learning practical.

Serving as President of the New Joiner Apprentices has added a leadership dimension to my experience. It has given me the opportunity to represent others, support communication, and contribute to creating an environment where people feel heard and motivated.

What stands out most is the culture. There is a genuine sense of support, growth, and humanity. Managers guide, teams celebrate wins, and there is a shared commitment to both performance and people. This makes the learning environment not just effective, but empowering.

I am still an apprentice. I am still learning. But four months in, I already feel stretched, supported, and empowered. This journey is shaping me both professionally and personally and I am convinced that the sky is not the limit, but the starting point of greater purpose and impact.

Compliance

Embedding Compliance Culture

At Stanbic Uganda Holdings Limited (SUHL), we recognise that our decisions and conduct directly influence the people, businesses, and communities we serve. Based on this, the Executive Board and the Compliance function continue to support senior management to foster a culture where ethical behaviour, transparency, and accountability anchor all our actions. Our compliance approach is centred on protecting customers, strengthening trust, and ensuring that responsible practices support long term value creation.

As regulatory and ESG expectations continue to evolve, we maintain a proactive, preventative, and risk-based approach to compliance, anchored by a strong tone from the top and effective governance structures. Ethical conduct is actively embedded across the organisation through ongoing communication and alignment to the Uganda Banker's Association's (UBA) code of conduct, supported by annual staff attestations submitted to the UBA secretariat.

The compliance function has strengthened its engagement with regulators, industry peers, and key stakeholders, to promote transparency, accountability and responsible banking practices. These efforts reflect our commitment to doing the right business the right way, building public trust, and supporting a resilient, inclusive, and sustainable financial system that positively contributes to Uganda's broader socio-economic development.

2025 Through the Compliance Lens

Regulatory Environment on Sustainability & ESG in Uganda's Banking Sector

In 2025, the financial sector experienced significant regulatory and policy developments, with regulations and guidelines from regulators and policy makers reflecting a growing recognition of sustainability as an integral pillar to financial soundness and long-term value creation.

The Bank of Uganda strengthened sector-wide awareness through targeted workshops and the issuance of additional regulatory guidance, thereby reinforcing expectations for governance, risk management, and transparency. These measures require financial institutions to systematically integrate climate and ESG considerations into their core operations, decision-making processes, and strategic direction. In response, SUHL is progressing a structured journey to embed these requirements into its strategy, governance frameworks, and execution model.

Key developments in 2025 included:

Guidelines for Mainstreaming Climate action in the Financial sector and the National Green Taxonomy

The guidelines form part of the broader National Climate Strategy and the national climate finance framework launched by the Ministry of Finance in 2025. Together, they aim to embed climate considerations into financial decision-making and to mobilise capital towards Uganda's climate and

development priorities. The Guidelines set out expectations for financial institutions to integrate climate-related risks and opportunities into governance structures, risk management frameworks, business strategies, product development, and disclosure practices, in alignment with national policies and global good practice. Complementing this, the National Green Taxonomy provides a science-based, nationally consistent classification system that defines which economic activities qualify as environmentally sustainable, covering mitigation, adaptation, pollution prevention, resource efficiency, biodiversity, and social co-benefits, while reducing the risk of greenwashing.

Together with the National Climate Strategy, these instruments establish sustainability as a group-level supervisory and risk-management expectation, requiring the holding company to provide effective board and senior management oversight of climate and ESG matters across its subsidiaries. The holding company is responsible for setting groupwide governance, risk, and reporting standards, guiding alignment with the National Green Taxonomy, and ensuring climate considerations are embedded into strategy, risk appetite, and capital allocation. Through this role, the holding company supports the development of green and transition finance solutions, reinforces financial soundness, contributes to Uganda's resilient, inclusive, and low-carbon economic transition.

ICPAUs roadmap on adoption of IFRS S1 and S2 standards

In 2025, the Institute of Certified Public Accountants of Uganda (ICPAU) issued Uganda's roadmap for the adopting the International Sustainability Standards Board's (ISSB's) IFRS S1 and S2 standards, providing Public Interest Entities (PIEs) with a structured and phased approach to strengthening sustainability-related through readiness assessments, transition guidance, assurance considerations, and capacity-building. The Bank of Uganda welcomed the roadmap and issued complementary guidance to support consistent adoption by supervised financial institutions. For financial holding companies and their subsidiaries, the roadmap clarifies group-wide responsibilities for strategic direction, governance oversight, and consistent implementation across subsidiaries, while requiring SFIs to embed the standards into risk management, controls, data, and reporting processes. In this context, SUHL has developed its own adoption strategy supported by third-party expertise to ensure alignment with regulatory expectations and emerging sustainability standards.

Bank Of Uganda Guidelines for the Management of Climate-related Financial Risks, 2025

To compliment the adoption of IFRS S2, Bank of Uganda issued the Guidelines for the Management of Climate-Related Financial Risks (2025) in response to the growing impact of climate change on financial institutions, portfolios, and overall financial stability. The Guidelines recognise that both physical and transition risks can pose material threats to earnings, capital adequacy, and liquidity if not effectively managed, and therefore seek to safeguard the safety and soundness of the financial sector while supporting alignment with Uganda's national climate commitments and global supervisory standards. In response, SUHL is taking proactive steps to identify, assess, manage, and disclose climate-related financial risks across its operations, embedding these considerations into its governance, risk management, capital planning, scenario analysis, and transition planning processes.

SUHL will continue to strengthen the integration of sustainable practices and standards across the group, embedding climate and ESG considerations into strategy, governance and decision-making. Through this approach, we reaffirm our commitment to responsible growth and financial resilience, and to supporting Uganda's long-term socio-economic growth.

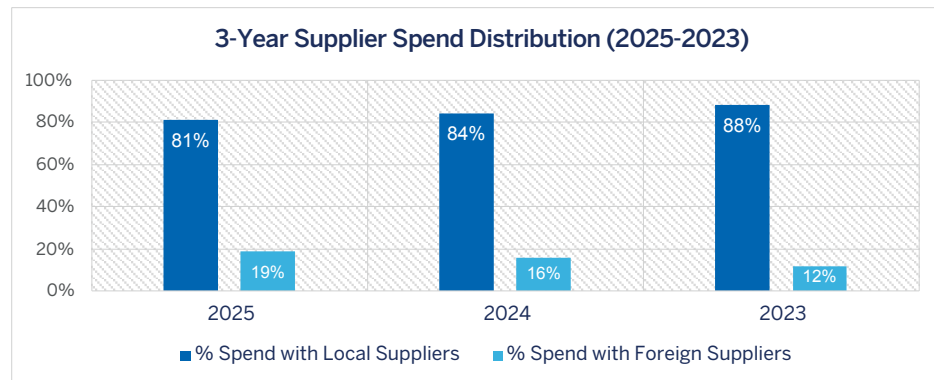
Responsible Procurement

The Bank’s procurement activities are governed by its Procurement Policy, which establishes key principles including ethical procurement, fair and effective competition, value optimisation, accountability, and sustainability. This policy guides sourcing and supplier selection decisions, ensuring that all procurement processes align with sound corporate governance standards. The Bank procures goods and services from both local and international suppliers, enabling access to a broad and competitive marketplace. It engages a diverse range of external providers, including, but not limited to, technology partners (software and hardware providers), fintech companies, network providers, cash handling service providers, professional services firms, and facilities & premises providers.

Local Content Support – Uplifting Uganda’s Economy

The Bank encourages and promotes procurement from local suppliers while ensuring the achievement of best value from all its procurement spend. In 2025, the Bank continued its commitment towards supporting local suppliers in line with its purpose “Uganda is Our Home, We Drive Her Growth”. As an established trend, the Bank committed a huge proportion of its procurement spend in 2025 to local bidders, as detailed below.

	2025	2024	2023
	UGX (millions)	UGX (millions)	UGX (millions)
Construct	UGX (millions)	UGX (millions)	UGX (millions)
Total Procurement Spend	237 035	211 013	191 863
Amount Spent on Local Suppliers	193 117	177 543	169 623
Amount Spent on Foreign Suppliers	43 917	33 470	22 222
% of Procurement Spend with Local Suppliers	81%	84%	88%



Supplier Development

In 2025, the Bank remained committed to inclusive economic growth through deliberate supplier development initiatives that empower small and medium-sized enterprises (SMEs). During the year, the Bank hosted a Supplier Forum in collaboration with the Stanbic Business Incubator, bringing together SME alumni to deepen their understanding of procurement opportunities and requirements. The forum provided practical guidance on the Bank’s procurement policies, digital sourcing platforms, and supplier onboarding processes, while also offering targeted capacity-building sessions to enhance competitiveness and compliance. Participating SMEs engaged directly with procurement teams, gained insights from established vendors through peer testimonials, and shared feedback to improve accessibility and transparency within the supply chain. This initiative strengthened linkages between the Bank and local enterprises, supporting the growth, formalization, and sustainability of SME suppliers while contributing to broader economic development.

Relatedly, the Bank continued to build and entrench its Third Party Risk Management (TPRM) programme, under which contracted suppliers are taken through a robust third-party risk and control assurance compliance assessment. Through this programme, the Bank actively supports suppliers in strengthening their capabilities and aligning with critical global governance and business operations control standards, including information risk management, cybersecurity, financial stability, and business resilience, etc. By supporting suppliers to meet rigorous compliance and control requirements, the Bank is enabling them to build capacity and improve their competitiveness for procurement opportunities both locally and internationally, where demonstrated strength in third-party risk management is increasingly a key differentiator in supplier selection.





OF THE CHAMPIONS



CORPORATE SOCIAL
INVESTMENTS



Youth and Education

Through our Corporate Social Investments (CSI), we remain committed to transforming the lives of people in our communities through our focus on promoting access to quality education, and improved health care with specific interventions on Maternal Health.

National Schools Championship

The Stanbic National Schools Championship is an education programme in its 10th year under Stanbic Bank's Corporate Social Investments that aims to provide a holistic approach to learning and capacity development for Students and Teachers in secondary schools in various areas including Career growth and development, Financial education, Business and Entrepreneurship, Teacher training and capacity development and Psychosocial Wellness.

Its focus areas are life skills and financial education, aimed at encouraging the students towards critical thinking and promoting financial literacy while providing exposure to vast knowledge beyond the classroom.

In 2025, there were over 120,000 students from more than 200 Ugandan secondary schools

participating in the various education challenges with outstanding business and innovative ideas standing a chance at being linked to investors in addition to winning prizes from the bank. In the year, Stanbic Bank invested UGX 1.8 billion into the National Schools Championship.

Our positive impact journey is highlighted as follows; What began with just 32 participating schools ten years ago, has now grown to include over 200 secondary schools.

We have positively impacted the lives of over 600,000 learners, teachers, and community members through our initiatives, transforming the landscape of entrepreneurship education in our country.

Our commitment is underscored by an impressive investment of over UGX 8 billion since the championship began, providing vital resources to support and inspire our aspiring innovators.

We proudly celebrated our 7th scholarship beneficiary who graduated from Uganda Christian University and are thrilled to see the journey of seven graduates to date which is an embodiment of the potential within our youth.

Last year through social media, the championship reached more than 39.6 Million people enabling the eco system beyond the direct participants tap into the programme.

In 2025, we partnered with Ministry of Education, National Environment Management Authority, Uganda AIDS Commission, Roofings LTD, TOTAL Uganda.



The Stanbic team with the CE Stanbic Uganda, Mumba Kalifungwa, the Permanent Secretary, Ministry of Education, Kedrace Turyagyenda, and partners, at the NSC 2025 launch



Students showcasing their innovations at the 2025 Bootcamp at Seroma High School.



Students of Okere City receiving the solar-powered school bags donated by Stanbic Bank Uganda

Stanbic Uganda handed over 220 solar powered school bags to the pupils of Okere Community school in Otuke District. Okere community school was established in 2019 with 8 pioneer pupils, the Founder, Okello Ojok said that there was a need to address the grappling illiteracy levels in the community that stood at 72% then. 5 years down the road, the school prides itself with an enrollment of over 300 pupils.

The bank was intentional on the solar powered bags because Okere is one of the many villages in Lango sub region that are off the National grid. We believe that extending this unique blue gift will not only help the school going children in the area get a better way to carry their study materials but also get access to clean and safe energy that can enable revision in the night. Besides providing light, these bags also possess a digital component that can enable the school to track the child's attendance, performance, and location.



Summaya Girls High school crowned winners of the 10th Edition of the Stanbic National schools Championship in 2025

Busitema University – Stanbic Scholarships

Stanbic is intentional about enhancing an all-around growth of women, youth and farmers, especially through supporting initiatives that uplift their standards of living.

In partnership with Busitema university, Stanbic increased the number of scholarship beneficiaries from 70 in the first cohort in 2023, to 100 in 2025. This partnership aligns with the National Development Plan and outlines practical skills and industry readiness as essential for community development and individual success.

In 2025, 97 of the 100 youth in the second cohort graduated from Busitema University upon completion of a six-month vocational training programme in welding, fabrication, post-harvest handling, processing technologies, irrigation technologies and innovations, automotive repair, maintenance and operation and brick laying.

These have become income generating projects for sustainability of their livelihoods and productivity in the communities. With an economy driven by agriculture and manufacturing, it is necessary to equip the future human resource with skills to work in these sectors.

Among the graduates was John Siminyu, who said, "After completing S4, I stayed home helping my father with our poultry project, but we faced challenges and it collapsed. When I heard about this

opportunity, I embraced it because I had always wanted to practice welding. Now, I already have a job, where I am applying my skills and learning more through mentorship."

Stanbic Uganda's purpose is 'Uganda is our home; we drive her growth'. This program therefore exemplifies this dedication by equipping the youth with industry-relevant skills which empowers hence contributing to national development.

Furthermore, we partnered with the University to plant 5 acres of medicinal trees to support the college of Botany. Stanbic Uganda contributed UGX 30 Million towards this cause. This forest will facilitate learning for the students.



Busitema University vocational skills students during the graduation in 2025.

Health Care

Maternal Health Initiative

This initiative aims to strengthen health facilities across Uganda, particularly those facing challenges in providing maternal and child health services. In 2025, Stanbic Uganda invested UGX 800 million towards health initiatives and donated medical equipment to 24 health facilities across the country. These included Omolo HC, Mpugwe Health Centre, Mulanda HCIV, Mbuya Hospital, Kigoroby HC, Gombe Hospital, Mbale Hospital, Nyantabooma HCIII, among others.

Our positive impact is registered over the years, from the start of our Safe motherhood campaign in 2022, where we have donated medical equipment such as delivery beds, patient beds, incubators, baby warmers, blood pressure machines etc. to over 75 health facilities across the country, and having most of these social maternal health initiatives being spear headed by our staff in their different areas of operation, internally termed as Employee Community initiatives.

Uganda has made progress in maternal health, with its maternal mortality ratio (MMR) declining to 189 per 100,000 live births as of 2022, a 44% drop from 336 in 2016. However, challenges remain, including inequities in service access, low completion rates for recommended antenatal care visits, and logistical issues like delayed medicine deliveries. Common causes of maternal deaths include obstetric haemorrhage, hypertensive disorders, and infections.

Our Promise still stands; No mother should face childbirth without the necessary tools and support and together, we can build a healthier, brighter future for all Ugandans.

In partnership with UN Women through Stanbic for HER, the bank donated 1000 mama kits, 100 smart mobile phones and 400 reusable pads to the refugee camps in Nyumanzi, Bidi bidi and kyakka

In 2025, we partnered with Ministry of Health, World Vision and UN Women to equip health facilities.

We had 20 Employee Community Initiatives combined from departments BCB, PPB, Credit, IT, Operations & Incubator, Finance & Legal, Youth banking, Affluent banking, Voice branch, Agent & Merchant banking and regions during the LOVE month celebrations with 100% participation.

In a significant boost to maternal and neonatal health services, World Vision in partnership with Stanbic Uganda handed over lifesaving equipment worth 20 million to Kigandalo HC IV in Mayuge district. The equipment handover is part of the broader safe motherhood campaign. This initiative underscores a shared commitment to improving health centre out comes in underserved communities.

The Ultrasound will allow more accurate and timely diagnosis while the glucometers will help manage gestational diabetes pregnancy related complications for the hundreds of women who receive antenatal, delivery and postnatal services. These will significantly strengthen the theatre and labour suite which previously had outdated equipment.



Stanbic staff led by the CE hand over equipment to Mbale Hospital, Neonatal care unit



Expectant mothers at Gombe hospital during the donation of medical equipment by Stanbic Bank Uganda



Catherine Poran, the CE, Stanbic Incubator, hands over a mama kit to an expectant mother



Stanbic For Her in Collaboration with UN Women at Nyumanzi Refugee Camp in Adjumani



A doctor at Kigandalo Health Centre IV receives an ultrasound machine from Stanbic Bank Uganda

Environmental protection

Environmental Partnerships

ROOTs (Running Out Of Trees)

Stanbic bank invested UGX 330 million towards environmental sustainability in 2025, part of which went to the Running Out Of Trees (ROOTS) campaign that was founded to step forward in greening the country. Together with other partners such as TotalEnergies, Tree Adoption Uganda and Roofings Limited, Stanbic is a committed valuable partner in the reforestation program of the country through planting of 66,000 tree seedlings as part of a plan to plant 41 million trees across the country over a 5-year period.

The Bank also reaffirmed its commitment to environmental conservation by contributing towards sustainability initiatives across Uganda during celebrations to mark the World Environment Day 2025 in partnership with National Environment Management Authority (NEMA). Stanbic was recognised for the “Best Financial Institution” for the NEMA Sustainability Awards.

Stanbic Uganda is committed to building a cleaner, greener Uganda which aligns with our purpose, ‘Uganda is our home, we drive her growth’ where we believe that protecting the environment is not the role of government alone, but a collective responsibility.

Stanbic was recognised for the “Best Financial Institution” for the NEMA Sustainability Awards.



Running Out of Trees (ROOTs) partners planting trees at the National Tree planting day in Jinja in 2025. Left is Commissioner of Forestry in The Ministry of Water and Environment – Mr Issa Katwesige



Diana Ondoga, CSI manager, hands over a cheque to the State Minister For Trade – Hon David Bahati who officiated over the World Environmental Day Celebrations held in Kabale District



Cathy Adengo, Head Sustainability, and Diana Ondoga, CSI Manager, receive the NEMA sustainability award

CSI 2025 Budget

Focus area 2025	Amount invested	Number of beneficiaries
Education	UGX 1 866 866 092	600,000
Health care	UGX 868 430 209	Approx 300,000
Environment	UGX 330 000 000	Approx 100,000
Business Incubator	UGX 1 900 000 000	5,600
Total CSI investment	UGX 4 965 296 301	Approx 1 000 000



REPORTING PRACTICES

9

GRI Index

Universal Standards

The Stanbic Uganda 2024 Report to Society was compiled in reference to the Global Reporting Initiative (GRI) standards and guidelines.

GRI 1: Foundation				
Reporting Principles				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
1-1	Accuracy	Core	About this report	5
1-2	Balance	Core	Head of Sustainability Statement	33-34
1-3	Clarity	Core	Sustainability Overview	26-27
1-4	Comparability	Core	Sustainability Highlights	36-37
1-5	Completeness	Core	Head of Sustainability Statement	33-34
1-6	Sustainability Context	Core	Our sustainability Strategy	26 - 27
1-7	Timeliness	Core	About this report	5
1-8	Verifiability (Reliability)	Core	Sustainability highlights	36-37

GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
2-1	Organisational details	Core	Who we are	6
2-2	Entities included in the consolidated financial statements	Core	Company structure	7
2-3	Reporting period, frequency and contact point	Core	About this report	5
2-4	Restatements of information	Core	About this report, Sustainability approach	5,6, 29
2-5	External assurance	Core	Refer to Annual Report	N/A

Activities and Workers				
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GRI 2 – General Disclosures**The organization and its reporting practices**

Disclosure Number	Description	Required for core	Cross reference	Page Reference
2-6	Activities, brands, products, and services	Core	Company overview, About Stanbic Uganda Holdings limited	8-11
2-7	Employees	Core	People and Culture	79- 82
2-8	Workers who are not employees	Core	Investing in our employees	79

Governance

2-9	Governance structure and composition	Core	Company Structure, Board of Directors, Executive Committee	12-22
2-10	Nominations and selection of the highest governance body	Core	Board of Directors, Executive Committee	12 - 22
2-11	Chair of the highest governance body	Core	Chairman's statement	24 - 25
2-12	Role of the highest governance body in overseeing the management of impacts	Core	Board of Directors, Executive Committee	23-24
2-13	Delegation of responsibility for managing impacts	Core	Head of Sustainability Statement	33-34
2-14	Role of the highest governance body in sustainability reporting	Core	Head of Sustainability Statement	33-34
2-15	Conflict of interest	Core		N/A
2-16	Communication of critical impacts	Core	Social, Economic and Environmental Impact reports	36 - 37
2-17	Collective knowledge of the highest governance body	Core	Executive statements	23-24
2-18	Evaluation of the performance of the highest governance body	Refer to Annual Report		N/A
2-19	Remuneration policies	Refer to Annual Report		N/A
2-20	Process to determine remuneration	Refer to Annual Report		N/A
2-21	Annual total compensation ratio	Refer to Annual Report		N/A

Strategy Policies and Practices

2-22	Statement on sustainable development strategy	Core	Head of Sustainability Statement	33-34
2-23	Policy commitments	Core	Frameworks applied	26
2-24	Embedding policy commitments	Core	Compliance frameworks and practices	83
2-25	Process to remediate negative impacts	Core	E&S Risk management	68-73
2-26	Mechanisms for seeking advice raising concerns	Core	E&S Risk Management	68-73

GRI 2 – General Disclosures**The organization and its reporting practices**

Disclosure Number	Description	Required for core	Cross reference	Page Reference
2 - 27	Compliance with laws and regulations	Core	Compliance frameworks and practices	83
2 - 28	Membership of Associations.	Core	Stakeholder engagement	N/A
Stakeholder engagement				
2 - 29	Approach to stakeholder engagements	Core	Stakeholder engagement	42
2 - 30	Collective bargaining agreements	Core		N/A

GRI 2 – General Disclosures**The organization and its reporting practices**

Disclosure Number	Description	Required for core	Cross reference	Page Reference
GRI 3 – Material Topics				
3 - 1	Process to determine material topics			N/A
3 - 2	List of material topics			N/A
3 - 3	Management of material topics			N/A
GRI 201 - Economic Performance				
201 - 1	Direct economic value generated and distributed	Core	Company performance Economic impact and contribution to stakeholders	33- 41 33-41
201 - 2	Financial implications and other risks and opportunities due to climate change			N/A
201 - 3	Defined benefit plan obligations and other retirement plans			N/A
201 - 4	Financial assistance received from government			N/A
GRI 202 - Market Presence				
202 - 1	Ratios of standard entry level wage by gender compared to local minimum wage			N/A
202 - 2	Proportion of senior management hired from the local community			N/A
GRI 203 - Indirect Economic Impacts				

GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
203 - 1	Infrastructure investments and services supported	Core	Economic impact and contribution to stakeholders	62-64
203 - 2	Significant indirect economic impacts	Core	Economic impact and contribution to stakeholders	33-41
GRI 204 - Procurement practices				
204 - 1	Proportion of spending on local suppliers		Procurement practices	84
GRI 205 – Anti Corruption				
205 - 1	Operations assessed for risks related to corruption			N/A
205 - 2	Communication and training about anti - corruption policies and procedures		Compliance Practices	83
205 - 3	Confirmed incidents of corruption and actions taken			N/A
GRI 206 - Anti - Competitive Behavior				
206 - 1	Legal actions for anti - competitive behavior, anti - trust, and monopoly practices		Compliance Practices	N/A
GRI 301 - Materials				
301 - 1	Materials used by weight or volume		Environmental Responsibility	73-76
301 - 2	Recycled input materials used		Environmental Responsibility	N/A
301 - 3	Reclaimed products and their packaging materials		Environmental Responsibility	N/A
GRI 302 - Energy				
302 - 1	Energy consumption within the organization		Environmental Responsibility	73-76
302 - 2	Energy consumption outside of the organization		Environmental Responsibility	N/A
302 - 3	Energy intensity		Environmental Responsibility	N/A
302 - 4	Reduction of energy consumption		Environmental Responsibility	73-76
302 - 5	Reductions in energy requirements of products and services		Environmental Responsibility	73-76
GRI 303 - Water				
303 - 1	Water withdrawal by source		Environmental Responsibility	74
303 - 2	Water sources significantly affected by withdrawal of water		Environmental Responsibility	74
303 - 3	Water recycled and reused		Environmental Responsibility	74

GRI 2 – General Disclosures**The organization and its reporting practices**

Disclosure Number	Description	Required for core	Cross reference	Page Reference
GRI 304 - Biodiversity				
304 - 1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			N/A
304 - 2	Significant impacts of activities, products, and services on biodiversity			
304 - 3	Habitats protected or restored			
304 - 4	IUCN Red List species and national conservation list species with habitats in areas affected by operations			
GRI 305 - Emissions				
305 - 1	Direct (Scope 1) GHG emissions		Environmental Responsibility	73-76
305 - 2	Energy indirect (Scope 2) GHG emissions		Environmental Responsibility	74
305 - 3	Other indirect (Scope 3) GHG emissions		Environmental Responsibility	N/A
305 - 4	GHG emissions intensity		Environmental Responsibility	73-76
305 - 5	Reduction of GHG emissions		Environmental Responsibility	73-76
305 - 6	Emissions of ozone - depleting substances (ODS)		Environmental Responsibility	N/A
305 - 7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions			N/A
GRI 306 - Effluents and Waste				
306 - 1	Water discharge by quality and destination		Environmental Responsibility	76
306 - 2	Waste by type and disposal method			N/A
306 - 3	Significant spills			N/A
306 - 4	Transport of hazardous waste			N/A
306 - 5	Water bodies affected by water discharges and/or runoff			N/A
GRI 307 - Environmental Compliance				
307 - 1	Non - compliance with environmental laws and regulations			N/A
GRI 308 - Supplier Environmental Assessment				

GRI 2 – General Disclosures**The organization and its reporting practices**

Disclosure Number	Description	Required for core	Cross reference	Page Reference
308 - 1	New suppliers that were screened using environmental criteria			N/A
308 - 2	Negative environmental impacts in the supply chain and actions taken			N/A

GRI 2 – General Disclosures**The organization and its reporting practices**

Disclosure Number	Description	Required for core	Cross reference	Page Reference
GRI 401 - Employment				
401 - 1	New employee hires and employee turnover		Investing in our employees	79
401 - 2	Benefits provided to full - time employees that are not provided to temporary or part - time employees		Investing in our employees	N/A
401 - 3	Parental leave		Investing in our employees	N/A
GRI 402 - Labour / Management Relations				
402 - 1	Minimum notice periods regarding operational changes			N/A
GRI 403 - Occupational Health and Safety				
403 - 1	Worker's representation in formal joint management-worker health and safety committees		Our People	79
403 - 2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work - related fatalities		Investing in our employees	N/A
403 - 3	Workers with high incidence or high risk of diseases related to their occupation		Investing in our employees	N/A
403 - 4	Health and safety topics covered in formal agreements with trade unions		Investing in our employees	N/A
GRI 404 - Training and Education				
404 - 1	Average hours of training per year per employee		Investing in our employees	79-80
404 - 2	Programs for upgrading employee skills and transition assistance programs		Investing in our employees	79-80

GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
404 - 3	Percentage of employees receiving regular performance and career development reviews		Our people	79-80
GRI 405 - Diversity and Equal Opportunity				
405 - 1	Diversity of governance bodies and employees		Our people	64
405 - 2	Ratio of basic salary and remuneration of women to men			N/A
GRI 406 - Non - Discrimination				
406 - 1	Incidents of discrimination and corrective actions taken			N/A
GRI 407 - Freedom of Association and Collective Bargaining				
407 - 1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			N/A
GRI 408 - Child Labour				
408 - 1	Operations and suppliers at significant risk for incidents of child labor			N/A
GRI 409 - Forced and Compulsory Labour				
409 - 1	Operations and suppliers at significant risk for incidents of forced or compulsory labor			N/A
GRI 410 - Security Practices				
410 - 1	Security personnel trained in human rights policies or procedures			N/A
GRI 411 - Rights of Indigenous People				
411 - 1	Incidents of violations involving rights of indigenous peoples			N/A
GRI 412 - Human Rights Assessment				
412 - 1	Operations that have been subject to human rights reviews or impact assessments			N/A
412 - 2	Employee training on human rights policies or procedures		Investing in our employees	N/A
412 - 3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening			N/A
GRI 413 - Local Communities				

GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
413 - 1	Operations with local community engagement, impact assessments, and development programs		Direct Contributions to society	89-94
413 - 2	Operations with significant actual and potential negative impacts on local communities		Direct Contributions to society	N/A
GRI 414 - Supplier Socio Assessment				
414 - 1	New suppliers that were screened using social criteria			N/A
414 - 2	Negative social impacts in the supply chain and actions taken			N/A
GRI 415 - Public Policy				
415 - 1	Political contributions			N/A
GRI 416 - Customer health and Safety				
416 - 1	Assessment of the health and safety impacts of product and service categories			N/A
416 - 2	Incidents of non - compliance concerning the health and safety impacts of products and services			N/A
GRI 417 - Marketing and Labeling				
417 - 1	Requirements for product and service information and labeling			N/A
417 - 2	Incidents of non - compliance concerning product and service information and labeling			N/A
417 - 3	Incidents of non - compliance concerning marketing communications			N/A
GRI 418 - Customer Privacy				
418 - 1	Substantiated complaints concerning breaches of customer privacy and losses of customer data			N/A
GRI 419 - Socioeconomic Compliance				
419 - 1	Non - compliance with laws and regulations in the social and economic area			N/A

Our branches Country-wide

BRANCH	PLOT DETAILS	
EASTERN		
Busia Branch	Plot 1, Tororo Road, Busia Town	Tororo Road
Iganga Branch	Plot 1 & 3, Magumba Road, Iganga Town	Magumba Road
Jinja Branch	Plot 2, Martin Rd. Jinja Town	Martin Road
Kamuli Branch	Plot 2, Gabula Rd.	Gabula Road
Kapchorwa Branch	Plot 20, Kitale Road, Kapchorwa	Kitale Road
Kotido Branch	Plot 3A, Moroto Road Kotido	Moroto Road
Lugazi Branch	Plot 108 Kampala-Lugazi Highway	Kampala-Lugazi Highway
Mbale Branch	Plot 50/52, Republic Av. Mbale Town	Republic Avenue
Moroto Branch	Plot 27, Lia Road Moroto"	Lia Road
Soroti Branch	Plot 42, Gweri Rd. Soroti Town	Gweri Road
Tororo Branch	Plot 1, Block 5 Uhuru Drive, Tororo Town	Nagogera Road
Aponye Mall Branch	Plot 8, Burton street	Burton street
Kawempe Branch	Plot 165 Kyadondo Road	Kyadondo Road
Kiboga Branch	Plot 100, Block 634 Kilulumba Mubende Kiboga Town	Hoima Road
GREATER KAMPALA		
Kireka	Plot 107 Block 232 Kyadondo	Jinja Road
Kyambogo Branch	Kyambogo University Campus	Kyambogo University Campus
Luwero Branch	Plot 440, Block 652 Luwero Town	Kampala/Gulu High Way
Mityana Branch	Plot 54, Block 425, Mityana Road, Mityana	
Township"	Mityana Road	
Mpigi Branch	Plot 130 Block 92 Mawokoota, Mpigi	
Mukono Branch	Plot 37/39, Kampala Road, Mukono Town	Kampala/Jinja Road
Mulago Branch	Mulago Hospital Floor No.2	Mulago Hospital

BRANCH	PLOT DETAILS	
Nakivubo Branch	Plot 58, William street	William Street
Nateete Branch	Plot 643, Block 18 Mengo Kibuga, Natete	Masaka Road
Wandegeya Branch	Plot 220, Kagugube Rd. Wandegeya	Kagugube Road
William Street Branch	Plot 6, William Street, Kampala	William Street

METRO

Acacia Branch	Kisementi, Plot 8A-12A Cooper Road	Kololo, Kampala
Aponye Branch	Plot 8 Burton street	Burton Street
Bugolobi Branch	Plot 47A Spring Road, 9 Luthuli Av. and 9 Bandari Rise	47A Spring Road, 9 Luthuli Av. and 9 Bandari Rise
Entebbe Main Branch	Plot 15, Kla. Rd. Entebbe Town	Entebbe/Kampala Road
Forest Mall Branch	Plot 3A2 & 3A3 Sports Lane, Lugogo By -Pass, Kampala	Sports Lane, Lugogo By -Pass Road
Freedom City Branch	Freedom City Mall, Plot 4010 Entebbe Road, Namasuba.	Entebbe Road
Garden City Branch	Plot 64-86 Kitante Road, Kampala	Kitante Road
Kabalagala Branch	Embassy Plaza, Plot 1188, 1189, 1190	Kibuga, Nsambya
Kampala Branch (Corporate)	Plot 18, Hannington Road	Hannington Road
Lugogo Branch	Plot 2-8 Lugogo By-Pass Rd. Lugogo Kampala. Shop No.5	Lugogo By-Pass Road
Makerere Branch	Senate Building Makerere University Campus	Senate Building
Metro Branch	Plot 4, Jinja Rd. Social Security House	Jinja Road
Nakasero Branch	Umoja Building, Plot 20 Nakasero Road, Opposite World Vision	Nakasero Road
Nakawa Branch	Plot M193/194 Nakawa, Industrial Area	Nakawa Industrial Area Road
Ntinda Branch	Plot 3798, Block 216 Kyadondo, Ntinda Trading Centre	

NORTHERN

Adjumani Branch	Plot 2, Plot 9, Mangi Road Adjumani	Mangi Road
Apac Branch	Plot 18, Akokoro Rd. Apac Town	Akokoro Road
Arua Branch	Plot 25, Avenue Rd. Arua Town	Avenue Road
Gulu Branch	Plot 2 & 4, Acholi Rd. Gulu Town	Acholi Road
Kigumba Branch	Plot 18, Kampala Gulu High Way	Kampala Gulu High Way

BRANCH	PLOT DETAILS	
Kitgum branch	Plot 4/6, Philip Adonga Rd,	Philip Adonga Road Kitgum
Lira Branch	Plot 2, Soroti Rd. Lira	Soroti Road
Moyo Branch	Plot 1, Kerere Crescent Rd. Moyo	Kerere Crescent Road
Nebbi Branch	Nebbi Trading Centre Volume 1274 Folio 22	Arua Road

WESTERN

Buliisa Branch	Buliisa - Paara Road, Buliisa Town	Paara Road
Bundibugyo Branch	Plot 4 Block A, Bundibugyo T/ship	Bundibugyo Road
Bwamiramira Branch	Plot 18, Karuguza T/Centre, Kibale Dist.	Karuguza Road
FortPortal Branch	Plot 20, Lugard Rd. F/Portal Town	Lugard Road
Hoima Branch	Plot 32 Main Street	Main Street
Ibanda Branch	Plot 10 - 12 Kamwege Road Ibanda	Kamwege Road
Ishaka Branch	Plot 44 Rukungiri Road, Ishaka Town	Rukungiri Road
Kabale Branch	Plots 150/152, Kabale Rd. Kabale Town	Kabale Road
Kabwohe Branch	Plot 6 Block A, Kabwohe Trading Centre	Kabwohe Road
Kalangala Branch	Kalangala Main Rd. Kalangala Town	Kalangala Main Road
Kasese Branch	Plot 27/31 Stanley Street, Kasese	Stanley Street
Kihihi Branch	Plot 63 Block 74 Kinkizi	
Kisoro Branch	Plot M5, Block 29 Kisoro/Kabale Rd. Kisolo Town	Kisoro/Kabale Road
Kyotera Branch	Plot 32, Masaka Rd. Kyotera Town	Masaka Road
Lyantonde Branch	Plot 200, Block 76 Lyantonde Town	Kampala/Mbarara Raod
Masaka Branch	Plot 4, Birch Av. Masaka Town	Birch Avenue
Masindi Branch	Plot 29/33, Tongue Street Masindi	Tongue Street
Mbarara Branch	Plot 1/3 Ntare Rd. Mbarara Town	Ntare Road
Mubende Branch	Plot 2, Block 13 Main street Mubende	Main street
Ntungamo Branch	Plot 33, Ntungamo Township	Mbarara Kabale Road
Rukungiri Branch	Plot 123, Block 5 Kagunga	Rukungiri Town

CUSTOMER SERVICE POINTS	PLOT DETAIL	STREET/ROAD
Bwera CSP	Saad Village, Mpondwe - Lubiriha, Bwera Town	Mpondwe-Lubiriha Road
Jinja CSP	Plot 3, Lady Alice Mukoli Road	Lady Alice Mukoli Road
Kaabong CSP	Plot 20 Kaabong Central West, Kaabong Trading Centre	Kaabong Central West Road
Kayunga CSP	Plot 472 Block 123, Kayunga Trading Centre	Kayunga Road
Kagadi CSP	Kagadi Street, Kagadi on Mugenyi street	Kagadi/Mugenyi Street
Kumi CSP	Plot 2 Ngora Road, Kumi	Ngora Road
Pakwach CSP	Plot 94 Pakwach, Arua road	Arua Road
Kakira CSP	Kakira South Estate FRV 10 Folio 23, Kakira	Kakira South Estate Road
Kinyara CSP	Kinyara Estate	Kinyara Estate
Mayuge CSP	Owere Shoppers Akedi, Mayuge Town	Bukoba Road
Wobulenzi CSP	Plot 123 Block 159 Bulemezi, Wobulenzi Trading Centre	Kampala Gulu High Way

List of Acronyms

ABC	Agent Banking Corporation	CCAEA	Climate Change Climate East Africa	ESG	Environment Social and Governance
ACCA	Association of Certified Chartered Accountants	CBS	Core Banking System	EPS	Earnings per Share
AGM	Annual General Meeting	CCC	Customer Care Centre	ETR	Employee Turnover Rate
ADF	Africa Development Fund	CDE	Customer Decisioning Engine	ERM	Enterprise Risk Management
AFS	Annual Financial Statements	CDM	Cash Deposit Machine	FDI	Foreign Direct Investments
ALCO	Asset and Liability Committee	CHNW	Consumer and High Networth Customers	FIA	Financial Institutions Act
AML/ CFT	Anti Money Laundering /Combating the Financing of Terrorism	CIB	Corporate and Investment Banking	FID	Final Investment Decision
ATM	Automated Teller Machines	CLR	Credit Loss Ratio	FVOCI	Fair Value through Other Comprehensive Income
BCP	Business Continuity Plan	CMA	Capital Markets Authority	FVTPL	Fair Value Through Profit or Loss
BAC	Board Audit Committee	CRMC	Credit Risk Management Committee	GRI	Global Reporting Initiatives
BALCO	Board Asset and Liability Committee	CSP	Customer Service Point	GDP	Gross Domestic Product
BCC	Board Credit Committee	CSI	Corporate Social Investment	GSIS	Group Share Incentive Scheme
BCC	Business and Consumer Clients	CTI	Cost to Income Ratio	GoU	Government of Uganda
BCM	Business Continuity Management	CSR	Corporate Social Responsibility	GRS	Global Remuneration Services
Bn	Billion	C&R	Custody and Registry	HC	Human Capital
BNA	Bulk Note Acceptor	DBS	Deferred Bonus Scheme	AS	International Accounting Standards
BOD	Board of Directors	EAD	Exposure at Default	IA	Internal Audit
BOU	Bank of Uganda	EACOP	East Africa Crude Oil Pipeline	IASB	International Accounting Standards Board
BRMC	Board Risk Management Committee	EAR	Earnings at Risk	IC	Intellectual Capital
BUBU	Buy Uganda Build Uganda	ECI	Employee Community Involvement	ICAAP	Internal Capital Adequacy Assessment Process
CAR	Capital Adequacy Ratio	ECL	Expected Credit Loss	ICPAU	Institute of Certified Public Accountants of Uganda
CBR	Central Bank Rate	EERF	Economic Enterprise Restart Fund	ICT	Information and Communication Technology
		EIR	Effective Interest Rate		

IDG	International Development Groups
IESBA	International Ethics Standards Board for Accountants
IFRS	International Financial Reporting Standards
IIS	Interest in Suspense
IMF	International Monetary Fund
IRB	Internal Ratings-Based approach
ISAs	International Standards on Auditing
JSE	Johannesburg Stock Exchange
KPMG	Klynveld Peat Marwick Goerdeler
KYC	Know Your Customer
L&D	Learning and Development
LGD	Loss Given Default
LPO	Local Purchase Order
MFC	Manufactured Capital
MDI	Microfinance Deposit Accepting Institution
MFID	Markets in Financial Instruments Directive
MPC	Monetary Policy Committee
MSME	Micro, Small and Medium Enterprises
NBI	National Bank of India
NBS	National Broadcasting Services
NC	Natural Capital
NED	Non-Executive Director
NEMA	National Environment Management Authority
NIM	Net Interest Margin

NIRA	National Identification and Registration Authority
NPS	Net Promoter Score
OCI	Other Comprehensive Income
OHS	Occupational Health and Safety
PAT	Profit After Tax
PAU	Petroleum Authority Uganda
PAYE	Pay as You Earn
PBT	Profit Before Income Tax
PD	Probability of Default
PFIs	Participating Financial Institutions
PSC	Private Sector Credit
PMI	Purchase Manager's Index
PPE	Personal Protective Equipment
PWC	PricewaterhouseCoopers
RAS	Risk Appetite Statement
REPO	Repurchase Loan Agreement
RET	Regrettable Employee Turnover rate
ROA	Return on Assets
ROE	Return on Equity
ROI	Return on Investment
MUK	Makerere University Kampala
RSL	Interest Rate Sensitive Liabilities
SACCOs	Savings and Credit Cooperatives
SAHL	Stanbic Africa Holdings Limited

SBUL	Stanbic Bank Uganda Limited
SEE	Social Economic and Environment
SFIs	Supervised Financial Institutions
SME	Small and Medium Enterprises
SOFP	Statement of Financial Position
SBGS	Standard Bank Group Securities
SPL	Stanbic Properties Limited
SBIL	Stanbic Business Incubator Limited
SUHL	Stanbic Uganda Holdings Limited
SRC	Social and Relational Capital
TED	Technology Entertainment and Design
UBL	Uganda Breweries Limited
UCBL	Uganda Commercial Bank Limited
URA	Uganda Revenue Authority
USE	Uganda Securities Exchange
UNBS	Uganda National Bureau of Standards
UNDP	United Nations Development Programme
UNOC	Uganda National Oil Company
VAF	Vehicle and Asset Finance
VSLA	Village Savings and Credit Associations
WFO	Work from Office
YELP	Young and Emerging Leaders Project

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