

Report to society
for the year ended 28 February 2026



Capitec Bank Holdings Limited
(Capitec or the Group or the Company)

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Our reporting suite

Available on our website



- Integrated annual report
- Summary of the consolidated financial statements
- Remuneration review
- Risk management report
- Climate report
- Pillar 3 disclosure report



Meaningful innovation builds trust

Our approach is grounded in simplicity, affordability, accessibility and personal experience. By consistently delivering solutions that matter, we strengthen the trust our clients place in us and create opportunities that support their financial progress.

About our 2026 report to society

Capitec's purpose is to enable clients to improve their financial well-being by providing simple, accessible and affordable financial solutions that support participation in the economy and unlock opportunities for growth.

Capitec's 2026 report to society explains how we build shared prosperity by making a positive difference in the lives of our clients, employees and the broader society. The report specifically explains the following:

- Why we are an employer of choice
- Our contribution to strengthening education for South Africa's youth
- Our commitment to treating clients fairly throughout the entire product life cycle
- How we advance economic inclusion and enable clients to improve their lives and achieve their financial goals.

The report outlines Capitec's approach to delivering sustainable impact beyond contemporary banking. It provides insight into how social responsibility is embedded within the Group's strategy, operations and decision-making frameworks to support inclusive growth, strengthen community outcomes and contribute to long-term economic resilience.

Capitec's operating philosophy is grounded in simplicity, transparency and accessibility delivered through personal service. These principles guide product design, client engagement and innovation initiatives, and underpin the Group's commitment to financial inclusion, responsible innovation and sustainable value creation.

Reporting period and comparability

This report covers the financial year from 1 March 2025 to 28 February 2026, unless otherwise stated.

Where relevant, comparative information is presented for prior periods to provide context on performance and progress. Any significant changes in measurement methodologies, scope or presentation are disclosed where applicable to ensure transparency and comparability.

Scope and boundary

This report to society covers Capitec Bank Holdings Limited and its wholly-owned and controlled subsidiaries:

- Capitec Bank Limited (Personal and Business Banking)
- Capitec Life Limited
- Capitec Rental Finance Proprietary Limited.

AvaFin Holding Limited (AvaFin) has begun establishing processes and systems to measure its social impact and to align its governance frameworks with those of the Group.

Capitec intends to incorporate AvaFin into future sustainability-related disclosures.

Basis of preparation

This report applies multiple reporting frameworks and guidelines:

- Amended Financial Sector Code (FSC)
- Global Reporting Initiative (GRI) Standards
- JSE Sustainability Disclosure Guidance
- King V Report on Corporate Governance for South Africa, 2025™.

This approach enables the Group to align with evolving regulatory expectations while maintaining flexibility in how information is presented.

Governance, approval and assurance

The narrative content of this report was reviewed and approved through Capitec's governance structures, including the:

- Sustainability Committee
- Group Executive Management Committee (EXCO)
- Social, Ethics and Sustainability Committee (SESCO).

No independent third-party assurance was obtained for the quantitative data, metrics or targets disclosed in this report.

Forward-looking statements

This report is provided for information purposes only and is presented 'as is' without any express or implied representations or warranties. Capitec does not accept liability for any loss or damage, including indirect or consequential loss, arising from reliance on the information contained in this report.

Our double materiality process

Capitec's double materiality assessment (DMA) is a core component of its approach to identifying sustainability themes relevant to long-term value creation.

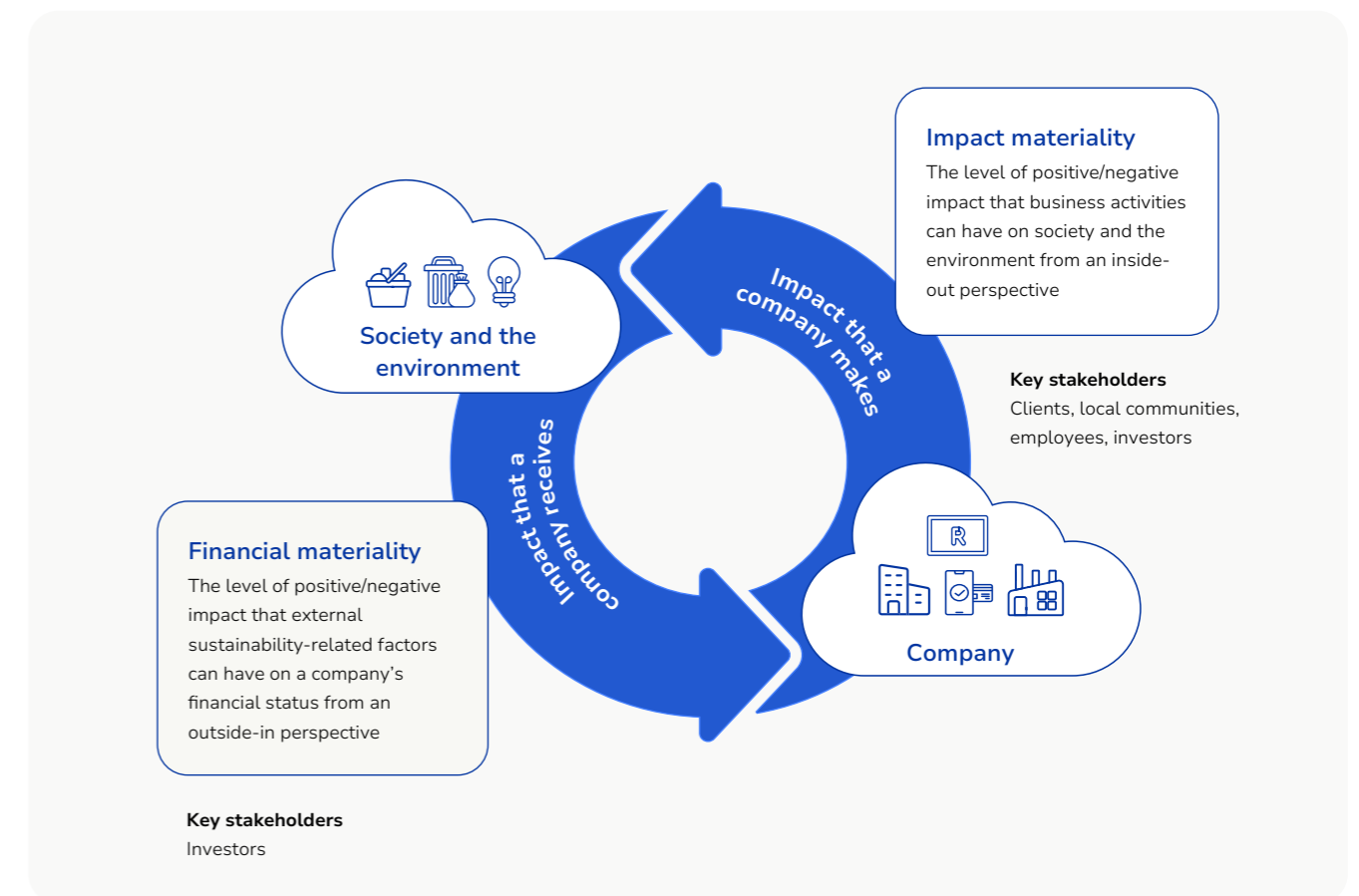
Guided by the GRI, the International Sustainability Standards Board and global best practice, the DMA considers 2 complementary perspectives:

- **Financial materiality:** The impact of environmental, social and governance (ESG) factors on the Group's financial performance
- **Impact materiality:** The impact of the Group's activities on society and the environment.

This dual lens supports informed decision-making and ensures that the Group's strategy remains responsive to evolving stakeholder expectations.

The 2025 DMA was reviewed and approved by the SESCO, a subcommittee of the Board, with outcomes disclosed in the **2025 sustainability report**.

In line with Capitec's policy to review the DMA at least every 2 years, the assessment will be updated in the next reporting cycle. The scope will be expanded to include enhanced stakeholder engagement to ensure continued alignment with strategic priorities and relevance to key societal and economic issues.



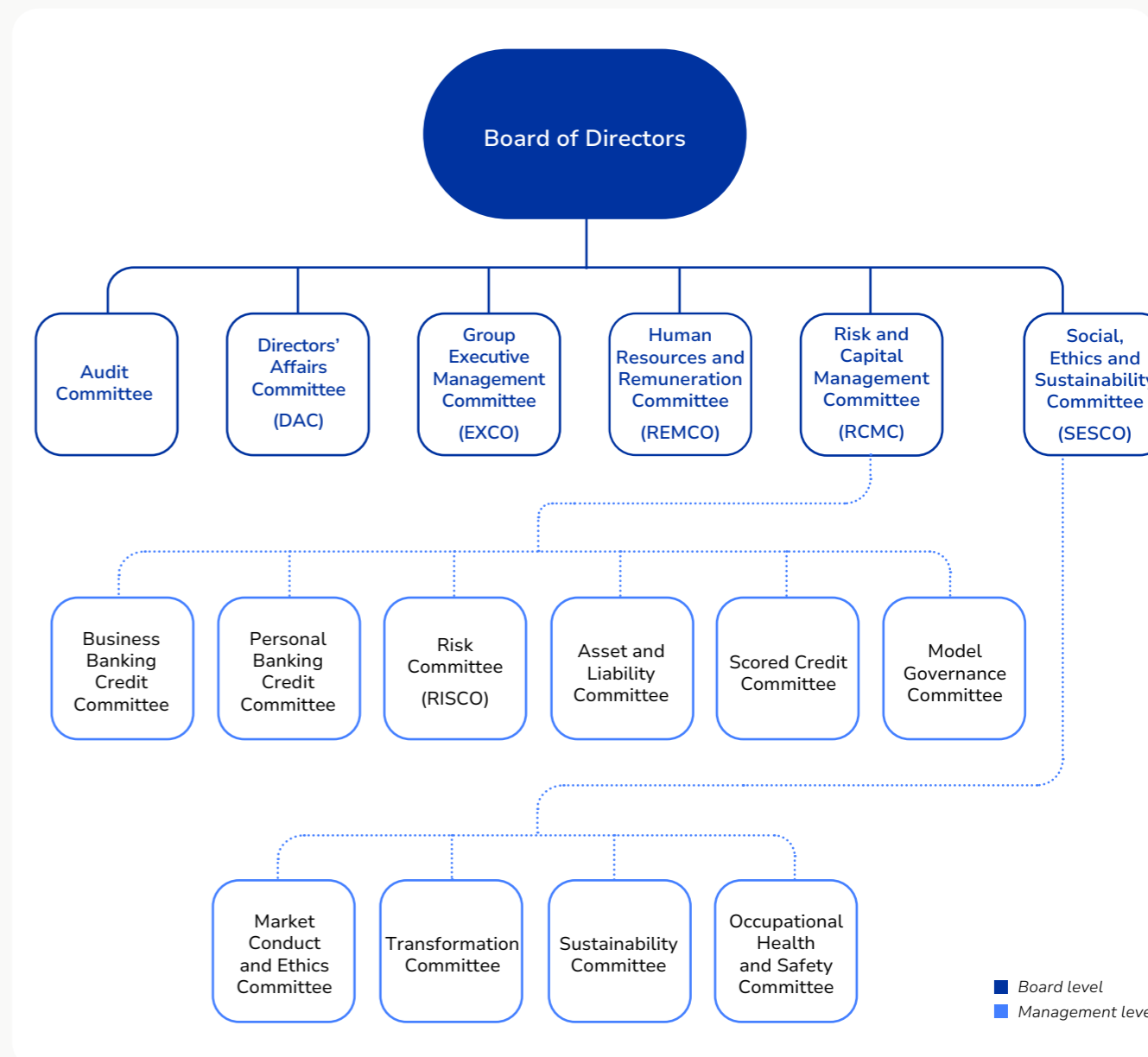
1 Governance

Board and senior management oversight

Board of Directors

The Board holds ultimate responsibility for ensuring that Capitec conducts its business in a responsible and sustainable manner. In fulfilling this mandate, the Board is expected to consider the environmental and societal impacts of all strategic and operational decisions. Where negative impacts are unavoidable, the Board must proactively identify and implement practicable mitigation and/or remediation strategies to address potential risks and uphold Capitec's commitment to sustainability.

To support effective governance, the Board delegates oversight of sustainability-related matters to several Board-appointed committees, each operating under a comprehensive charter. Key among these is the SESCO, the Risk and Capital Management Committee (RCMC) and the Group EXCO. These committees play an important role in embedding sustainability into decision-making, performance monitoring and ensuring alignment with regulatory and stakeholder expectations.



Board and senior management oversight continued

Board committee	Charter highlights	Frequency of meetings	Board representation
SESCO	<ul style="list-style-type: none"> Monitors activities related to socio-economic development (SED), environmental stewardship and good corporate citizenship Oversees ethical conduct across the Group Sets strategic sustainability objectives Monitors the management of ESG matters, including the identification and response to climate-related risks and opportunities, in accordance with established ESG principles Evaluates the efficiency and performance of occupational health and safety (OHS) programmes 	Triannually	3 x Independent Non-Executive Directors
RCMC	<ul style="list-style-type: none"> Monitors the implementation of Capitec's overarching risk management strategy Approves the risk appetite and ensures that all risks, including climate-related and social risks, are managed within defined thresholds Evaluates the adequacy and efficiency of risk and capital management frameworks Oversees the effectiveness of risk management systems and processes Monitors key risk exposures, including climate-related and social risks 	Quarterly	4 x Independent Non-Executive Directors 2 x Non-Executive Directors 1 x Executive Director (Chief Financial Officer (CFO))
Group EXCO	<ul style="list-style-type: none"> Translates Board-approved sustainability objectives into operational delivery, ensuring that ESG considerations are embedded across business units, risk management practices and performance management systems 	Weekly and monthly	2 x Executive Directors (Chief Executive Officer (CEO), CFO)
DAC	<ul style="list-style-type: none"> Monitors the effectiveness of corporate governance Deals with matters relating to the nomination of new Directors according to a Board-approved policy Evaluates the performance of the Board and its committees 	Biannually	7 x Independent Non-Executive Directors 3 x Non-Executive Directors
REMCO	<ul style="list-style-type: none"> Ensures that remuneration policies and practices are established in accordance with the provisions of the Banks Act, Act 94 of 1990, the Insurance Act, Act 18 of 2017, and regulations Ensures that practices are observed to attract and retain individuals to create sustainable value for all stakeholders 	Biannually	3 x Independent Non-Executive Directors 1 x Non-Executive Director

At each scheduled SESCO meeting, committee members are presented with sustainability-related management reports. These reports routinely include:

- identification of sustainability-related risks and opportunities
- progress updates on strategy implementation
- short- and medium-term action items aligned with Capitec's social objectives.

Significant regulatory developments are reported to the RCMC and Group EXCO, detailing their potential implications for the Group and tracking progress against required remediation actions.

This structured reporting approach ensures that sustainability remains a standing agenda item, enabling informed oversight and timely decision-making across governance structures.

Management

Capitec's CEO holds ultimate executive responsibility for all sustainability-related matters across the Group. This accountability ensures that ESG considerations are embedded at the highest level of strategic and operational decision-making.

The CEO is supported by several specialised management committees, including the:

- Donations Committee
- Health and Safety Committee
- Market Conduct and Ethics Committee
- RISCO
- Sustainability Committee
- Transformation Committee.

These committees play an important role in driving the implementation of sustainability strategies, aligning strategy, risk and sustainability priorities. They also provide effective oversight of ESG-related risks and ensure that climate and sustainability-related risks and opportunities are integrated into performance and capital allocation decisions.

Management committee	Charter highlights	Frequency of meetings	Highest position represented
Donations Committee	<ul style="list-style-type: none"> Reviews donation proposals and due diligence documentation Decides on final assessment of partners and beneficiaries Recommends any specific conditions of donation approvals 	Annually	Head: Corporate Social Investment (CSI) and Financial Education
Health and Safety Committee	<ul style="list-style-type: none"> Ensures effective implementation of OHS policy requirements Drives continuous improvement in OHS quality and efficiency Oversees compliance with OHS regulations Reviews investigations and corrective actions related to injuries on duty (IODs) 	Quarterly	Manager: Health and Safety
Market Conduct and Ethics Committee	<ul style="list-style-type: none"> Provides a platform for the discussion, coordination and direction of policies and required procedures to ensure that ethical conduct and the fair treatment of clients are embedded and maintained as part of the culture of Capitec from both a market conduct as well as an ethics management perspective 	Triannually	Executive Head: Retail Operations Executive Head: Business Banking and Business Support Centre (BSC) Executive Head: Business Support Centre Executive Head: Insurance Operations
RISCO	<ul style="list-style-type: none"> Considers risks, including climate-related and social risks, which could impact the business 	Bimonthly	2 x Executive Directors (CEO, CFO)
Sustainability Committee	<ul style="list-style-type: none"> Supports the SESCO by guiding and overseeing the development and implementation of the Group's sustainability strategy, policies and practices to protect and enhance the Group's performance, reputation and societal impact Monitors the Group's activities related to social and environmental impact Reviews systems and controls for identifying, assessing, monitoring and managing environmental and social risks and opportunities Identifies and evaluates emerging trends relevant to sustainability 	Triannually	Executive: Human Resources Executive: Risk Management

Board and senior management oversight continued

Management committee	Charter highlights	Frequency of meetings	Highest position represented
Transformation Committee	<ul style="list-style-type: none"> Formulates and develops the Group's short-, medium- and long-term transformation strategy, for recommendation to and approval by the Board Develops policies and operational plans to give effect to the approved transformation strategy Determines key performance measures and targets to monitor and assess progress against strategic transformation objectives Oversees and supports the implementation of transformation strategies and policies across the Group 	Triannually	Executive: Human Resources Executive: Risk Management

Sustainability updates are included in the bimonthly RISCO and the triannual Sustainability and Transformation Committees' meeting packs. These updates routinely cover:

- a review of broader ESG and transformation risks and opportunities
- progress on strategy implementation
- the status of short- and medium-term action items.

This structured and recurring reporting approach ensures that sustainability remains a core focus across all levels of management, supporting informed decision-making and continuous improvement.

Incentivising sustainability

The REMCO approved the Group's remuneration policy to include Executive short-term incentive (STI) key performance indicators that reflect non-financial metrics, specifically those related to sustainability.

Executive targets are set annually, and performance is evaluated at year-end by the REMCO. Outcomes are disclosed in the subsequent integrated annual report, ensuring transparency and accountability. Achievement of these targets is a prerequisite for earning the full STI bonus.

At present, Capitec does not offer non-monetary incentives for sustainability performance, and Executives are the only employee group eligible for sustainability-linked incentives. This approach reflects the strategic importance of sustainability at the leadership level, while laying the foundation for broader integration across the organisation.

Organisational ethics

Ethical behaviour

Capitec is committed to operating with honesty, responsibility and integrity. Ethical conduct is central to our business, and the Ethics Office provides oversight of key areas including corruption, bribery, discrimination, conflicts of interest, insider trading and other forms of unethical behaviour. This ensures that operations reflect the business values and uphold trust from clients, employees and stakeholders.

Governance and oversight

Capitec's Board has adopted a zero-tolerance approach to any wilful or intentionally unethical behaviour and is ultimately accountable for embedding ethical values throughout the business.

Ethics governance is overseen by the Market Conduct and Ethics Committee, reporting directly to the SESCO. Meetings are convened triannually to review progress and ensure alignment with values.

Our Ethics Office

The Group's Ethics Office plays a central role in overseeing ethical conduct across the business, including matters relating to corruption and bribery, discrimination, conflicts of interest, unethical conduct and insider trading.

The Ethics Office derives its mandate from the SESCO and is empowered with full, free and unrestricted access to all activities, records, property and employees of the Group in relation to ethical matters.

As the custodian of the ethics management framework, the Ethics Office is responsible for embedding ethical principles into the daily operations of the business. Under the leadership of the appointed Ethics Officer, the office ensures the effective implementation of ethics-related policies and oversees several operational functions that support our commitment to ethical conduct.

These responsibilities include the management and monitoring of the following key areas:

- **Code of conduct:** Promoting a culture of integrity and guiding employee behaviour in line with business values
- **Conflict of interest:** Ensuring transparency and accountability in decision-making processes
- **Gifts and invitations:** Regulating the acceptance of gifts to prevent undue influence
- **Whistle-blowing:** Providing safe and confidential channels for reporting unethical behaviour.

Ethics management framework and policies

The Ethics Office drives the Ethics and Integrity Programme, which in turn is guided by the ethics management framework and supporting policies. The programme consists of the following 5 steps:

- **Ethics risk assessments:** Conducted biennially to identify Capitec's ethical risk profile, focusing on conduct, culture and risk management practices
- **Strategy:** Informed by the risk assessment, the ethics management strategy is translated into a detailed ethics management plan, which outlines objectives, interventions, responsibilities, timelines and resource allocation
- **Codes and policies:** Capitec's code of conduct, approved by the SESCO, supports the ethics strategy along with policies such as anti-bribery and corruption, conflict of interest, gifts and invitations and whistle-blowing
- **Institutionalising:** The Ethics Office drives awareness, training, advisory services, whistle-blowing mechanisms and investigations to embed ethical practices across the business
- **Monitoring and reporting:** Ethics activities are regularly reported to senior management and relevant governance structures. Key risk indicators (KRIs) are used to monitor ethical risks and ensure accountability.

Market conduct and ethics risk management

Capitec's Market Conduct and Ethics Programmes support the Group's commitment to ethical behaviour and fair client outcomes, reinforcing a culture where compliance and risk management are integral to how clients are treated and how employees behave.

The Ethics Programme encompasses the identification and management of ethics-related risks, whistle-blowing oversight, conflicts of interest management and other ethics monitoring mechanisms aligned with the Group's ethics management framework. During the year, the programme was further strengthened through:

- enhanced whistle-blowing arrangements, including the appointment of a new independent service provider to operate the Ethics Hotline
- strengthened conflicts of interest policies and the introduction of a new digital declaration process integrated into employee profiles
- increased use of digital platforms to enhance ethics oversight and visibility for leadership, supporting a strong 'tone from the top'



Organisational ethics continued

- greater collaboration with cross-functional teams to drive awareness, training and communication that reinforce ethical behaviour and accountability.

Whistle-blowing reports summary for the 2026 financial year

Capitec remains committed to ensuring that incidents of unethical behaviour are identified, addressed and appropriately managed, with employees and third parties held accountable to the highest standards of ethical conduct. The Ethics Office oversees the Ethics Hotline (previously referred to as the Tip-offs Anonymous Line), which is operated by an independent third-party service provider. The Ethics Office is responsible for ensuring that all reports are appropriately assessed, investigated and resolved.

Reports received through the Ethics Hotline predominantly related to workplace grievances, including concerns about employee-management interactions and employment-related matters. These matters fell outside the scope of whistle-blowing and were appropriately redirected to internal grievance resolution processes, in line with established policies.

Reports relating to broader ethical or organisational integrity risks were managed through the organisation's formal whistle-blowing framework.

Investigation outcomes

Investigations continue to play a critical role in identifying and addressing confirmed breaches of Capitec's policies, with appropriate disciplinary action taken where misconduct is substantiated. A significant portion of matters are resolved through investigation without evidence supporting the allegations, reinforcing the importance of a fair, objective and evidence-based process. Some matters are unable to progress due to limited information available, reflecting the importance of sufficient detail to support thorough assessments. Overall, the outcomes demonstrate the organisation's commitment to encouraging a speak-up culture while ensuring that matters are assessed objectively and addressed appropriately.

Nature of reports

The themes of whistle-blowing reports received during the year are summarised below:

Theme	% of total reports
Fraud	66.4
Employee Conduct	19.3
Grievances	9.0
Breach of Company Policies	5.2

Throughout the 2026 financial year, the Ethics Hotline was actively utilised by reporters, including for the reporting of client-related fraud matters. While this reflects a strong willingness to speak up and engage with control mechanisms, such matters are not within the primary scope of the whistle-blowing channel and are more appropriately managed through established fraud reporting and escalation processes. These cases were generally redirected and resolved within shorter time frames through existing fraud management frameworks. The volume of such reports has highlighted the need for continued awareness and training to reinforce the correct use of reporting channels, roles and procedures across the organisation.

Reports relating to employee conduct, grievances and policy-related matters, while fewer in number, typically required longer resolution periods due to the complexity of disciplinary, investigation and people management processes. Corrective actions implemented during the year focused on reinforcing ethical behaviour, strengthening management accountability and addressing root causes through improvements in governance, human resources practices and diversity and inclusion frameworks.

Code of conduct

At Capitec, the code of conduct reflects the values of the business. It outlines the responsibilities of every employee and provides clear guidance for navigating ethical dilemmas in the workplace.

The code of conduct serves 4 key purposes:

- Clarifies the responsibilities of Capitec employees
- Guides ethical decision-making in complex situations
- Fosters a shared understanding of work culture and values
- Promotes a safe and respectful environment for all employees.

The code of conduct defines the expectations and obligations towards other employees, clients and society at large. Upholding the code means understanding how it applies to roles, making decisions that align with its principles and speaking up when we witness behaviour that does not. It empowers open dialogue and supports the courage to raise concerns when something feels wrong.

Where employee misconduct results in material policy-related breaches, appropriate disciplinary action is taken. Importantly, no material policy-related breaches were identified during the current reporting cycle, including in relation to corruption or bribery, discrimination, conflicts of interest or insider trading.

Capitec's code of conduct is publicly available on our corporate website.

Conflict of interest

Capitec recognises that maintaining public trust requires a clear commitment to ethical conduct and transparency. All Executive Directors, Prescribed Officers and employees are expected to ensure that their personal interests do not conflict with the interests of the business.

To support this commitment, Capitec has implemented a comprehensive conflict of interest management framework and policy. This policy outlines guiding principles that help employees identify and manage potential conflicts between their personal interests, the interests of Capitec and those of third parties. These principles are aligned with sound governance practices and serve as proactive mechanisms to prevent and address conflict of interest risks.

Key elements of the policy include:

- **Avoidance of conflicting interest:** Employees are encouraged to proactively avoid situations that may compromise their objectivity or loyalty to Capitec
- **Disclosure of interest:** Any potential or actual conflict must be transparently disclosed to ensure appropriate oversight
- **Gifts and invitations:** The acceptance or offering of gifts and hospitality is regulated to prevent undue influence or perceived bias
- **Self-removal and mandatory recusal:** Individuals are required to recuse themselves from decision-making processes where a conflict exists
- **Recording of interests:** All disclosed interests are documented in a central register to ensure accountability and traceability
- **Management of conflicts:** Identified conflicts are managed in accordance with established procedures to mitigate risk and uphold ethical standards.

Gifts and invitations

Capitec recognises that the giving or receiving of gifts and invitations, while often part of professional relationships, can create the risk of undue influence or the perception of bribery or corruption.

To safeguard against these risks, Capitec has established a gifts and invitations policy. This policy outlines the rules and principles around gifts and invitations, including value thresholds. These guidelines are designed to help employees navigate such situations responsibly and in line with ethical standards.

All gifts and invitations, whether given or received, must be recorded in a central register and are subject to approval.

Whistle-blowing

We recognise the importance of enabling employees to report unethical behaviour and breaches of our code of conduct safely and confidentially. The Ethics Hotline (0800 786 007 or capitec@thehotline.co.za), managed by an independent third party, allows anonymous reporting. Capitec enforces a strict zero-tolerance policy against retaliation and provides training to all employees – new and existing – on available reporting channels.

Corruption and bribery

Capitec is committed to conducting business in an honest, fair, ethical and transparent manner, in a manner that is compliant with applicable laws. We recognise that bribery and corruption can, if not managed or prevented, pose significant risks to the integrity, reputation and sustainability of the business. As such, Capitec has adopted a zero-tolerance approach to any wilful or intentional breach of anti-bribery and corruption laws.

Our approach is supported by a robust anti-bribery and corruption risk management framework, policy and risk appetite statement. These tools guide our efforts to prevent, detect and respond to unethical practices across all levels of the business.



Organisational ethics continued

Corruption

The abuse of entrusted power or the improper execution of duties to secure an unfair advantage or personal benefit. This may involve offering, giving, receiving or soliciting anything of value – such as payments, gifts, promises or favours – with the intent to unduly influence the actions or decisions of another party.

Bribery

Any offer, promise, payment, transfer, request or agreement to receive anything of value – whether directly or indirectly – to or from any individual, corporate entity or public official, for the purpose of securing an undue advantage and inducing improper performance of duties, is considered an act of bribery.

Bribery and corruption risks are managed as part of Capitec's broader Financial Crime Risk Programme, which is embedded into our corporate governance structures, strategic planning, reporting, policies, values and culture. This integrated approach ensures that ethical conduct is not only a compliance requirement but a core business imperative.

Enabling employees and other parties to report misconduct is an effective way of preventing and detecting bribery and corruption. Capitec provides secure and confidential channels for employees and third parties to report concerns, including the Ethics Hotline and direct contact with the Ethics Office. All reports are treated with strict confidentiality.

Capitec's anti-bribery and corruption policy is publicly available on the ESG page of our corporate website.

Human rights

Capitec believes that the protection and respect of human rights form an integral part of responsible and sustainable business practice. As a financial institution, we recognise the potential effect we may have on a broad spectrum of internationally recognised human rights, both through own activities and through parties we engage with.

Capitec is therefore committed to protecting and respecting human rights at an enterprise-wide level in accordance with applicable legislation, regulatory requirements and internationally accepted human rights standards. Capitec will, as far as reasonably practicable:

- avoid causing or contributing to adverse human rights impacts through our own activities (actions and omissions) and take appropriate steps to address any such impacts with which we may be involved
- seek to identify and manage human rights impacts in our direct operations and, where relevant, in key business relationships (including business partners and entities across our value chain).

Key human rights principles that Capitec supports:

- **Freedom from harassment and discrimination:** Capitec adopts a zero-tolerance stance with any form of unethical behaviour that leads to harassment (both sexual and non-sexual) and discrimination in the workplace

- **No child labour:** Capitec operates as a business that prohibits all forms of child labour and exploitation
- **No forced labour or modern slavery:** Capitec will not knowingly enter into, maintain or facilitate any direct or indirect relationship with persons or entities involved in any form of forced labour or modern slavery
- **Workplace health and safety:** Capitec is committed to establishing and maintaining a healthy and safe workplace and public environment for its employees and any client, visitor, contractor or member of the public who enters a Capitec business premises
- **Decent wages and standard of living:** Capitec recognises the skills and expertise of employees with competitive remuneration and benefits packages
- **Right to equality between men and women:** Capitec is committed to ensuring equal remuneration for all employees irrespective of gender, race or any other factors
- **Freedom of association and collective bargaining:** Capitec supports its employees' constitutional rights to freedom of association and recognises that employees can freely form and join trade unions or worker forums, and collectively bargain to protect their mutual interests without fear of intimidation
- **Access to products and services:** Capitec recognises its role in supporting financial inclusion and the link between a lack of access to certain products and services, and poverty
- **Environmental sustainability:** Capitec recognises the importance of environmental sustainability and aims to minimise its environmental footprint. Capitec aims to limit the potential negative impacts from lending activities, product and service offerings, own operations and upstream and downstream supply and value chains
- **Community engagement:** Capitec is committed to community initiatives and the well-being of society.

Capitec plans to conduct its first human rights impact and risk assessment during the next reporting period and will include extensive stakeholder engagement in the process.

2 Human capital

Talent management

We remain committed to hiring a workforce that is equipped to support Capitec's growth objectives, enhance specialised technical capabilities and foster opportunities through inclusive talent strategies. Our progress is rooted in recruiting top talent, advancing internal mobility, promoting high performance and strengthening our leadership pipeline. This approach is further reinforced by broadening the diversity of our talent pools.

Hiring the best

This year, our strategy entailed targeted attraction campaigns. We received 412 268 external applications across all sourcing channels. These applications came through job boards, social platforms and professional networks. Our aim was to drive targeted applications over volume, specifically in the Personal Banking client-facing portfolio.

Our philosophy is to hire from the communities that we serve. To this end, we reduced vacancy advertisements for branch roles and leveraged our branch network to provide referrals from their communities. The impact was a 5% improvement in the quality of applications and a 19% improvement in time to hire from 37 days in 2025 to 30 days in 2026.

Across all roles, we achieved an average time to hire of 32 days (2025: 37 days), despite a challenging external talent landscape. Proactive talent pooling ensures that we have ready-to-hire candidates for key roles. As a result, 1 265 (2025: 1 588) new or vacant roles were filled by external applicants, with 89% of appointments being black candidates and 57% female – reinforcing our commitment to building an inclusive and representative workforce.

As our business expands and innovation accelerates, we continue to demonstrate the ability to attract and hire the skills that matter most to Capitec's future. During the year, we focused on growth-critical capabilities – including data, engineering, cybersecurity and analytics – while reinforcing transformation in leadership and strengthening client protection through targeted hiring in Risk, Fraud and Cyber teams. Our focus translated into 296 technology appointments (79% black and 33% female).

On a global scale, women comprise 26.7% of the technology and data workforce. In South Africa, female participation in these fields is even lower, with women accounting for less than 25% of the technology and data workforce (Source: Women Tech Network: 2026). Our focus on improving female representation in technology and data reflects our commitment to inclusive growth

and our ability to compete successfully for scarce skills in a highly contested market.

To differentiate Capitec in a competitive market, we positioned hiring managers as visible brand ambassadors – showcasing their expertise, teams and impact to prospective talent. We redesigned job adverts to highlight purpose, growth and real-world impact rather than tasks alone. We amplified the stories of new hires to reinforce our employer value proposition. Our talent brand has been strengthened, enabling us to secure high-quality candidates faster and to compete based on what truly sets us apart: meaningful work, growth opportunities and a culture that allows people to make a tangible difference.

The table below provides a breakdown of all external appointments.

Occupational level ⁽¹⁾	Female		Male		Total
	Black ⁽²⁾	White	Black ⁽²⁾	White	
Top management	–	–	–	–	–
Senior management	2	–	2	3	7
Middle management	88	18	141	44	291
Junior management	140	28	162	34	364
Semi-skilled	429	6	164	4	603
Total	659	52	469	85	1 265

⁽¹⁾ Following the rebaselining of our job architecture in line with international standards.

⁽²⁾ Black = African, Indian and Coloured as per South Africa's Employment Equity Act, Act 55 of 1998.

Building diverse talent pipelines

Capitec's early careers strategy plays a critical role in sustaining our long-term talent pipeline while contributing meaningfully to youth employment in South Africa. Designed to build future-critical and scarce skills, the strategy enables young people to transition successfully from campus to career, ensuring that we develop talent that is aligned with the evolving needs of our business.

In 2026, we launched our first fully integrated, youth-focused attraction campaign – a digital-first, insight-led approach that strengthened Capitec's positioning as an employer of choice among emerging talent. This campaign marked a strategic shift in how we engage young people entering the job market by deepening our reach across channels and reinforcing our commitment to inclusive growth and sustainable talent development. The campaign delivered strong traction, amassing over 20 million views across social media platforms, namely TikTok and LinkedIn.

This improved visibility increased access to opportunities for young job seekers while amplifying Capitec's purpose-driven value proposition, contributing to national youth employability and economic participation priorities.

We continued to strengthen structured, diverse and future-fit talent pipelines. Our early careers programmes, including work-integrated learning and our new internships, support the transition from education into employment and build depth in the high-demand technical areas that underpin our future growth.

We introduced our first Internship Programme, placing 16 interns (75% black; 67% female) into priority business areas such as Data, Value-Added Services, Risk Management, Client Experience Delivery and Marketing and Communication. To support successful workplace integration, we launched a 6-month Power Skills Programme, equipping interns with essential professional skills to accelerate their readiness for permanent roles.

Together, these initiatives demonstrate our commitment to developing the next generation of leaders and specialists and building a future-ready workforce capable of sustaining our growth, strengthening our competitive advantage and contributing meaningfully to South Africa's youth employment agenda.

Learnerships and external bursaries

Learnerships, occupational qualifications and bursaries are a critical pillar of Capitec's talent strategy and pipeline development. These initiatives are intentionally designed to combine formal, recognised qualifications with practical, role-based experience – ensuring our people build credible, industry-aligned skills while contributing meaningfully to the business.

Learnerships

Our learnership strategy not only focuses on reducing youth unemployment but also enhances Capitec's pool of talent for critical operational, technical and client-facing roles.

Capitec's learnership programmes are designed to provide young people with a strong foundation for professional development. Participants gain accredited qualifications and work-based learning that allows individuals to apply theoretical knowledge in real-world settings. Through these initiatives, learners develop essential skills that support their long-term career success.

Our learnership strategy enables us to:

- build early-career and operational pipelines at scale
- accelerate time-to-competence in priority roles
- support transformation and inclusive growth
- strengthen succession depth in frontline and specialist environments.

In 2025, we established a strong talent pipeline for 600 permanent Service Consultant positions, comprising 99.8% black and 72% female Bank Better Champion learners. This initiative achieved an 87% permanent placement rate in 2026, representing a meaningful milestone in advancing inclusion and transformation. To further strengthen capability across our branch network, an additional 404 Bank Better Champion learners were onboarded between September 2025 and February 2026.

During 2026, the Banking Acumen Leadership Programmes for talent pipeline development – mainly within Operations, branches and the BSC – recorded the following completion rates:

- 80% for Generic Management NQF5
- 87% for Agile Banker NQF5
- 94% for Banking and Financial Services NQF4.

These initiatives provide participants with both initial and additional post-matric qualifications, while also supporting future Financial Advisory and Intermediary Services Act, Act 37 of 2002, regulatory compliance regarding fit and proper credentials.

We launched Capitec's first unemployed Client Care Agent talent pipeline learnership, offering opportunities to 40 unemployed youth from previously disadvantaged backgrounds and establishing a 100% black talent pipeline for future Client Care Agent roles. The programme includes a contact centre bootcamp focused on job readiness, alongside an NQF level 4 qualification in Banking and Financial Services to build essential business skills. This unemployed learnership is distinguished by market-leading stipends, health benefits and performance awards that significantly exceed industry norms, reinforcing our commitment to offering high-quality, dignified learning experiences that materially improve employability outcomes.

Talent management continued

The table below reflects the number of new enrolments for learnerships in 2026.

Learnership programme	Female		Male		Total
	Black ⁽¹⁾	White	Black ⁽¹⁾	White	
Agile Banking Professional Programme (NQF level 4)	128	2	47	2	179
Business Analyst – iAcademy (NQF level 6)	21	1	22	5	49
Core Banking and Financial Services (NQF level 4)	158	4	61	1	224
Generic Management in Banking Programme (NQF level 5)	67	3	30	5	105
Insurance Claims Assessor (NQF level 4)	40	–	16	–	56
System Engineer – iAcademy (NQF level 6)	1	–	4	2	7
System Support – iAcademy (NQF level 5)	1	–	2	–	3
Unemployed: Bank Better Champion Core Banking and Financial Services (NQF level 4)	205	1	198	–	404
Unemployed: Contact Centre and Financial Services (NQF level 4)	31	–	9	–	40
Total	652	11	389	15	1 067

⁽¹⁾ Black = African, Indian and Coloured as per South Africa's Employment Equity Act, Act 55 of 1998.

External bursaries

Our external bursaries continued to strengthen future skills pipelines, with 13 bursaries awarded in the field of study in Economics, Statistics, Software Engineering, Actuarial Science, Industrial Engineering, LLB and Data Science (100% black; 54% female). A significant step change is visible in graduate conversion: 9 bursary recipients (94% black; 62% female) will join Capitec in key roles, including Credit Intelligence Analyst (Credit), Software Engineer (app) and Compliance Specialist (Risk) – up from just 2 in 2025. Four bursaries have been extended to include Honours qualifications in Model Validation Risk, Decision Science and Credit Management.

Partnership with institutions such as North-West University, the University of the Western Cape and the Cape Peninsula University of Technology enabled the onboarding of 11 technical graduates, bolstering talent in areas including Data Science and Engineering.

Mobilising internal talent for growth

Our strong focus on internal mobility remains central to how we grow talent and create sustainable opportunities for our people. With a strategic target of ensuring that 60% to 70% of all appointments are sourced internally, we invest in the careers of our branch and BSC employees so that they not only progress in Personal and Business Banking but also transition into scarce and critical head office roles. This year, internal mobility remained robust, with 66% (2025: 65%) of all opportunities filled by internal candidates, demonstrating the depth and potential of our existing talent base.

The Internal Mobility Initiative (IMI) continues to deliver a meaningful impact by identifying and reskilling frontline employees into growth-critical capabilities such as data and business analytics, software development (Java and C#), Salesforce and SAP SuccessFactors. The programme offers holistic support throughout the transition, including salary coverage during training, relocation assistance where needed and ongoing psychosocial support. Over the past 2 years, 93 employees have entered the IMI pathway and 68 have transitioned into technology and data roles. The remaining 25 are scheduled for placement in March 2026. During the year, we appointed 50 new learners.

Transformation outcomes remain a hallmark of the programme, with black representation consistently above 90% and female participation increasing year on year from 33% in 2024 to 46% in the 2025 calendar year, supported by targeted actions. Focused intervention in our software engineering (Java) cohort delivered a significant uplift in women's participation, with a projected 50% appointment rate compared to 17% in the previous year.

Recognising the need to broaden mobility pathways, we expanded our offering with the launch of the Acquisition Banker Accelerator Programme, which enables branch employees to transition into Business Banking roles. Since August 2025, 87 employees have been certified for Business Banking careers, and we are proud to announce that 100% of our Acquisition Banker vacancies have been filled from this internal pool.

Below is an overview of internal appointments made during the financial year.

Occupational level ⁽¹⁾	Female		Male		Total
	Black ⁽²⁾	White	Black ⁽²⁾	White	
Top management	–	–	–	–	–
Senior management	2	1	3	3	9
Middle management	52	20	69	43	184
Junior management	592	23	334	33	982
Semi-skilled	863	3	377	6	1 249
Total	1 509	47	783	85	2 424

⁽¹⁾ Following the rebaselining of our job architecture in line with international standards.

⁽²⁾ Black = African, Indian and Coloured as per South Africa's Employment Equity Act, Act 55 of 1998.

Internal bursaries

Our internal bursary programmes support the development of scarce and future-focused skills while enabling meaningful career mobility for our people. Bursaries are prioritised for qualifications that:

- strengthen succession pipelines
- enable progression into higher-skilled and leadership roles
- build capability in technical, governance and professional disciplines critical to Capitec's future.

Key highlights include:

- Since 2017, 540 internal employee bursaries have been awarded to support professional talent development. In 2026 alone, 220 bursaries will be allocated, with 90% going to black applicants and 56% to females. 56% of these are for degrees, certifications and postgraduate studies
- 56% of these bursaries were awarded to employees to obtain first-time degrees
- Our bursary investment rate increased by 42% from 2025 to 2026, showcasing our commitment to supporting lifelong learning
- 105 employees participated in the United Nations (UN) Global Goals bursaries through local and international institutions (Florida Memorial University, California Institute of Financial Sciences and Graduate Institute of Financial Sciences). Participation in UN Global Goals gives our people access to diplomas, certifications and degrees in critical areas.

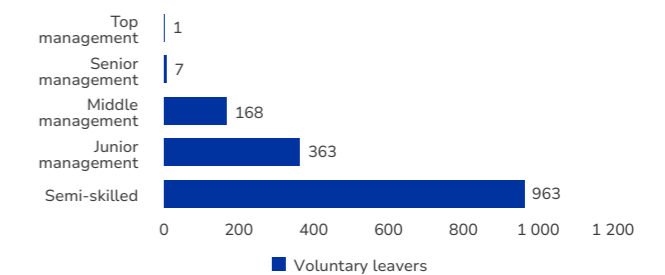
Retaining our talent

We value the people who drive our organisation forward and are committed to understanding and addressing the factors that influence employee retention. One of the key indicators we monitor is our attrition rate, which reflects the percentage of permanent employees who leave the organisation.

Our voluntary attrition (when employees choose to leave the organisation for personal or professional reasons, such as emigration or pursuing new career opportunities) rate continued its downward trajectory to 8.9% (2025: 11.6%), which is far below the industry benchmark of 11.2% (Source: REMChannel® 2025).

The attrition dashboard below provides an overview of voluntary leavers per occupational level.

Voluntary leavers per occupational level⁽¹⁾



⁽¹⁾ Following the rebaselining of our job architecture in line with international standards.

Succession

Our succession strategy is proving its resilience and delivering tangible value, most visibly through our recent Executive transitions. The internal appointments of Graham Lee as CEO and Basani Maluleke as Executive: Personal Banking validate the maturity of our 'build-from-within' philosophy.

Seamless transitions demonstrate that Capitec's Executive bench is not only stable but is capable of driving the business forward without disruption. Our confidence is underpinned by a data-driven approach to risk mitigation. By combining structured talent reviews with Executive validation, our 2026 process assessed 148 critical roles across the organisation, securing a coverage ratio of over 2:1 with 324 confirmed succession nominations. This depth ensures that we are robustly covered across pivotal strategic and technical portfolios, safeguarding the Group against key-person dependency and maintaining operational continuity.

Talent management continued

Crucially, the succession pipeline acts as a catalyst for transformation at our most senior levels. Our succession pools for F band (top management) and E band (senior management) now reflect significant diversity, with over 170 black and 140 female nominations combined across these tiers.

Looking ahead, we are proactively addressing the complexities of the senior management talent market. While our pipeline is strong, we remain focused on closing readiness gaps to ensure the ability to deploy immediately. We have launched targeted initiatives to support this, including proactive market mapping for best-in-class external talent and a dedicated acceleration programme for our 'top 50' high-potential employees at middle management. This dual approach ensures that we are not just identifying successors but actively preparing them to lead.

Performance excellence

The Capitec performance philosophy is rooted in delivering on our strategic objectives. We do this by creating absolute clarity in goal setting.

In 2022, we implemented a revised approach to performance in our shared services and technology portfolios, which included:

- introducing job fundamentals – defined as the standards, processes and behaviours that all Capitec employees are expected to uphold
- implementing a 5-goal limit for each employee to ensure sufficient time to focus on what is most important to deliver
- continuous performance conversations increasing our cadence from 2 to 3 per year
- incorporating our leadership principles as a standard 40% of the goal-setting process to drive the balance on 'what' we deliver and 'how' we deliver
- strengthening our calibration process to clearly differentiate our exceptional performers, replacing a forced distribution model.

We have continued to enhance this approach through strong adoption, ensuring consistency, fairness and trust in the process.

In 2026, a senior leader goal framework was introduced with the aim of aligning the expectations of our senior leaders and promoting cross-functional collaboration. Our approach to performance is one of the drivers that has enabled the Group's growth.

Talent development

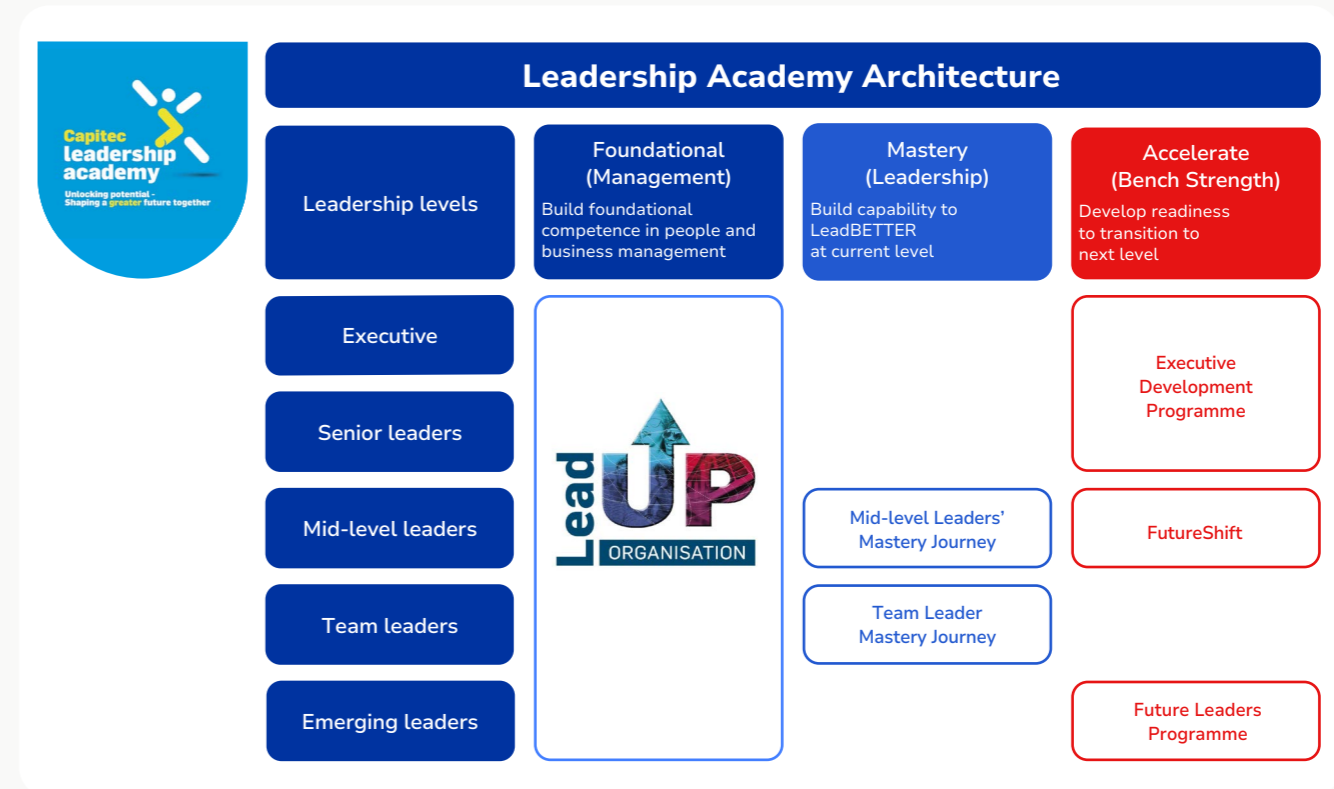
Igniting opportunities for personal growth – Capitec Leadership Academy

As we continue to scale our operations in an increasingly digital and regulated environment, the importance of leadership is amplified. Our organisation relies heavily on leaders who can consistently execute business strategies, guide and motivate their teams effectively, and make sound decisions amid complexity. These attributes are essential for maintaining operational excellence and ensuring Capitec remains agile and resilient in the face of ongoing change.

The Leadership Academy plays a pivotal role in cultivating leadership capabilities across all levels of the organisation. The Leadership Academy's approach centres on 3 key pillars: foundational management, leadership mastery and leadership acceleration. This structured development ensures that leaders – from those just entering management roles to those progressing toward senior leadership – receive tailored support and guidance as they advance.

At the heart of the Leadership Academy's development architecture is LeadBETTER, Capitec's enterprise-wide leadership framework. LeadBETTER defines the attributes and behaviours that characterise effective leadership at Capitec, fostering consistency in leadership standards across all levels, functions and geographies.

Below is an overview of our Capitec Leadership Academy and what has been delivered in 2026.



Talent development continued

Foundational programmes

LeadUP is Capitec's Foundational Leadership Development Programme, designed to support new leaders as they transition into people leadership roles.

The programme establishes a common understanding of leadership expectations at Capitec, with a focus on leading self with accountability, leading others with care and clarity, and leading work through disciplined execution. It provides a consistent leadership foundation across the organisation, supporting leadership readiness.

LeadUP is delivered through area-specific pathways (LeadUP Org, LeadUP BSC and LeadUP Ops) to ensure relevance across different operating environments, while maintaining consistent leadership standards and behaviours. During 2026, LeadUP had 844 participants (2025: 1 688).

Leadership Mastery

Leadership Mastery Programmes strengthen the effectiveness of current leaders by reinforcing consistent people leadership, performance management and the application of LeadBETTER behaviours in day-to-day leadership. The Mastery Programmes are designed to stretch leaders within their current level.

The Team Leader Mastery Programme continued to play a pivotal role in strengthening Capitec's client-facing leadership capabilities. This structured, 5-month learning journey is specifically designed to enhance the effectiveness of our team leaders who are crucial in delivering quality client experiences and driving operational excellence.

In 2025, 85 team leaders successfully completed the programme. Building on that momentum, this year saw a significant increase in participation, with 150 team leaders – 77% of whom are black and 55% female – completing the mastery journey.

This year, we introduced the Middle Management Mastery Programme (MMMP), specifically designed for middle managers. The purpose of this initiative is to positively influence the daily experiences of our people at Capitec. The MMMP is structured around 3 integrated pillars: personal mastery, people leadership and mastery and operational excellence. By focusing on these areas, the programme aims to develop leadership that is practical, people-first and commercially oriented.

The MMMP was piloted with a group of 116 mid-level leaders, of whom 60% were black and 50% were female. The programme is already showing measurable impact, as participants are demonstrating improved performance and greater confidence in their ability to lead others.

Leadership acceleration

Our growth ambitions require a leadership pipeline that is deep, diverse and capable of operating confidently in a rapidly changing environment. To enable this, we have built a suite of leadership acceleration programmes that prepare leaders for roles of increasing scale and complexity.

The purpose of these programmes is to ensure that Capitec has:

- strong and ready successors for all critical roles
- faster time-to-competence for new and transitioning leaders
- a diversified and future-fit leadership bench capable of driving delivery of our strategy
- leaders with a global, enterprise mindset who can make bold decisions amid complexity.

Our graduate development initiative, the Future Leaders Programme, delivered particularly good outcomes in 2026, accelerating 30 graduates (100% black; 73% female) into key roles across the organisation. The 2024 cohort successfully completed their 2-year journey, and 15 graduates (100% black; 80% female) were placed into critical areas including Risk Management, Marketing and Communication, Automation, Insurance and Payments, thereby strengthening leadership capacity in areas central to Capitec's strategy for the future.

Launched in 2025, the FutureShift Programme was created to accelerate the readiness of high-potential mid-level leaders for senior leadership roles. In its inaugural year, 24 delegates were enrolled in the programme. This year, a second cohort was introduced, comprising 26 leaders (70% black; 50% female). Over the past 2 years, this initiative has prepared a total of 50 mid-level leaders for succession into senior leadership positions.

The programme's impact is demonstrated by the advancement of 5 participants who have since been promoted to senior roles. This achievement highlights FutureShift's role in supporting ongoing succession planning.

The Executive Development Programme (EDP) was developed in 2023 and has had 2 cohorts. To date, 27 senior leaders (59% black; 26% female) have completed the programme. Notably, 7 EDP delegates were promoted to Executive-level positions, reflecting the tangible impact of the initiative. A third intake is planned in line with our succession and bench strength targets.

Building organisational capability through our skills academies

The increasing complexity of the banking environment – driven by digitalisation, artificial intelligence (AI), heightened client expectations and evolving regulatory demands – requires that our people possess deep functional expertise and cross-functional agility. As these external pressures intensify, it is essential that employees are equipped to master their specific roles, but also to adapt swiftly to new challenges and opportunities.

To address these needs, our skills academies serve as the central engine for capability building within the organisation. Through structured, role-based development, these academies support improved performance while also creating clear pathways for individual growth and mobility across the business.

The Operations, BSC, Business Banking Academies and iAcademy play a critical role in enabling Capitec's future growth. Each academy is dedicated to building the role-specific capabilities required for operational excellence and enhanced client experience. The learning pathways they offer are informed by both current and anticipated skills requirements, ensuring that our workforce remains relevant and that our organisational capabilities are sustainable into the future.

Operations Academy

The Operations Academy focuses on strengthening frontline capability through structured development in product knowledge, service excellence, selling skills, fraud and AI awareness. Added to this, team learning sessions are also conducted across all our branches to give our people dedicated time to learn together about important business topics – products, emerging trends, processes, scenarios and performance challenges. These learning sessions are facilitated by leaders, experienced employees and subject-matter experts, creating collective ownership of learning, faster time-to-competence for new and transitioning employees and improved consistency of execution.

- To date, 888 Bank Better Champions and 1 054 new Service Consultants have been enrolled in the Operations Academy
- Additionally, 36 team learning sessions aimed at all Operations employees have been completed
- Safety, security and first aid training was rolled out to 9 416 employees across Operations. This training reinforces preparedness, sound judgement and accountability, embedding safety and security as a shared responsibility within all Operations teams.

BSC Academy

The BSC Academy strengthens functional expertise across support centre teams by building product, sales, systems and operational capability, with particular focus on areas such as Salesforce, engineering and fraud. A key area of emphasis during the year was the redesign of divisional onboarding to accelerate competence and improve service outcomes.

The academy has enabled faster stabilisation of the performance of new agents, improved consistency of client interactions and increased workforce flexibility through multi-skilling.

- To date, 266 new agents have been trained with a 100% pass rate and an average assessment result at 98%
- Additionally, 210 chat agents received product, process and system refresher training, while 561 client care employees completed helpdesk upskilling to broaden their skill set.

Business Banking Academy

The Business Banking Academy is a strategic capability-building initiative designed to develop trusted, confident and future-fit Business Bankers. The academy develops the specialised technical, credit and commercial capabilities required to support Business Banking.

The academy represents a deliberate shift from *ad hoc* training towards structured, role-based learning journeys aligned to role expectations, business priorities and performance outcomes. Learning is intentionally designed to support competence in role, consistency of execution and learning in the flow of work, ensuring that capability development translates into improved client outcomes.

The academy plays a central role in strengthening role mastery, supporting onboarding and progression, and building a sustainable pipeline of capable Business Banking professionals aligned to Capitec's values and long-term growth ambitions.

A total of 169 learners enrolled in the academy, with a 67% overall completion rate. This year, we launched the Acquisition Banker journey aimed at creating a career path from Service Consultant to Acquisition Banker. To date, 50 (56% black; 30% female) employees have participated in the programme, demonstrating not only our commitment to hiring from within but also our commitment to equipping our people with the skills to thrive.

Talent development continued

iAcademy

The iAcademy, established in 2023, serves as Capitec's central technology and data capability hub, playing a pivotal role in addressing critical skills gaps and enabling sustained workforce readiness. Through a blended learning model anchored in formal, social and experiential learning, the iAcademy equips employees with the skills required to thrive in a rapidly evolving digital and financial services environment.

Tailored learning pathways have been developed across leading global platforms, including UdeMy Business, Pluralsight, AWS Skill Builder and Salesforce, ensuring structured yet flexible development aligned to Capitec's priority capabilities. These pathways support continuous upskilling across multiple personas – technology specialists, technology leaders and non-technical employees transitioning into digital roles – thereby strengthening Capitec's build-from-within talent strategy.

Digital learning – impact and engagement

During 2026, Capitec expanded its digital learning ecosystem with the launch of AWS Skill Builder, Amazon Web Services' (AWS) official cloud learning platform. This initiative enabled 568 employees to actively engage in cloud-focused learning and certification preparation, strengthening foundational and advanced cloud capability across the organisation.

Engagement across existing platforms showed strong year-on-year growth:

- UdeMy Business recorded 42 967 hours of learning completed (2025: 29 887 hours), with 3 417 courses completed (2025: 2 362 courses), reflecting increased participation and sustained learning momentum
- Pluralsight, Capitec's cloud-focused learning platform, recorded 2 071 hours of learning consumption (2025: 3 357), supporting deeper technical specialisation and cloud proficiency.

These outcomes demonstrate increased adoption of learning platforms and the growing relevance of curated, role-aligned learning pathways.

Social and experiential learning through Centres of Mastery

Complementing formal digital learning, Capitec's Centres of Mastery (CoMs) embed learning directly into the flow of work, enabling peer-led capability development, shared standards and thought leadership across priority domains such as engineering, data, payments, delivery enablement and client experience.

Foundational technical masterclasses, open to all Capitec employees, provide practical skills development in areas including SQL, Java, Business Banking and Retail BaNCS systems, and Foundational JavaScript, supporting cross-functional capability uplift and internal mobility.

To strengthen connection, collaboration and shared learning, 20 'Stoep Coffees' were hosted during the year. Held every Wednesday for the engineering and client experience CoM, these sessions created accessible forums for dialogue around in-flight programmes, emerging technologies and innovation – reinforcing psychological safety, community cohesion and peer learning across teams.

Innovation-led learning: Dragons' Den (Seasons 2 and 3)

As part of Capitec's commitment to experiential and innovation-driven learning, 2 Dragons' Den initiatives (Season 2 and Season 3) were delivered during the year in collaboration with the CoM.

Dragons' Den is a structured innovation and learning platform that brings together cross-functional teams to ideate, prototype and pitch solutions to real business challenges. The initiative combines problem solving, collaboration and Executive exposure, reinforcing Capitec's client-centric and ownership-driven culture.

Across Seasons 2 and 3:

- 93 ideas were submitted across multiple design challenges
- 16 teams progressed to the finals week following shortlisting rounds
- 67 employees participated in intensive prototyping and solution development during the finals week
- R120 000 in prize money was awarded across the 2 seasons
- selected ideas were presented to EXCO and, where feasible, transitioned into delivery pipelines
- participation included employees from both Technology and the broader organisation, including representation from the branch network.

Beyond innovation outcomes, Dragons' Den functioned as a powerful social learning accelerator, developing critical skills such as design thinking, collaboration, storytelling and Executive communication, while reinforcing the role of CoMs as enablers of applied learning and thought leadership.

Creating long-term value

Through the iAcademy and the CoM, Capitec continues to build human, intellectual and social capital by:

- accelerating skills readiness aligned to strategic growth priorities
- strengthening internal talent pipelines and leadership depth
- embedding a culture of continuous learning, ownership and collaboration
- extending impact beyond the organisation through targeted community initiatives.

Together, these initiatives ensure that Capitec is not only building technical capability but also creating long-term value for employees, clients and society.

Driving inclusion and societal impact: Women in STEM

Capitec's commitment to inclusive growth and long-term societal impact is exemplified through its Women in Science, Technology, Engineering and Mathematics (STEM) initiative, which was recognised with the Salesforce 2025 Community Impact Award. The award acknowledges Capitec's proactive leadership in addressing South Africa's critical shortage of STEM skills and its contribution to building a more inclusive future workforce.

Learning and development

At Capitec, learning is a catalyst for both individual growth and organisational capability. Digital learning and continuous development are at the heart of our approach, ensuring that our people remain future-fit in an increasingly complex, technology-driven world. By offering a blend of in-person and virtual learning experiences, we enable our employees to grow, adapt and build the skills they need to thrive today while preparing for the Capitec of tomorrow. Our focus is simple: equip every person with the capability to deliver exceptional client experiences, innovate boldly and contribute meaningfully to our long-term success. These learning interventions are available to all Capitec employees (including contractors, temporary and part-time employees).

Below is an overview of the number of learning interventions that our employees attended both in person and virtually.

Learning focus	Female		Male		Total
	Black ⁽¹⁾	White	Black ⁽¹⁾	White	
Compliance ⁽²⁾	242 015	11 307	125 434	17 991	396 747
Functional and technical	115 074	3 416	53 590	4 149	176 229
Management and leadership	15 324	938	6 743	1 054	24 059
Onboarding	59 269	842	26 065	1 011	87 187
Competency-based	4 672	207	1 704	87	6 670
Other ⁽³⁾	2 620	33	1 190	32	3 875
Total	438 974	16 743	214 726	24 324	694 767

⁽¹⁾ Black = African, Indian and Coloured as per South Africa's Employment Equity Act, Act 55 of 1998.

⁽²⁾ Includes ethics training, whistle-blowing, gifts and invitations, anti-money laundering (AML) and the Financial Intelligence Centre Act, Act 38 of 2001.

⁽³⁾ Includes role-based learning and self-initiated learning for development purposes.

Culture – diversity, equity and inclusion

Protecting our DNA

At Capitec, we recognise that culture is our competitive advantage. It is the operating system that ensures that our organisation remains intact as we grow. With this in mind, we acted decisively to protect and elevate our DNA, ensuring that culture remains a stabilising force that reduces execution risk, strengthens internal cohesion and equips leaders to steer Capitec into its next phase of growth.

Firm Foundations: Onboarding reset

A critical enabler of this cultural continuity has been the redesign of our onboarding experience, ensuring that every new employee, regardless of level and origin, enters Capitec with clarity, confidence and a deep understanding of our values and expectations. This year, we revamped our onboarding experience to a streamlined, integrated journey that starts at contract signing, providing clarity and confidence before day 1. The new 90-day onboarding journey features 4 milestones: Pre-onboarding (contract to day 0), perfect day 1, Firm Foundations (week 2) and divisional onboarding.

Each step ensures employees are informed, aligned and prepared with measurable outcomes in engagement, readiness and performance.

- Pre-onboarding delivers early communications and access to our portal, reducing friction and accelerating payroll and technology setup
- Perfect day 1 standardises the welcome experience, embedding Capitec's values and expectations
- Firm Foundations offers immersive, AI-enabled learning for cultural and behavioural alignment
- Divisional onboarding provides a clear roadmap for role mastery, compliance and leader check-ins, ensuring speed to productivity.

Outcomes include improved culture alignment, operational readiness, early productivity and retention. The leaders of new joiners report greater consistency and less time spent on remedial onboarding. Since the launch in August 2025, 884 employees have been enrolled in Firm Foundations with a 96% employee satisfaction score.

Building an inclusive and equitable Capitec

Our employment equity approach continues to mature, supported by robust data, strengthened governance and deliberate leadership accountability. While representation outcomes vary by level, targeted actions have delivered clear momentum at middle management, with continued progress underway at senior management. This disciplined, evidence-led approach ensures sustainable and credible transformation aligned to both business strategy and regulatory expectations.

This year, we focused on driving transformation through the following inclusive culture interventions:

- In line with our ambition to become a disability confident organisation, we focused on developing a disability policy and related guidelines. Concurrently, representation of people with disabilities grew by 26 people from 93 to 119 at the end of 2026. The unemployed youth living with disabilities learnership provided learnership opportunities to 30 learners in 2026 with 25 (83%) (100% black; 72% female) being absorbed into our contact centre environment. This initiative is central to our diversity and inclusion strategy
- We have made year-on-year improvements in racial equity and gender balance, as racial and gender representation at top management grew by 11% in black and female representation, middle management achieved a 3% increase in black representation and a 1% increase was achieved in black and female representation at junior management

- Our aggregate workplace profile as at 31 August 2025, in line with our Employment Equity Report submission, can be seen below.

Occupational level	Male				Female				Foreign nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	–	–	1	5	1	–	1	–	1	–	9
Senior management	7	7	7	54	10	1	6	20	2	2	116
Middle management	281	238	139	564	228	131	82	229	25	9	1 926
Junior management	907	537	123	297	1 610	643	105	265	11	9	4 507
Semi-skilled and discretionary decision-making	2 299	488	67	68	5 862	942	112	91	3	4	9 936
Unskilled and defined decision-making	–	–	–	–	–	–	–	–	–	–	–
Total permanent	3 494	1 270	337	988	7 711	1 717	306	605	42	24	16 494
Temporary employees	–	–	–	–	–	–	–	–	–	–	–
Total	3 494	1 270	337	988	7 711	1 717	306	605	42	24	16 494

The table below presents Capitec's progress in workplace representation over a 3-year period, based on the aggregate workplace profile of each respective year.

Occupational level ⁽¹⁾	2025 (%)	2024 (%)	2023 (%)
Top management			
Black people ⁽²⁾	33.3	22.2	36.0
Black females	22.2	11.1	16.0
African people ⁽²⁾	11.1	–	20.0
Senior management			
Black people ⁽²⁾	32.8	34.6	31.9
Black females	14.7	19.2	17.7
African people ⁽²⁾	14.7	15.4	13.5
Middle management			
Black people ⁽²⁾	57.1	54.2	52.2
Black females	22.9	21.5	20.2
African people ⁽²⁾	26.4	25.4	25.2
Junior management			
Black people ⁽²⁾	87.1	85.6	84.6
Black females	52.3	51.0	51.3
African people ⁽²⁾	55.9	53.9	53.0

⁽¹⁾ Following the rebaselining of our job architecture in line with international standards.

⁽²⁾ 'Black people' includes African people, Coloured people and Indian people, while 'African people' refers to the Black African population group.

- Employee resource groups (ERGs) are employee-led communities that foster inclusion, belonging and shared accountability by creating structured spaces for connection, learning and advocacy. At Capitec, ERGs play an important role in strengthening leadership capability, amplifying diverse voices and enabling inclusive behaviours that translate into stronger teams and better decision-making. During the year, the impact of our ERGs, including Women@Capitec and ReThink DisAbility, was strengthened through active participation in targeted webinars, masterclasses, networking initiatives and mentorship opportunities. These engagements focused on building personal resilience, leadership confidence and allyship across the organisation. Key topics included navigating the corporate landscape, balancing career demands while supporting a child with specific needs, building psychological safety, advancing disability awareness and igniting allyship.

Employee relations

Labour practice commitment and programmes

Capitec is committed to fair labour practices that are aligned with applicable legislation and recognised global best practices. To support and enable these practices, a range of programmes and processes have been implemented across our own operations. These programmes currently apply to Capitec employees only and do not extend to contractors, supply chain partners or other third parties.

While several enabling programmes and processes are detailed in the 'remuneration and benefits' section, the following key commitments are highlighted:

- Fair payment practices, including payment of a living wage and the application of a principle of 'equal pay for work of equal value', ensuring equal remuneration for men and women
- Paid annual leave, in line with legislative requirements and our commitment to employee well-being.

Improved grievance process

During the reporting period, we strengthened our employee relations governance by enhancing formal mechanisms through which employees can raise and resolve concerns. The structured grievance process provides a clear, consistent and trusted framework for addressing workplace issues. This reinforces fairness and transparency, supports psychologically safe environments and enables the early identification and resolution of concerns before they escalate. Increased utilisation of these formal channels reflects a maturing organisational culture, where employees feel confident to speak up and leaders are supported to respond responsibly and objectively.

Updated harassment and anti-discrimination policy

We amended our harassment policy and reporting avenues to strengthen a safe and respectful workforce. These enhancements were underpinned by a continued commitment to safety, dignity and trust, supported by targeted internal awareness initiatives. Expectations were clarified, reporting pathways simplified and accessibility improved, increasing confidence in formal mechanisms.

Improved visibility and understanding of these processes resulted in more timely reporting and resolution of harassment-related concerns, reflecting greater awareness and trust in our systems.

Freedom of association

Capitec respects employees' freedom of association and maintains a constructive, open relationship with the Finance Union SASBO. During the year, senior leadership of Capitec met with SASBO leadership, reinforcing a shared commitment to transparent dialogue, mutual respect and positive labour relations. This engagement established a foundation for ongoing collaboration and trust-based engagement at both leadership and operational levels.

Union representation within the bargaining unit remained reflective of employee choice, with 56% membership (2025: 49%). This level of representation aligns with normal workforce dynamics and awareness of employee rights, and does not signal changes to recognition or bargaining arrangements.

To enable effective representation, Capitec continues to provide support to shop stewards, including unlimited time off for shop steward duties, up to 8 days' leave for meetings, 5 days' leave for training and 6 days' leave for negotiations. These provisions contribute to orderly collective engagement and a stable workplace environment.

Capitec's respect for employees' rights to freedom of association and collective bargaining is grounded in the Constitution of South Africa, the Labour Relations Act, Act 66 of 1995, and the following internationally recognised standards:

- Principle 3 of the UN Global Compact, which promotes the freedom of association and the effective recognition of the right to collective bargaining
- Article 22 of the International Covenant on Civil and Political Rights, which guarantees the right to freely associate
- International Labour Organisation (ILO) Conventions 87 and 98, which affirm the rights to organise and bargain collectively.

Health and well-being: Cultivating a culture where everyone thrives

The well-being of our people – particularly our frontline employees – has become a strategic pillar for our organisation. This year, we launched our Branch Wellness Screening Programme, which provided clear, data-driven insights into the intensity and demands of client-facing roles.

After piloting the programme across 77 Western Cape branches and achieving 80% participation, we scaled nationally to 800 branches with 7 629 employees screened. The data underscored the importance of holistic care and in response, we provided dietitian coaching, counselling access, trauma and anxiety toolkits, and financial coaching. Targeted communication further resulted in a 30% uptake of Momentum Health4Me among previously uninsured employees, ensuring over 95% of our branch teams now have medical insurance coverage.

Building on the strong response to our initial wellness interventions, we are now scaling targeted, location-based wellness initiatives in Century City, Western Cape and Johannesburg, Gauteng. This focused approach is intentionally designed to support close to 2 000 frontline service delivery employees operating in high-intensity, client-facing environments where resilience, reliability and sustained performance are critical to the client experience.

Delivered in partnership with BioFit, Discovery Health Company, Momentum and Dis-Chem, these initiatives go beyond general well-being programmes. They are targeted solutions aimed at reducing absenteeism, strengthening service reliability and proactively mitigating people-related operational risk, while materially enhancing our employee value proposition. Through this approach, we continue to advance our goal of reaching more than 70% of employees with targeted wellness solutions that directly support performance, retention and consistent client service.

Ensuring the safety and well-being of our people extends beyond the workplace and reflects our broader responsibility as a trusted employer and corporate citizen. In this context, we launched the Gender Rights in Tech (GRIT) gender-based violence support platform, a critical intervention for employees who may be vulnerable to harm both at work and at home.

Since its launch in December 2025, the platform has attracted 322 subscribers, predominantly women between the ages of 25 and 44, signalling both relevance and trust in the support being offered. This level of engagement confirms that accessible, confidential well-being solutions meet a real and pressing need within our workforce.

Through GRIT, Capitec has strengthened its ability to act swiftly, compassionately and responsibly in moments of crisis. This initiative reinforces our commitment to protecting our people, supporting resilience in high-pressure environments and contributing positively to the broader societal response to gender-based violence.

Quiet spaces have been established across all campuses to provide a calm, respectful environment where individuals can pause, reflect, pray or simply take a moment to rest and recharge.

Collectively, these interventions reinforce Capitec's culture as a source of stability, differentiation and performance, ensuring that as we scale, we do so without compromising the values and behaviours that have underpinned our success to date.

Occupational health and safety

Capitec is committed to providing and maintaining a safe and healthy working environment for employees – permanent, temporary and contracted – as well as clients and other persons who may be affected by its operations. OHS risks are managed through the proactive identification, assessment and mitigation of hazards, in alignment with applicable OHS legislation and recognised best practices.

To further support awareness and preparedness, Capitec maintains a dedicated health and safety hub on the Company intranet. This platform provides employees with access to the OHS policy, emergency contact numbers, designated health and safety representatives, safety guidelines and protocols for managing medical incidents on-site.

Health and well-being: Cultivating a culture where everyone thrives continued

Governance and oversight

Governance of OHS risk is overseen through a national OHS Committee, which supports Executive Management in fulfilling the Group's statutory duties relating to health and safety. This governance structure is supported by regular engagement with internal stakeholders, as well as ongoing training and awareness initiatives to promote compliance and reinforce accountability across the organisation. Ongoing compliance monitoring and reporting provide consolidated visibility of OHS compliance across the Group.

Personalised OHS goals are set for each triannual performance period for the Health and Safety team, including line managers and appointed section 16(2) individuals. Performance against these goals directly influences annual salary increases and STIs, payable in May following the financial year during which performance was measured.

Health and safety risks are formally assessed through annual hazard identification and risk assessments (HIRAs) conducted across all operational sites by appointed and trained health and safety practitioners. These assessments support the systematic identification of workplace hazards and the implementation of appropriate control measures.

OHS compliance is continuously monitored through *ad hoc* inspections, incident reporting and feedback from safety, health and environment (SHE) representatives. All incidents, near misses and hazards are reported and investigated to prevent recurrence and enhance safety measures.

Health and safety incidents

During the past financial year, the following health and safety incidents were recorded, covering all employees (permanent, temporary and contracted):

	2026		2025	
	Number	% of total FTE	Number	% of total FTE
Fatalities (IOD leading to death)	–	–	1	0.01
First aid cases (minor IOD)	20	0.12	28	0.17
Medical treatment cases, with no lost days	83	0.48	42	0.25
Lost time injuries (IOD leading to at least 1 day of sick leave)	31	0.18	21	0.13
Total	134	0.78	92	0.56

In 2026, incident numbers increased primarily due to workforce growth, increased exposure and improved reporting practices. Ongoing awareness initiatives strengthened reporting discipline and provided a clearer view of the Group's safety risk profile.

Capitec continues to strengthen its safety culture through leadership-driven initiatives and employee empowerment. By embedding safety into daily behaviours and decision-making, the Group reinforces shared accountability and its commitment to protecting its people.

Feedback on health and safety risk assessments and IODs, including investigation findings and corrective actions, is reported to the SESCO at least 3 times a year, with health and safety being a standing agenda item at all committee meetings.

Leadership accountability for OHS is reinforced through section 16(2) appointments, ensuring that statutory duties are appropriately delegated and that responsible persons are appointed at operational levels. This framework supports effective oversight, accountability and compliance with the requirements of the Occupational Health and Safety Act, Act 85 of 1993.

The following training was delivered during the reporting year:

	2026	2025
Evacuation wardens	8	–
Ladder inspectors	546	–
Fire marshals	445	313
HIRA	12	–
First aiders	514	513
SHE representatives	424	253
Section 16(2) individuals	25	13
Total	1 974	1 092

This increase reflects a deliberate strengthening of the Group's OHS governance and risk management capacity. Formal safety appointments increased from 1 092 in 2024 to 1 974 in 2025, including fire marshals, SHE representatives and section 16(2) appointees. This expanded coverage reinforces statutory accountability and supports consistent application of health and safety controls across the organisation.

Remuneration and benefits

Fair and responsible remuneration

We strongly believe in investing in exceptional employee experiences in the way we attract, hire, onboard, develop, recognise and reward people. Our remuneration philosophy supports this approach through a foundation of fair and equitable remuneration practices, enhanced by a strong focus on performance-based awards.

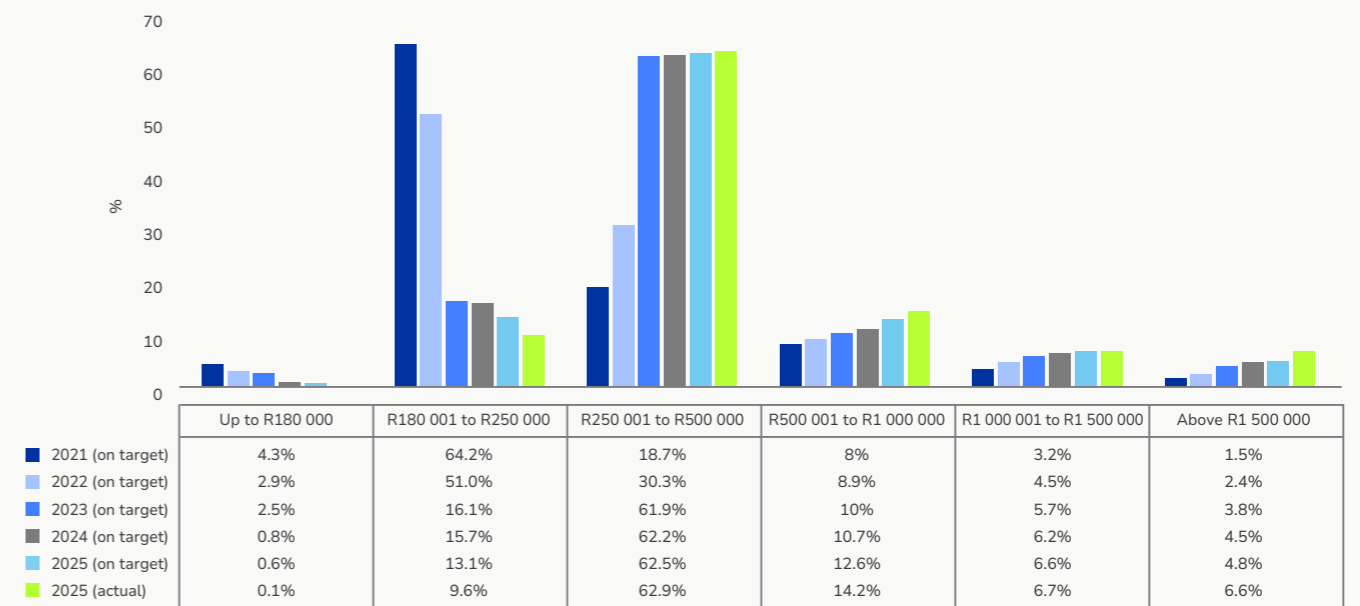
Our commitment to pay equity is based on remuneration analytics, which, *inter alia*, involves:

- continuously tracking pay ratios across gender and racial demographics
- dedicated focus on elevating remuneration for junior and semi-skilled employees.

We are committed to developing talent and have several programmes designed to support this, including our Internal Career Mobility Programme, proactive succession planning and talent initiatives, and our Graduate Development Programme.

We are proud of the meaningful progress made in pay equity over the past 5 years. Our deliberate focus on progressing pay for lower-level employees has resulted in a significant shift in our income distribution profile.

Earnings breakdown of Capitec's workforce per remuneration interval (total remuneration pre-tax)⁽¹⁾



⁽¹⁾ The dates above refer to 31 May of the relevant year, which is the month following bonus payments and increases.

Commitment to a living wage

Capitec monitors remuneration across its employee base to ensure fair and dignified employment practices by ensuring that all employees receive a living wage. Capitec benchmarks pay against relevant market data and sector norms. In alignment with the principles set by the ILO, a living wage is defined as remuneration sufficient to meet the basic needs of an individual and their family, while also enabling a decent standard of living.

This commitment reflects Capitec's broader dedication to social responsibility and economic inclusion. By paying a living wage, the organisation not only supports the well-being of its workforce but also contributes to the development of resilient communities and a more equitable society.

Remuneration and benefits continued

Excluding learnership roles, Capitec maintains pay above a dignified level of approximately R180 000 per annum.

The following remuneration principles support our remuneration philosophy.

Creating meaningful employment opportunities

We believe in transforming South African society not just through our banking services, but through meaningful employment opportunities that enable long-term personal growth and salary progression. Our approach to fair and responsible remuneration extends beyond competitive pay to encompass comprehensive development and holistic employee well-being. This is anchored in our concept of 'exceptional employee experience' – echoing our commitment to an exceptional client experience.

Driving income progression

We are proud of our progress in elevating our employees' earning potential. Our focused initiatives have helped transition a substantial portion of our workforce from earning below R250 000 to the R250 000 to R500 000 annual income bracket.

In 2021, 68.5% of employees earned below R250 000 per annum. By 2025, this had reduced to just 9.7%. The proportion of employees earning between R250 000 and R500 000 has increased from 18.7% in 2021 to 62.9% in 2025, demonstrating that a substantial portion of our workforce has moved into higher earning brackets. Due to our exceptional performance in 2025, we have also been able to deliver an actual pay progression outcome that exceeds our on-target expectations.

This deliberate income progression strategy ensures that Capitec's success translates into tangible financial benefits for our employees at all levels.

Professional development and career growth

Our commitment to employee development is demonstrated through structured learning programmes that create clear career progression paths:

- Our ATM Assistant and Bank Better Champion roles (encompassing 1 742 positions within our 17 236-strong workforce) offer comprehensive skills development
- Our Service Consultants undergo a structured 18-month progression programme enabling them to advance to an experienced Service Consultant level or be absorbed into Branch Manager positions
- Clear career and salary progression milestones provide transparency and motivation.

Comprehensive employee benefits

We have developed a tailored benefits programme that supports employees' overall well-being and financial security. Our approach ensures that every employee, regardless of their position, receives both financial and non-financial benefits that contribute to meaningful employment.

Advancing fair pay practices

Our commitment to fair remuneration includes:

- regular job evaluations and market benchmarking to ensure competitive remuneration
- a commitment to 'equal pay for work of equal value', eliminating disparities based on gender, race or other discriminatory factors
- enhanced focus on benefit awareness and utilisation, particularly at lower employment levels
- specialised financial wellness support, including credit health education and rehabilitation services.

Employee benefits

We have evolved our total rewards approach toward a fully integrated employee benefits ecosystem. This ecosystem positions employee benefits not as stand-alone offerings, but as an interconnected network designed to support the physical, financial, career and overall well-being of employees at every life and career stage.

The ecosystem is anchored in the principle that benefits should adapt to employees' needs – whether they relate to health, family responsibilities, financial resilience, learning or long-term life planning. This approach strengthens inclusion, enhances value for employees across all levels and ensures that Capitec maintains a competitive and future-fit benefits framework.

Health benefits

Based on PSG market data, indicating that 15% to 20% of employees are covered under their partner's medical aid, a significant portion of the approximately 20% of Capitec's workforce, currently with a status of 'no medical cover', likely falls into this category. Ultimately, we estimate that approximately 5% of employees have no medical aid or health insurance. It is important to note that medical aid is available to all employees on a voluntary basis. Capitec provides an 80% subsidy on the health insurance premium, up to a maximum of R725 per month. Currently, this premium is R625, of which Capitec contributes R500 and the employee R125.

Retirement fund

Capitec provides a structured retirement savings option for all of its permanent employees, primarily focused on a provident fund structure, managed by an external partner.

Employees contribute a percentage of their salary, with Capitec matching the contribution up to 10%. Employees are encouraged to increase contributions over time, with reviews initiated twice a year. There is also an auto-escalation option, which will increase contributions by 1% annually.

Risk benefits: Illness, disability, funeral and life cover

During 2026, we revised our risk benefit structure to include critical illness cover and permanent health insurance (both benefits commencing at the start of 2027). The revised structure strengthens the overall framework by balancing death, disability and illness benefits to ensure sustained and long-term support.

Through membership in the Group risk plan, employees have access to a range of risk benefits, including:

- **Critical illness:** Can be claimed if an employee is diagnosed with a qualifying illness. It pays a tax-free lump sum of up to 10.8 months of annual salary on diagnosis, even if the employee can still work
- **Temporary disability:** After a 1-month waiting period (typically covered by sick leave), an employee can claim up to 5 months at 67.5% of their monthly salary
- **Income disability:** If the employee is still unable to return to work after 6 months, this benefit pays up to 67.5% of their monthly salary
- **Lump sum disability:** After 12 months, the employee will be reassessed. If they qualify, a lump sum of up to 21.6 months of their monthly gross remuneration package will be paid
- **Group life cover:** Should an employee pass away before reaching the normal retirement age of 65, their nominated beneficiaries are entitled to a default Group life cover benefit equal to 5 times the employee's annual gross remuneration package
- **Family funeral cover:** A basic payout of R20 000 is provided to assist with funeral costs in the unfortunate event of the death of an employee, their partner or children aged 14 to 21, and R10 000 for a stillborn child or child up to age 13
- **Children's education:** Provides an annual education payment for an employee's child(ren), from preschool through to the completion of a tertiary qualification, should they pass away.

Leave benefits

Capitec recognises that a healthy work-life balance is essential for the well-being, productivity and long-term success of its employees. In line with, and in many cases exceeding, the provisions of the Basic Conditions of Employment Act, Act 75 of 1997, Capitec offers a comprehensive range of leave benefits designed to support employees through various life stages and circumstances.

Key leave benefits include:

- **Annual leave:** Employees working a 5-day week receive 15 working days of annual leave, while those on a 6-day week receive 18 working days
- **Annual recognition of service leave:** Employees are granted 1 additional day of annual leave for every 3 years of continuous service. In addition, a once-off 5-day leave bonus is awarded in the anniversary month of the ninth, twelfth, fifteenth and eighteenth year of service, and every 3 years thereafter
- **Sick leave:** Employees are entitled to 30 working days over a 3-year cycle (for a 5-day week) or 36 working days (for a 6-day week)
- **Maternity leave:** 4 months of paid maternity leave, with the option to extend to up to 6 months using unpaid or accrued annual leave
- **Parental leave:** Fathers and non-primary parents (including adoptive and commissioning parents) receive 8 working days (for a 5-day week) or 9 working days (for a 6-day week)
- **Adoption leave:** Primary caregivers adopting a child under the age of 2 are entitled to at least 10 consecutive weeks of leave
- **Commissioning parental leave:** Primary caregivers of children born through surrogacy are also entitled to at least 10 consecutive weeks of leave
- **Family responsibility leave:** Up to 5 days of paid leave are available for qualifying family-related responsibilities
- **Study leave:** Employees may take up to 12 study leave days per calendar year, subject to specific criteria.

Employee financial relief

Capitec understands that employees may occasionally face extraordinary and unavoidable circumstances that place significant strain on their personal finances. In response, the organisation has implemented a compassionate and practical financial relief measure to support employees during such times.

Through this initiative, qualifying employees may access an emergency loan that is free of interest and additional fees, repayable over a period of up to 6 months. This relief is designed to provide immediate assistance while maintaining financial dignity and stability.

Eligible emergencies include:

- funeral-related expenses
- urgent medical costs
- legal obligations
- certain relocation costs
- property damage emergencies.

Data-driven insight and decision enablement

A significant milestone in our transformation journey has been the migration of all people data into a single, secure cloud platform. This has created a trusted source of truth for employee information, providing real-time visibility into workforce trends, team health and operational performance as well as equipping leaders with timely, reliable insights to support informed decision-making.

In parallel, we have strengthened data quality, transparency and trust through a deliberate focus on people data governance and protection. Clear ownership, defined accountability and targeted learning interventions have reinforced responsible data stewardship and ensured ongoing compliance with the Protection of Personal Information Act, Act 4 of 2024 (POPIA), safeguarding employee information while enabling confident, data-driven decision-making at scale.

Building on this foundation, we have implemented intuitive dashboards and automated reporting, significantly reducing manual data extraction, reconciliation and duplication. This has improved transparency, reliability and operational efficiency, allowing leaders to access insights more quickly and make faster, better-informed decisions.

To ensure long-term sustainability and scalability, we have established robust data structures and controls that enhance governance and quality today, while laying the groundwork for future-ready, AI-enabled insights that support strategic workforce planning and organisational decision-making.

Recognising that technology alone is not sufficient, we have also invested in strengthening data capabilities within our People division by establishing a dedicated Human Resources Technology and Data team. This ensures we have the expertise to translate data into actionable insights and convert those insights into measurable improvements in the employee experience.



3 Contributing to society

Our approach to corporate social investment

Capitec's CSI programme is designed to empower, develop and uplift disadvantaged communities, while supporting our transformation objectives through the strategic investment of funding, time and skills. We are committed to making a positive and lasting impact on society, with a CSI approach that centres on SED – a key pillar of our transformation and community engagement efforts.

Our CSI and SED initiatives aim to:

- improve access to quality education
- uplift communities beyond our core business operations through measurable and impactful social investment
- encourage employee participation in social upliftment initiatives.

In line with the FSC (in terms of section 9(1) of the Broad-based Black Economic Empowerment Act, Act 53 of 2003), Capitec allocates 0.6% of net profit after tax to CSI annually.

Capitec's primary CSI focus is advancing access to quality education through 3 key streams:

- **The Capitec Foundation:** An independent public benefit organisation (PBO) funded and supported by Capitec. The foundation aims to establish a scalable and sustainable model to improve mathematics uptake among grade 10 learners
- **Strategic partnerships:** Capitec invests in credible and sustainable PBOs that deliver transformative education and community development programmes across South Africa
- **Employee volunteer programme:** A centrally managed initiative that enables Capitec employees to participate in volunteer activities nationwide.

In addition, Capitec CSI provides *ad hoc* funding to humanitarian and disaster relief organisations in response to urgent community needs.

Governance and oversight

The annual CSI budget is approved by the Board and aligned with the CSI business plan, as endorsed by the Executive: Marketing and Communications and the CEO. The CSI department is responsible for the management and administration of all CSI activities.

In addition to this, the Donations Committee, which convenes at least once annually, undertakes a comprehensive assessment of both existing and prospective CSI implementation partners and beneficiary organisations.

This review process is designed to provide assurance regarding the governance standards and financial controls of all partners and beneficiaries. Through this due diligence, Capitec seeks to uphold transparency, accountability and responsible stewardship of resources, thereby reinforcing the credibility and impact of its social investment efforts.

Beneficiary exclusions

To ensure alignment with our values and governance standards, Capitec CSI does not support:








- political organisations, campaigns or officials, either directly or indirectly
- organisations and initiatives that are specifically dedicated to the advancement of religious beliefs or practices
- organisations that unfairly discriminate based on race, ethnicity, nationality, religion, gender, sexual orientation, age or disability
- overseas or local tours
- sporting events or clubs
- membership subscriptions
- music or art events, festivals or productions
- fundraising dinners or gala events
- conferences, workshops or research projects
- trade unions
- advertising in educational or other supplements
- individuals or organisations with potential conflicts of interest involving Capitec employees.

Corporate social investment

Our CSI strategy focuses on supporting communities by prioritising education. This is achieved through the Capitec Foundation, collaborative educational partnerships and a national volunteer programme.

Education

Capitec's total investment in education was R75.9 million this year (97% of total CSI spend). This included an investment in the Capitec Foundation to support access to quality mathematics education in 33 public high schools.

Category	Organisation	2026 spend	SDG
 Early childhood development	Afrika Tikkun Foundation NPC	R12.2 million	
	Indaba Institute	R1 million	
 High school	Ashton in Action	R0.5 million	
	Calling Education	R1.8 million	
	Capitec Foundation	R53.9 million	
	FoodForward	R1 million	
	Leva Foundation	R0.6 million	
	Other <R500 000 per organisation	R0.4 million	
 Combined school	Christel House	R1 million	
 After-school programme	<R500 000 per organisation	R1 million	
 School community well-being	Community Keepers	R2.1 million	
	<R500 000 per organisation	R0.2 million	
 Other	<R500 000 per organisation	R0.2 million	



Education feature

Afrika Tikkun Bambanani (ATB)

ATB's mission is that no child should be left behind. The organisation aims to provide our nation's children with access to quality education through the standardisation of the Early Childhood Development (ECD) curriculum across South Africa. Their vision is to uplift the lives of children and to improve the quality of ECD teaching.

This year, our partnership with ATB expanded nationally, linking 118 ECD centres to our branches across South Africa to support principals and educators, and improve essential infrastructure and resources for learning. These centres oversee the development of 9 206 children under the age of 6. Centres were equipped with devices to facilitate self-directed remote learning, while Capitec managers offered mentorship and technical assistance to educators participating in the remote learning programme. More than 657 unique volunteers from our branch network took part in multiple visits to beneficiary centres over the course of the year, strengthening our support and providing employees

with meaningful opportunities to further their engagement and connection with the initiative.

The overall performance of educators indicated a clear shift towards stronger teacher competency from baseline to endline assessment results. The data shows that more than a third of teachers still require support, and that nearly half of teachers are still clustered in the average band. Future efforts will focus on intensive assistance for those requiring major support, structured coaching to move average teachers to good and enrichment opportunities to expand the small but growing pool of excellent teachers. Online assessment tools were introduced at all centres, enabling ATB to measure whether learners are meeting age-appropriate milestones across key developmental and academic domains. This establishes the groundwork for the implementation of a standardised curriculum and blended learning across all centres in the 2026 academic year to further support and enhance learner development.



Other categories

Besides contributing to quality education, we supported other UN Sustainable Development Goals.

Category	Organisation	2026 spend	SDG
Child and youth care	UNICEF	R0.6 million	
Community development	Khaya Lam	R0.5 million	
	<R500 000 per organisation	R0.2 million	
Youth development	<R500 000 per organisation	R0.4 million	
Food security	<R500 000 per organisation	R0.1 million	
Disaster relief	Gift of the Givers	R0.5 million	

Total spend:
R2.3 million

Capitec employee volunteer programme

Our employee volunteer programme enables employee community involvement. Each employee is granted 3 volunteer leave days per year. In the past year, 3 404 employees participated in 1 034 volunteer activities. The equivalent cost to the Company of volunteer leave submitted by employees was R5.2 million.

Volunteerism provides a range of engagement opportunities and allows us to reach communities across South Africa leveraging our extensive operations and branch network.

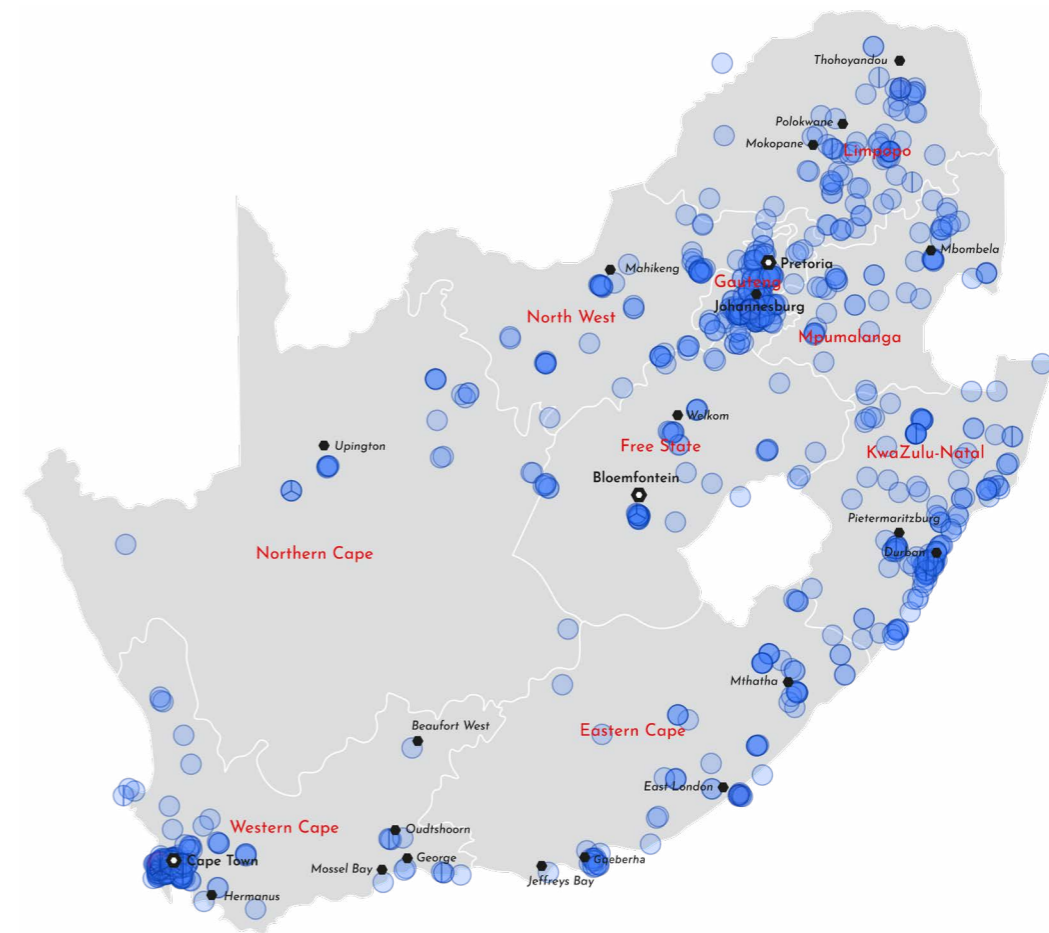
This year, Capitec branches supported several skills-based volunteering initiatives, including the ECD Programme in partnership with ATB, Budget Champs – our financial literacy initiative for grade 7 learners, financial wellness workshops led by Personal Banking Regional Managers and a life skills programme for grade 11 learners.

After launching the life skills initiative in 2024, we expanded its reach this year, engaging 42 938 learners at 231 public high schools through 1 403 Branch Managers and other volunteers across all 9 provinces.

These sessions equip learners with essential skills such as adopting a growth mindset, setting goals and practising self-reflection to support their personal development and future career choices. Branch Managers, many of whom originate from the same communities as the learners, share personal experiences of growth and overcoming challenges. Lesson plans and facilitator guides were developed by Capitec’s Learning and Development team, utilising content from the MyNext magazine – an initiative by Ruda Landman and Study Trust in partnership with Van Schaik Publishers, sponsored by Capitec. The programme has been well received by participating schools, with both learners and teachers acknowledging its value.

Capitec divisions also partner with various non-profit organisations to co-create sustainable projects and enhance their impact. Partnerships focus on areas such as after-school care, youth development, coding, education and food security.

The following map shows the distribution of our volunteer activities across South Africa during the past financial year, with darker dots representing higher activity.



Divisional project features

VUSA

Two Capitec divisions – Marketing and Communications, and Cash, Logistics and Properties Management – joined forces this year at the VUSA rugby and learning academy in Langa, combining funding, employee volunteerism and specialist expertise to deliver measurable social impact. VUSA’s holistic development model includes academic support, rugby-based leadership development, nutrition, digital literacy, entrepreneurship exposure and psychosocial enrichment.

Capitec’s Marketing and Communications employee volunteers prepared grade 7 learners for the annual market day through 6 entrepreneurship workshops. Learners learnt how to identify needs in their community, budget, design, create and sell their products. VUSA’s programme employees also learnt new skills through a social media workshop led by Capitec’s Social Media team.

Finally, the Cash, Logistics and Properties Management team used their property management expertise and supplier connections to maximise Capitec’s financial investment in critical infrastructure improvements at VUSA’s learning facilities. A total of 74 volunteers contributed in diverse ways, demonstrating how unique skills can enhance collective impact. This partnership not only enhances literacy, numeracy, digital competence and confidence among primary school learners but also strengthens VUSA’s long-term sustainability. As shared by VUSA after Mandela Day 2025, the joy, energy and commitment shown by Capitec employees reflect a partnership rooted in purpose, shared values and a collective belief in helping children ‘grow, learn and thrive’.

Capitec employee volunteer programme continued

Other initiatives

GRAD, GRADnext and MyNext magazines

Through a partnership with Study Trust, Ruda Landman and Van Schaik Publishers, Capitec sponsored the printing and annual distribution of 178 000 essential life skills magazines, GRAD and GRADnext, to universities and other institutions. We also disseminated 42 938 MyNext magazines, the third publication in the series, to grade 11 learners at public high schools through our interactive life skills sessions led by Capitec Branch Managers.

Economic and Management Sciences video lessons

We sponsored the translation of the grade 7 to 9 Economic and Management Sciences (EMS) curriculum into engaging video lessons, comprehensive lesson plans and assessments designed to provide high-quality support to both teachers and learners. The development of these resources was undertaken by Thuma Mina Teaching (Thuma Mina), a non-profit organisation, and completed in phases, concluding in 2024. All video lessons are accessible free of charge on YouTube. From January to December 2025, these EMS video lessons garnered 2 million views (with 1.6 million views recorded in 2024) and achieved an average watch time of 4.2 minutes.

To enhance educator capacity, we supported a pilot programme in 2024 that provided training for EMS teachers on integrating these resources into classroom practice in the Overberg district. After a successful initial roll-out, Thuma Mina was invited by the Western Cape Department of Education to extend the training across the province. Capitec continued its sponsorship, enabling training that reached 427 teachers across 4 districts in the past financial year.

To ensure effective project implementation and measurable impact, Thuma Mina employs a monitoring and evaluation process based on the Kirkpatrick model for training evaluation. This framework includes immediate post-training feedback, follow-up surveys 3 months after training and subsequent interviews. Immediate feedback demonstrated considerable value for educators: 62% of respondents rated the quality and usefulness of the workshops as excellent, while 34% rated them as above average. Three-month post-training results indicated that 96% of respondents had utilised the resources, with 61% reporting weekly usage.

In addition, Capitec facilitated the training of 80 district officials in Mpumalanga in July 2025, where 86% of participants rated the quality and usefulness as excellent and 14% as above average. Districts in Mpumalanga have adopted a cascading strategy for the roll-out and adoption of these resources in schools, with further educator training scheduled for the next financial year in the province.

Personal Banking Regional Managers now present financial wellness sessions as part of the training programme. Educators participating in Thuma Mina's initiatives have regularly praised the usefulness of this financial wellness content.



The Capitec Foundation

Established in 2014, the Capitec Foundation is affiliated with and funded by Capitec, but functions as an independent PBO.

Our purpose

The foundation is dedicated to investing in quality education with the aim of improving learners' earning potential and employability upon completing their schooling. To date, the primary focus of these investments has been on advancing high-quality mathematics education.

Navigating South Africa's mathematics education backlog

Mathematics education in South Africa encounters considerable challenges, despite its critical role in fostering economic development and individual progress. According to the 2023 Trends in International Mathematics and Science Study, South Africa ranked lowest and fifth lowest for grade 5 and grade 9 learners, respectively.

National assessments continue to indicate low proficiency in mathematics, with a limited number of matriculants excelling or opting for pure mathematics as opposed to mathematics literacy. Key contributing factors include weak foundational numeracy, language barriers, insufficient pedagogical content knowledge of educators, inequitable resourcing and inadequate learning environments, and negative learner attitudes and low confidence.

A holistic intervention

The Capitec Foundation developed a Whole School Approach (WSA), a comprehensive and structured intervention, designed to strengthen all aspects of the school environment. The WSA was implemented during the 2025 academic year in 33 partner schools across Gauteng, KwaZulu-Natal and the Western Cape. Its primary objectives include enhancing mathematics achievement and increasing the number of learners selecting pure mathematics instead of mathematics literacy from grade 10 onwards.

The foundation's initiatives are grounded in an extensive network of strategic partnerships and targeted focus areas designed to advance comprehensive school development. Central to this approach has been the school ecosystem, with interconnected elements such as leadership and teacher development for current educators and those in training, well-being, technology hubs for blended learning and parental engagement.

Universities, industry partners, educational suppliers and the Department of Basic Education play a vital role in ensuring the foundation's activities align with national education policies and workforce requirements. This ecosystem underscores the foundation's proactive, partnership-based strategy for enhancing educational outcomes while simultaneously supporting broader objectives such as employment generation.

Our delivery model

The foundation has set itself apart as an implementer of programmes rather than merely a funder. Programme design, implementation and monitoring are primarily handled by the foundation's employees. Only certain components are managed by carefully selected service providers, with whom we work closely.

This delivery model has helped the foundation form strong connections with partner schools, educators and learners. By working directly with school communities, we can customise our support to fit their unique needs and quickly adjust our efforts based on what is happening in classrooms. Direct involvement boosts accountability and enables immediate use of feedback to improve our programme.

A key feature of the delivery model is the use of qualified mathematics teachers to implement the education programmes. This ensures that all instructional content is delivered by individuals with formal mathematics training, classroom experience and a deep understanding of the curriculum and pedagogical standards.

Over the past 3 years, the foundation has developed and implemented a model that integrates technology into mathematics teaching and learning to enhance student outcomes.

Key deliverables that drive integration at schools

- **Dedicated technology hubs and facilitators:** A hub facilitator (qualified mathematics teacher) is stationed at each school to oversee and integrate all Capitec Foundation activities throughout the year in the technology hubs
- **Teacher upskilling:** Teachers of partner schools receive training on using digital platforms and leveraging their benefits in the classroom

The Capitec Foundation continued

- **Learner motivation:** Incentive schemes encourage learners to meet prescribed online targets and learners receive guidance on the role of mathematics for specific career goals
- **Collaboration with education authorities:** The foundation works closely with the Department of Basic Education and school leadership to ensure alignment and support
- **School staff appreciation:** Recognition initiatives serve as motivation for school staff to support the successful implementation of whole school programmes.

Our impact in the 2025 academic year WSA footprint

During the 2025 academic year, the WSA was implemented in 33 schools across 3 provinces:

- 14 in Gauteng
- 10 in the Western Cape
- 9 in KwaZulu-Natal.

Capacity building for school leaders, teachers and future teachers

In 2025, the Capitec Foundation focused on capacity building for school leaders, mathematics and life orientation teachers, the development of pre-service mathematics teachers and positive discipline training for educators.

Principals report that the WSA helped them achieve goals by encouraging innovative teaching, boosting class participation, improving academic performance and strengthening leadership and consultation.

The pre-service teaching training programme was felt to be particularly useful in preparing students who are training to be mathematics teachers for their future careers. It assisted in alleviating some anxieties about teaching such as handling unexpected classroom situations and managing diverse classroom environments. Pre-service teachers also found the practical tutoring component beneficial, allowing them to develop classroom management techniques and refine their instructional strategies. In the 2025 academic year, 108 students facilitated Saturday programmes impacting 1 080 learners who collectively attended 64 800 hours of free tutoring.

Mathematics teacher development

During the 2025 academic year, the Capitec Foundation supported 151 mathematics teachers from 3 provinces by sponsoring their participation in a 16-day structured professional development programme. This initiative fostered collaboration among teachers and emphasised helping learners move from grade 9 to grade 10 and beyond. The programme used variation theory, resulting in an average test score improvement of 8.5% between the selection and final assessments across 3 regions. Teachers reported that their instructional skills improved due to the training and especially appreciated guidance on effective teaching methods and strategies for presenting mathematics content.

The foundation provided training and resources to 145 life orientation teachers from 3 provinces, helping them better prepare learners with essential skills required to navigate school life and prepare for post-school life.

The training focused on study skills, time management, career guidance and fostering a growth mindset. Teachers found that the programme closely matched the needs of the life orientation curriculum and offered practical strategies for the classroom. Many teachers welcomed the chance to develop professionally and felt motivated and better prepared to teach.

WSA Programme focus

Learning spaces	Number of programmes 2026	Target audience 2026	Impact 2026
Leadership development	2	<ul style="list-style-type: none"> • 57 principals • 189 senior management team members 	• 171 000 school community members
In-service teacher professional development	3	<ul style="list-style-type: none"> • 445 teachers 	• 133 500 learners
Learner development (blended learning and face-to-face)	3	<ul style="list-style-type: none"> • 23 468 learners 	• 23 468 learners
Pre-service teacher development	4	<ul style="list-style-type: none"> • 108 pre-service teachers 	• 1 080 learners
Community (only tutorial schools)	1	<ul style="list-style-type: none"> • 1 080 parents 	• 1 080 learners
Well-being	6	<ul style="list-style-type: none"> • 1 485 teachers • 22 029 learners • Whole school community 	• 23 514 stakeholders
Total	19		

Technology hubs and hub facilitators

Hub facilitators, who are all qualified mathematics teachers, managed the technology hubs in Capitec Foundation schools, incorporating mastery and practice for all grade 8 to 11 mathematics learners and supporting learners and teachers in using educational technology effectively. Integration of hub sessions into the school timetable allowed the hub work to reinforce classroom teaching.

The hub facilitators collaborated with mathematics departments to align tech-based learning with the curriculum.

Technology hub investment in schools

- More than 25 000 learners attended technology hubs
- 483 828 cumulative hub hours
- 20.8 million mathematics questions completed on the online mathematics platform
- 1 790 Chromebooks at 33 schools
- 33 hub facilitators
- Technology hubs operate daily from 07:00 am to 16:00 pm.

Impact on learner performance

The foundation measures the early impact of the Learner Development Programme by comparing endline and baseline assessment results with an average increase of 14% and 12% in endline results for grades 8 and 9, respectively.

Baseline and endline

%	Baseline	Endline	Increase
Grade 8	37	51	14
Grade 9	45	57	12

Pass rate and performance from baseline to endline⁽¹⁾

% of learners in levels 3 to 7 (40% to 100%).

%	Term 1	Term 4	Increase
Grade 8	45	73	28
Grade 9	53	80	27

⁽¹⁾ Pass mark: 40%.

In addition to improvements in learner outcomes, schools also reported advancements such as updated technology use policies, revised timetables and enhanced collaborative leadership structures. Furthermore, certain partner schools successfully attracted supplementary support – be it technological, academic, sporting or financial – from additional donors, attributable to the assistance received from the foundation.



4 Client responsibility

Governance

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For your information

Our approach to fair market conduct

Capitec remains committed to treating customers fairly (TCF), a principle that guides our conduct across the entire client journey. TCF is a market conduct framework regulated by the Financial Sector Conduct Authority, designed to ensure that clients experience fair outcomes throughout the life cycle of every product and service.

Treating customers fairly

TCF 1 – Leadership and culture

Customers should be confident that they are dealing with a business where fair treatment of customers is central to the business's culture.

Capitec's leadership:

- acknowledges that TCF is of great importance
- considers TCF in strategic planning and decision-making
- ensures the implementation of appropriate systems and processes to assist the business in achieving the TCF outcomes
- satisfies itself that any third party the business contracts with is committed to treating clients fairly through a written undertaking and a clause included in the agreement.

TCF principles are implemented throughout all operations within the business through:

- TCF training of new employees
- regular TCF awareness campaigns
- an annual TCF knowledge assessment to be completed by all employees.

TCF 2 – Products and services

Products and services marketed and sold in the retail market should be designed to meet the needs of identified customer groups and should be targeted according to the customer's needs.

Sales employees are trained to understand the business's product and service offerings. Sales procedures are governed by Capitec procedures in line with the Financial Advisory and Intermediary Services (FAIS) Act, Act 37 of 2002.

Processes are in place through which products and clients' expectations thereof are measured. Capitec's Client Experience Development department conducts regular client experience surveys.

TCF 3 – Clear and appropriate information

Customers should be given clear information and be kept appropriately informed before, during and after the time of contracting.

Product information provided to clients is accurate and appropriate and does not contain any hidden conditions.

The business's sales and marketing material is written in client-friendly language.

All personal information and/or documentation are recorded and kept confidential.

TCF 4 – Suitable advice

Where customers receive advice, the advice should be suitable and if applicable, consider their current financial product.

Only the FAIS department may render advice. All other employees must complete an FAIS non-advice declaration.

TCF 5 – Product performance expectations

Customers should be provided with products that perform as the business has led them to expect, and the associated services should be both at an acceptable standard and what customers have been led to believe.

Products are monitored to perform according to expectations through various platforms.

The business also welcomes regular feedback from employees and clients on the performance of products and services.

Our approach to fair market conduct continued

TCF 6 – Post-sale barriers

Customers should not face unreasonable post-sale barriers to change a product, switch provider, submit a claim or make a complaint.

Clients are informed of claim, dispute and complaints policies and procedures.

The complaints management framework and TCF policy are followed to ensure the effective and fair resolution of complaints.

Capitec has a complaint management system that ensures all complaints are recorded and managed within service level agreements.

Market Conduct Programme

The Market Conduct Programme continued to evolve beyond compliance to become a strategic enabler of client-centricity, aligned with regulatory expectations and Capitec’s leadership behaviours.

A key development during the year was the introduction of a vulnerable clients framework, designed to identify and support clients in vulnerable circumstances. The framework leverages data analytics to proactively detect vulnerability indicators and tailor interventions to promote fair treatment and access to financial services. Implementation will occur through a phased, 3-year approach.

Conduct-related training remained a priority, with strong completion rates achieved across the organisation, ensuring employees remain informed of emerging risks and regulatory expectations.

Market conduct health score

During the reporting year, the original client satisfaction KRI, the TCF relative indicator, was replaced by the market conduct health score. This enhanced KRI serves as a strategic oversight tool designed to strengthen Capitec’s ability to protect clients, meet regulatory expectations and proactively manage market conduct performance. The health score applies to both Capitec Bank and Capitec Life.

The market conduct health score has been structured around a set of primary and secondary indicators to ensure a focused and effective approach to measuring, monitoring and improving the Market Conduct Programme. Primary indicators include, among others, conduct and ethics training completion rates, client satisfaction ratings, time-to-service metrics, individual product health assessments, complaint resolution performance and system disruptions.

Underlying indicators are weighted according to their potential impact, with the total weighting across all KRIs equalling 100%. This structured approach enables automated monitoring of market conduct risks and ensures that remedial actions taken have a direct and measurable impact on the delivery of fair client outcomes. Ultimately, the market conduct health score is designed to strengthen client trust and confidence in Capitec products and service delivery.

The score is calculated monthly and reflects the current level of market conduct risk exposure, as outlined below.

%	Risk rating	Market conduct health score
< 20	Low	Healthy
20 – 60	Medium	Needs improvement
> 60	High	Concerned

Ownership of the market conduct health score resides with the Market Conduct Oversight team. Secondary KRIs continue to be monitored manually, as they provide valuable qualitative and contextual insights into the market conduct landscape. All KRIs are reviewed annually to ensure ongoing relevance, effectiveness and alignment with strategic objectives.

The health score is also analysed for trends and escalated to the appropriate governance structures, including the Group EXCO, the Market Conduct and Ethics Committee and, where relevant, the SESCO.

For the 2026 financial year, the market conduct health score averaged 21.82%.

Responsible marketing and sales strategy

Capitec’s marketing compliance policy provides clear guidance on the principles and requirements for both general and direct advertising of our products and services. It includes robust procedures for the approval of advertisements and advertising methods by individuals with appropriate seniority and expertise within the organisation.

Marketing compliance policy

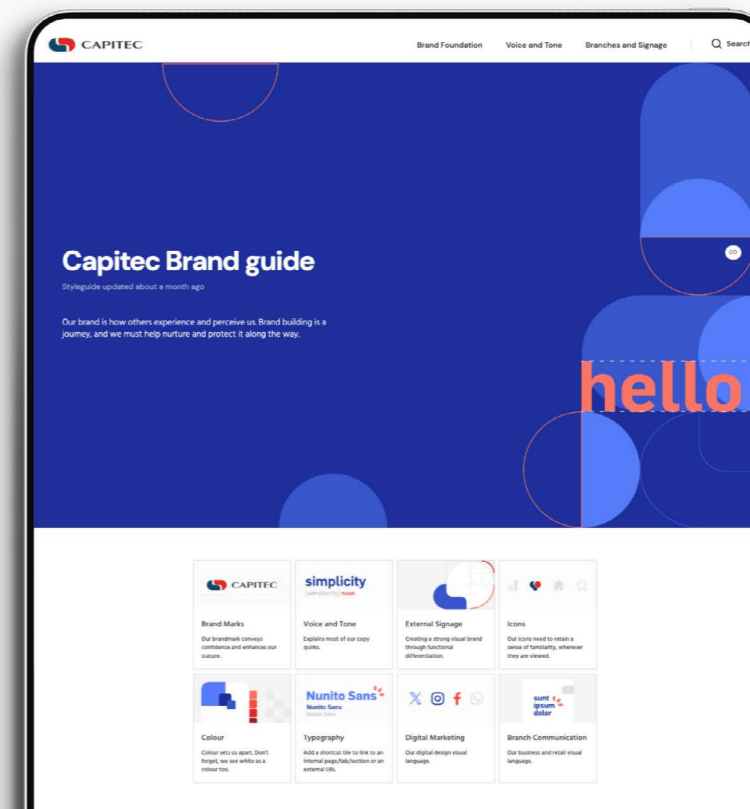
As a standard, all advertisements must:

- be factually correct
- use clear and plain language
- present key information in a balanced and transparent manner
- avoid misleading claims
- be appropriate for the intended audience and free from any form of unfair discrimination, in line with the Constitution of the Republic of South Africa, 1996.

When using electronic communication channels such as phone calls, text messages or other digital platforms for advertising, Capitec ensures that clients or prospective clients have the option to opt out of receiving further communications.

Should Capitec become aware of any advertisement that relates to its products or services that does not meet regulatory standards, we will, as soon as reasonably practicable:

- correct or withdraw the advertisement
- take reasonable steps to ensure the advertisement is corrected or withdrawn
- notify any individuals who may have relied on the advertisement.



Responsible lending

At Capitec, we are committed to responsible lending practices that protect our clients and promote financial well-being. We adhere to the principles of the National Credit Act, Act 34 of 2005, and conduct robust affordability assessments before granting any form of credit. These assessments ensure that clients can realistically meet their repayment obligations without compromising their financial stability.

To maintain the integrity of our lending practices, any proposed changes to our affordability assessment process undergo a stringent governance and approval process, involving multiple levels of oversight.

Our commitment to responsible lending extends beyond affordability assessments to include our debt collection, consolidation and rescheduling practices. These processes are designed to guide and support clients, particularly during times of financial difficulty.

Debt collection

The main objectives of debt collection activities and strategies are to secure payment commitments from clients and rehabilitate arrears clients.

Collection activities are initiated through 2 channels:

- **Outbound channels:** These channels mainly focus on arrears clients
- **Inbound channels:** These channels are used by non-arrears clients who proactively contact Capitec to negotiate new repayment terms.

Capitec understands that a client in arrears or distress is experiencing difficult financial circumstances. Each client's unique situation must therefore be understood for the most appropriate course of action to be taken. Collection agents always explain the consequences of arrears and the benefits of rehabilitation to the client, with the client always remaining informed throughout the conversation.

Use of third-party debt collectors

Capitec has a dedicated business unit responsible for the management and collection of handed-over debt. The use of external debt collectors is governed by a robust governance framework. Only third-party debt collectors that have successfully completed a rigorous due diligence process and received approval from the Retail Rehabilitation Credit Committee are appointed to Capitec's external debt collector panel. This approach ensures that collection activities are conducted in a responsible, ethical and compliant manner.

Debt consolidation and rescheduling

We recognise that clients may face changing financial circumstances and offer tailored solutions to support them through these transitions. It is important to distinguish between 2 key forms of credit support:

- **Debt consolidation:** This involves granting a new credit product to a client who chooses to settle existing credit obligations, held either with Capitec or another credit provider, as part of a new Capitec Loan or Access Facility. A full risk and affordability assessment is conducted to ensure the client can manage the new credit responsibly. Consolidation is considered when:
 - the client qualified for improved credit terms
 - the new arrangement reduced the client's monthly instalment burden or total cost of credit
 - it simplified the client's credit portfolio into a single instalment and fee
- **Rescheduling:** This option is available to clients who are unable to meet their current loan obligations or who need temporary relief due to life events such as illness, maternity or protected strikes. Rescheduling is available whether or not the client is in arrears and can apply to Term Loans or Access Facilities. Options include:
 - extending the loan term to reduce monthly instalments
 - adjusting the instalment to repay the total outstanding balance, where the term can be extended by up to 2 months
 - temporarily reducing instalments followed by higher payments later without extending the loan term
 - offering a payment break for up to 3 months
 - allowing interest and fee-only payments for up to 6 months.

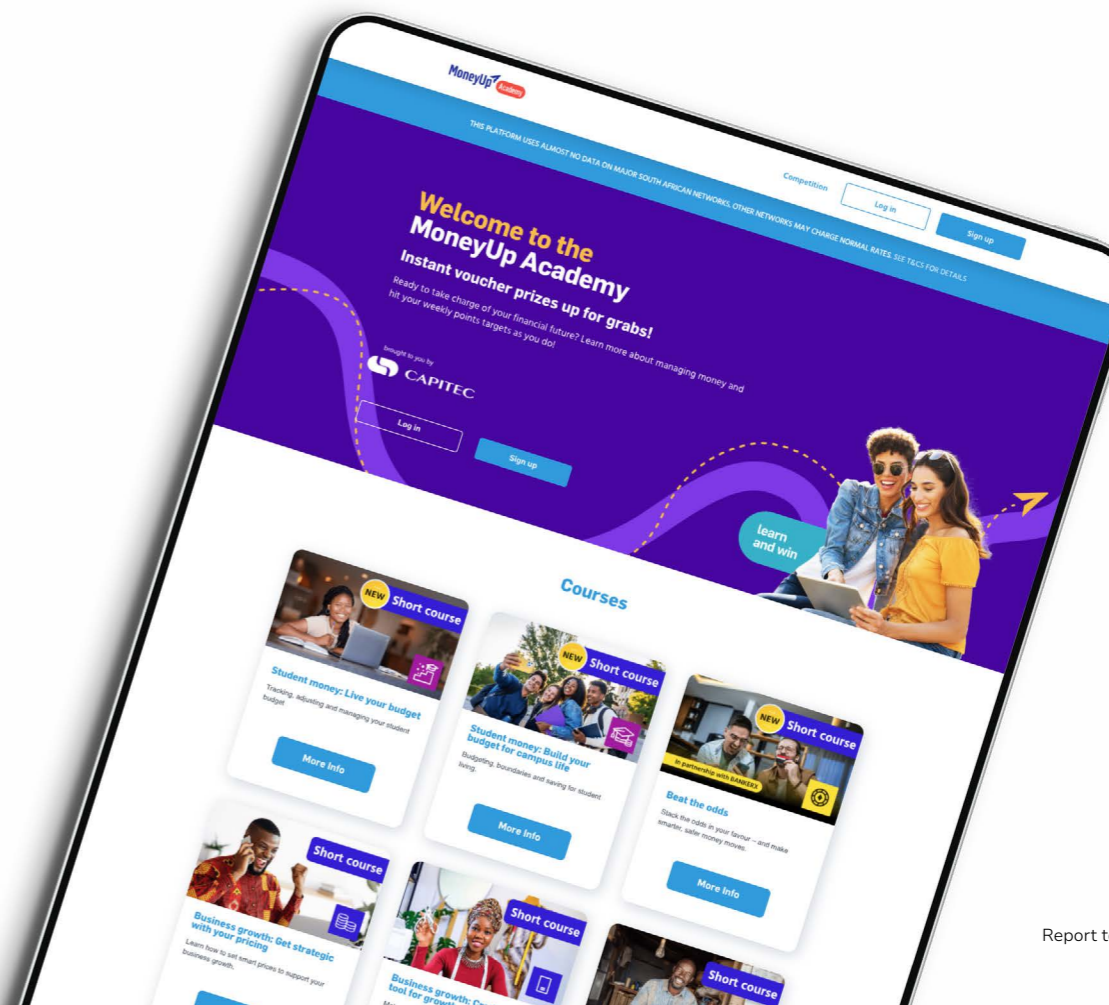
Each rescheduling option is tailored to the client's unique financial situation and cash flow challenges, ensuring that support is both appropriate and sustainable. Terms and conditions apply.

Consumer financial education

At Capitec, we are committed to fostering a culture of financial well-being that extends beyond our organisation to our clients and the broader community. Capitec's financial education initiatives are designed to support clients in developing the knowledge and skills to make informed financial decisions, contributing to personal stability and economic resilience.

To support this mission, we have developed dynamic and accessible learning platforms that serve as a continuous source of education and inspiration. Our approach is multichannel and ongoing, offering content that is relevant, top of mind and speaks to the individual needs of consumers.

Detailed information about our financial education initiatives is included in the financial inclusion section of this report.



Listening to our clients' voices

Capitec is committed to treating all clients fairly and with respect, especially when concerns are raised or complaints are lodged. We recognise that effective listening and responsive engagement are essential for maintaining trust and delivering responsible financial services.

To ensure clients can easily access support or provide feedback, Capitec offers multiple engagement channels, including:

- Capitec's conversational banking platform, which enables clients to access a range of banking services via WhatsApp, supported by an advanced chatbot that efficiently manages routine queries
- direct email communication with Capitec's client care centre
- a dedicated 24-hour client care centre accessible via telephone
- in-person support at any of Capitec's national retail branches or business centres.

The contact details of Capitec's client care centre are publicly available on the corporate website. Upon receipt of a complaint, Capitec formally acknowledges the matter, issues a reference number and contacts the client within 24 hours to provide an update on progress, including an estimated timeline for resolution.

Complaint management framework

Our complaint management framework is designed to remove barriers to reporting, ensure timely and transparent resolution and drive continuous improvement across the organisation.

Key principles of the framework include:

- making it easy for clients to submit complaints
- promptly acknowledging receipt of complaints
- conducting thorough investigations to ensure fair and timely resolution
- keeping clients informed throughout the process
- providing clear and balanced responses
- offering escalation options when clients are dissatisfied with the outcome
- using insights from complaints to improve our products, processes and service delivery.

Clients can report complaints through various channels, depending on their preference:

- **First-level complaints** are submitted via internal channels such as branches, Capitec's website, the client care centre or social media. These are resolved as quickly as possible, or escalated to the Complaints department for formal investigation if needed
- **Second-level complaints** include those that could not be resolved at the first level or are received directly from external sources such as the media, the CEO's office or regulatory bodies. These are managed by the Complaints department to ensure fair and consistent resolution.

To ensure effective recovery of negative client experiences, service level agreements are in place for each stage of the complaint process – from initial acknowledgement to final resolution. These timelines are informed by the complexity of the issue and the required remedial actions.

All formal complaints are logged in an incident management system and categorised according to regulatory standards. Independent quality assurance assessments are conducted on a sample of complaints to ensure objectivity and fairness.

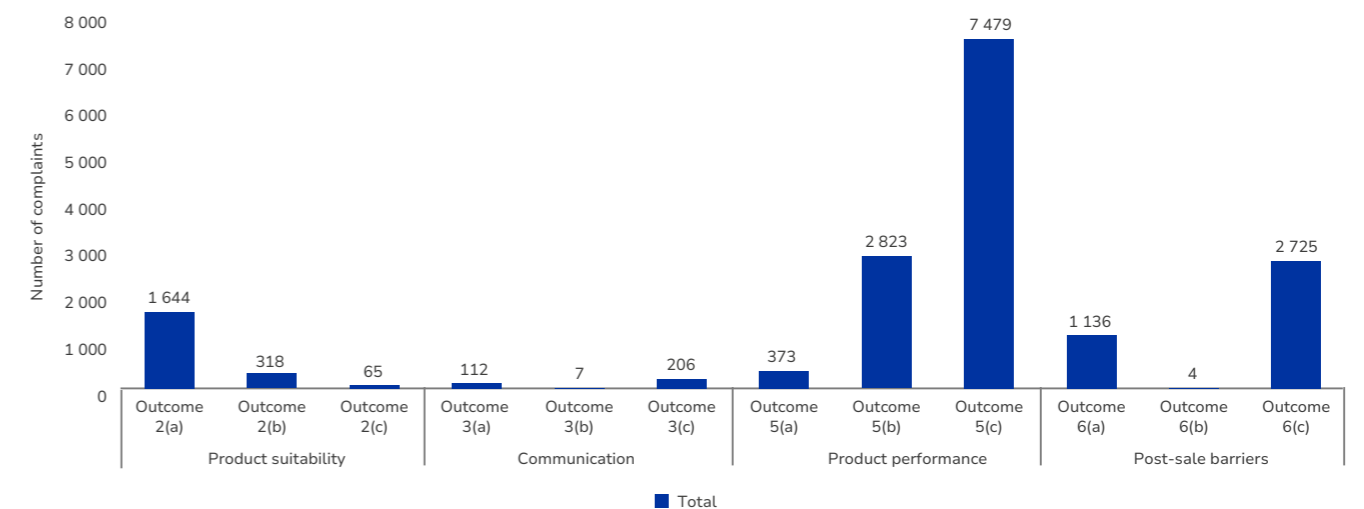
The Complaints department regularly analyses complaint data to identify root causes and drive continuous improvement. This enables Capitec to not only reduce future complaints but also enhance our products and services, processes and employee conduct, ensuring that we learn from every client interaction.

During the past financial year, 96% of all complaints logged were resolved within the required timeline. 17% of complaints were escalated to the National Financial Ombuds Scheme South Africa, indicating that the majority of complaints were effectively addressed through our internal processes.

Source of complaint	Total	%	Resolved within 21 days	%
Branch	3 262	14	3 243	99
Capitec website	242	1	242	100
CEO's office	120	1	116	97
Client care centre	1 208	5	1 205	99
Client direct	10 192	44	10 150	99
External party	353	2	352	99
Inter-departmental referral	193	1	193	100
Ombudsman and other regulatory bodies	4 027	17	3 111	77
Other	631	3	630	99
Social media	3 024	13	3 017	99
Total	23 252	100	22 259	96

Capitec categorises all complaints received according to the appropriate TCF outcome. By linking complaints to specific TCF outcomes, we are able to monitor and improve our service delivery, uphold regulatory standards and continuously enhance the client experience.

Complaints received per TCF outcome



Digital fraud detection

The Group made meaningful progress in strengthening its financial crime capabilities, reflecting the critical role these efforts play in protecting clients and safeguarding trust in Capitec's banking services. Capitec's financial crime strategy continued to mature through the expanded use of data science and machine learning, enabling greater scale, improved precision and enhanced operational efficiency.

This digital-first, data-driven operating model is underpinned by ongoing investment in scalable data platforms, advanced analytics and AI-enabled models, allowing us to respond more effectively to increasingly sophisticated financial crime threats.

Channel and digital controls were further enhanced through the continued use of biometric-based authentication and intelligent in-app journeys, incorporating client awareness prompts, contextual warnings and informed decision-making prior to payment execution. These measures are deliberately designed to intervene at the point of greatest client vulnerability. Collectively, these enhancements strengthened the Group's ability to manage fraud and AML risk across channels, with particular progress in disrupting mule account activity and reducing harm to clients from financial crime.

Digital fraud and social engineering continue to increase in frequency and severity in the South African landscape. This trend is driven by real-time payment capabilities, the use of cryptocurrency and online platforms to rapidly move illicit funds, and the growing sophistication of fraud techniques. As digital channels become more deeply embedded in everyday banking, the likelihood of clients being exposed to fraud attempts has increased, particularly through impersonation, manipulation and deception. While not all attempts result in financial loss, certain clients remain more vulnerable to these tactics, increasing the risk of individual harm.

Traditional fraud typologies remain prevalent, while client push payment fraud and crimes committed under duress continue to pose heightened risks. When such incidents occur, the impact on affected clients can be significant, extending beyond financial loss to include emotional distress, anxiety, loss of confidence in digital banking services and, in certain cases, longer-term financial hardship.

These outcomes underscore the importance of proactive client protection and early intervention. Against this backdrop, the Group's fraud losses remained stable and, in certain areas, declined, reflecting the effectiveness of a layered prevention and detection approach. The accelerated adoption of digital banking and broader fintech innovation has expanded the digital threat landscape, with fraudsters increasingly exploiting social media, messaging platforms and emerging technologies, including deep-fake capabilities, to target clients at scale and with greater precision.

Enhanced intervention capabilities were introduced to proactively warn clients and block high-risk and confirmed fraudulent beneficiaries. These controls are informed by advanced analytics, behavioural indicators and reported fraud activity, enabling earlier intervention, reduced repeat victimisation and the scaled disruption of known fraud networks. The continued focus on mule account detection remains central to the fraud strategy, supported by advanced analytics and network-based analysis to identify complex relationships indicative of organised financial crime.

The Group remains committed to staying ahead of evolving financial crime threats through sustained investment in digital controls, advanced analytics and proactive client protection measures, complemented by active participation in interbank and industry initiatives. These efforts are focused on reducing both the likelihood and impact of fraud on individual clients, protecting client assets, reinforcing trust in digital banking services and contributing to a safer and more resilient financial system.

Information and cybersecurity

Technology and data are central to Capitec's ability to deliver resilient, secure and scalable banking services in a rapidly evolving digital environment. These investments support innovation and business growth, while value for clients, employees and shareholders is protected through the effective management of information technology (IT) risk, including cybersecurity risk.

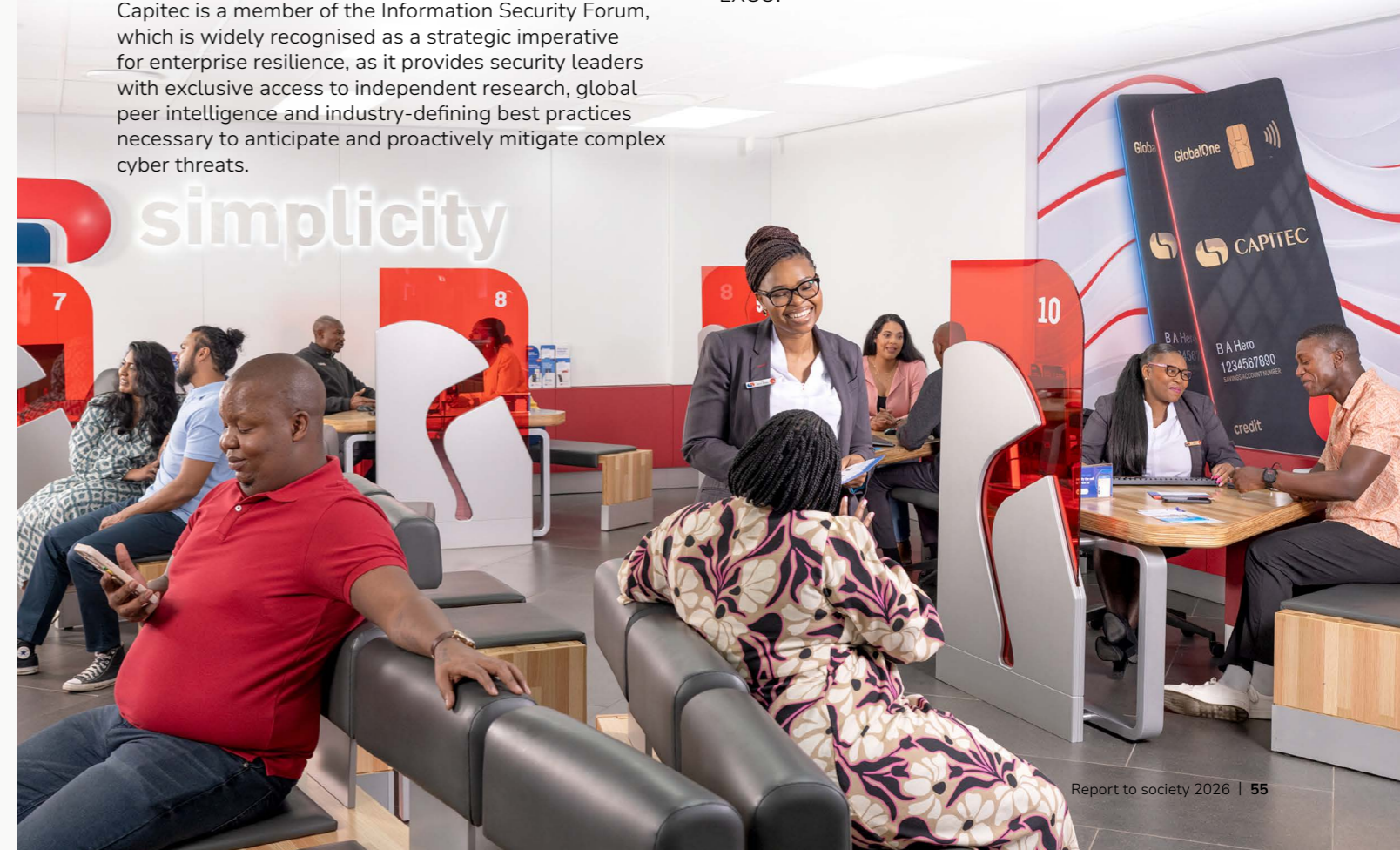
Although the likelihood of a material IT systems outage is assessed as low, reflecting the Group's disciplined approach to technology governance and resilience, the potential impact of such an event could be significant due to the high reliance of clients on always-available digital banking services. An extended or severe outage could disrupt client access to accounts and payment services, affect transaction processing and temporarily erode client trust. Continuous improvement in technology adoption is therefore balanced with a conservative and risk-aware approach to system design, resilience testing and incident management to minimise both the probability and impact of outages.

Capitec is a member of the Information Security Forum, which is widely recognised as a strategic imperative for enterprise resilience, as it provides security leaders with exclusive access to independent research, global peer intelligence and industry-defining best practices necessary to anticipate and proactively mitigate complex cyber threats.

Governance and oversight

Board-level oversight of information and cybersecurity risks is delegated to the RCMC, a Board subcommittee mandated, among other responsibilities, to monitor enterprise-wide risk management systems and processes, including those relating to information and cybersecurity.

At management level, divisional IT risk forums report to the IT Governance, Risk and Compliance (GRC) Committee, which in turn reports to the RCMC via the RISCO. The IT GRC Committee is chaired by the Chief Information Officer, who is also a member of the Group EXCO.



Information and cybersecurity continued

Information and cybersecurity policy commitments

Through its information security policy, which is currently not publicly available, Capitec commits to:

- continuously improving information security systems and capabilities
- ensuring the integrity, confidentiality and protection of data
- monitoring, detecting and responding to information security threats, including through intrusion detection, endpoint detection and response, threat and incident management and vulnerability management
- defining and assigning clear roles and responsibilities across the organisation, from the Board, the Group EXCO and the IT GRC Committee to data owners, Product Heads and end users
- establishing information security requirements for third parties, including non-disclosure agreements and minimum contractual standards covering confidentiality, privacy, legal and regulatory compliance and service delivery requirements.

Information and cybersecurity management programmes

Information and cybersecurity remain a significant risk within the South African financial services sector. The increasing sophistication of cyber threats, combined with the Group's expanding digital footprint, necessitates a proactive and resilient approach to cybersecurity risk management.

Capitec maintains a low residual risk appetite for information and cybersecurity threats and applies a layered defence model supported by a dedicated, skilled Cybersecurity team. Controls span prevention, detection and response, supported by regular testing, vulnerability assessments and both internal and external reviews.

Capitec maintains a security operations centre with 24/7/365 monitoring capabilities, utilising the expertise of both an internal team and a specialist cybersecurity vendor to continuously monitor cyber events within the organisation's environment.

We conduct regular penetration tests on the environment by accredited penetration testing providers. We additionally maintain a strong internal penetration testing capability, allowing us to internally provide assurance pertaining to internal and external systems.

Information and cybersecurity controls are reviewed annually by Internal Audit and independent external service providers. Ongoing employee awareness initiatives strengthen the human element of cyber defence and support a culture of security across the organisation.

The resilience and availability of critical systems are essential to support core business operations and maintain client trust. Capitec maintains a low residual risk appetite for disruptions to critical IT assets.

Continued adoption of cloud technologies and architectural improvements has strengthened system resilience. System resilience testing is performed regularly, and compliance with resilience standards is supported through ongoing reviews of critical operations, supporting IT and data assets, and key third-party dependencies.

Employees are encouraged to report any information or cybersecurity-related incidents, vulnerabilities or suspicious activities to the dedicated IT Risk teams.

Data privacy

Capitec maintains a zero-tolerance approach to personal information data breaches arising from intentional or grossly negligent actions and a low-risk appetite for all other data breaches. As a responsible party under POPIA, the Group applies robust controls to minimise privacy risks and safeguard personal information.

The privacy of clients, employees and other stakeholders is protected through the responsible, ethical, secure and lawful processing of personal information. Client information is not processed for secondary purposes unless explicit consent is provided through opt-in mechanisms, and clients retain the right to withdraw consent at any time. Clients also reserve the right to request that their data be transferred to other service providers, subject to robust identity verification procedures.

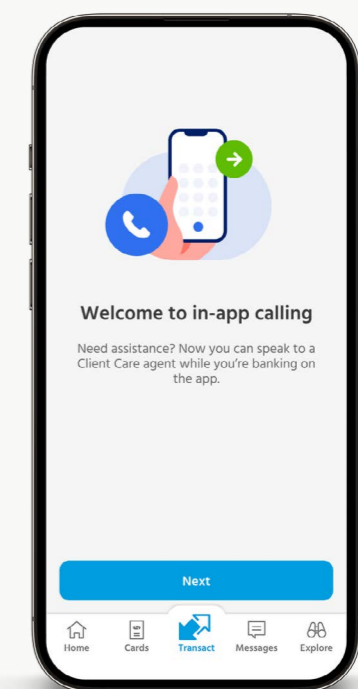
Privacy risks and compliance matters are governed through established oversight and escalation processes. Personal information incidents and complaints are managed through a structured response framework, ensuring appropriate investigation, remediation and regulatory engagement where required.

To support effective privacy risk management and regulatory compliance, Capitec applies enterprise-wide risk management and governance frameworks, embeds privacy-by-design principles across processes and systems, conducts data privacy impact assessments throughout the data life cycle, delivers ongoing privacy training and awareness, and maintains policies and standards that underpin the Group's Data Privacy Programme.

Capitec's enterprise data privacy policy, the core principles of which are available on its corporate website, applies to Capitec's direct operations as well as to any third party or partner with whom Capitec has contracted.

Capitec's privacy strategy, approved by the Group EXCO, is continuously refined to reflect evolving local and international data protection laws and best practices. Non-compliance is addressed through appropriate disciplinary measures, reinforcing our commitment to accountability and ethical conduct.

Please refer to our privacy centre for more details, available at www.capitecbank.co.za/privacy-centre/.



Artificial intelligence

During the reporting year, Capitec established an AI Committee as a formal management governance forum to provide enterprise-wide oversight, strategic direction and decision-making relating to the responsible use of AI, with specific focus on generative AI (GenAI).

The establishment of this committee demonstrates Capitec's commitment to the ethical and responsible development and deployment of AI technologies.

Key focus areas include:

- protection of data privacy and personal information
- cybersecurity and resilience of systems and infrastructure
- identification and mitigation of potential algorithmic bias
- transparency, including enabling users to identify AI-generated content.

This commitment is formally endorsed by the Board and the Group EXCO.

The AI Committee operates within Capitec's approved GRC frameworks. It is responsible for ensuring that AI use cases are aligned with the Group's strategic objectives, implemented within the approved risk appetite and compliant with applicable regulatory, conduct, data protection and consumer protection requirements.

The committee provides a structured mechanism to identify, assess, approve and oversee GenAI-related risks and opportunities across the organisation. This ensures that GenAI capabilities are deployed in a safe, responsible and controlled manner, supported by appropriate accountability, transparency and human oversight. In doing so, the committee supports Capitec's commitment to sound risk management, fair client outcomes, operational resilience and regulatory compliance.

The committee reports and escalates matters in line with Capitec's delegation of authority and governance structures, and operates in coordination with the Group EXCO, relevant management committees and risk committees, as appropriate. The committee is chaired by the Chief Data Officer.

Terms of reference

The AI Committee's mandate includes the following responsibilities:

- Set and oversee the strategic direction for the adoption and use of GenAI, ensuring alignment with Capitec's business strategy, ethical principles, approved risk appetite and regulatory obligations
- Establish and maintain a robust GenAI governance framework, including the definition, approval, implementation and periodic review of relevant policies, standards, principles and procedures in line with industry best practice and applicable regulatory frameworks
- Oversee the establishment and maintenance of a centralised GenAI inventory, ensuring that all GenAI use cases, models, tools and deployments are:
 - identified, documented and approved prior to use
 - classified according to risk, materiality and regulatory impact
 - assigned clear business and technical ownership
 - mapped to applicable policies, controls and regulatory obligations
 - subject to ongoing review throughout the AI life cycle
- Ensure regulatory compliance and control effectiveness through the receipt, review and constructive challenge of regular, evidence-based reporting on:
 - GenAI control design and operating effectiveness
 - risk assessments and model classifications
 - incidents, breaches or unintended outcomes
 - remediation actions and progress
- Provide enterprise-level oversight of GenAI-related risks across the full life cycle (design, development, deployment, operation and decommissioning), ensuring risks are:
 - identified, assessed and classified using a proportionate, risk-based approach
 - managed in line with Capitec's approved risk appetite
 - consistent with regulatory expectations, including transparency, explainability, data protection, bias mitigation and human oversight principles

- Ensure ethical and responsible AI use, including oversight of fairness, accountability, transparency, human-in-the-loop decision-making and client impact, with particular focus on high-risk and client-facing use cases
- Oversee the governance, escalation and approval of GenAI use cases, ensuring appropriate decision-making for higher-risk or regulated applications
- Promote consistent accountability, recognising that responsibility for the design, implementation and operation of GenAI controls remains with the designated business and functional owners, while the committee provides independent oversight, challenge and assurance
- Monitor regulatory developments and emerging best practices to ensure Capitec's GenAI governance framework remains current, defensible and scalable as regulatory expectations evolve.



5 Financial inclusion

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Our approach to financial inclusion

South Africa's banking landscape has historically reflected the country's broader socio-economic inequalities.

Large segments of the population were excluded from the formal financial system due to barriers such as limited access to identification documents, inconsistent income streams and the high cost structures of traditional banking services. This exclusion constrained access to essential financial products and services, limiting economic participation and long-term financial resilience for many South Africans, and caused significant obstacles preventing many South Africans from formal financial inclusion.

In response to this systemic gap, Capitec commenced operations on 1 March 2001 with a purpose-driven approach to simplifying banking and lowering the cost of financial services. By leveraging technology and re-engineering traditional banking processes, Capitec reduced operational complexity and transferred these efficiencies to clients through more affordable and accessible offerings.

Since its inception, Capitec has maintained a strong commitment to advancing financial inclusion and promoting the financial well-being of its clients. Its business model is built on 4 core principles: **simplicity, affordability, accessibility** and **personal experience**. These pillars guide the design and delivery of inclusive financial solutions that serve clients across diverse demographics, irrespective of gender, race, age, income level, health status, physical ability or geographical location.

Capitec's extensive national footprint of branches and cash devices, complemented by call centre support and digital banking platforms, enables broad reach across urban, peri-urban and rural areas. This integrated distribution model supports previously underserved and unbanked communities by providing secure, convenient access to financial services, enabling greater participation in the formal economy.

Capitec's commitment to financial inclusion is underpinned by a robust strategy focused on:

- driving innovation and expanding our product and service range
- tailoring delivery methods to create easy access to financial products and services based on existing and potential client needs and preferences
- promoting financial education to improve financial literacy across society
- supporting the financial well-being of our employees and clients through targeted education and responsible product design
- implementing safeguards to prevent over-indebtedness, particularly among low-income groups
- ensuring accessible and responsive complaint mechanisms
- training employees to uphold respectful engagement and avoid aggressive sales practices, especially when interacting with vulnerable groups.

Our 4 fundamentals

Simplicity
is power

When banking is straightforward and easy to understand, people feel in control of their money.

Affordability
matters

Our clients deserve the best value, with simple pricing and no hidden fees.

Accessibility
is non-negotiable

Everyone should have access to tools and opportunities to improve their lives.

Personal experience
is essential

We treat every client like a human, not a number.

Client demographics

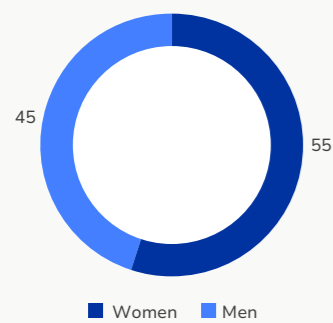
Capitec’s business model is grounded in the principles of simplicity, affordability, accessibility and personal experience. These principles guide the design and delivery of financial services intended to be inclusive of all clients, regardless of gender, age or financial standing. As a result, the Group does not currently offer products or services that are specifically targeted at women or youth segments.

Notwithstanding this non-segmented approach, Capitec’s business model has, in practice, enabled broad access to financial services and has resulted in meaningful inclusion of some of the most vulnerable segments of society. This outcome is achieved without vulnerability or demographic status being an explicit targeting criterion.

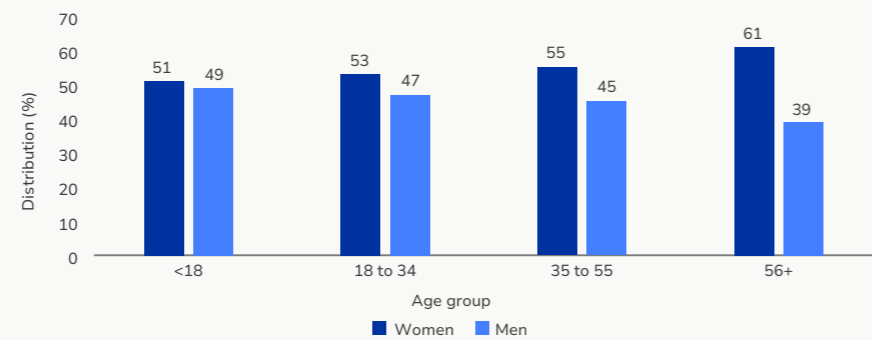
The client demographic data presented below, supported by graphs and key statistics, illustrates how Capitec’s inclusive approach translates into a diverse client base and demonstrates the extent to which the Group serves historically underrepresented and financially constrained populations.

Women represent 55% of our client base, reflecting strong female participation and access to our services.

Women as a % of total active clients

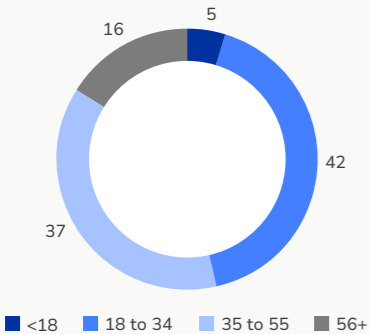


Gender distribution within age group

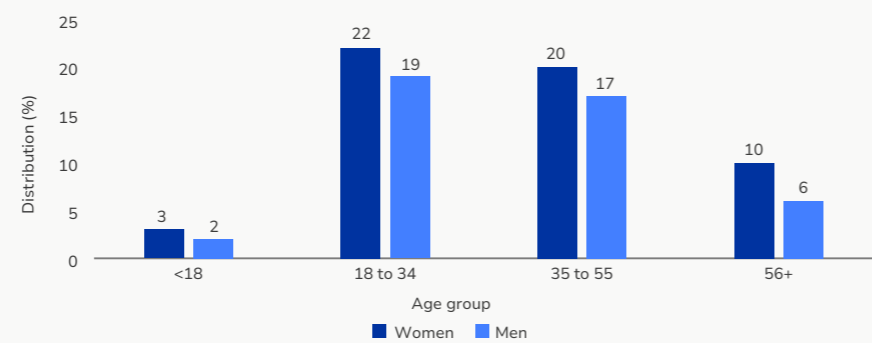


In terms of age distribution, 42% of our clients fall within the 18 to 34 age group, with a further 5% under the age of 18. Collectively, this means 47% of our clients fall within the youth category, underscoring our reach and relevance among younger demographics.

Age group as a % of total active clients



Gender distribution within age group % of total active clients



We note that 26.6% of Capitec’s clients are recipients of South African Social Security Agency (SASSA) grants. With an estimated 28 million people in South Africa currently receiving social grants, this indicates that Capitec serves 24% of this market. This underscores the Bank’s role in advancing financial inclusion by providing a simple, affordable and accessible banking solution, particularly for individuals who were previously unbanked or underserved in the formal financial system. We have also seen a marked increase in the number of SASSA clients over the past 2 years, increasing from 5.6 million in 2024 to 6.7 million in 2026.

Access to credit

Access to responsible credit within the unsecured lending market has historically been limited to large segments of the population. While credit must always be applied responsibly, it plays an important role in enhancing financial inclusion by enabling greater financial flexibility and access to economic opportunities that can contribute to improved quality of life.

Women and young people have traditionally been underserved by the formal financial system, which has constrained their participation in the formal economy and limited opportunities for long-term financial growth. Against this backdrop, the current client profile reflects encouraging progress towards greater inclusion. Women represent 47.5% of the credit client base, while 31% of clients fall within the 18 to 34 age group.

This is partly supported by a youth-focused Credit Card offering, available to individuals aged 18 and older, with a low entry-level credit limit starting from R600. The product is designed to enable young adults to access formal credit responsibly and to begin building a healthy credit record early in their financial journey.

Helping clients to save

Access to financial services extends beyond the ability to transact or obtain credit. Capitec also supports clients in building financial resilience through savings. The number of clients holding at least 1 savings account increased from 19.8 million in 2024 to 23.4 million in 2026.

Accessibility through proximity

A strong pillar of financial inclusion is proximity to financial services. Capitec currently has a national retail branch footprint of 866 (19 business centres). There are also more than 5 000 cash devices.

Historically, semi-rural but especially rural populations were excluded from the formal economy because financial services were so difficult to access. Capitec addressed this with a 2-pronged approach: bringing branches and cash devices physically closer and also designing and delivering a feature-loaded banking app.

	Retail branch (%)	Cash device (%)
Rural	27.6	25.6
Semi-rural	30.1	28.4
Urban	42.3	46.0
Total	100.0	100.0

Banking app clients have now reached 16.9 million, 66% of total active clients.

Capitec Life

Capitec Life currently provides insurance cover to approximately 25% to 30% of South Africa’s population across its 3 insurance products. The active insurance client base continues to grow steadily, increasing from 3.6 million clients in 2024 to 4.5 million clients currently. As at the reporting date, the number of in-force policies stands at approximately 6 million.

Since 2024, Capitec Life has paid out nearly R11 billion in claims, supporting financial resilience for policyholders and their dependants. Over the past year, the business processed an average of 17 768 claims per month, demonstrating both scale and consistency in claims fulfilment.

Capitec Life has also strengthened its operational capacity to ensure claims are processed with the urgency and care required during times of financial and personal distress:

- Funeral Cover claims are predominantly settled within 5 hours, with 84% of claims finalised within 24 hours
- Credit Life claims are settled within an average of 7.4 hours, with 54% resolved within 24 hours and a further 21% within 48 hours.

Banking fees

For the 2027 financial year, Capitec has elected to maintain pricing across the majority of its core banking services. This decision is made against a backdrop of sustained economic pressures on South African households and reflects the Group's strategy of maintaining low-cost banking services and its commitment to financial inclusion. By limiting fee increases, Capitec aims to reduce the cost burden on clients and support greater financial resilience.

The Group's operating model is designed to achieve scale-driven efficiencies, enabling ongoing cost discipline across the business. These efficiencies are intentionally translated into value for clients through consistently low and transparent fees. Maintaining affordable banking services is a deliberate strategic choice intended to have a tangible, positive impact on clients' everyday financial lives.

R1

Capitec-to-Capitec payment

R3

Debit order

R10

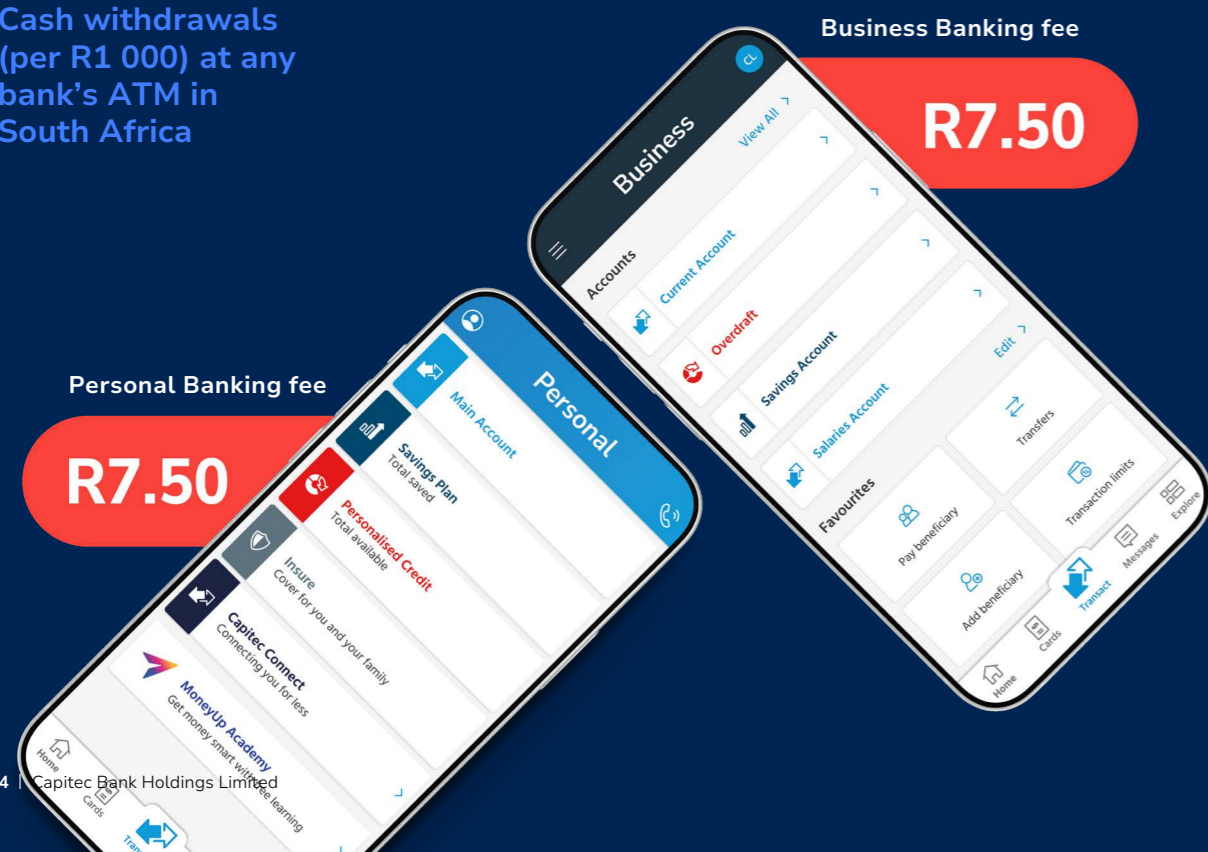
Cash withdrawals (per R1 000) at any bank's ATM in South Africa

R2

Payment to other South African banks

R6

Immediate payments to all South African banks



Small and medium-sized enterprises

Small and medium-sized enterprises (SMEs) play a critical role in South Africa's economic and social landscape. Spanning informal traders, sole proprietors and growing small businesses, these enterprises collectively represent a significant driver of inclusive economic participation, employment creation and community resilience.

Capitec introduced the Entrepreneur Account (EA) during the reporting year. This offering was designed in direct response to the practical banking needs of small and independent business owners who are often underserved by traditional business banking models.

The development of the EA was informed by a clear client insight: more than 1.4 million Capitec clients were already using personal banking accounts to manage business activities. Rather than requiring immediate formal registration through the Companies and Intellectual Property Commission, Capitec identified an opportunity to support entrepreneurs at an earlier stage of their business journey, enabling growth through accessible, simple and affordable financial solutions.

Market uptake has been strong. Since the launch, more than 120 000 EAs have been opened through organic demand, without any formal marketing.

The EA is purpose-built for sole proprietors and unregistered businesses, providing a professional banking platform that supports gradual formalisation and long-term scalability. In contrast to conventional business banking fee structures, Capitec leverages its scale to offer transaction fees aligned with those of personal banking accounts. This approach reduces cost barriers that often constrain early-stage and micro-enterprises.

Key features of the EA include:

- no additional monthly fee for qualifying Personal Banking clients, lowering the cost of entry for small businesses
- the ability to hold up to 4 EAs to manage multiple income streams or ventures
- enhanced professional credibility through the display of the business name on cards, statements and proof of account documents
- access to card payment acceptance via a linked Capitec card machine, with competitively low card commission fees

- access to capital through inflow-based credit facilities of up to R500 000, assessed on daily card sales and invoicing data, enabling businesses to restock, expand operations, invest and create employment.

These features improve access to financial services and credit for entrepreneurs who may lack extensive trading histories, formal business structure or traditional collateral. In doing so, the EA contributes to strengthening SME participation in the economy and supports Capitec's broader commitment to inclusive and sustainable growth.

Emerging markets

Emerging markets remain a key focus within our broader entrepreneurial support strategy, particularly within the informal economy. Our Emerging Markets team partners closely with local entrepreneurs to co-create tailored business solutions for 'kasipreneurs', addressing their specific challenges in practical, relevant and impactful ways.

Through a combination of billboards, storefront branding, business signage, our branch network, local event sponsorships and mobile bankers embedded within communities, we enhance business visibility while providing ongoing, accessible support where it is needed most.

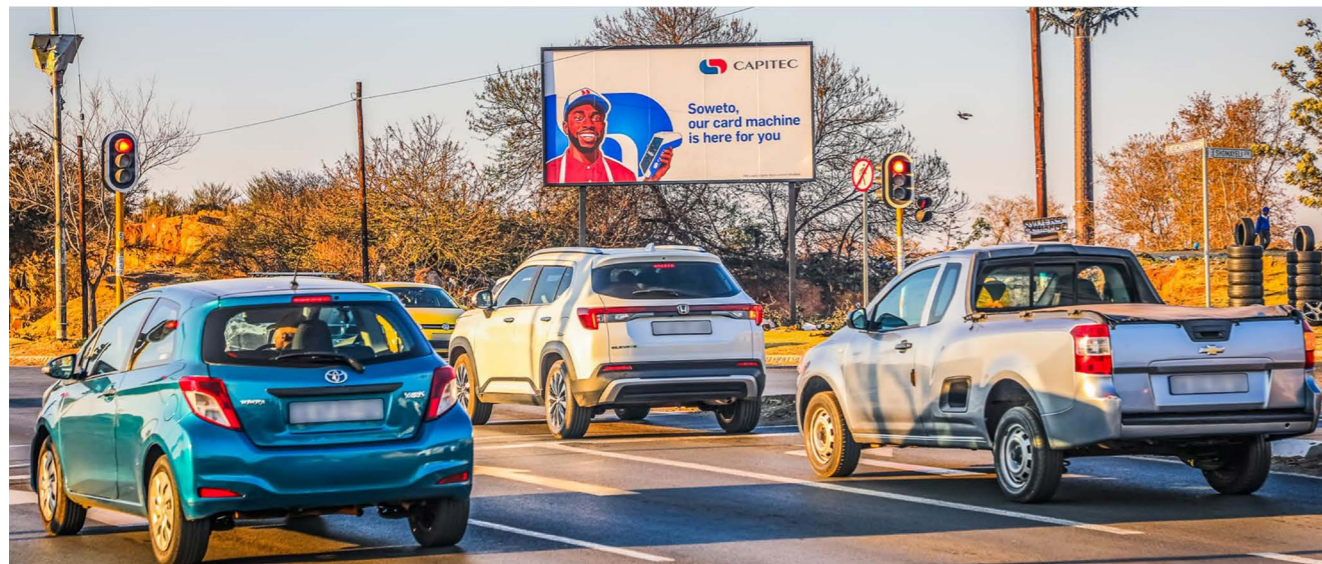
Our engagement journey began in the large townships of Soweto and Tembisa, where 52 large-format billboards were erected and 134 spaza storefronts were branded. To date, we have delivered 12 on-the-ground activations, resulting in more than 2 000 direct business engagements. These initiatives have not only increased awareness and visibility but have also contributed to building trust in the Capitec brand within these communities.

Small and medium-sized enterprises continued

Examples of billboard placements around Soweto are shown below.



The N12 highway between the N1 Western Bypass and the Golden Highway, entering Soweto towards Chris Hani Road



Elias Motsoaledi Road through central Soweto towards Chris Hani Road

At sponsored vendor events, 130 participating vendors generated close to R1 million in revenue during and immediately after the events. Since participation, these businesses have demonstrated average account inflows of approximately R2 million, indicating sustained business activity and improved financial engagement.

Examples of storefront branding and business signage are shown below.







Busiso tuckshop on site BS132, Motlana Street, Orlando East



Discount Supermarket on site KC-SWTCPT-062 on Molele Street, Senoane

Financial health and well-being through consumer financial education

Our financial education mission is to promote a culture of financial well-being for our employees, clients and communities. This mission drives us to create a widely used source of continuous learning and inspiration. We create learning experiences that are ongoing, multichannel and cover topics that are relevant, top of mind and that speak to the individual needs of consumers.

Name	What	Target audience	Reach
	Fully automated chat-based financial education on WhatsApp. Engages users with bite-sized, conversational content. Users interact with a chatbot named Moola through a menu-driven interface	Consumers aged 18 to 35	<ul style="list-style-type: none"> 834 440 total registered users (2025: 543 193) 291 257 new users registered (2025: 398 862) 1 825 801 micro-learning experiences completed (2025: 1 423 183) 305 132 unique users completed 1 or more learning modules (2025: 275 765) 6 average learning experiences per user (2025: 5)
	Free online financial education learning platform offering interactive courses with personal financial information and strategies	Consumers aged 18 to 45	<ul style="list-style-type: none"> 955 877 total registered users (2025: 751 122) 204 758 new users registered (2025: 166 071) 212 106 courses completed (2025: 186 690) 83 186 unique users completed 1 or more courses (2025: 73 040)
	Interactive card game to engage learners in schools within our communities. It teaches budgeting and saving concepts interactively to groups of up to 5 learners with game play sessions facilitated by Capitec volunteers	Grade 7 school learners	<ul style="list-style-type: none"> 481 schools (2025: 280) 9 provinces (2025: 7) 55 920 learners (2025: 30 923)
	Interactive financial wellness workshops presented by trained Capitec Regional Managers	South African workforce	<ul style="list-style-type: none"> 113 presentations 9 provinces 5 437 beneficiaries

MoneyUp Academy

This accessible and free online financial education platform offers courses that cover fundamental money concepts and topics in the categories of budgeting, saving, investing and debt. Capitec carries the cost of the platform data.

This year, we expanded our course offerings. The solution now includes 5 courses designed to equip small business owners with essential knowledge and skills in foundational financial management, business registration and growth strategies. These courses achieved a total of 49 161 completions by the end of the financial year, with an average completion rate of 73%.

In addition, in January we launched our first course to educate users about the risks of gambling. The course has had 14 475 completions since its launch and a completion rate of 80%. Finally, our first course in a series of courses aimed at students was approved for publishing on 27 February.

Collectively, 96% of users this financial year rated course content as excellent or good, and 97% said they felt empowered and found practical value in the content. Additionally, we have had 108 426 open text survey responses from users who completed courses – 95% of responses were positive and 5% included constructive comments, including feature suggestions.

The MoneyUp Academy has acquired 955 877 users since its inception in April 2020, and 260 143 users have completed a total of 618 545 courses to date.

MoneyUp Chat on WhatsApp

The fully automated chatbot delivers micro-learning experiences, referred to as mini-challenges, in an approachable and engaging format. Users are regularly re-engaged by the scheduled introduction of new mini-challenges, which are announced via Highly Structured Messages sent directly through WhatsApp. Each mini-challenge requires approximately 5 to 10 minutes to complete.

During the financial year, 26 new learning experiences were introduced, and the platform now features 49 mini-challenges, including 24 dedicated to money safety. Notably, 15 of these challenges incorporate voice episodes in 4 languages. These episodes were developed as part of the Sis Thandi Slam the Scam campaign, providing an innovative engagement option for MoneyUp Chat users. Throughout the reporting period, 430 617 Sis Thandi challenges were completed.

Aligned with the MoneyUp Academy, the MoneyUp Chat solution now features 5 new mini-challenges tailored specifically for small business owners. These challenges have received positive user feedback, with 208 769 total completions and a weighted average completion rate of 76%. Additionally, users who complete multiple challenges demonstrate an average completion rate of 91%, suggesting strong relevance and engagement.

Since MoneyUp Chat launched in August 2022, it has gained 834 440 users. A total of 3 714 822 mini-challenges have been completed by 578 448 users so far. Users are now able to rate mini-challenges after finishing them, resulting in 577 656 responses, with 89% expressing positive sentiment.

Budget Champs

The Budget Champs Programme uses an interactive card game that employee volunteers facilitate at schools in the communities we serve. Budget Champs was designed to teach essential budgeting and saving concepts interactively in small groups of up to 5 learners. The game aligns with the grade 7 EMS curriculum. Teachers and learners of beneficiary schools receive games and companion guides after sessions to continue the learning experience in the classroom and home environment.

We reached 481 schools and 55 920 learners in 9 provinces. This is a testimony to the active commitment of our Personal Banking Operations teams in their communities.

Key insights aggregated from post-implementation survey responses include teacher feedback from 208 respondents who rated facilitator professionalism and session quality at a near-perfect average score of 4.9 out of 5.

Financial health and well-being through consumer financial education continued

Fraud awareness and money safety

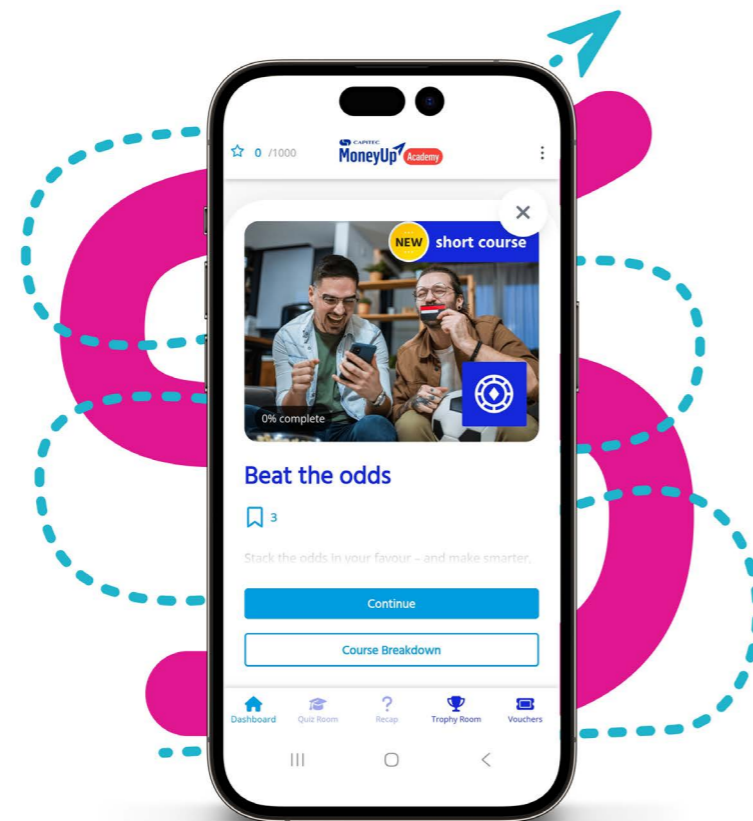
We maintained a strong emphasis on fraud awareness and money safety through targeted communication and education initiatives across client engagement and paid media channels. The Sis Thandi fraud awareness campaign launched at the end of July 2025 and continued until the close of the financial year in February 2026. This campaign featured fortnightly recorded episodes with Sis Thandi – a fictional talk show host – on Metro FM and 3 national African language radio stations, Ukhozi FM (Zulu), Umhlobo Wenene FM (Xhosa) and Lesedi FM (Sotho). Each episode involved Sis Thandi interacting with fictional fraud victims, systematically reviewing the tactics used by fraudsters, and providing actionable guidance for consumers to protect themselves.

As an awareness initiative, the campaign's success was measured by its reach, averaging 11 million listeners per month throughout its run. Recorded episodes were disseminated via our owned channels, including social media and MoneyUp Chat. Additionally, the Sis Thandi campaign was reinforced by fortnightly live interviews on RSG, where Capitec subject-matter experts provided further fraud awareness education – these segments achieved an average monthly reach of 463 000 listeners from July 2025 to February 2026. Toward the end of January 2026, we expanded our efforts with live fraud awareness interviews on 702 and Cape Talk to engage a broader audience. Fraud awareness and money safety communication and education will continue to be a primary focus in the upcoming financial year.

MoneyUp for communities

This new financial education initiative, which features financial wellness presentations conducted by trained Personal Banking Regional Managers across South Africa, was officially launched in May 2025. By the close of the financial year, 113 workshops had been executed in 9 provinces, benefitting 5 437 unique participants. They included debt management, money safety and scams, and budgeting.

Nearly 700 delegates completed post-presentation surveys. Participants rated all aspects of the sessions highly, with average scores exceeding 4.6 out of 5 in areas such as confidence, relevance, clarity, facilitator effectiveness and engagement. Furthermore, the likelihood to recommend these sessions was substantial, with an average rating above 9.5 out of 10 and 10 being the most frequent response. These results indicate a strong level of satisfaction, suggesting that attendees found the content both valuable and well delivered, and are likely to recommend the sessions to others. Workshop resources featured 2 new MoneyUp guides – 1 on Financial Wellness and the other on Financial Control – developed to complement the workshops and promote self-guided learning.



6 For your information

Abbreviations

AI	Artificial intelligence	IOD	Injury on duty
AML	Anti-money laundering	IT	Information technology
ATB	Afrika Tikkun Bambanani	JSE	Johannesburg Stock Exchange Limited
ATM	Automated teller machine	KRI	Key risk indicator
AvaFin	Avafin Holding Limited	MMMP	Middle Management Mastery Programme
AWS	Amazon Web Services	NPC	Non-profit company
BSC	Business Support Centre	NQF	National Qualifications Framework
Capitec	Capitec Bank Holdings Limited and its subsidiaries	OHS	Occupational health and safety
CEO	Chief Executive Officer	PBO	Public benefit organisation
CFO	Chief Financial Officer	POPIA	Protection of Personal Information Act, Act 4 of 2013
CoM	Centres of Mastery	RCMC	Risk and Capital Management Committee
CSI	Corporate social investment	REMCO	Human Resources and Remuneration Committee
DAC	Directors' Affairs Committee	RISCO	Risk Committee
DMA	Double materiality assessment	SASSA	South African Social Security Agency
EA	Entrepreneur Account	SDG	Sustainable Development Goal
ECD	Early childhood development	SED	Socio-economic development
EDP	Executive Development Programme	SESCO	Social, Ethics and Sustainability Committee
EMS	Economic and Management Sciences	SHE	Safety, health and environment
ERG	Employee resource group	SME	Small and medium-sized enterprises
ESG	Environmental, social and governance	STEM	Science, Technology, Engineering and Mathematics
EXCO	Executive Management Committee	STI	Short-term incentive
FAIS	Financial Advisory and Intermediary Services	TCF	Treating customers fairly
FSC	Amended Financial Sector Code	the Bank	Capitec Bank Limited
GenAI	Generative artificial intelligence	the Group	Capitec Bank Holdings Limited and its subsidiaries
GRC	Governance, risk and compliance	Thuma Mina	Thuma Mina Teaching
GRI	Global Reporting Initiative	UN	United Nations
GRIT	Gender Rights in Tech	UNICEF	United Nations Children's Fund
HIRA	Hazard identification and risk assessment	WSA	Whole School Approach
ILO	International Labour Organisation		
IMI	Internal Mobility Initiative		

Contact information

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Registration number: 1999/025903/06
 Registered bank controlling company
 Incorporated in the Republic of South Africa
 JSE ordinary share code: CPI
 ISIN code: ZAE000035861
 JSE preference share code: CPIP
 ISIN code: ZAE000083838

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 GM Fourie (*CEO*)⁽¹⁾
 (retired on 18 July 2025)
 GR Lee (*CEO*)⁽¹⁾
 (appointed on 19 July 2025)
 NF Bhattay
 SA du Plessis
 CH Fernandez
 N Ford-Hoon
 GR Hardy (*CFO*)⁽¹⁾
 MSdP le Roux
 V Mahlangu
 RR Malhotra (appointed on 1 March 2025)
 PJ Mouton
 CA Otto

⁽¹⁾ Executive

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