ABOUT OUR INTEGRATED REPORT

Our integrated report is the outcome of a groupwide integrated reporting process. The process is governed by the board, led by Group Exco, assured through our coordinated assurance model and delivered through groupwide collaboration. Our integrated approach to decision-making, management and reporting enables us to create and preserve value as we deliver on our purpose - using our financial expertise to do good.

This report is prepared in accordance with the International <IR> Framework of the International Integrated Reporting Council (IIRC), including enhancements published in January 2021.

OUR PURPOSE

INTEGRATED THINKING AND DELIVERY ON OUR PURPOSE

Vision

LEADING THROUGH OUR PURPOSE

Values

Risks

DETERMINING OUR MATERIAL MATTERS

Opportunities

Short-, medium- and long-term outlook

> **DEVELOPING OUR STRATEGY**

Financial and non-financial targets **Board and board** subcommittees

DELIVERING ON OUR STRATEGY

Exco and exco subcommittees

Board, Group Exco

Board, Group Exco

Board, Group Exco

Board, Group Exco

How do we think about value creation, preservation and erosion?

Value creation, preservation and erosion are the consequences of how we apply and leverage our capitals as part of our strategy execution and are evident in how these capitals change over time, our financial performance and the outputs and outcomes for all stakeholders. Our value creation and preservation processes are embedded in our purpose (page 14), described as part of our business model on pages 10 and 11, and integrated into the way we think and make decisions.

In our report, we use the icons below to denote value creation, preservation and erosion:

- Value creation
- Value preservation
- Value erosion

How do we consider materiality and our material matters?

We apply the principle of materiality in assessing what information should be included in our integrated report. This report focuses particularly on those issues, opportunities and challenges that impact materially on our six capitals and the aroup's ability to be a sustainable business that consistently creates, protects and minimises the erosion of value for all stakeholders

Identifying our material matters

is a groupwide responsibility and requires input from all business units and divisions, an assessment of the risks and opportunities in our operating environment and input and feedback from all our stakeholders. Our material matters. as described on pages 36 to 45, influence our group's strategy, inform the evolution of our business model, our long-term business strategies as well as our short-, medium- and long-term targets. Identifying issues and their potential impact is a collaborative effort.

Our Group Executive Committee (Group Exco) approves these material matters as part of our business planning before the Nedbank Group Board endorses them. These material matters are assessed continuously to ensure that our strategy remains relevant in an evolving operating environment. This has been the case during the Covid-19 pandemic that emerged in SA during March 2020 and has significantly impacted all our material

Identify

issues that have the potential to impact our earnings sustainability and create, preserve or erode value for our stakeholders.

those with the greatest relevance in our operating context as material matters.

Prioritise

Assess

continually to ensure our strategy remains

Apply and validate

the material matters to inform our strategy, our six capitals and targets.

OUR INTEGRATED REPORTING PROCESS

International <IR> Framework

> COMPILING **OUR REPORT**

Reporting standards

Board, Group Exco,

integrated reporting

Coordinated assurance model

VALIDATING THE **INTEGRITY OF** THE REPORT

Board and exco review

Board, Group Exco, internal audit, external auditors Exco sign-off

APPROVINGTHE INTEGRATED REPORT

Board approval

Board, Group Exco

What process do we follow to complete the Nedbank integrated report?

The 2020 integrated report is prepared from Group Exco and board discussions, minutes, decisions and approvals (reflecting the group's integrated thinking) as well as internal and external reporting information as required by the Integrated <IR> Framework (2021). A crossfunctional team, led by the Group CFO and representing various clusters and subject matter experts across the group, produces several drafts of the integrated report with oversight from Group Exco and the board. The business clusters and Group Exco members review these drafts ahead of board reviews, and executive and boardmembers also contribute to the content. All members of Group Exco and the board are involved in the various approval processes, which are also supported by the oversight provided by independent assurance providers. The Group Integrated Report Approval Committee (which has delegated authority from the board) provides final approval and sign-off

Which reporting frameworks do we adhere to?

Our integrated reporting is guided by the principles and requirements of the International <IR> Framework, IFRS and the King Code of Governance Principles for South Africa (King IV), and is in accordance with the core' option of the Global Reporting Initiative (GRI) Standards. As a South African bank and a company listed on the JSE, we align with the JSE Listings Requirements, the SA Companies Act, 71 of 2008, and the Banks Act, 94 of 1990. More recently we have adopted the disclosure recommendations of the TCFD.

How do we ensure the integrity of our report?

The board ensures the integrity of the integrated report through our integrated reporting process, the various approvals and sign-offs by Group Exco and the board, and relies on our coordinated assurance model, overseen by the Group Audit Committee, that assesses and assures various aspects of our business operations and reporting. These assurances are provided by management and the board through rigorous internal reporting governed by the group's ERMF, internal audit and independent external sources and service providers.

Our annual financial statements are assured by our joint external auditors, Ernst & Young Inc. (EY) and Deloitte & Touche (Deloitte), limited assurance on selected sustainability information is provided by Deloitte, and Mosela Rating Agency provides limited assurance on our application of the Amended FSC and the group's BBBEE status. We have indicated the level of assurance provided on pages 71 and 93 and included the Independent Assurance Providers' Limited Assurance Report on Selected Sustainability Information on pages 102 and 103.

APPROVAL BY THE BOARD

The board acknowledges its responsibility of ensuring the integrity of fairly presents the integrated performance of Nedbank Group. The board of directors of Nedbank Group on 13 April 2021.

Mpho Makwana

Linda Makalima

Hubert Brody

Dr Mantsika Matooane Prof Tshilidzi Marwala

Acris

Mfundo Nkuhlu

Neo Dongwana

Stanley Subramoney

Errol Kruger

Edd Br

OUR INTEGRATED REPORT

Reporting period

This report is produced and published annually, covering the year 1 January to 31 December 2020, Any material events after this date and up to the board approval date of 13 April 2021 have also been included

Operating businesses

We report on the primary activities of the group, our business clusters. key support areas and subsidiaries in our African and international

Financial and non-financial reporting

Our integrated report extends beyond financial reporting and includes non-financial performance. opportunities, risks and outcomes attributable to or associated with our key stakeholders, which have a significant influence on our ability to create value sustainably.

Targets and strategy

We cover the strategic pivot made during 2020 in response to the Covid-19 pandemic, and provide insight into the group's future strategy and financial and nonfinancial targets for the short, medium (two to three years) and long term (five years or more).

Targeted readers

This report is intended to address the information requirements of long-term investors (our equity and preference shareholders, bondholders, debt providers and prospective investors), but we also present information relevant to how we create, preserve and minimise the erosion of value for other kev stakeholders, including our employees, clients, regulators and society.

Risk and ESG reporting

We have integrated our governance and risk management principles, practices and outcomes throughout our integrated report. In addition. specific board subcommittee reports are placed in the relevant sections given the integrated nature of aovernance.

Detailed ESG disclosures are

available in our supplementary reports, which are available at nedbankgroup.co.za.

this integrated report. In the board's opinion, this report addresses all the issues that are material to the group's ability to create value and board is confident that the report was prepared in accordance with the International <IR> Framework (2021). This report was approved by the

Rotan

and acting Chairman)

Mike Brown

MATTatosane

Brian Dames

Mike Davis