



Customers

Serving our customers

We do everything in our power to ensure that we provide our customers with the products, services and solutions to suit their needs, provided that everything we do for them is based on sound business principles.

Stakeholder review – Customers

Overview

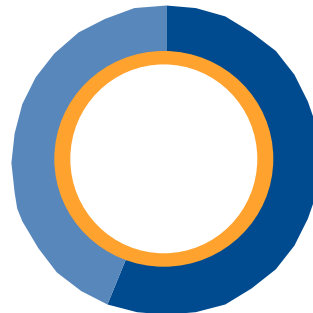
Standard Bank is positioned to offer universal banking solutions to a diverse set of customers in developing economies, from low income to high-net-worth individuals, and from small and medium enterprises to large corporations and government organisations.

While the needs of these customers are clearly different, the sustainable success of the bank depends on meeting the needs of all its customers. In recent years, we have focused on embedding a customer-centric and service-driven model in all of our business units. Throughout the bank, businesses have been positioned to anticipate and respond to the needs of customers in identified segments, offering appropriate value propositions built on relevant products and services, pricing models and distribution channels.

This customer-centric approach is underpinned by high standards of corporate responsibility across all operations and activities – from product stewardship and customer protection to fair pricing and information security – in each market and category in which we operate.

For more detail on our business operations, refer to page 18 of the 2005 Annual Report.

Mzansi Blue Account gender composition (%)



■ Female 56%
■ Male 44%



The Standard Bank website receives over 500 000 visits monthly which were responsible for the 195% increase in business value generated online in 2005.

Personal & Business Banking

Highlights

- Pricing structures simplified and price increases contained.
- Standard Bank appointed an Internal Ombudsman to assist with customer dispute resolution.
- As at 31 December 2005, Standard Bank held 358 369 Mzansi Blue Accounts.
- MTN Banking – using new technologies to extend affordable banking.
- Standard Bank and Edcon partnered to offer a no-fee credit card.
- Acquired 25% of RCS Investment Holdings from Foschini.

Challenges in 2005

- Managing the cost of meeting increasing regulatory requirements and keeping up with the pace of regulatory change.
- Simplifying products and services in an increasingly complex regulatory context.

Looking ahead we will:

- Leverage competencies, learnings and best practices from our South African operations in penetrating new and emerging markets.
- Ensure relevance through a proper understanding of local conditions and expectations as we expand internationally.

Recognition

Standard Bank's Customer Contact Centre won the In-house Support award at the Contact In Gauteng Awards.

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Professional Management Review's annual survey of Namibia: Standard Bank Namibia received a Gold Award in the banking category and the Windhoek branch received a Diamond Award for being voted the Most Admired Bank in Namibia.

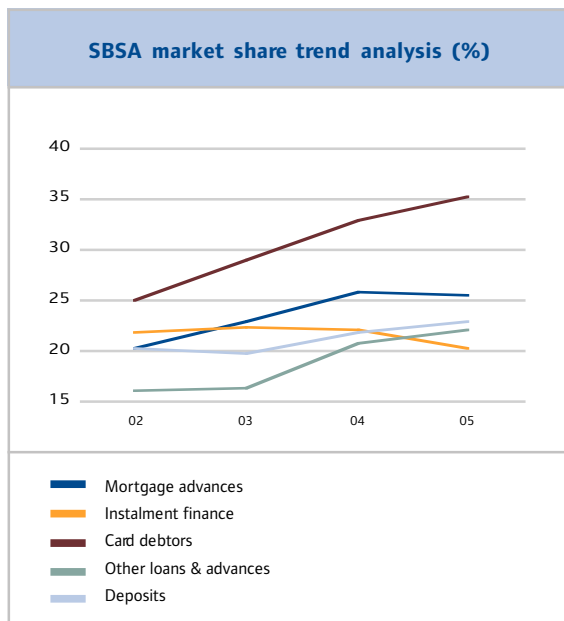
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Stanbic Bank Uganda won the "On Demand Business Magazine's Business Bank of the Year" award in a customer satisfaction survey among ten banks in Uganda.

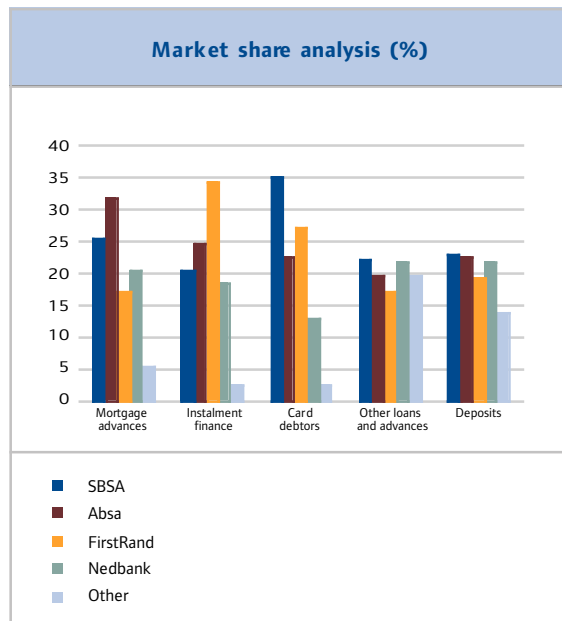
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Stanbic Bank Ghana adjudged best bank in trade finance, runner up in the "growing bank" category and third in the "competitive pricing" category – Ghana Banking Awards.

Stakeholder review – Customers continued



Source: DI900 Regulatory Return



Source: DI900 Regulatory Return

Market share

The group’s market share in South Africa increased in credit card debtors to 35,1% (2004: 32,8%) and decreased in both mortgage lending, down marginally to 25,6% (2004: 25,8%) and in instalment finance down to 20,3% (2004: 22,1%). Both mortgage lending and instalment finance market share statistics were impacted by securitisations, which reduced the ratios by 0,6% and 1,1% respectively.

Products and services

Standard Bank’s products in the personal market include transaction, savings, investment and wealth products. Products in the business market include business, current and transactional accounts.

New products in the personal market include:

- **Mzansi Money Transfer** – extending financial services to the unbanked.
- **My Updates** – improving customer retention and information flow.
- **PureSave** – a savings account that pays competitive interest.
- **MoneyMarket Call Account** – an investment account that allows immediate access to available funds and pays attractive interest rates.

In the business market we have recently launched:

- **The Executor Current Account** – an account that contributes towards developing a more holistic portfolio of solutions for the legal fraternity.
- **The One Account** – a single account that incorporates transactional banking with personal lending, property-based lending and savings account functionality.

As part of its customer growth strategy, the bank partnered with Edcon, one of South Africa’s leading retailers, to provide a pre-approved credit card to qualifying store-card customers. Edcon currently has over 3,8 million store-card customers.

The bank acquired 25% of RCS Investment Holdings from Foschini, another leading local retailer, in order to increase its involvement in the consumer finance sector. RCS has a five-year track record, and has a personal loans business and provides credit cards to merchants outside the Foschini Group. RCS has a customer base of nearly 160 000.

Mass market products

Much focus was given to growing our presence in previously under-served market segments. The uptake of the Mzansi Blue Account grew strongly. Furthermore, the launch of MTN Banking broadened access to financial services through a new distribution channel leveraging new, low cost technologies.

Product	2005	2004	% growth
Mzansi Blue Account (Number of accounts)	358 369	89 851	>100
E Plan (Number of accounts)	3 710 957	3 544 599	5
Funeral Plan (Number of policies)	877 680	778 024	13
Society Scheme (Rm)	837	734	14

Distribution channels

Our physical distribution focus is on Service Centres, as opposed to the building of new branches. This is in line with our intention to extend access to the mass market while maintaining current access through existing branches. In addition, AutoBank E Centres were either integrated into main branches or upgraded into Service Centres.

Care is taken to ensure that newly designed Points of Representation (POR) allow full access to disabled individuals. Where not possible (for example, in the case of existing buildings), arrangements are in place for disabled customers to be assisted.

In South Africa, over 312 million transactions are testament to the spread and convenience of ATMs countrywide.

Pricing and fees

In 2005, progress was made in simplifying pricing structures and price increases were kept below inflation. Steps were taken to provide a higher degree of transparency in how our costs are structured, making it easier for our customers to compare pricing structures.

The bank offers a range of relevant products from which customers can select product and pricing options that best suit their needs. Full training is provided to employees to ensure that they are equipped to deal with customer queries on pricing.

2006 price increases were contained at roughly 3% across most products. The fee on the (sum)¹ phat package option has been removed and business banking cash deposit rates for ATM and cash centres have been reduced, while the ATM decline fee remains unchanged. As required by the Code of Banking Practice, our customers are informed and updated about relevant pricing matters through relevant communication channels.

Personal & Business Banking Initiatives

Focus on youth

The youth market is an important focus area at Standard Bank. Our ability to engage successfully with this segment will determine our ability to build future business value and remain sustainable over the long-term.

Products offered to the youth market include the following:

- **(sum)¹** – an innovative product being offered to anyone aged 19 or less (or younger than 21 years if still at school). The account has two functions – one for day-to-day transactions and the other for savings and earning interest.
- **Standard Bank's Student Achiever Account** – a package of benefits that helps students establish a credit record with seamless integration into advanced banking. The product is available to full-time students between the ages of 16 and 26 studying at a recognised tertiary institution.
- **Prestige Banking for professionals, Elite Banking for graduates, and Achiever Banking** – banking solutions to suit graduate and professional financial needs and goals, including access to Vehicle and Asset Finance, Home Loans, Online share trading, and savings and investment accounts.
- **Educational Plan** – through our relationship with Liberty Life, Standard Bank offers educational policies to the youth segment. This disciplined savings method ensures customers save each month by making it difficult to access savings until the due date. By developing this plan, parents give their children the financial resources needed for the best possible education, thus helping them reach their full potential. Should the child decide a tertiary education is not something that they would like to pursue, the money can be used as working capital to start their own businesses.

Distribution channels	2005 numbers	2004 numbers
Branches and Service Centres	626	604
AutoBank E Centres and mini branches	120	137
ATMs	3 768	3 289
Internet Banking ¹	451 953	356 000

¹Internet figures are for active registered users.

Stakeholder review – Customers continued

Promoting savings

In line with our commitment to promote a culture of saving and sustainable wealth creation in South African society, Standard Bank offers customers simple savings tools, while allowing them to draw cash when they need it. Greater interest is offered for higher balances to encourage customers to save more, and for longer.

Such tools include:

- **PureSave** – a short-term savings account that offers competitive interest rates while allowing instant cash access through an ATM/debit card. Customers receive two free ATM cash deposits a month.
- **BonusPlus** – a disciplined savings account that requires the customer to make monthly deposits to the account over a fixed period of time.

Customer protection

Physical security

Standard Bank takes a wide range of measures to ensure the physical safety of its employees and customers at all times, and continues to investigate and pilot new security systems. These vary from physical security systems and procedures to reducing the viability of branch robberies by minimising the potential rewards. For example, bulk daytime cash holdings are kept under time delay locks at all relevant times, and visible patrols are conducted regularly at all branches.

We also run an education programme on customer security, using mail inserts and in-branch videos. These demonstrate common crime situations to customers (for instance, ATM crime) and how to prevent them.

Information security

The Code of Banking Practice requires banks to treat all customer personal information as private and confidential. The bank's Group Reference Guide, an internal document that governs the conduct and duties of bank employees, emphasises the importance of customer privacy and details the procedures to be observed regarding confidential information.

Customer education

We provide our customers with the means to define their transactional behaviour and select the most relevant product and pricing option for their needs, thus minimising charges and maximising the benefits accrued from cost savings.

To ensure that all products and services sold to our customers are clearly explained, we undertake a number of initiatives to communicate with, and educate customers. These initiatives are an important part of our efforts to extend financial services.

The following activities, some of which are ongoing, were carried out in 2005:

Articles in City Press and Rapport

We run a monthly article in these publications around relevant themes, including: "Why banks charge fees"; "How to borrow affordably and responsibly"; "Home Loans"; and "Know your credit options".

Cartoon in Daily Sun

We run an educational cartoon strip in the Daily Sun on a monthly basis that reinforces the messages of articles such as the above.

Customer security solutions

- **Renewal of free access to McAfee security products for another year**

In its third year of existence, this product has benefited over 70 000 customers and has delivered a cumulative saving of R120 million, based on current retail prices.

- **One-time password**

This two-factor authentication methodology sees a second password delivered independently of the customer's Internet banking session. The second password is system generated and delivered to the

customer's cell phone (using SMS technology) or email address.

- **Secure Code for online credit card use**

Every online transaction is authenticated by the customer's bank, ensuring maximum possible online shopping security.

- **Adoption of MyNotification**

This notification service informs customers of any transactions being carried out on the Internet banking platform.

Radio Waya Waya

We made use of nine radio stations to communicate and educate customers through a soap opera style intervention – with the story line featuring a number of characters, their lives and financial issues – again aligning the themes to those carried in other media.

eTV

We undertook an initiative with eTV to add a financial education component into the script of "Backstage", a popular soap opera, focusing mainly on credit and credit bureaus.

Imbizos

The main focus of these community meetings, which were held nationally, was to listen to what customers had to say about banking and understand their issues. A number of customer consultants were present at the meetings to answer questions and explain product offerings.

Youth forum

We presented a forum on banking products specific to the youth market and explained them and the necessary application processes. A panel was present to answer any product or service-related questions.

Women's forum

We held a presentation and ran workshops for women in Umtata to teach them about savings, transactional products etc. Workbooks were developed for the workshops as take-home reference material.

Below the line marketing – E Plan

Promoters are trained on our products (specifically E Plan), and then spend the day travelling on taxis and educating passengers. Routes are selected in terms of the target market and promoters are able to educate a captive audience. Brochures carrying additional information are also distributed.

Brochures

These are created to provide simple, understandable product information and are generally printed in five languages (Zulu, Xhosa, Sotho, English and Afrikaans). We also have an E Plan user guide, which makes use of pictures to explain how E Plan and Maestro work.

Customer engagement

Customer engagement is an important pillar in Standard Bank's customer-centric business model. Through ongoing, meaningful engagement with our customers we are able to satisfy their needs as effectively as possible, while anticipating future needs and expectations.

The following mechanisms for engagement are used:

- Customer forums, focus groups, research and surveys.
- Dedicated sales and structuring teams.
- Customer relations service and solutions strategy.
- Marketing and advertising.

2005 proved to be a challenging year on the service front, as the implementation of the Financial Intelligence Centre Act (FICA)



The youth market
is an important
focus area.

Youth bank cards.

Stakeholder review – Customers continued

and the Financial Advisory and Intermediary Services Act (FAIS) gained momentum. This resulted in a lowering of branch network service ratings, as shown in the graphs on page 47.

Industrywide customer satisfaction research indicated a year-on-year improvement in the main banking relationship ratings across all banks. However, Standard Bank lost the leading position to First National Bank (FNB) in 2005.

Standard Bank adopted a Complaint Management Process to drive effective handling and resolution of compliments and complaints. Multiple customer-focused touch-points are supplied in the branches, to make it easier for customers to lodge more compliments and complaints with us. These touch-points score the customer experience by a *Delighted or Disappointed* response. This initiative has provided a basis to improve customer satisfaction through ongoing improvements in our ability to identify real service failures and to respond faster. It also allows for employees to be recognised for delivering excellent service. Complaints are routed through the Customer Relations Centre and, where unresolved, are referred to the Ombudsman for Banking Service.

In line with international best practice, Standard Bank appointed an Internal Ombudsman to assist with customer dispute resolution. The main objective is to manage the bank’s reputational risk and to remain totally fair, impartial and objective in the resolution of disputes, taking into account the interests of the customer as well as the bank. The bank is hoping to resolve customer disputes before they escalate to any ombudsman offices in South Africa, however, customers are still entitled to take up the matter with relevant ombudsman’s offices.

In the table below, the growth in complaints can mainly be attributed to:

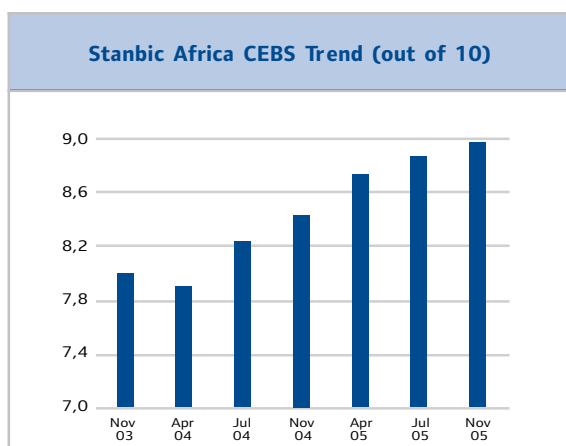
- Increased levels of customer awareness on how to lodge a compliment/complaint.
- The implementation of a branchwide logging system.
- Increased momentum in implementing new regulatory requirements (FICA and FAIS).
- The inception of new Ombuds Offices and related awareness campaigns.
- Increased product volumes (associated with an upswing in customer demand).

Key statistics – Ombudsman for Banking Service (OBS)

- OBS complaints account for only 4,3% of all SBSA complaints lodged.
- Of the cases lodged with the OBS, SBSA cases account for 27%.
- 53% are ruled in favour of the bank (industry average = 46%).
- 44% are ruled in favour of the bank where further additional OBS investigation (involving a levy imposed on the bank) was conducted (industry average = 40%).

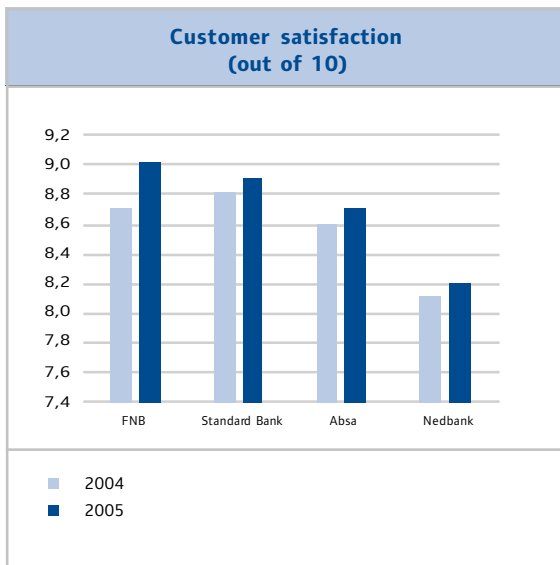
Latest available statistics as at September 2005.

	2005 Volumes	Average per month	2004 Volumes	Average per month	Growth %
Compliments and complaints					
Compliments	7 368	614	1 220	102	>100
Complaints	27 260	2 272	11 183	932	>100

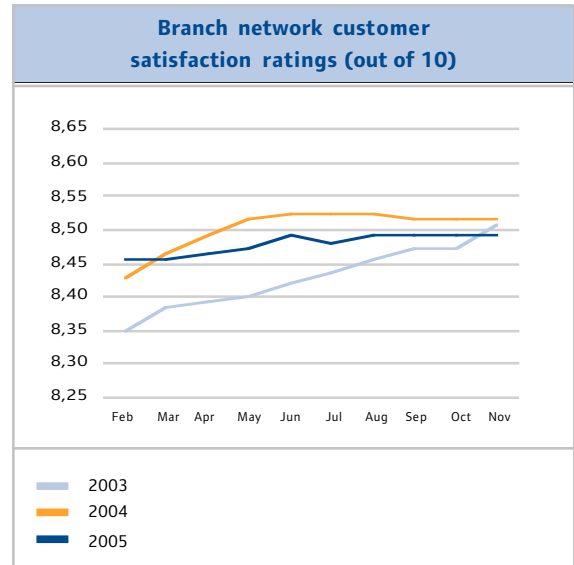


Source: Customer Evaluation of Banks Survey

In 2003 we introduced our established South African Customer Evaluation of Bank Service (CEBS) measurement system to our operations in the rest of Africa. The rating received from customers has improved notably over the last two years as shown in the graph on the left.

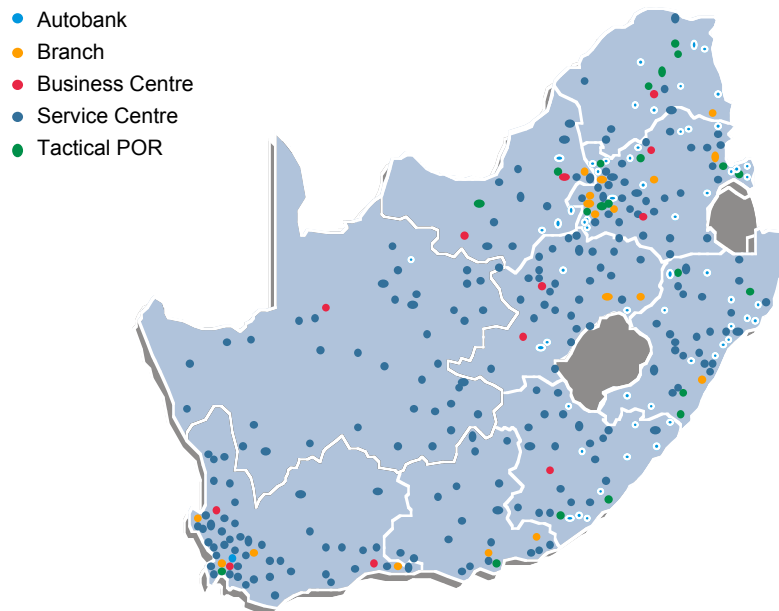


Source: Outlook Survey 2005 of Banking Service Survey



Source: Customer Evaluation of Banks Survey

Regions in which Standard Bank is represented through various distribution channels



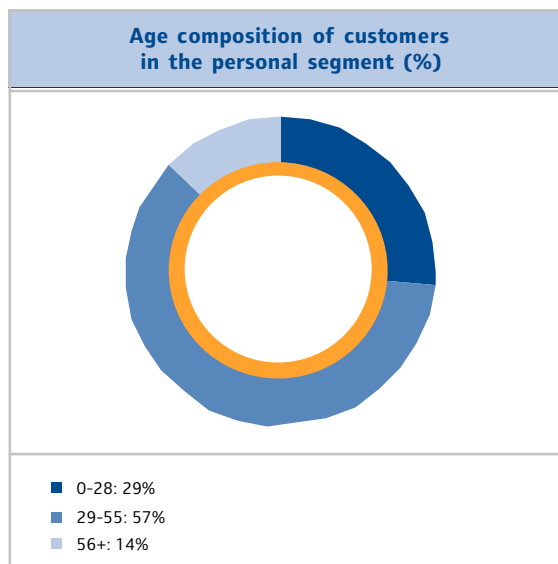
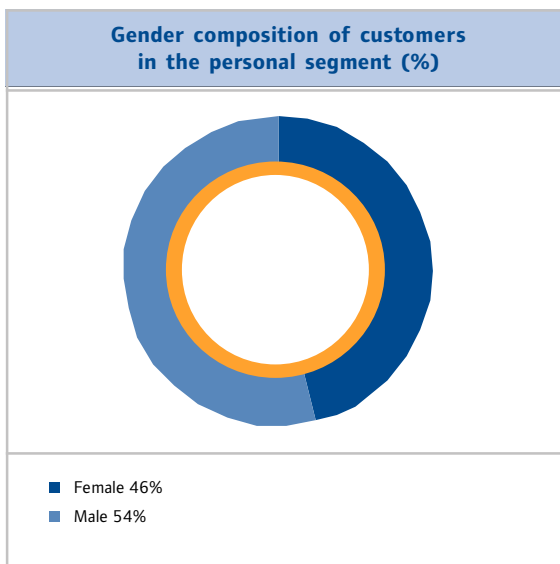
Stakeholder review – Customers continued

Composition of customers

Personal & Business Banking segments

Banking segment	%
Affinity Banking	34,48
Business Banking	0,48
Convenience Banking	57,61
Priority Banking	0,67
Private Banking	0,03
Regional Agriculture	0,31
Regional Commercial	0,22
SME	5,44
Employees	0,76
Grand total	100,00

The total South African customer base was in excess of seven million.



Corporate & Investment Banking (CIB)

Highlights

- Progress made in restructuring the CIB business across its geographical footprint.
- Total BEE transaction financing amounted to R8,6 billion.
- Ongoing involvement in three major infrastructure funds.

Challenges in 2005

- Putting in place the necessary operational infrastructure to improve international business performance.
- Ensuring an appropriate and positive CIB presence in African markets.
- Emerging market banks being acquired by established first world banks.

Looking ahead we will:

- Focus on the six strategic themes of customer, financial performance, infrastructure, integration, people and empowerment.
- Embed customer focus in our global operations.
- Grow and consolidate our presence in emerging markets.
- Expand our product range globally.
- Leverage off the group's positioning to service international customers without altering risk profiles in pursuit of returns.

Recognition

Business Online retained its position as market leader in the provision of business electronic banking services since 1991, according to the BMI-Techknowledge survey 2005.

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The PWC Survey placed CIB first in Corporate Banking, Foreign Exchange Trading, Bonds and Derivatives and Money Markets, and second in Corporate Finance and Structured Finance.

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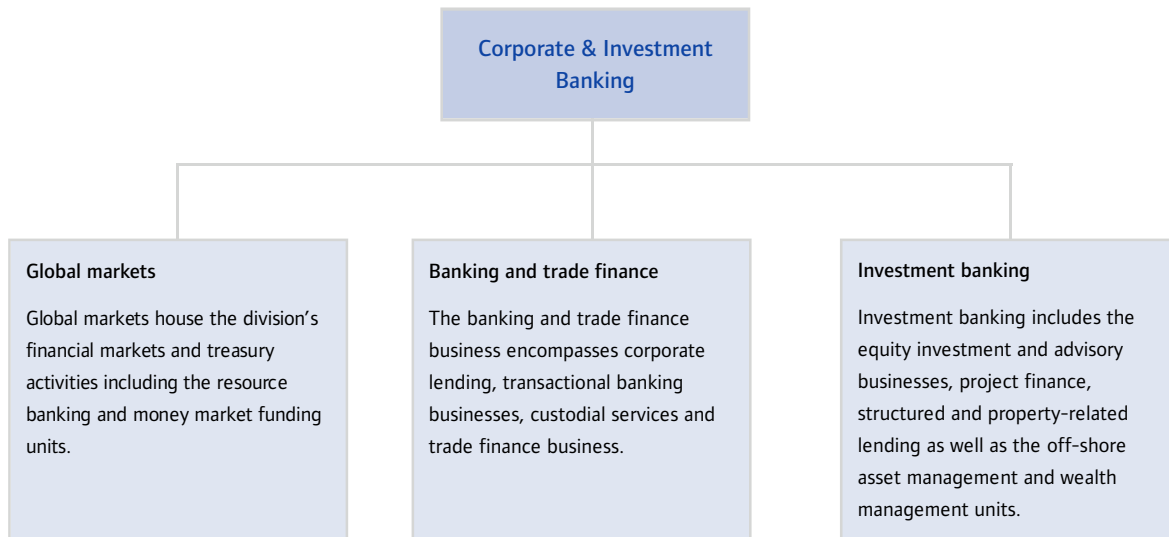
The 2005 Risk SA survey saw 125 South African dealers, brokers, corporate managers and asset managers assessing the performance of financial services brands. Standard Bank was the overall leader in derivative prowess with 20,3% of the vote, compared to RMB (13%) and JPMorgan (10,6%). In addition to the overall leadership position, we ranked first in 14 out of a total of 17 categories.

Stakeholder review – Customers continued

Business profile

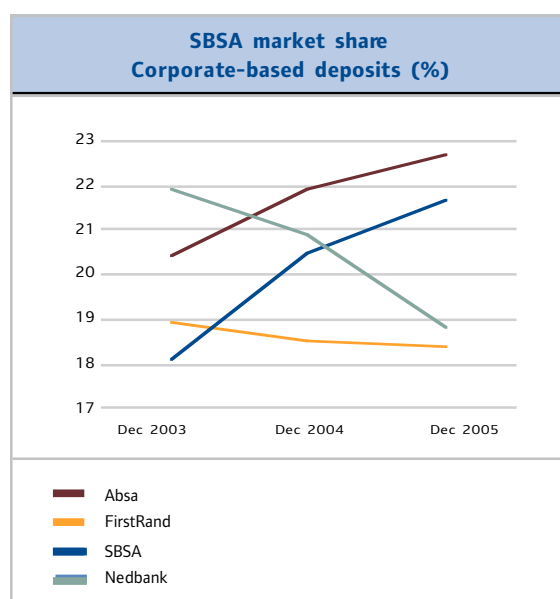
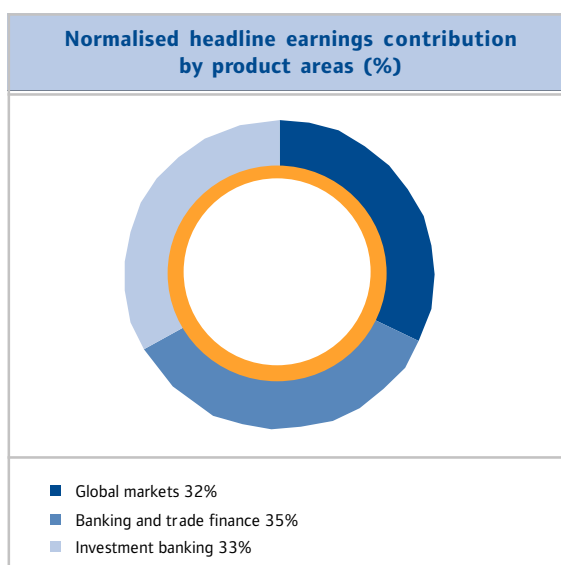
CIB is underpinned by two main centres in Johannesburg and London, which work together to support its operations across a broad international footprint.

CIB provides a full spectrum of commercial and investment banking services to the public sector and large corporates in South Africa, as well as to foreign banks and international counterparts.



After a period of strong organic growth in the South African market, our focus has been on aligning our businesses in the rest of Africa and internationally along the lines of the successfully implemented customer-centric model established in South Africa over the past five years.

Operational focus over the last year was on structuring executive reporting lines, teams and systems to ensure competitive services and structured products across all operations. We continued to invest significantly in retaining and incentivising teams of talent.



Source: DI900 Regulatory Return

Growth strategy

CIB has formulated a three-part growth strategy.

Growing off a high base in South Africa

This will involve:

- positioning the bank to maximise exposure to black economic empowerment (BEE) activity, in terms of both empowerment financing and advisory services;
- capitalising on the financing needs arising from the infrastructure development activity planned in South Africa in the short to medium term, and the rest of Africa's development in the longer-term; and
- increasing the proportion of net interest income to total income due to the increased potential for corporate loan growth.

Growing our business in the rest of Africa

This will involve:

- ensuring that we capture the banking business associated with trade flows intra-Africa and between Africa and other emerging markets;
- maintaining focus on providing customer-centric solutions to corporate customers, whilst leveraging off the group's skills and products; and
- focusing on banking the Government and International Organisation (GIO) sector and donor flows on the continent.

Growing the regions outside of Africa

This will involve:

- building depth and scale in regional businesses in emerging markets in Asia, the Americas, Europe and the Middle East;
- driving penetration of core competencies such as resource banking and global markets capabilities into the regions;
- identifying specific regional product opportunities; and
- linking existing investment banking businesses in key markets with the acquisition of commercial banks such as the pending transaction in Argentina.

Distribution channels

Business Online offers our business customers an integrated window to all the online business services offered by Standard Bank. Online customers are supported by relationship managers and a centralised call centre.

Our online channel provides access to local and international payments and account management services, treasury accounts, foreign exchange trading, trade finance transaction initiation and reporting, electronic tax filing, custodial services and other online business services.

Online channel growth

Approximately 80% of Standard Bank's corporate customers (ranging from tier 1 SMEs to multi-nationals) make use of our online channel. Our customers process more than 14 million online transactions per month, which represent more than R300 billion in monthly domestic electronic payments.

Our global corporate banking team delivers a personalised and comprehensive service to medium and large corporate and institutional customers. Each customer is managed by an account executive able to deliver advice, holistic solutions and enhanced service on products ranging from routine banking enquiries to complex financial transactions.

To achieve this, our corporate banking team has access to Standard Bank's vast network of specialists in South Africa, the rest of Africa and worldwide. There are five Corporate Service Centres in Durban, Cape Town, Port Elizabeth, Pretoria (Centurion) and Johannesburg.

Customer engagement

Standard Bank's Customer Relationship Management (CRM) strategy facilitates the creation of a comprehensive single customer database, which enables efficient customer information sharing as well as the co-ordination of customer activity between customer relationship managers and product specialists.

Our CRM strategy ensures that customers have adequate access to the bank's entire product and service offering, and that these offerings are developed and adapted in line with changing customer needs.

Segmenting our customer base into more homogeneous sub-customer groups, with similar characteristics and needs, allows a more in-depth and focused understanding of a range of customer needs. This in turn ensures the development of an appropriate delivery model and solutions, which drive long-term relevance and sustainability.

BEE transaction financing

In South Africa, CIB has positioned itself strongly in relation to empowerment transaction financing, in line with our commitment to the provisions of the charter. Total BEE transaction financing at the end of December amounted to R8,6 billion. Over the past two years, customers we have financed include *Defy Appliances*, *Incwala Resources*, *Medi-Clinic*, *Mondi Packaging* and *Mvela*. Looking ahead, the bank has been mandated to finance a further R7,7 billion in 2006.

Stakeholder review – Customers continued

Infrastructure financing

Standard Bank's infrastructure investment and project financing arm is governed by the relevant statutes, regulations and guidelines applicable to direct and indirect investee countries.

No major project is financed without the bank's prior understanding of the findings and recommendations contained in an independently commissioned environmental impact assessment (EIA). Standard Bank uses the World Bank environmental standards as its baseline and generally requires this minimum level of compliance when considering investing in projects.

The bank ensures that project sponsors and their development partners and contractors follow best economic, social and environmental practices in all project areas (including project design, engineering, procurement, construction and site rehabilitation).

The bank also maintains a stringent compliance policy and has established procedures for monitoring developmental and infrastructure projects to ensure that they remain compliant with agreed principles and criteria. This level of compliance is a pre-condition to the bank's involvement in any project (typically following a detailed legal and technical due diligence performed by independent advisors appointed by the bank).

Standard Bank's involvement in Public-Private Partnerships – projects like the Gautrain high-speed rail link and the new

Department of Education accommodation project – are examples of where the group requires project custodians to comply with environmental and cultural heritage guidelines and relevant legislation.

We are currently involved in three major infrastructure funds, focusing on South Africa and the African continent. These have become important funding vehicles for several countries and economic sectors at a time when global efforts are being made to accelerate the development of Africa's infrastructure. Mostly, development is being conducted in crucial areas such as power, energy, water supply, telecommunications, transportation and logistics, education and healthcare.










The three primary and interrelated objectives of infrastructure development are to:

- Narrow the development gap between Africa and the world's developed countries.
- Increase Africa's attractiveness as an investment destination.
- Eradicate, in time, poverty, diseases and illiteracy by building human capacity and creating new opportunities for economic development.






Infrastructure funds	Fund objective	Total fund amount	Standard Bank's investment in fund
South African Infrastructure Fund (SAIF)	Fund aimed at making equity investments in commercially viable, infrastructural projects such as bridges, roads, rail, harbours, airports, energy facilities and water projects.	R740 million	R230 million
African Infrastructure Investment Fund (AIIF)	Fund aimed at making equity investments in commercially viable, infrastructural projects such as bridges, roads, rail, harbours, airports, energy facilities and water projects.	R1,3 billion	R250 million
Emerging Africa Infrastructure Fund (EAIF)	Fund provides debt financing to commercially viable, private-sector infrastructure projects in sub-Saharan Africa. Two important social objectives underscore these projects: poverty relief and economic growth in line with the environmental and infrastructural objectives of the New Partnership for Africa's Development (NEPAD).	USD305 million	USD60 million

Rest of Africa at a glance

Standard Bank has 238 (2004: 234) points of representation and 383 (2004: 314) ATMs in place across Africa, and is planning to increase the numbers to 245 and 426 respectively by the end of 2006. Recent market research also shows that Stanbic Africa currently operates the largest personal and business banking branch and ATM network in Africa. Customer growth was a key objective for 2005. By the end of 2005, the bank had 644 000 accounts compared to the 580 000 accounts at the end of 2004.

Country	Distribution channel	2005 numbers	2004 numbers	Personal & Business Banking	CIB	Additional information
 Botswana	PORs	6	6	✓	✓	The bank holds roughly 10% of the overall market share in Botswana.
	ATMs	13	10			
 Congo (DRC)	PORs	1	1		✓	The bank has a representative office focusing on corporate and investment banking.
	ATMs	–	–			
 Ghana	PORs	3	3	✓	✓	Standard Bank is represented in Accra and Kumasi, as well as at the Tema fishing harbour.
	3	3				
 Kenya	PORs	7	5	✓	✓	The brand enjoys 73% awareness among corporate customers, and 57% awareness among personal and business banking customers.
	ATMs	9	6			
 Lesotho	PORs	20	20	✓	✓	The bank currently operates two businesses in Lesotho: Standard Bank Lesotho and Lesotho Bank (1999).
	ATMs	34	26			
 Malawi	PORs	19	19	✓	✓	The bank holds about 26% of the Malawian banking market. During 2005, Visa Debit Cards were introduced.
	ATMs	24	24			
 Mozambique	PORs	24	25	✓	✓	The sales target of 45 000 new accounts for 2005 was achieved. We aim to open another two branches and a further 63 000 new accounts in 2006.
	ATMs	21	19			
 Namibia	PORs	40	40	✓	✓	Standard Bank Namibia processed more than 10 million transactions on their AutoBank network during 2005. Standard Bank Namibia has by far the biggest ATM network of all banks in Namibia.
	ATMs	109	95			
 Nigeria	PORs	5	5		✓	The bank is a corporate and investment bank with no current focus on personal and business banking.
	ATMs	–	–			

Stakeholder review – Customers continued

Country	Distribution channel	2005 numbers	2004 numbers	Personal & Business Banking	CIB	Additional information
Swaziland 	PORs ATMs	11 20	10 18	✓	✓	The bank holds about 45% of the Swazi banking market.
Tanzania 	PORs ATMs	9 12	9 8	✓	✓	The bank has decided to follow an organic growth strategy to grow market share.
Uganda 	PORs ATMs	66 102	65 76	✓	✓	Standard Bank acquired 80% of the Uganda Commercial Bank in January 2002.
Zambia 	PORs ATMs	11 13	10 7	✓	✓	The bank holds about 9% of the Zambian banking market.
Zimbabwe 	PORs ATMs	16 23	16 22	✓	✓	2005 saw the introduction of a more modern range of products, including international and local credit cards.

Standard Bank (Mauritius) Limited and Union Commercial Bank SA (Madagascar) are not included in the above. Standard Bank (Mauritius) Limited does not operate as a commercial bank and the group only has a 10% equity interest in Union Commercial Bank SA (Madagascar).