



strate

SUSTAINABILITY REPORT 2025

Maintaining trust through resilience

www.strate.co.za

THE PURPOSE OF THIS REPORT

Strate serves South Africa's financial markets. As South Africa's principal central securities depository (CSD) and sole licensed trade repository (TR), we create and maintain critical financial market infrastructure (FMI) that upholds the objectives of the Financial Markets Act 19 of 2012 (FMA).

Serving the financial markets means we must operate with integrity, transparency and resilience. Financial market infrastructure depends on trust. We build trust through sound environmental, social, economic and governance (ESEG) practices. This Sustainability Report provides stakeholders with a comprehensive view of our approach to ESEG practices and demonstrates our commitment to maintaining that trust.

This report covers our ESEG sustainability strategy, performance and impact in 2025. It shows how we address material sustainability issues: climate-related risks, socioeconomic development, economic transformation and governance. We also explain how we engage with stakeholders to create value through understanding their concerns and expectations. By embedding ESEG principles into our operations, we aim to be a responsible corporate citizen, mitigate systemic risks and contribute to sustainable economic growth.

Our stakeholders are essential partners in this journey. By sharing transparent information about our ESEG approach, we strengthen accountability and demonstrate that we maintain robust, trusted financial market infrastructure for the long term.

Background

Our strategy centres on serving South Africa's financial markets through five strategic imperatives: operational excellence and resilience, high-quality engaged talent, stakeholder focus, FMI design and creation, and digital adoption and scale. As we execute on these imperatives, we create value in four interconnected areas that advance South Africa's sustainable development.

- **Business value** – By fostering resilience in our operations and culture, we attract and retain talent to deliver on our business strategy and uphold trust in the financial markets. Our growth mindset ensures continuity and confidence in our vision.
- **Social value** – Through strong partnerships with stakeholders, we fulfil our social responsibilities and advance socioeconomic development and education, creating lasting resilience in communities.
- **Employee value** – Our dedication to meaningful transformation strengthens trust internally. Achieving our broad-based black economic empowerment targets has resulted in diverse, inclusive and resilient teams.
- **Environmental value** – We demonstrate trust in future generations by protecting natural capital and driving initiatives that sustain the green economy. Our environmental resilience safeguards resources for today and tomorrow.

Through these outcomes and sustainability drivers, we reinforce trust and resilience while advancing relevant United Nations Sustainable Development Goals (SDGs). This demonstrates our commitment to excellence and shared value creation in the economic, social and environmental context.

We are committed to creating, protecting and sustaining long-term value for stakeholders by integrating material ESEG matters into strategy, risk management and reporting.

A shared global commitment

Our primary purpose is to serve the financial markets, with trust and resilience at the core. Guided by this purpose in executing our strategy, we acknowledge our ability to influence the SDGs both directly and indirectly. The SDGs define what a better future looks like and shape our approach to responsible corporate citizenship. By deeply understanding and committing to our purpose, we build resilience to create sustainable shared value for the communities we serve.

While all SDGs are equally important, we have identified 14 where we can make the most meaningful impact. These align with our five strategic imperatives mentioned above (refer to page X of Strate's Integrated Annual Report 2025), delivering synergies that reinforce trust and create sustainable shared value for stakeholders and the financial markets. Of these 14 SDGs, we have intentionally focused on seven through carefully considered sustainability initiatives, while we advance the remaining seven organically through our operations.

Sustainability remains central to our strategy, aligning with our efforts to advance the SDGs through business activities and support for the government, communities and customers.



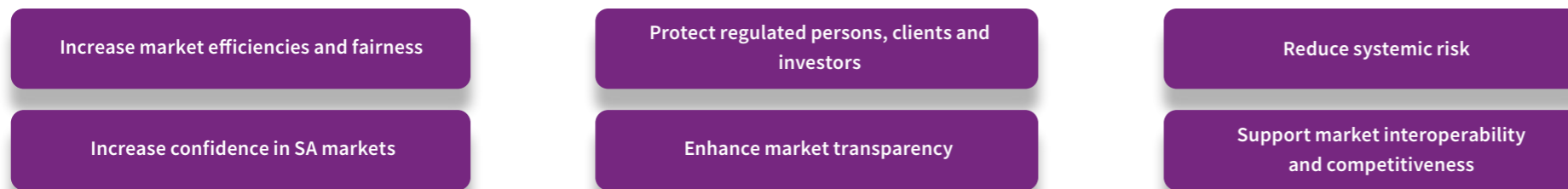
THE PURPOSE OF THIS REPORT Continued

Our vision

Our vision is to maintain a resilient financial market ecosystem enabled by partnerships. We maintain the integrity and efficiency of South Africa's financial markets through operational excellence and innovation. In this way, we uphold the trust of the market as we execute our strategic imperatives. Strate is committed to creating sustainable value for our business, society, the environment and our employees in line with the FMA objectives.

To co-create the future of the financial markets, we partner with our stakeholders. Our partnerships with stakeholders support education and socio-economic development initiatives. These activities strengthen the financial ecosystem while creating opportunities for communities and future generations.

What we aim to achieve:



In line with Strate Group's 2025 theme of "maintaining trust through resilience", we aim to meet our sustainability targets and make a tangible contribution towards achieving our identified SDGs.

OUR APPROACH TO SUSTAINABILITY REPORTING



Materiality approach

We adopt a strategic approach to identifying and prioritising the key factors that shape our ESEG strategy. By focusing on material issues, opportunities, and risks that influence Strate, we strengthen our ability to adapt in adversity and thrive in a dynamic environment. This approach reflects our commitment to creating, protecting and sustaining long-term value.

Through a structured materiality determination process, we have identified the following material matters:



SERVING FOR TOMORROW, TODAY

Serving for tomorrow, today

Executing with resilience and excellence for a sustainable future

Our purpose is to serve the financial markets by maintaining trust and ensuring resilience. Through strong partnerships with stakeholders, we foster a stable, responsive financial market ecosystem that supports growth. Our strategic imperatives and performance measures are anchored in the objectives of the FMA. By maintaining sound infrastructure and governance, we reinforce confidence in the financial ecosystem while driving transformation and contributing to long-term sustainability.

Our values connect us and guide our behaviours

Integrity



Reliability



Passion



Dynamic innovation



Accountability



Teamwork



Creating sustainable infrastructure and value for all

Diverse workforce profile

High employee engagement

 5 green vegetable tunnels

 1 borehole maintained

 Solar microgrid installation

 1 dream room maintained

 Self-sustaining community bakery maintained

7 socioeconomic beneficiaries

World class governance

MESSAGE FROM OUR CEO



André Nortjé
Chief Executive Officer

Reflecting on 2025: Building trust through resilience

As I reflect on 2025, I am proud of the progress Strate has made in advancing our environmental, social, economic and governance (ESEG) priorities. Our role as South Africa's central securities depository means our influence extends beyond market infrastructure – we have a responsibility to contribute to the broader South African society. We do this through initiatives across our business.

Energy resilience remains a central priority. We strengthened our operational resilience through our partnership with Teraco, securing 14-day backup capability to ensure continuity during disruptions. This investment protects not just Strate, but the entire financial market that depends on our infrastructure.

We continued our environmental initiatives, including tracking progress on our solar microgrid, maintaining waste management systems and using biodegradable products across our operations.

Our social initiatives focused on creating lasting impact. Through our partnership with Judea Hope, we supported the Ebenezer Hannah homes with vegetable tunnel installations, a self-sustained bakery, and borehole maintenance. We trained 20 early childhood development practitioners, refurbished a community dining hall that supports over 500 people, and maintained the Dream Room at Baragwanath Hospital. Our employees contributed to soup kitchens and feeding schemes, demonstrating our collective commitment to serving communities.

Beyond our external community work, we invested in our people. Our latest cultural survey results demonstrated the strength of our organisational culture. With 72% participation, employees rated us at the 97th percentile for engagement, 91st percentile for trust and 98th percentile for alignment on our vision and strategy. These results reflect our investment in creating an environment where our people thrive.

Our economic priorities focus on the long-term sustainability of both our business and the broader financial market ecosystem. Transformation is central to this economic sustainability. We maintained Level 1 B-BBEE status for the fifth consecutive year, demonstrating our sustained commitment to economic inclusion. Our Employment Equity Plan aligns with new sectoral targets that took effect in January 2025, ensuring we meet both regulatory requirements and our transformation objectives.

In 2025, we strengthened our governance model to ensure ethical oversight and transparent reporting of our sustainability priorities. Under Board guidance, and in alignment with King IV™'s governance outcomes, we continued to apply a stakeholder-inclusive approach that balances the legitimate interests of shareholders, clients, employees, regulators and communities over time.

We also matured the Governance Framework established in 2024, clarifying roles, decision rights and information flows between the Board, its committees and management. Ethics oversight is embedded across recruitment, performance and procurement, supporting an integrity-based culture and responsible market conduct. This disciplined approach ensures our sustainability priorities are integrated into operations and reported consistently.

Looking ahead, our 2026 priorities will focus on operational efficiency and service excellence while advancing our ESEG commitments. Our strategic alignment with the Financial Markets Act remains our foundation, ensuring we deliver sustainable value to South Africa's capital markets.

I remain committed to embedding sustainability into our strategy and operations. This is how we maintain the trust placed in us by our stakeholders and ensure Strate continues to serve South Africa's financial markets effectively.

ADOPTION OF ESEG PRINCIPLES

Our purpose

Serving the financial markets.

Our strategy

Leveraging Strate's trusted and neutral brand to develop financial market infrastructures and ecosystem solutions for the benefit of the financial markets in which we operate, while maintaining business stability and resilience, continued stakeholder support, identifying market growth opportunities and achieving scale in all our service capabilities.

Our vision

To co-create the future of the financial markets we serve – in collaboration with all our stakeholders – for sustainable and consistent shared-value creation.

Our strategic imperatives



Protecting the core

Long-term business sustainability

Our values connect us and guide our behaviours



Our values and corporate behaviours drive our interactions with all stakeholder groups



Our ESEG impact practices

Environmental

- Minimising our negative footprint to preserve our natural capital for all future generations to come:
 - Reduction of water usage and wastage
 - Preserving natural capital through biodiversity protection
 - Managing and recycling waste
 - Reducing carbon footprint

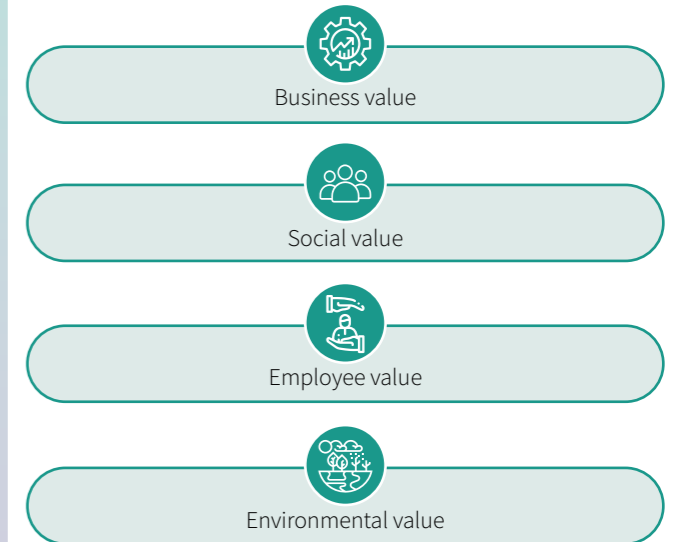
Social

- The social aspects that we focus on are:
 - Investing in our people capability to create value
 - Leading with empathy, humility and authenticity
 - Creating an empowering environment that strives for excellence and resilience
 - Creating meaningful opportunities for our people
 - Enhancing organisational performance through transformation and inclusion
 - Supporting the country's transformation agenda by doing good in our communities

Governance

- The overarching principles we adhere to:
 - Strategic alignment and oversight
 - Risk management
 - Compliance
 - Transparency and accountability
 - Ethical conduct
 - Effective leadership

Value created



FMA objectives



Primary



Secondary



Strate's executives commit to: Serving our planet | Serving our people | Serving our communities | Serving the market | Serving to protect and grow



André Nortjé
Chief Executive Officer



Sameera Dada
Chief Financial Officer



Gregory Naicker
Head of CSD Services



Farzana Khan
Head of Collateral Services



Rudi Steenkamp
Head of Technology and Data Management



Beverley Furman
Head of Operations and Change



Samantha Cooper
Head of Human Capital, Transformation and Communications

OUR SUSTAINABILITY STRATEGY

Our integrated sustainability approach

As a purpose-driven organisation, Strate's sustainability strategy is built on resilience and trust. Our approach balances immediate priorities with long-term objectives by shaping policies and practices that uphold environmental stewardship and social responsibility. By integrating ESEG principles, we deliver measurable outcomes and create enduring value, contributing meaningfully to SDGs.

Our strategy targets areas where Strate can make the most significant impact. Through disciplined execution, we maintain trust, mitigate environmental risks and strengthen the confidence of stakeholders we serve.



Strategic foundations

Our sustainability efforts are anchored in advancing South Africa's socioeconomic transformation. We focus on seven primary SDGs, working with stakeholders to create shared value. This collaboration builds resilience against risks, positively impacting trust in our business, financial markets and the environment.



Our aspiration

Strate aims to deliver our sustainability objectives through trusted partnerships. Recognising that resilience requires collective action, we foster networks that meet stakeholder needs and collectively advance shared outcomes. In a challenging ecosystem marked by economic pressures, climate change and inequality, our 2025 goals focus on driving meaningful impact aligned with our core SDGs.



Initiatives and partnerships

Our initiatives reflect our commitment to trust and resilience. By engaging stakeholders and supporting aligned external programmes, we make measurable contributions to markets, communities and ecosystems while protecting our reputation. We prioritise resources toward SDGs most relevant to our business, ensuring positive impact and sustainable value creation.

Maintaining trust and delivering value through resilience

Business value

Business value by retaining, acquiring, developing and nurturing talent to support delivery of the business strategy and ensure long-term sustainability

Strate's Code of Conduct promotes ethical behaviour and ensures we continue to maintain the trust of our stakeholders

Social value

Through partnerships and collaboration with stakeholders who can influence change in communities, including socioeconomic development, consumer education, and supplier and enterprise development

Employee value

Our commitment to employee wellness programmes which yield productivity benefits. We collectively work to enable and drive transformation, which enhances our employee culture, achieves our targeted B-BBEE rating and contributes to building a more inclusive society

Environmental value

Strate's aspiration to play a part in growing South Africa's green economy, protecting natural capital and improving the health and wellbeing of South Africans



Operational excellence and resilience



High-quality engaged talent



Stakeholder focus



Financial market infrastructure design and create



Financial market infrastructure digital adoption and scale

OUR APPROACH TO SUSTAINABLE AND RESILIENT GOVERNANCE

Governance anchored in trust and resilience

The King IV Report on Corporate Governance for South Africa 2016 (King IV™) remains the cornerstone of corporate governance. It sets out voluntary principles and leading practices under an “apply and explain” approach. Refer to Strate’s Integrated Annual Report and the King IV™ Application Register, which outlines how Strate applies these principles to reinforce trust and resilience.

We are committed to safeguarding and creating value for stakeholders. Strong governance outcomes such as fairness, responsibility, transparency and accountability are essential to protecting our core business and ensuring sustainable, long-term resilience.

Through its committees, the Board drives our sustainability framework, guiding ESEG priorities and aligning them with the SDGs most relevant to our business. This oversight strengthens our ability to mitigate risks, build trust and maintain market confidence.

Each committee operates under Terms of Reference defining roles, responsibilities and authority. The Social and Ethics Committee monitors strategy, targets and progress on sustainability matters. Oversight of ESEG activities rests with the Remuneration, Nominations and Social & Ethics Committee (REMNMSEC), which ensures alignment with our strategic imperatives.

The chairperson of the Social and Ethics Committee (part of the consolidated REMNMSEC) reports to shareholders at the Annual General Meeting on matters within its mandate and the contents of this report. This transparency affirms Strate’s commitment to governance that builds trust and resilience.

REMUNERATION, NOMINATIONS AND SOCIAL & ETHICS COMMITTEE

- Provides oversight and monitoring of the Board and executive nominations process, remuneration and Strate’s social and ethics agenda.
- Makes recommendations to the Board for approval of all its responsibilities in accordance with the Delegation of Authority, as well as those imposed by the Companies Act and the recommendations of King IV™.
- Recommends Strate’s Sustainability Strategy for Board approval and oversees its implementation.
- Oversees matters inclusive of but not limited to the Group’s Code of Conduct, stakeholder management, social and economic development, financial crime, whistleblowing, employment equity matters and health and safety.

AUDIT AND RISK COMMITTEE

- Provides oversight of the effectiveness of Strate’s assurance functions and services, with a particular focus on integrated assurance, the effectiveness of the internal finance function, risk and compliance capabilities, technology governance and internal and external audit activities.
- Integral to the Board’s monitoring and control systems.
- Makes recommendations to the Board for approval of all its responsibilities delegated under the Delegation of Authority, with oversight of functions delegated in terms of the Companies Act and the recommendations of King IV™.
- Oversees the management of identified ESEG-related risks within the enterprise risk management framework.

EXECUTIVE COMMITTEE

- Strate’s Executive Committee is responsible for the execution of the ESEG strategy.

SOCIAL AND ETHICS MANAGEMENT COMMITTEE

- Monitors and ensures implementation of the Group’s Code of Conduct, stakeholder management, social and economic development, financial crime, whistleblowing, employment equity matters and health and safety via the Occupational Health and Safety Committee.
- Periodically reports to the REMNMSEC on relevant social and ethics matters.

OUR APPROACH TO MATERIALITY MATTERS

Material matters: Building trust through resilience

Material matters represent the issues most likely to influence Strate's ability to deliver trust and sustained value for our stakeholders over the short, medium and long term. Our approach to materiality is designed to strengthen resilience and trust by identifying and prioritising matters based on two dimensions: Strate's capacity to create value (inward focus) and our broader impact on the financial market, society, the environment and the communities we serve (outward focus).

These priorities are informed by a deep understanding of our operating environment and anticipating changes that could impact our business and stakeholders. For further details, refer to Strate's Integrated Annual Report.

The table below provides an overview of material matters identified in 2025 and the underlying sustainability issues linked to each. These themes have guided the structure and content of this Sustainability Report, reflecting their importance to our ESEG performance and our commitment to maintaining trust through resilience.

Navigating complexity

South Africa's operating environment in 2025 was shaped by persistent domestic structural challenges and heightened global geopolitical pressures. While progress has been made, for example, the removal from the Financial Action Task Force greylist, economic growth remains modest at 1.1%, constrained by energy insecurity, deteriorating water infrastructure, logistics inefficiencies and low investment. Elevated unemployment, trade disruptions and diplomatic tensions add to systemic risk.

Investment shifts

South Africa's capital markets are undergoing transformation, marked by the divergence of investment flows from traditional assets to a new generation of assets, such as tokenised and digital assets. Equity market volatility remains sentiment-driven, reflecting political and macroeconomic uncertainty. New capital flows remain limited. Regulators are modernising frameworks to accommodate innovations, positioning South Africa as a hub for digital asset adoption. Strate is leveraging this momentum through technology platforms that enable securities digitisation and global interoperability. We remain focused on inclusive access, transparency and resilience as the financial landscape evolves.

Sustainability context

SDG 8: Our focus on supporting economic recovery and growth aligns with SDG 8's aim to promote inclusive economic development and productive employment.

SDG 17: We foster collaboration between financial institutions to strengthen global partnerships that support sustainable development initiatives.



Underlying sustainability focus

We maintain financial market resilience and investor confidence amid national economic challenges, slow implementation of socioeconomic policies and deteriorating national infrastructure.

Sustainability context

SDG 8: Supports economic growth by broadening investment options through new and more cost-effective channels, and in doing so addresses the friction associated with foreign investments in South Africa, as well as broadening the investment options available to South Africans.

SDG 17: As a market infrastructure provider, we work with government and regulatory bodies to develop frameworks that enhance financial stability, safety and transparency.



Underlying sustainability focus

We provide infrastructure that offers South African investors attractive alternatives to offshore investments, retaining capital locally while facilitating foreign investment inflows for sustainable growth

OUR APPROACH TO MATERIALITY MATTERS Continued



Strate and its ecosystem

Ecosystem efficiency is critical to the integrity and sustainability of South Africa's capital markets. Strate supports market stability, investor confidence and economic growth by enabling seamless, transparent interactions among issuers, Participants, infrastructure providers and regulators. Strate Rules and Directives underpin the Twin Peaks regulatory model, promoting fairness, transparency and resilience. We are committed to building a thriving ecosystem based on partnerships and digital innovation. Through advanced technology, innovation and sound risk management, we keep South Africa's financial markets secure, transparent and future-ready.

Sustainability context

SDG 8 & 9: We reduce investment friction through ecosystem efficiency and innovation, lowering costs and enabling more capital to support economic growth.

SDG 17: We actively manage financial system interdependencies through collaborative industry partnerships and regulatory engagements.

Underlying sustainability focus

Collaboration with government, regulatory bodies and other ecosystem players enables us to implement market structures that operate in an environment of trust and stability.



Balancing regulatory compliance and strategic growth

South Africa's financial markets are undergoing regulatory transformation, including implementation of OTC derivative reforms, the transition to ZARONIA and the ongoing review of financial market legislation such as the FMA and Conduct of Financial Institutions Bill. For Strate, these changes create a dual challenge: meeting heightened compliance obligations while sustaining innovation and strategic growth.

Sustainability context

SDG 9 & 17: We proactively engage with regulators, collaborate with market participants and leverage technology to streamline compliance. By embedding regulatory adaptability into strategic execution, we maintain operational excellence while enabling innovation and resilience.

Underlying sustainability focus

We ensure compliance with changing legislative and regulatory requirements through updates to our regulatory frameworks and operational processes, and through industry consultation, collaboration and integration to promote financial safety and stability.



Resilience through innovation

Strate performs critical functions for the financial market. Declining listings and pressure on trading volumes over recent years have amplified the need for diversification and innovation to protect our core and ensure financial resilience.

Board-approved strategic initiatives focus on operational excellence and technology-driven transformation. Automation and advanced analytics streamline processes, enhance efficiency and enable exploration of new asset classes, while strengthening transparency, compliance and resilience.

Sustainability context

SDG 8: By diversifying beyond traditional listed equity markets and investing in initiatives that build further operational resilience for Strate, we help maintain resilient infrastructure that supports financial stability and broader economic development and growth.

SDG 9: Our investment in resilient systems and processes supports the development of innovative financial infrastructure. SDG 17: Our Board-approved strategic initiatives enable partnerships across the financial ecosystem to adapt to changing market conditions.

Underlying sustainability focus

We ensure our business strategy evolves to remain relevant through changing market conditions, while creating shared value that supports sustainable economic growth. We build robust, adaptable systems and processes that maintain market integrity and stability during disruptions, supporting the financial ecosystem that underpins sustainable economic growth.



Talent shifts

Talent resilience is central to Strate's ability to sustain operational excellence and market stability. In a rapidly changing financial ecosystem, attracting, developing and retaining skilled professionals is critical for long-term value creation.

Global trends toward skills-based strategies, automation and AI, combined with local socioeconomic challenges, are reshaping workforce expectations. This demands digital fluency, flexibility, diversity and continuous learning.

Sustainability context

SDG 4 & 8: Strate's talent strategy addresses these dynamics by investing in leadership development, upskilling and inclusive culture, while mitigating risks such as niche skills shortages and compliance demands.

SDG 9 & 17: Through strategic partnerships and a focus on agility, innovation and human-centric practices, Strate is building a workforce that is empowered, diverse and future-ready. This ensures our resilience, excellence and sustainability in a dynamic market environment.

Underlying sustainability focus

Building a resilient, future-ready workforce is essential for our role as a systemically important financial market infrastructure. We develop our people to support social sustainability, ensure operational resilience for economic sustainability, and embed ethical, inclusive practices for governance sustainability.



SERVING OUR PLANET

Why it matters

Climate change poses significant risks through extreme weather patterns, resource scarcity and rising costs, which threaten long-term stability. We embed sustainability into our resilience strategy to protect value and uphold trust. By aligning with global and local priorities, we aim to reduce emissions, conserve resources and safeguard ecosystems for future generations.

Our approach

We take a proactive, integrated approach to sustainability, focusing on measurable actions that strengthen resilience and foster trust. Through collaboration with stakeholders and innovative practices, we implement initiatives that reduce environmental impact while reinforcing confidence in our ability to operate responsibly.

Our impact

Our operations reflect this commitment through energy-efficient offices, resilient data centres and sustainable practices that minimise emissions and optimise resource use.

Data centres

As a systemically important infrastructure, our data centres are optimised for energy efficiency and operational resilience. We maintain advanced cooling systems and integrate renewable energy to commitment to renewable energy adoption.

a. Biodegradable products

- i. We purchase biodegradable production materials that naturally break down over time, reducing long-term waste and environmental impact.

b. Eco-friendly cleaning products

- i. We use environmentally safe cleaning solutions across our operations, cutting down on harmful chemicals and supporting healthier workplaces.

c. Office greening

- i. iPlants throughout our office create a healthier and more welcoming environment. The greenery improves air quality, reduces stress and makes our commitment to sustainability visible every day.

Environmental initiatives focus for 2026;

1. Maintaining and Enhancing Existing Initiatives

We remain committed to strengthening the environmental and social initiatives already in place, ensuring they continue to deliver measurable impact while adapting to evolving community needs.

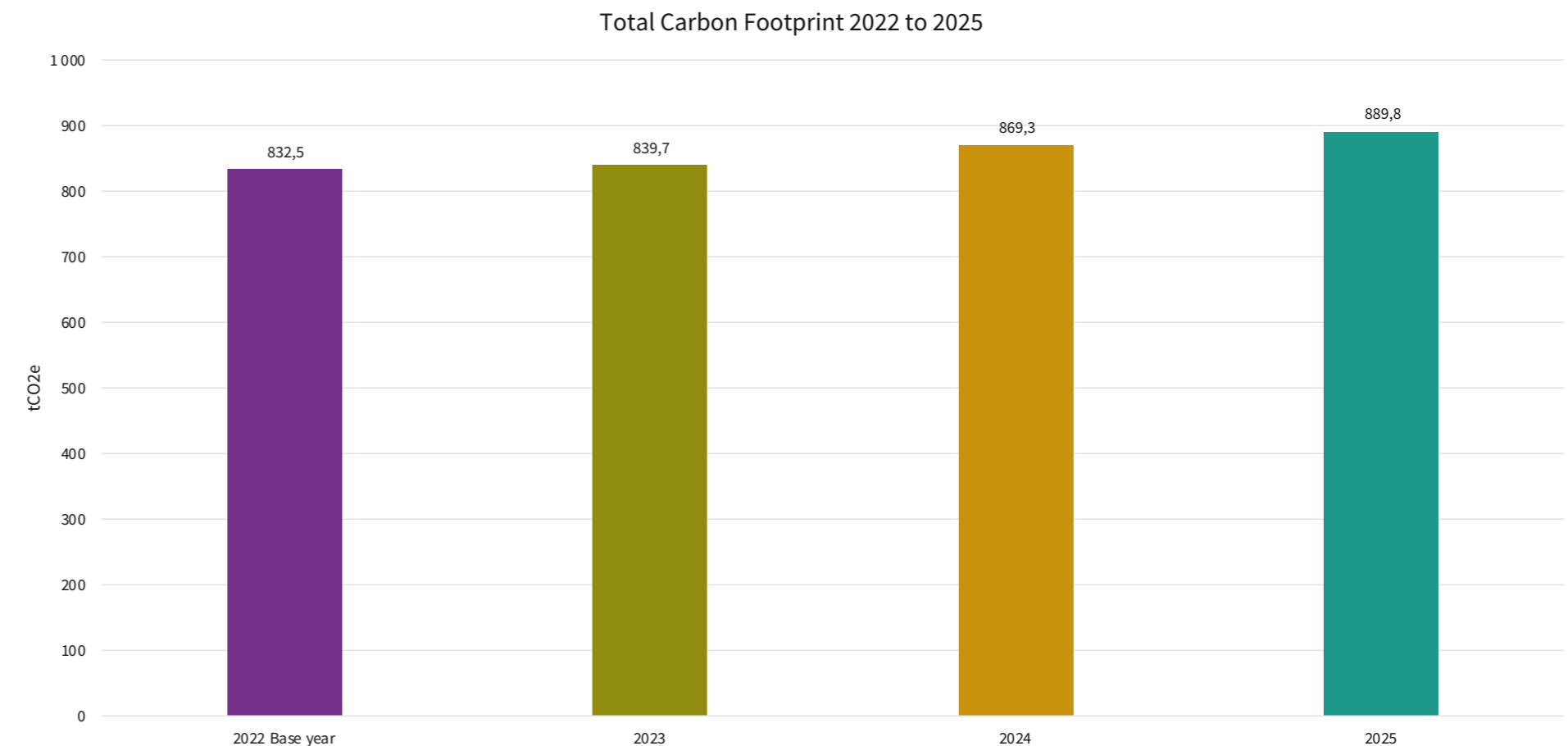
2. Supporting Sustainable Communities

We plan to actively invest and participate in practical programs such as community food gardens, recycling stations, and fruit tree planting drives that not only improve nutrition and reduce waste but also create greener, more resilient neighbourhoods for the people of Johannesburg.

These initiatives advance our sustainability objectives.

Challenges in achieving carbon neutrality

Due to the nature of our operations, achieving full carbon neutrality remains complex. Our offices, data centres and essential travel are critical to business continuity, making it impossible to eliminate emissions entirely. However, we are committed to reducing our environmental impact through targeted strategies. These include optimising energy consumption, investing in renewable sources and embedding sustainable practices across our workforce. To offset unavoidable emissions, we continue to invest in credible carbon offset projects.



Advancing our environmental commitment

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SERVING OUR PEOPLE

Why it matters

Our people are the foundation of our resilience and central to delivering on our vision and purpose. Strate's success depends on fostering trust through employee wellbeing, skills development and alignment with our strategic goals.

Our approach

We are committed to creating a resilient workforce by implementing initiatives that protect wellbeing, enable growth and strengthen employee engagement and trust.

Promoting human rights and decent work

Driving fair labour practices and workplace transformation in line with the Employment Equity Act (EEA).

Advancing diversity and inclusion across our organisation.

Strengthening the Employee Value Proposition (EVP)

Prioritising physical and mental health through holistic programmes that enhance resilience and wellbeing.

Encouraging flexible work models that balance productivity and adaptability.

Enhancing engagement through initiatives that foster collaboration and inclusion.

Fostering talent development and skills growth

Investing in leadership and development programmes to build an ecosystem of skills and capabilities that support the financial market ecosystem.

Supporting mentorship and graduate programmes to strengthen industry capabilities.

Building a resilient workforce pipeline

Introducing work exposure opportunities for students and young professionals.

Expanding digital learning platforms to enable continuous growth and resilience.

Our impact in 2025

We have cultivated a resilient, engaged and trustworthy workforce that adapts to economic and talent shifts. This is supported by our EVP and reinforced by governance structures and stakeholder oversight.

Our culture

We foster a culture of integrity, adaptability and innovation, ensuring alignment with our purpose and sustainability objectives. By empowering employees and promoting collaboration, diversity and inclusivity, we build trust and resilience at every level of the organisation.



Culture

Strengthening our organisational culture to foster engagement, trust and alignment to execute on Strate's strategic goals.

Achievements

Built strong collaboration and partnerships across stakeholder networks, reinforcing trust and shared purpose.

Sustained a highly engaged workforce where employees feel empowered, valued and aligned with our vision and long-term objectives.

Key highlights

Achieved an impressive participation rate on the cultural survey conducted in November 2025 of 72%, with top-tier scores for employee engagement (97th percentile), employee trust (91st percentile) and commitment (94th percentile).

The survey results confirmed strong alignment between strategic priorities and organisational values, achieving an overall organisational alignment at the 98th percentile on Strate's vision, strategic direction, goals and objectives. We have also noted an improvement in employees' views of risk culture, reflecting awareness of potential barriers to achieving the organisation's strategic goals and objectives.

Goals for the future

Continue nurturing an environment where talent thrives, employees feel respected, empowered and connected and where Strate's corporate behaviours consistently drive sustainable success.

SDGs



Employee brand ambassadors

Employees are empowered to embody Strate's values and corporate behaviours, reinforcing our trusted, neutral brand through leadership, innovation and meaningful stakeholder engagement.

Achievements

Employees consistently represent our brand through their work, stakeholder collaboration and commitment to excellence, thus creating a unified brand experience. Their actions ensure alignment with our purpose and strategic direction.

Key highlights

Strate's recognition programmes celebrate individuals who exemplify our brand through integrity, innovation and living our corporate principles. Cultural survey results reflected strong positive impact and alignment with these recognition effort.

Goals for the future

Continue embedding consistency in the brand experience and corporate identity, ensuring resilience and trust remain central to our culture and stakeholder relationships.

SDGs





Empowering employees through purpose

Our empowerment culture extends beyond the workplace. Through a people-first approach, we create an environment where talent is nurtured holistically, fostering trust, resilience, and alignment with our shared purpose.

Achievements

We strengthened our brand by positioning Strate as an organisation that lives its purpose through delivering sustainable value to stakeholders. We built a strong culture by ensuring employees feel connected to our vision and empowered to contribute meaningfully.

Key highlights

Built an empowering and inclusive environment that inspires collaboration, innovation, and trust that collectively brings our corporate behaviours and values to life. Achieved exceptional cultural survey results on organisational empowerment 98th percentile team orientation 97th percentile, and capability development 98th percentile, indicating strong collaboration resilience and alignment.

Goals for the future

Continue embedding our purpose and brand into every aspect of our culture, ensuring employees remain engaged, trusted, and committed to Strate's vision.

SDGs



Resilient and stable workforce

Building a workforce grounded in trust and resilience is central to our success. We prioritise employee well-being as a cornerstone of stability, extending beyond career development to create an environment where individuals feel supported and valued.

Achievements

Elevated employee wellness by investing in programmes that promote physical, mental and emotional health.

Supported professional growth and work-life balance, ensuring long-term engagement.

Key highlights

Delivered inclusive wellness solutions designed to empower employees, fostering a sense of belonging and security.

Implemented diverse engagement and training programmes that motivate and strengthen workforce engagement, supporting organisational stability.

Achieved exceptional cultural survey results: organisational core values (98th percentile), collective alignment (99th percentile), and coordination and integration (98th percentile), indicating strong organisational consistency in positive organisational behaviours, collective goals and partnerships.

Goals for the future

Continue advancing holistic wellness strategies that nurture resilience, enhance trust, and support employees in achieving balance and sustained performance.

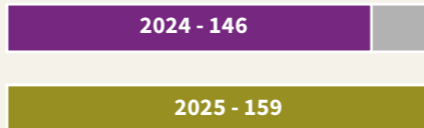
SDGs



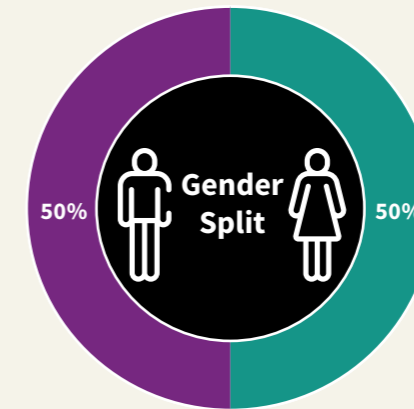
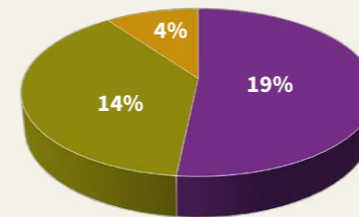
Our workforce profile

Strate's workforce reflects a balanced mix of expertise and capabilities essential for delivering on strategic imperatives. Our equity and transformation initiatives have shaped a team that embraces South Africa's diversity.

Number of employees



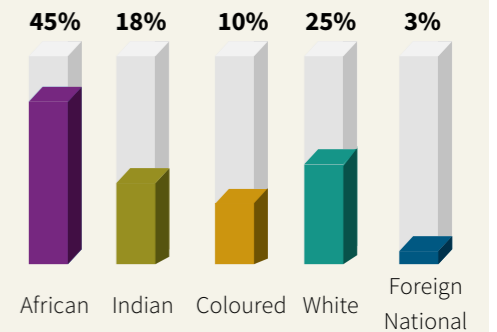
Management levels black females



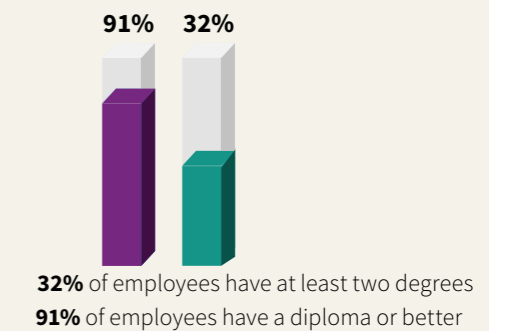
Workforce profile

45% of employees working for Strate Group for more than 5 years
23% employees are between the ages of 26 and 45

Total Workforce Demographics



Quality of Skills



People stability

Talent retention remains a priority as we continue to invest in creating a resilient ecosystem to uphold the trust of the market as we grow and execute on our strategic imperatives. We recognise that resilience requires a compelling EVP, supportive work environments and meaningful career pathways. By monitoring these talent drivers including remuneration, performance, culture and opportunity, we maintain stability.

2025		2024		2023	
Turnover	Regrettable turnover	Turnover	Regrettable turnover	Turnover	Regrettable turnover
5.2%	2%	10%	6%	17%	11%

Our goal is to maintain stability and healthy levels of turnover through enhanced engagement, leadership development and career mobility initiatives that retain critical talent.

Cultivating organisational performance

We reinforced outcomes-based performance practices while embedding adaptability and client focus. Our succession planning and engagement frameworks support individual growth and organisational capability.

Investing in our people capability to create value

An empowered workforce is central to trust and resilience. Our investment in skills development and professional growth enables employees to thrive, ensuring sustainable delivery of strategic objectives and long-term business success.



Investing in talent to strengthen organisational resilience

Building workforce capability is essential to delivering strategic imperatives.

Achievements

Developing people through learning and growth.

We reinforced our commitment to cultivating strong, adaptable teams that create shared value for stakeholders and support our purpose.

Key highlights

Advanced continuous improvement and operational excellence, aligning talent development with strategic priorities.

Focus on capability design and developing stronger leadership accountability.

Continued to embed a risk-aware culture that promotes agility and strengthens client engagement.

Scored at the 99th percentile for diversity and inclusion and the 94th percentile for organisational commitment in our cultural survey.

Goals for the future

Launch targeted training programmes to enhance operational excellence and adaptability.

Strengthen risk-awareness and process design capabilities, equipping employees to navigate evolving challenges and find optimal solutions for sustainable value generation.

Refine workforce planning to meet future business demands and maintain organisational resilience.

SDGs



Learning and development

We strive to create an environment where talent thrives, and resilience is built through continuous learning. Ongoing development is vital for agility, adaptability and long-term success, ensuring our workforce remains skilled, engaged and committed.

As a responsible employer in a competitive market, we proactively invest in new capabilities and skilled talent through targeted learning programmes. These initiatives equip employees with essential knowledge and competencies aligned to personal growth and organisational resilience.

Our structured programmes include graduate and learnership opportunities that provide young professionals with practical experience, NQF-level qualifications and pathways to permanent employment. These initiatives demonstrate our commitment to talent development and market sustainability.

In 2025, we enhanced human capital through impactful training across the business, including:

1. Insider trading
2. Conflict of interest
3. Security awareness training
4. Time to think
5. Risk awareness
6. Outward mindset
7. Crucial conversations

These programmes strengthen resilience, ethical conduct and equip employees to navigate evolving challenges.

Building a sustainable future through leadership development

Our business strategy is anchored in strong, resilient leadership. As we strategically execute our business imperatives, we recognise the critical need to develop capable leaders who can uphold market trust, drive the objectives of the FMA and foster an inclusive, innovative and forward-thinking culture.

Through experiential learning and practical application, our leadership programmes equip emerging leaders with systemic thinking skills that enable sound, impactful decision-making. With a focus on resilience, critical thinking and inclusive leadership, these initiatives prepare leaders to execute our strategy effectively in a global context. Participants develop self-mastery and the ability to lead diverse teams, leveraging collaboration and adaptability to strengthen organisational trust and long-term sustainability. Our new leadership programme commences in January 2026.

Leadership development	2025 enrolment	Management level
Coloured male	1	Professionally qualified
Coloured female	1	Professionally qualified
Indian male	2	Skilled technical
Indian male	1	Professionally qualified
Indian female	1	Skilled technical
African female	1	Skilled technical
African female	1	Professionally qualified
White male	1	Professionally qualified
White female	1	Professionally qualified
Total	10	



Organisational capability design enables strategic execution

Our capability framework is designed to strengthen resilience and ensure seamless delivery of business objectives.

Achievements

Built a resilient, client-focused workforce empowered to innovate, collaborate and drive sustainable success.

Created an environment where employees contribute confidently to strategic outcomes

Goals for the future

Align our EVP with evolving workforce dynamics and legislative changes to maintain trust and adaptability. Continue investing in top talent and leadership development to strengthen new and existing capabilities.

Key highlights

Introduced a structured capability framework to support systemic execution of our strategy and enhance our client, data and risk capabilities to enrich organisational resilience.

SDGs



B-BBEE performance

We have maintained Level 1 B-BBEE contributor status for five consecutive years, which demonstrates our commitment to transformation. This achievement underpins the effectiveness of our integrated strategy, which aligns with our purpose of fostering inclusivity, equality and sustainable growth. Our transformation efforts focus on empowering people, strengthening enterprise and supplier development and creating shared value for stakeholders.

We regularly review our approach to ensure it promotes diversity while supporting long-term business sustainability.



Our approach to B-BBEE

Driving transformation remains a priority as we strive to maintain leadership in inclusivity and empowerment.

Achievements

Meaningful transformation

We advanced initiatives that changed lives, empowered communities and built workforce capability through talent development and inclusive practices.

Goals for the future

Deepen transformation in workforce composition.

Focus on developing critical skills and qualifications.

Enhance succession planning and leadership pipelines.

Key highlights

Achieved Level 1 B-BBEE status, reflecting our dedication to an inclusive workforce, supplier development and economic empowerment.

SDGs



Transformation pillars

Our progress is anchored in five pillars:

Ownership

Strengthening participation and representation

Management control

Increasing diversity in leadership roles

Skills development

Providing learning and upskilling opportunities

Enterprise and supplier development

Supporting SMEs and historically disadvantaged businesses

Socioeconomic development

Investing in communities for sustainable impact

By prioritising these pillars, we contribute to an inclusive, resilient financial ecosystem designed for long-term success.

Driving organisational performance through inclusive transformation

As a responsible corporate citizen, we are committed to transformation that goes beyond compliance. We embed transformation in our strategic objectives, ensuring meaningful, sustainable change within Strate and across the communities we serve.

Our transformation journey follows a holistic approach that aims to create infrastructure that supports South Africa's transformation agenda while delivering measurable socioeconomic impact.

Our guiding principles include:

- Playing a meaningful role in shaping society
- Adopting an integrated approach to transformation
- Contributing to progress both within and beyond Strate
- Aligning with our purpose of serving financial markets
- Creating opportunities for South Africans to participate economically

We remain focused on meeting employment equity and skills development targets under B-BBEE and the Financial Sector Charter Codes, promoting diversity while preventing discrimination. Our talent strategy prioritises leadership development, digital readiness, and growth initiatives to build a resilient workforce capable of driving innovation.

Employment equity plan

We have made significant progress in aligning our employment equity profile with business strategy, reflecting our commitment to transformation. Our 2025-2030 plan aligns with new sectoral targets under the amended Employment Equity Act, effective January 2025, ensuring compliance and reinforcing inclusivity. Failure to meet these targets could result in:

- Loss of compliance certification
- Restricted access to government contracts
- Exclusion from bids where fines exceed 10% of turnover

By aligning workforce composition with sectoral requirements, we build an inclusive organisation prepared for future challenges.

Final thoughts on our people commitment

Our people remain central to everything we do. Through transformation, leadership development and employment equity, we reinforced our dedication to sustainable impact.

Maintaining Level 1 B-BBEE status for five consecutive years reflects our ongoing efforts to foster inclusivity and drive socioeconomic progress. We remain aligned with the Employment Equity Act, ensuring fair labour practices and increasing diversity across the business.

Guided by values of integrity, accountability and collaboration, we foster a culture where employees innovate and can lead with confidence.

Looking ahead, we will continue advancing transformation, enhancing skills and building a workforce ready to navigate change while serving the financial markets with trust and resilience.



Embedding the International Labour Organisation principle of decent work

We are committed to creating a workplace where trust and resilience thrive. Our goal is to ensure work is productive, fair and safe, providing employees and their families with stability, equal opportunities and the freedom to participate in decisions that shape their future.

Achievements

Advanced initiatives that promote fairness, equity and empowerment across all levels of the organisation.

Reinforced our commitment to employee well-being and ethical labour practices.

Key highlights

Strengthened workplace safety through refreshed occupational health and safety (OHS) awareness and education programmes.

Conducted remuneration benchmarking and reviewed pay equity to ensure fairness and transparency.

Enhanced our EVP to align with resilience and inclusivity goals.

Goals for the future

Continue building an equal-opportunity environment where employees are treated with respect and dignity, making a meaningful contribution to their lives and the organisation's sustainability.

SDGs



SERVING OUR COMMUNITIES

Why it matters

We remain steadfast in our commitment to responsible corporate citizenship, ensuring that our social investments deliver enduring value and foster trust within the communities we serve. Guided by the SDGs and South Africa's transformation priorities, we embed resilience into our operations and partnerships to strengthen local economies and create sustainable opportunities.

Our corporate social investment (CSI) strategy supports South Africa's transformation journey by prioritising sustainable infrastructure that empowers communities, enhances livelihoods and builds confidence in a shared future. By investing in sustainable solutions, we help communities withstand challenges and thrive over time.

Our approach

We believe resilience is built through collaboration. By partnering with communities and stakeholders, we deliver meaningful impact that promotes inclusive development.

Our CSI programmes focus on education, skills development and enterprise growth, ensuring that transformation is not only achieved but sustained. We actively encourage employee involvement in social initiatives, reinforcing a culture of shared responsibility.

Through strategic partnerships with non-governmental and non-profit organisations, we amplify our efforts to address socioeconomic challenges, creating frameworks that endure beyond immediate interventions.

Our impact in 2025

This year we made significant progress in building resilient communities. From early childhood development programmes to food security initiatives, we worked to reduce vulnerability and empower individuals. Our employees contributed through donations and volunteerism, demonstrating solidarity.

Highlights include:

Establishing two new vegetable gardens and maintaining boreholes to secure food and water access

1. Improved water access to communities
2. Supported local soup kitchens
3. Provided nutritional dry food packs
4. Funded financial literacy workshops and literature
5. Supported education and skills development for sustainable livelihoods
6. Maintained the Dream Room at Baragwanath Hospital
7. Refurbished a community dining hall that supports over 500 people in need
8. Supported feeding schemes over the 2025 festive period
9. Strengthened community resilience through partnerships and shared resources

Looking ahead

Our goal is to deepen trust and resilience by continuing to support communities in need, aligned with South Africa's transformation agenda and the SDGs:



2021

In response to COVID-19, Strate and its employees joined the call for providing immediated relief to those affected by contributing to various funds. We continued funding SED beneficiaries and non-profits providing urgent relief. The "Do Good" initiative mobilised employees to assist struggling communities, reinforcing Strate's commitment to social impact during a critical time.

2022

We deepened our focus on sustainable change, with the "Ride for a Cause" campaign raising funds for the Aurora Special Care Unit. Employees donated essential goods, to charities. We introduced the SED beneficiaries collaboration model which created tangible support towards sustainable infrastructure projects.

2023

Continued to drive socioeconomic transformation, expanding support for non-profits and disadvantaged communities. R100,000 donation to Reach for a Dream. Employees donated 60 pairs of school shoes. SED beneficiaries continued to invest funding towards infrastructure projects, providing education, training and health care. The partnership extended to creating sustainable infrastruture at Baragwanath Hospital for children in need.

2024

Focused on resilient communities. We enabled key infrastructure projects through SED funding, including vegetable tunnels, self sustaining bakery upgrades, and early childhood training. Strate employees under our flagship "do good" campaign supported Abraham Kriel, Bambanani and Ebenezer.

2025

We strengthened community resilience by expanding food, water, education and nutrition initiatives while restoring and maintaining vital community infrastructure. Through employee volunteerism and strategic partnerships, we uplifted vulnerable groups and promoted dignity, and sustainable livelihoods.

SDGs

Primary



Secondary



SDGs

Primary



Secondary



SDGs

Primary



Secondary



SDGs

Primary



Secondary



SDGs

Primary



Secondary



Strate's contribution to a sustainable, better South Africa

Beneficiaries	B-BBEE element
Ebenezer Hannah Home	Socioeconomic Development
Judea Hope	
Reach for a Dream	
Edusaver	Consumer Education
Atleha	
ASISA loan 2	Supplier and enterprise Development
ASISA loan 3	
ED Action loan	

SDGs

In addition to direct community engagement, we have historically supported Strate Charity Shares (SCS), a non-profit initiative in partnership with Computershare that helped unlock value from small, unwanted securities, channelling proceeds toward charitable causes. However, this initiative has now been discontinued as we refine our social impact strategy to focus on projects that deliver measurable, sustainable benefits to the communities we serve.

Supplier enterprise development	Consumer education	Socioeconomic development	CSI "Do good"
<p>Working with suppliers for 2025 graduation</p>	<p>2 market educational articles released</p>	<p>Sustainable infrastructure investment continued</p>	<p>3 employee-initiated programmes supported</p>

Compliance
 Collaboration and partnerships
 Strengthen employee engagement
 Value creation

Focus areas for 2026

Our priority is to strengthen collaborative models that build trust and resilience, ensuring we serve communities in need more effectively.

Reflections on responsible corporate citizenship

Our commitment to social responsibility addresses South Africa's socioeconomic realities through focused action in key areas: fair employment practices, inclusive labour policies, community engagement, education and skills development, health and wellbeing, diversity and inclusion, and human rights.

Our approach emphasises shared value through trusted partnerships with stakeholders, fostering a resilient workforce that reflects diversity and inclusion, and supporting community development initiatives. These efforts are designed to build resilience and trust, making a tangible difference for employees, communities and society.

As we look ahead, we remain dedicated to advancing social objectives, improving ESEG performance, and contributing to South Africa's sustainable development goals. Together, we can create a future that is inclusive, equitable and resilient for all.

SAFEGUARD AND STRENGTHEN: OUR CORPORATE GOVERNANCE

Why it matters

Strong governance is the foundation of financial markets. It ensures transparency, accountability, fairness and responsibility, enabling informed decisions and sustainable growth. Effective governance strengthens confidence among stakeholders and safeguards long-term financial stability.

Good governance promotes ethical culture, enhances performance, improves decision-making through effective leadership, and fosters legitimacy.



Our approach

Our governance framework matured in 2025, and supports continuous improvement while meeting regulatory and legislative requirements. This framework reinforces transparency and accountability across all levels, ensuring alignment with our strategic imperatives and the objectives of the FMA.

Our governance model clearly defines roles, responsibilities, information flows and oversight structures. It also organises the strategic, operational, financial and risk management reporting processes needed to ensure that the Board and various delegation levels receive the information they require for decision-making and for management to achieve its strategic imperatives and regulatory requirements. Ethical culture, risk management and performance monitoring are integral to our governance model.

Ethical culture

Trusted governance

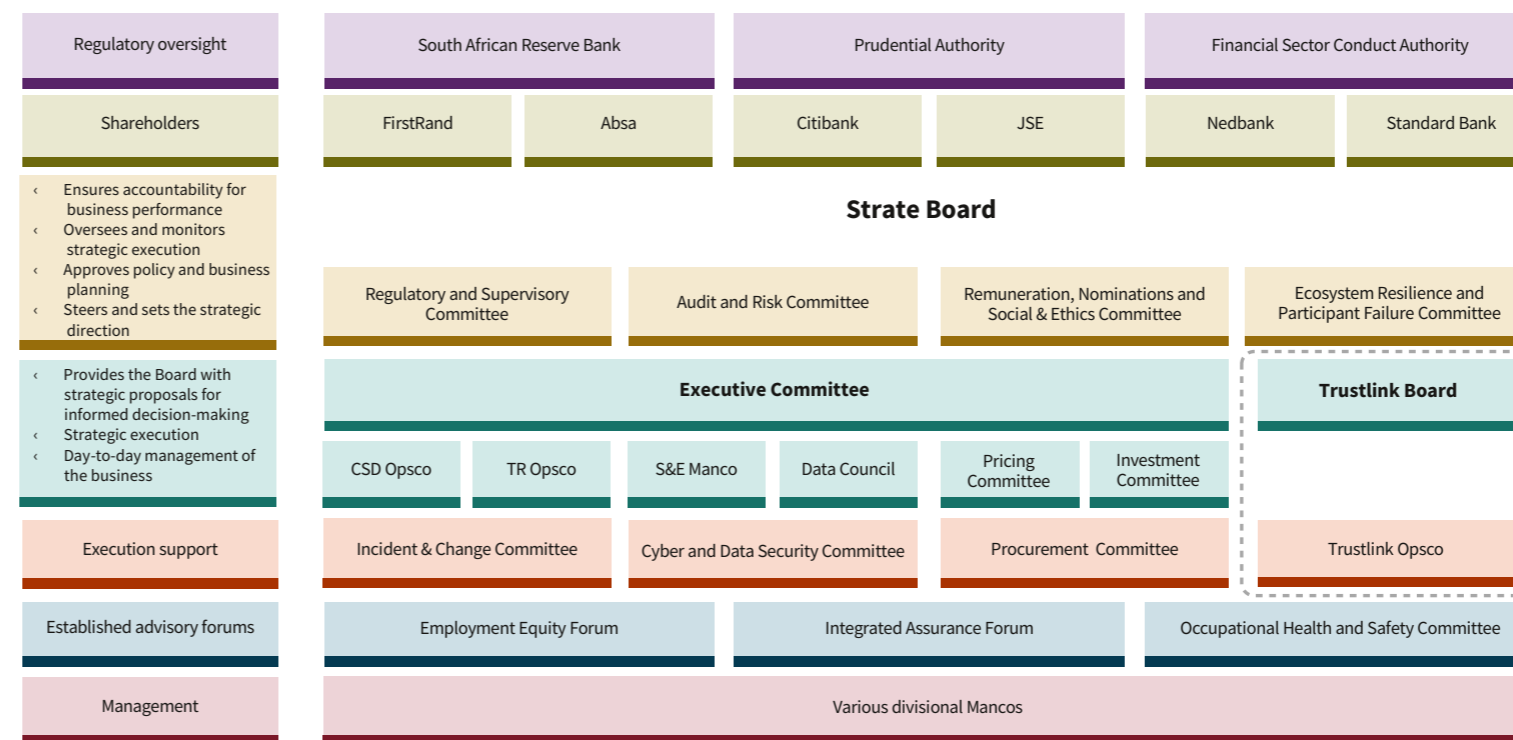
Enterprise-wide risk management

Accountability and transparency

Accountability and transparency

We uphold transparency and accountability through accurate reporting and independent assurance, reinforcing trust in our governance practices. By embedding an ethical culture and fostering open communication, we strengthen confidence in our operations and support sustainable economic growth.

As part of this commitment, we are implementing a TR capability to enhance transparency in the derivative markets. This initiative aligns with global standards and mitigates systemic risk, reinforcing trust in the financial ecosystem.



Impacted SDGs



Enterprise-wide risk management and compliance

Risk management and compliance are integral to sustaining resilience and protecting stakeholder trust. Our framework ensures proactive identification of risks, monitors regulatory developments, ensures regulatory alignment and maintains operational continuity. By embedding governance into every process, we safeguard the integrity of financial markets and maintain confidence during uncertainty.

Our impact in 2025

Key achievements relating to sustainability include:

- Occupational Health and Safety
We enhanced our OHS controls to protect employee wellbeing.
- Financial crime

To maintain excellence in our onboarding and procurement processes and mitigate risks, we supported operational teams implementing financial crime controls and enhanced our guidelines. We also conducted company-wide financial crime training.

Principles for Financial Market Infrastructures (PFMI)

As an FMI, Strate is committed to complying with all relevant regulatory requirements, including those based on international best practice that support the stability of the financial system. In keeping with this commitment, Strate successfully assessed its compliance with the PFMI, which were developed by the Committee on Payments and Market Infrastructures (CPMI) and the International Organisation of Securities Commissions (IOSCO).

Integrated assurance

Strate has revised and adopted an integrated assurance framework to maximise the coverage of our assurance activities. This framework delivers a coordinated and coherent assurance model that eliminates duplication and gaps in control environment coverage. It creates synergies across our lines of defence and coordinates activities to verify and validate control effectiveness.

Risk management policies and frameworks

We revisited a number of key risk policies and frameworks to align with industry best practice. One of these was the introduction of an Operational Resilience Policy that replaced the Business Continuity Policy, to ensure broader coverage of Strate's operational resilience.

Ethical culture

Our governance model promotes integrity, fairness, transparency and accountability. Clear roles, responsibilities and codes of conduct guide ethical decision-making, ensuring trust and resilience across all levels.

Conflict of interest management

We maintain strict protocols to prevent commercial and regulatory conflicts and uphold impartiality, reinforcing confidence in our governance framework.

Responsible sourcing and inclusive procurement

We prioritise ethical sourcing and supplier diversity, contributing to sustainable economic growth and strengthening trust in our supply chain.

Focus areas for 2026

We will continue stakeholder training on insider trading, financial crime and conflict-of-interest disclosures. We will maintain fit and proper assessments, obtain third-party assurances on key business areas and capabilities, and ensure clear, accurate and complete reporting.

These efforts will ensure operational stability, protect stakeholder trust and future-proof our business against emerging risks.

Final reflections on governance and compliance

Strate's commitment to strong governance and compliance is central to our purpose of safeguarding the financial markets. By embedding robust ethical frameworks, proactive risk management and transparent decision-making, we reinforce trust and ensure operational integrity, contributing to the resilience of South Africa's financial ecosystem.

Our governance extends beyond regulatory adherence. We cultivate an ethical culture through leadership commitment, clearly defined corporate behaviours, accountability, integrity, respect and transparency. Through advanced technology, world-class infrastructure, targeted training and integrated risk strategies, we are building resilient systems that protect both Strate and the broader market infrastructure.

Looking ahead to 2026, Strate will continue to strengthen governance practices, anticipate emerging risks and evolve compliance mechanisms. Our goal is to remain a trusted, neutral partner that meets regulatory standards and sets benchmarks for ethical and responsible governance in financial services.

Serving tomorrow, today

At Strate, sustainability is more than a strategic priority, it is a commitment to creating enduring value for South Africa's financial ecosystem. Throughout 2025, we demonstrated this by balancing economic performance with environmental stewardship, social responsibility and governance excellence.

Our initiatives span multiple dimensions, which included reducing our environmental footprint through waste management, empowering people through skills development and inclusion, supporting communities with targeted investments and upholding the highest governance standards. By aligning with the SDGs, we are addressing challenges and shaping a resilient, equitable future.

As we move forward, Strate remains a catalyst for positive change, leveraging our role as South Africa's principal CSD and only licensed TR to drive innovation, transparency and sustainable growth. Together with our stakeholders, we are building infrastructure that can withstand uncertainty and foster shared value for a stronger, more sustainable South Africa.



CORPORATE INFORMATION

THE MARC, Tower 1,
129 Rivonia Road
Sandown
Sandton
2196

Tel: +27 (0) 11 759 5300
Fax: +27 (0) 11 759 5500
Email: info@strate.co.za

www.strate.co.za

strate