

# FULL YEAR 2020 RESULTS PRESENTATION TO INVESTORS AND ANALYSTS

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**1** ▶ Introduction

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**2** Group Financial Highlights

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**3** Retail Performance Review

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**4** The Future of Access

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**5** FY 2021 Outlook and Targets

# 2020 Macroeconomic Highlights



**GDP growth rate, %**



**Inflation rate, %**



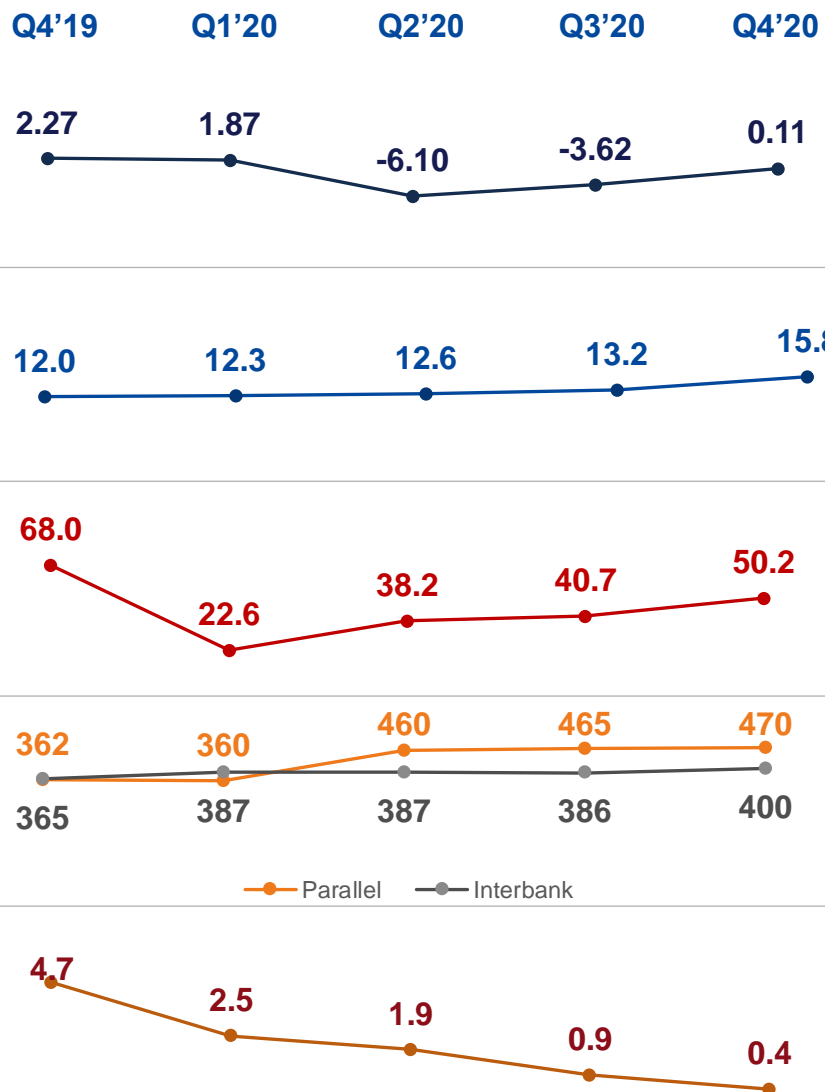
**Oil price, \$/b**



**USD exchange rate, local currency**



**Money Market rate, %**



## Comments

- **GDP growth Rate** in Q4 2020 (0.11%) was positive for the first time since the Covid-19 outbreak, suggesting that the economy made an exit from the Covid-19 and oil price induced recession
- **The headline inflation rate** maintained an upward trend to 15.8%, marking the 16th consecutive month of rising inflation as the coronavirus crisis led to a plunge in oil prices, a weaker naira, rising food and transportation costs
- **Crude Oil Prices** continued the year's upward trend to \$50.2/barrel, +122% since the year low of \$22.6/barrel. This is in view of the OPEC+ output cut deal and eased movement from the pandemic induced restrictions
- **FX rates** across the parallel and Interbank market have increased steadily during the period due to the currency adjustments done by the CBN. The parallel rate up 30% y/y to stand at ₦470/\$, while the interbank rate rose 10% y/y to ₦400/\$
- **Average 90 days T-bills rate** continued to decrease significantly during the year to 0.4% as at December 2020.
- **Yield on government securities** declined to a year low of 0.35%, following the restriction of OMO securities to banks and foreign investors. This is in addition to CBN's decision to reissue only a portion of maturing OMO investments

# 2020 Regulatory Highlights

- The CBN granted all CBN intervention facilities a further moratorium of one (1) year on all principal repayments
- The CBN reduced interest rate on all applicable CBN intervention facilities from 9 to 5% per annum
- The Monetary Policy Committee (MPC) revised the CRR upwards from 22.5% to 27.5%
- The FGN implemented the 7.5% Value Added Tax (VAT)
- The CBN approved regulatory forbearance for restructuring of loans of Deposit Money Banks (DMBs)

Q1

Q2

- The Monetary Policy Committee (MPC) cut the MPR by 100bps to 12.5%
- The CBN approved regulatory forbearance for the restructuring of credit facilities to Other Financial Institutions impacted by COVID-19
- The FGN approved the suspension of interest payment on debts owed by state governments
- The CBN and Financial Reporting Council of Nigeria (FRC) released guidelines on the impact of COVID-19 on financial reporting
- The FGN removed fuel subsidy across the country



- The Monetary Policy Committee (MPC) reduced the MPR by 100bps from 12.5% to 11.5% and adjusted the asymmetric corridor from +200/-500 bps to +100/-700 bps
- The CBN reviewed the minimum interest payable on Savings deposits subject to a minimum of 10% of Monetary Policy Rate (MPR) per annum
- The CBN decided to restore payment of fees on the NCR platform, effective November 1, 2020
- The CBN resumed gradual sales of foreign exchange to licensed Bureau De Change operators

Q3

Q4

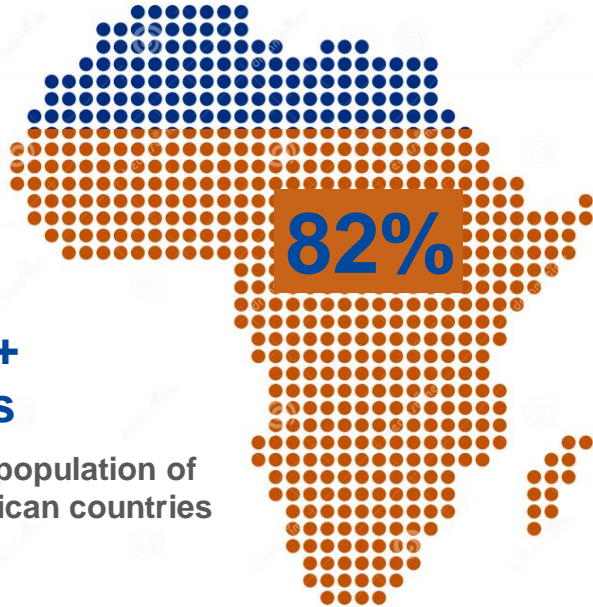
- The CBN approved new license categorizations for the Nigerian payments system
- The CBN introduced its Special Bills as part of an effort to deepen the financial markets and avail the monetary authority with an additional liquidity management tool
- The Monetary Policy Committee (MPC) retained all rates to sustain the trajectory of economic recovery
- BOFIA 2020 authorizes the CBN and the Nigeria Deposit Insurance Corporation (NDIC) to establish fund to guarantee depositors' fund safety

# Access Bank's Global network and scale (1)

## Large customer base

**40 Million+**  
customers

More than the population of  
82% (47) of African countries



**Superior service through four  
SBUs in 10 African countries, the  
UAE, UK, and 3 rep offices** in China,  
India and Lebanon



Corporate



Commercial



Business



Retail

## Growing users on our digital channels



2,963 ATMs



9.8mn unique  
mobile app and  
internet banking  
users



49,417 POS



7.8mn USSD  
users



675 Branches



58k+ Agents

## Strong financial performance

**₦764.7bn**

Revenue

**₦125.9bn**

Profit before Tax

**15.6%**

ROE

**20.6%**

CAR ratio

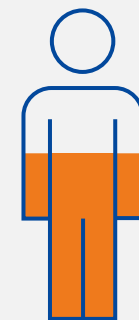
**15.46%**

Tier 1 ratio

## Significant gender diversity

**6,897**

Professional  
Staff

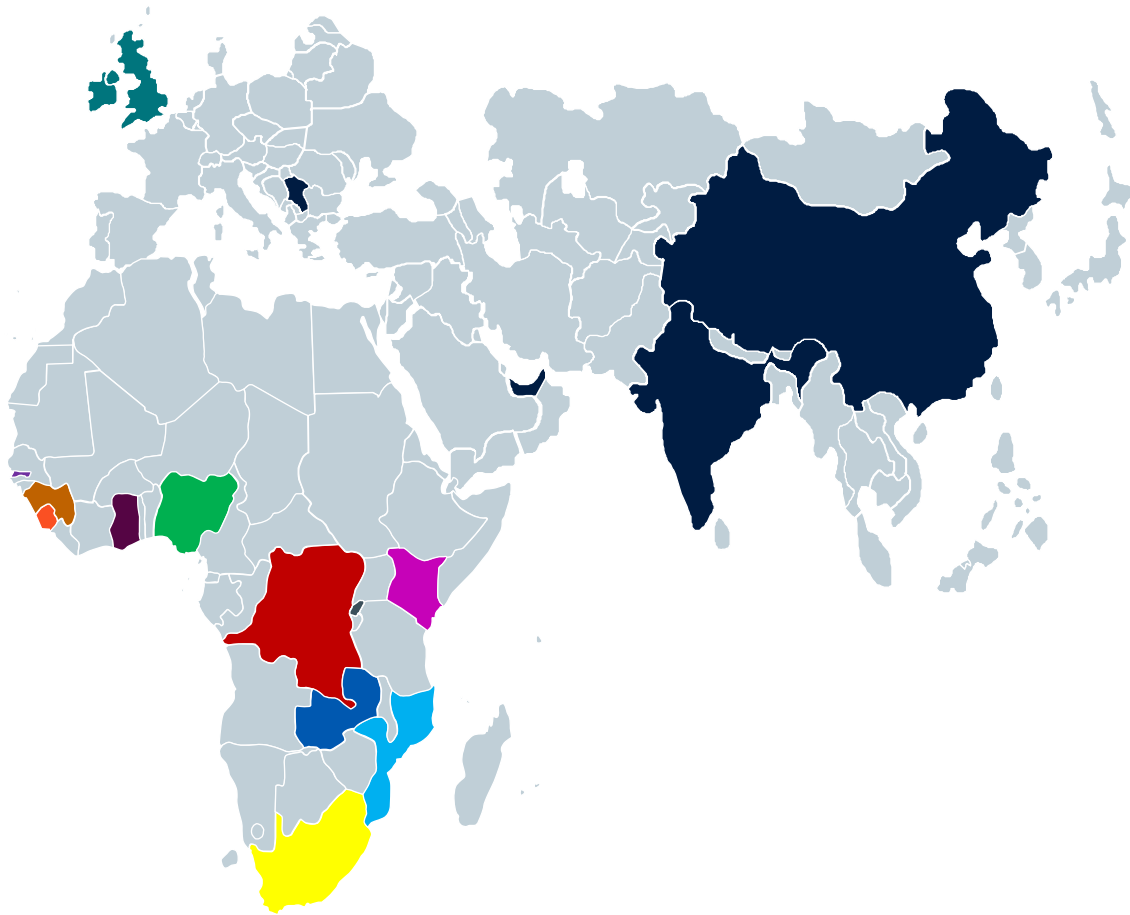


53%



47%

# Access Bank's Global network and scale (2)



**Nigeria**  
Branches(#): 556  
Employee(#): 5,515

**Zambia**  
Branches(#): 8  
Employee(#): 100

**Kenya**  
Branches(#): 28  
Employee(#): 105

**United Kingdom**  
Branches(#): 3  
Employee(#): 144

**Rwanda**  
Branches(#): 8  
Employee(#): 83

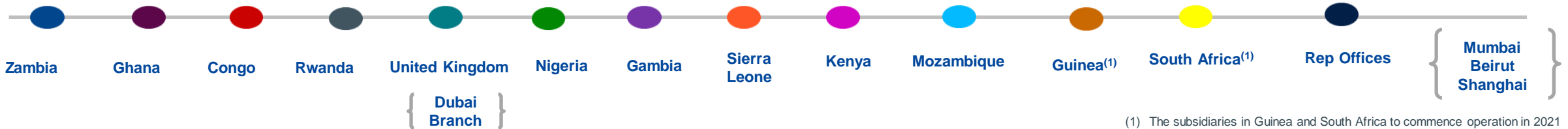
**Mozambique**  
Branches(#): 1  
Employee(#): 69

**Ghana**  
Branches(#): 52  
Employee(#): 698

**Congo**  
Branches(#): 9  
Employee(#): 89

**Sierra Leone**  
Branches(#): 4  
Employee(#): 54

**Gambia**  
Branches(#): 6  
Employee(#): 40

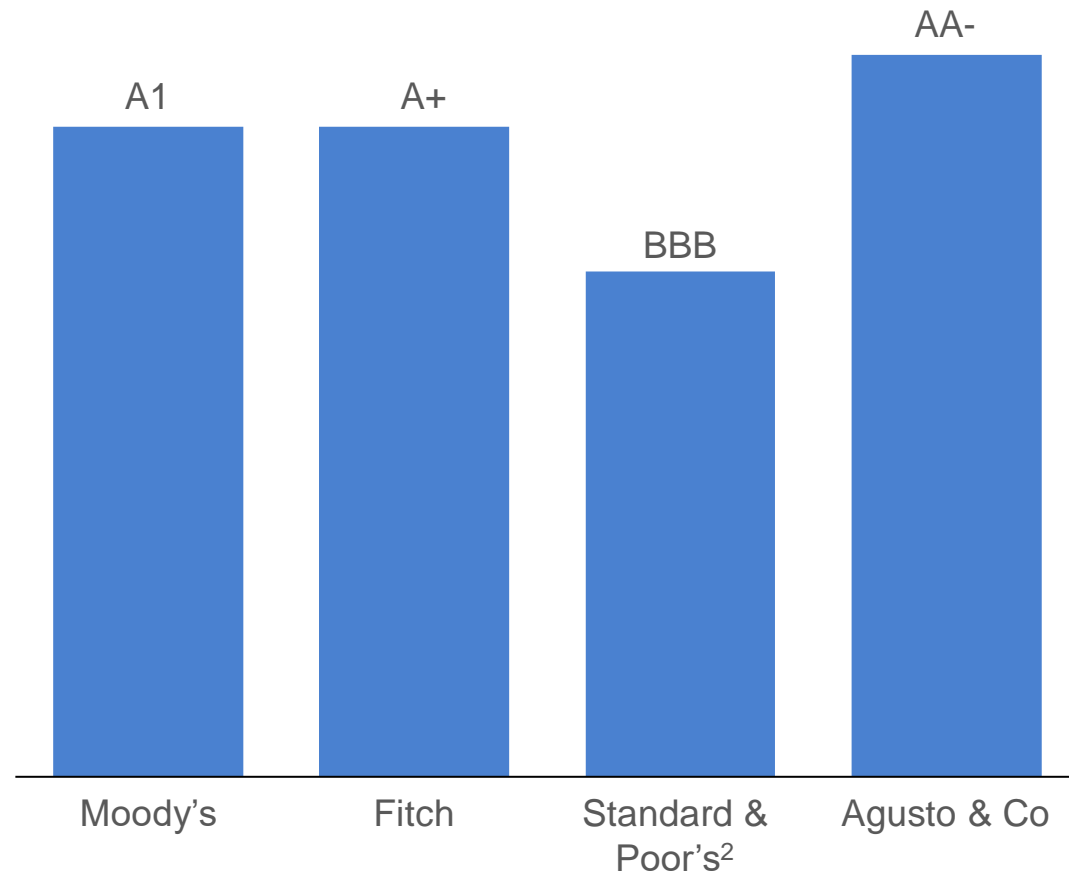


(1) The subsidiaries in Guinea and South Africa to commence operation in 2021



# Global recognition for continued strong business performance

## 2020 Credit rating



1. Sustainability Standards & Certification Initiative; European Organization for Sustainable Development  
 2. Downgrade as a result of S&P sovereign downgrade which affected the entire banking industry in Nigeria

## Select 2020 Accolades

### Africa's Best Bank for SMEs

Euromoney Awards for Excellence winner

### Best Digital Bank in Africa

Asian Banker Awards winner

### 1st African commercial bank to be granted Sustainability Certification

under the SSCI<sup>1</sup> by the EOSD<sup>1</sup>

### Best Trade Finance Provider, Nigeria

Global Finance Awards winner

### African Banker of the Year – Herbert Wigwe

Winner of the African Banker Awards

### Outstanding Business Sustainability

Karlsruhe Sustainable Finance Awards 2020

### Best Bank for Investor Relations, Nigeria

Winner of the Global Brand Awards

### Agric Deal of the Year – Olam Rice Farm

Winner of the African Banker Awards

### Best Bank in Nigeria

Winner of the EMEA Finance awards

### Best Issuing Bank Partner, Africa

IFC Global Trade Awards winner

### Most Innovative Bank in Africa

Winner of the EMEA Finance awards





# We have been globally recognized for our ESG contributions

## Social

**35%**

women on the board

**2,781,443**

staff volunteer hours

**25%**

women in leadership

**28,540,046**

lives impacted

**₦10.25bn invested** in Community initiatives

## Environment

**₦15bn**

raised in Green Finance. 1st Corporate to issue a Green Bond in SSA

**25%**

decrease in electricity consumption

**Launched the first corporate bond impact reporting**, in Nigeria  
**Only climate lending bank**, in Africa

## Economic

**5.8mn**

Financial inclusion customers acquired in 2020

**58,000+**

Financial inclusion agents

**273%**

y/y growth in financial inclusion transaction count

**1,806**

beneficiaries of Access9ijakids initiative on financial literacy & inclusion for children



## Thought Leadership

- ▶ Chair, Nigerian Sustainable Banking Principles Steering Committee
- ▶ Vice Chair, Nigeria Humanitarian Fund Private Sector Initiative
- ▶ Africa Consultative lead, Global Principles for Responsible Banking
- ▶ UNEP Principles for Responsible Banking, founding signatory
- ▶ Co-Chair, Nigeria Business Coalition Against AIDS
- ▶ Co-Chair, Corporate Alliance on Malaria in Africa



1 Introduction

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**2** ▶ **Group Financial Highlights**

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3 Retail Performance Review

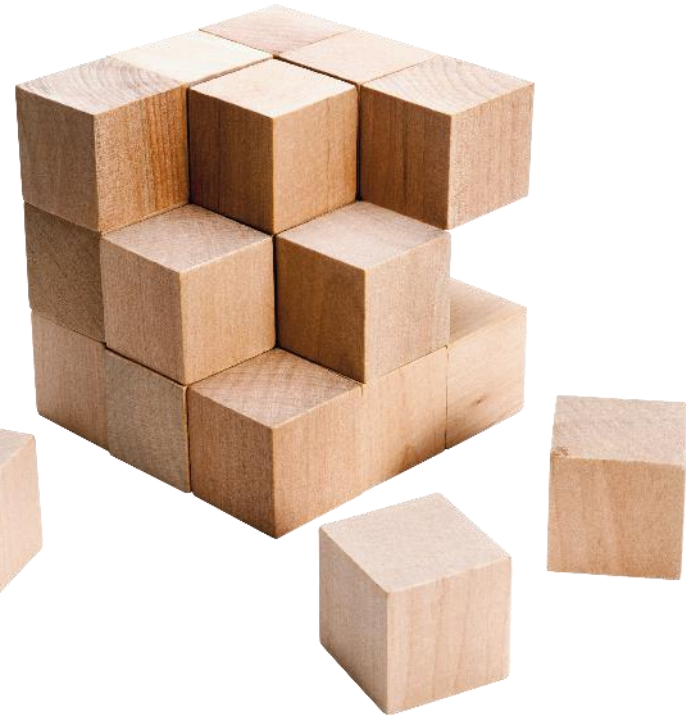
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4 The Future of Access

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5 FY 2021 Outlook and Targets

# Access Bank has continued to deliver solid and resilient results



## Profitability

₦'million	FY 2020	FY 2019 <sup>1</sup>	%Δ	
Gross Earnings	764,717	666,754	15	↑
Net Interest Income	262,950	277,229	(5)	↓
Operating Income	515,324	389,338	32	↑
Operating Expenses	(326,509)	(257,223)	27	↑
Impairment Charges	(62,893)	(20,189)	212	↑
Profit Before Tax	125,922	111,926	13	↑
Profit After Tax	106,010	94,057	13	↑



## Balance Sheet

₦'billion	Dec. 2020	Dec. 2019	%Δ	
Net Loans & Advances	3,611	3,064	18	↑
Total Assets	8,680	7,143	22	↑
Customer Deposits	5,587	4,256	31	↑
Shareholders' Funds	751	607	24	↑



## Prudential Ratios

Metrics	FY 2020	FY 2019	Δ	
After-Tax ROAE	15.6%	17.1%	(1.5)	↓
Cost-to-Income (%)	63.4%	66.1%	(2.7)	↓

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	FY 2020	FY'19	Δ	
Capital Adequacy (%)	20.6%	20.0%	0.6	↑
Liquidity (%)	46.0%	47.0%	(1.0)	↓
Loan-to-Funding	50.7%	62.1%	(11.4)	↓

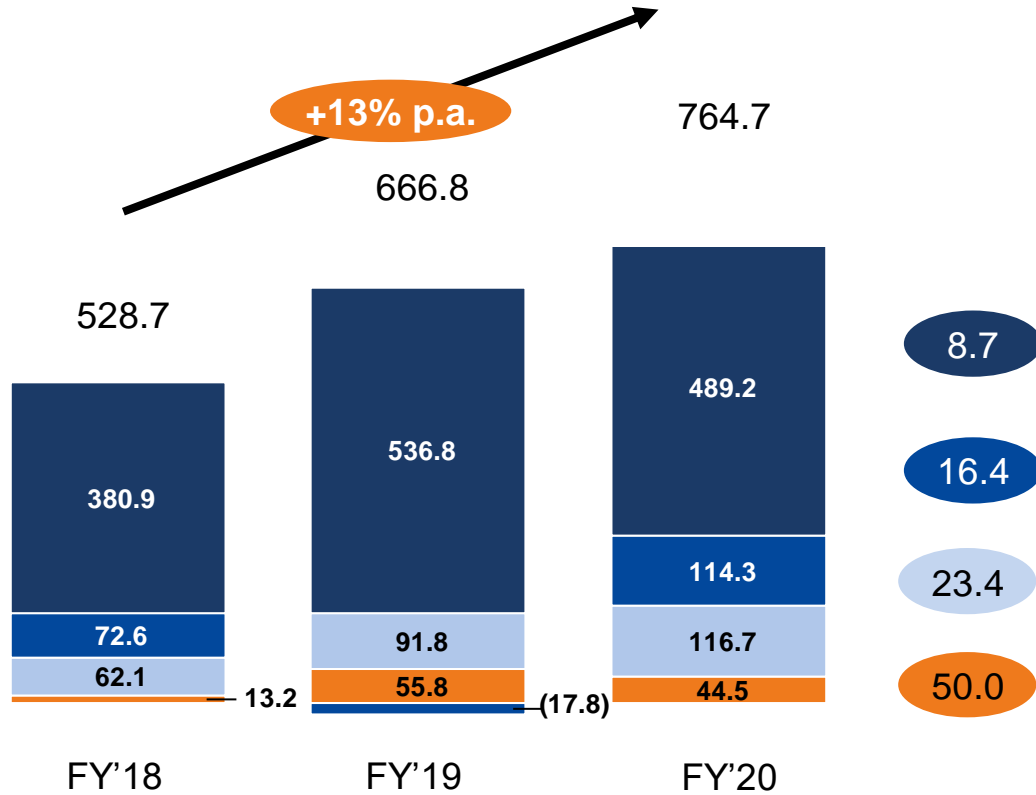
1. December 2019 figures have been restated

# We have focused on generating sustainable revenue across all income lines

■ Interest income ■ Trading income ■ Fee and Commission income ■ Other income

Gross Revenue (₦'bn)

CAGR, %



1. Interest Income figures calculated as an addition of Interest income on financial assets not at FVTPL/not held for trading and Interest income on financial assets at FVTPL/held for trading

▶ **Gross revenue grew 15% to ₦764.7bn y/y**, comprising 64% in interest income and 36% in non-interest income.

▶ **Interest income drivers (-9% y/y, FY'20: ₦489.2bn):**

- ▶ A 30% y/y growth in income from Cash and Cash Equivalents to ₦12.0bn (FY'19: ₦9.2bn), offsetting the 3% y/y decline in interest on Loans and Advances to customers and 20% y/y decline in income from investment securities driven by a sharp drop in yield on government securities
- ▶ The decline in interest on Loans and Advances is largely driven by the reduction of interest rate on intervention loans by the CBN

▶ **Non-Interest Income drivers (+112% y/y, FY'20: ₦275.5bn):**

- ▶ A 743% y/y growth in net trading income to ₦114.3bn (FY'19: -₦17.8bn), on the back of a Net gain on derivatives and FX due to efficient treasury activities
- ▶ A 27% y/y increase in Fee & Commission income to ₦116.7bn (FY'19: ₦91.8bn), largely underlined by the increased transaction velocity across our Channels and other E-business during the pandemic

▶ **Strong and diversified revenue growth has been driven by:**

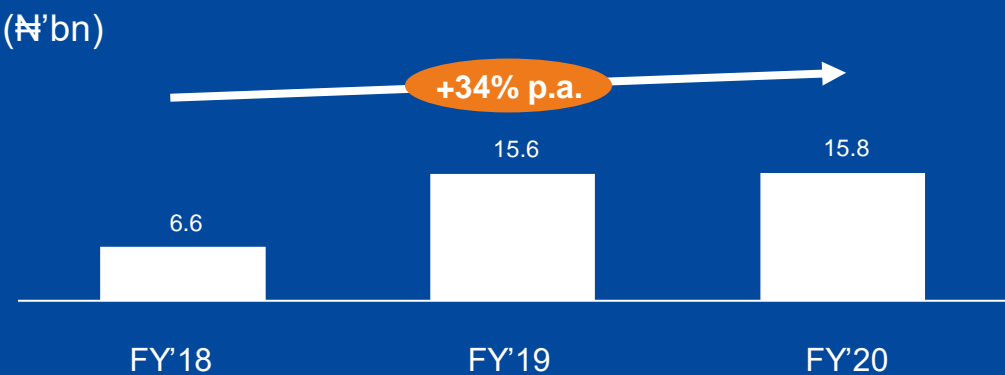
- Expansive retail banking growth and increased velocity of transactions
- Prioritizing margin growth through efficiencies
- Optimising value chain of wholesale banking customers
- Payments
- Well executed trading strategy
- Delighting the customer at every touchpoint

# Driving Group revenue growth through retail expansion

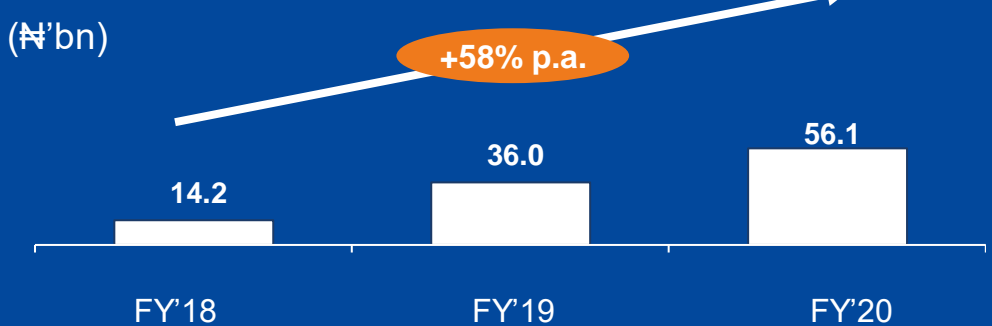
Our Retail Banking business has grown consistently across all income lines, driven by strong focus on **consumer lending, payments and remittances, digitization** of customer journeys, and **customer acquisition at scale**

- ▶ **40mn+** customers
- ▶ **2.3mn** customers reached via Agency Banking
- ▶ **3.6mn** accounts opened via Telco Partnership
- ▶ **₹1,310bn** savings account deposit
- ▶ **58,803** registered agents to drive financial inclusion
- ▶ **17mn** Mobility users (USSD & Mobile)

## Account & maintenance fees and charges (₹'bn)

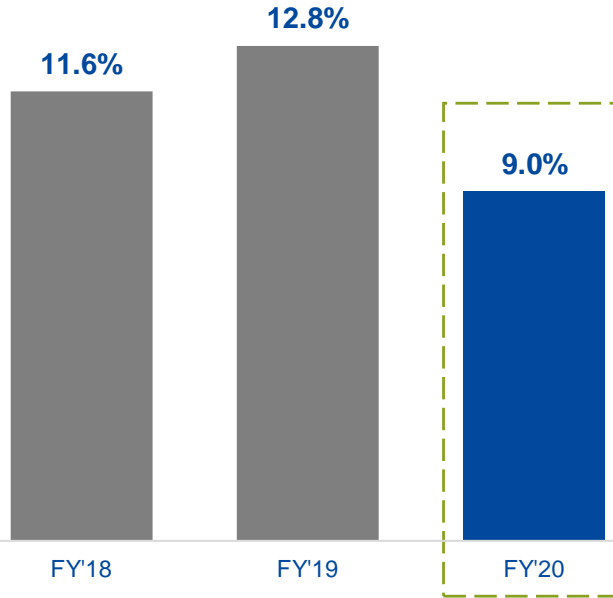


## Digital channels revenue (₹'bn)



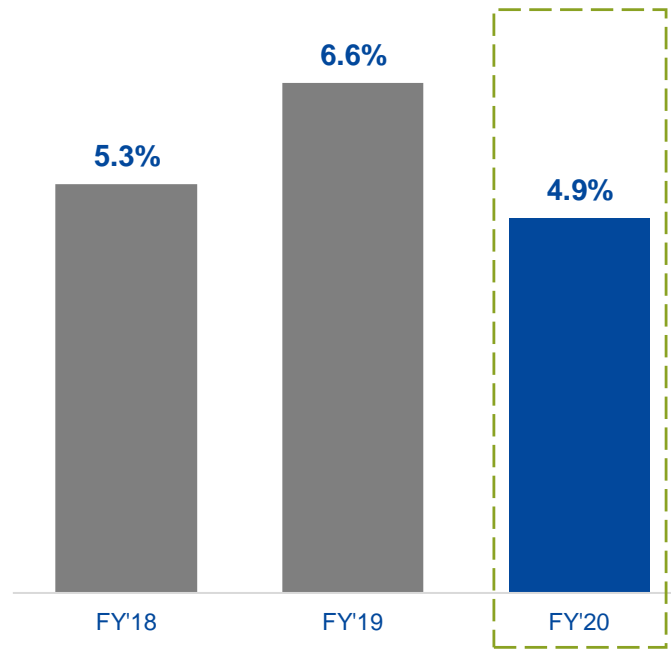
# Positive resultant effect of performance on our margins

## Yield on Assets (YoA)



Depressed assets yields of 9.0% (-376bps y/y) in the period due to a decline in yields on government securities. However, this has been cushioned by the decrease in CoF, sound treasury management and yield on our retail lending.

## Net Interest Margin (NIM)

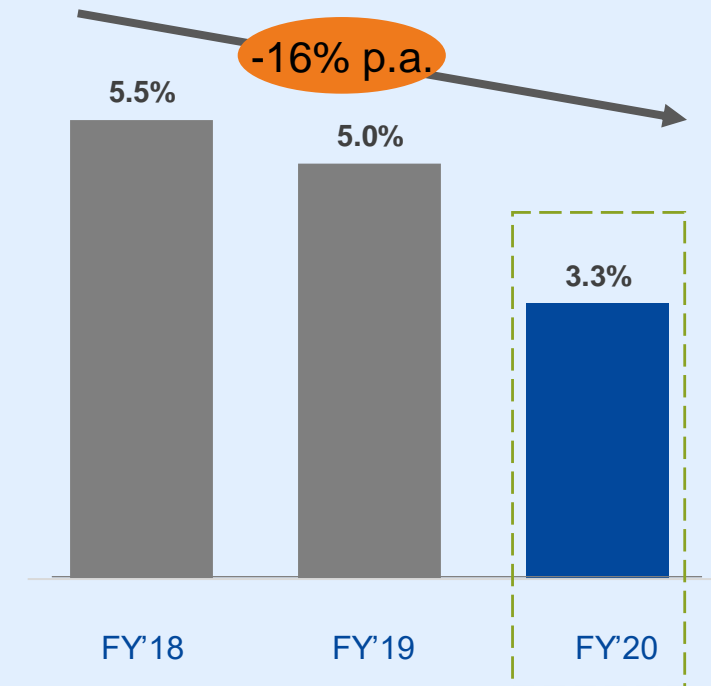


Net Interest Margin declined by 175bps y/y to 4.9%, underscored by the drop in Asset yields. As our loans continue to improve, with moderation on CoF, we will see an improvement in our NIM.

## Cost of Funds (CoF)

Average Cost of Funds decreased by 169bps y/y to 3.3%, benefiting from our optimal low-cost deposit base.

This is in addition to the repricing of interests paid on tenured deposits and the revision on savings rate from 30% to 10% of MPR. As we continue to reprice our liabilities, we will see an improvement in our CoF

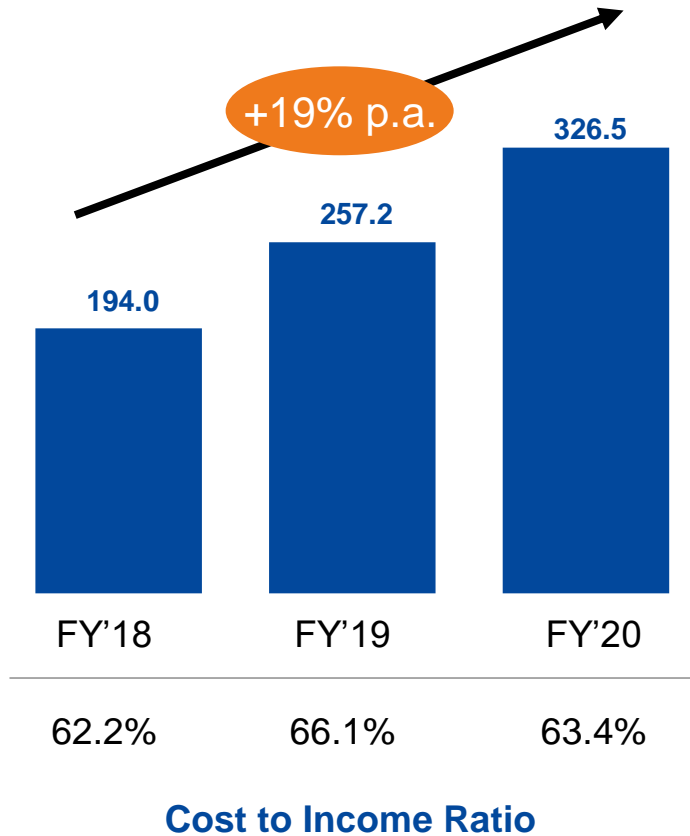


# With the growth of our operations, we have maintained a focus on efficiency post merger

## Key Components of Operating Expenses

In billions of Naira	FY'20	FY'19	%Δ
Personnel, Recruitment and Training	78.2	79.2	(1)
Depreciation and Amortisation	37.5	29.2	29
Asset Management Corporation of Nigeria (AMCON)	35.4	22.7	56
Outsourcing Costs	25.1	16.7	50
IT and E-business expenses	18.7	9.8	92
Premises and Equipment costs	15.6	13.4	17
Administrative Expenses	15.5	11.4	36
Deposit Insurance Premium	15.5	13.1	18

## Operating Expenses, (₦'bn)



Growth in Operating expense by 27% y/y to ₦326.5bn (FY'19; ₦257.2bn), reflecting the impact of the enlarged franchise and the inflationary environment

Actual cost growth is 10.2% y/y on a common-sized basis (full 9 months of Diamond and Access Bank for 2019)

The growth in Operating cost was largely driven by increased IT and E-business expenses (+92% y/y), and regulatory costs - Amcon charge (+56% y/y)

The increase in IT and E-business expense is due to investments in IT capability with the focus of improving customer experience and to support digitization, while the increase in Amcon charge is due to the growth in our asset base

Efforts on declining costs of operation has been driven by:

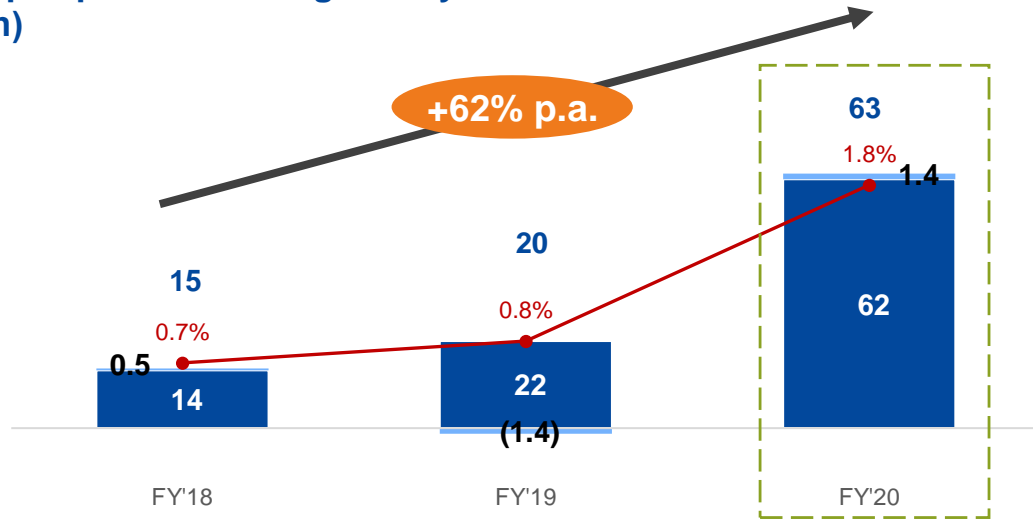
- Digitised ~30% of customer journeys
- Digitised >400 processes
- Implemented a cost control tower and other initiatives which led to ~₦30bn in cost savings
- Consolidated vendor contracts

Accordingly, Cost to Income ratio declined by 271bps y/y to 63.4% (FY'19: 66.1%)



# Impairment Charge and Cost of Risk

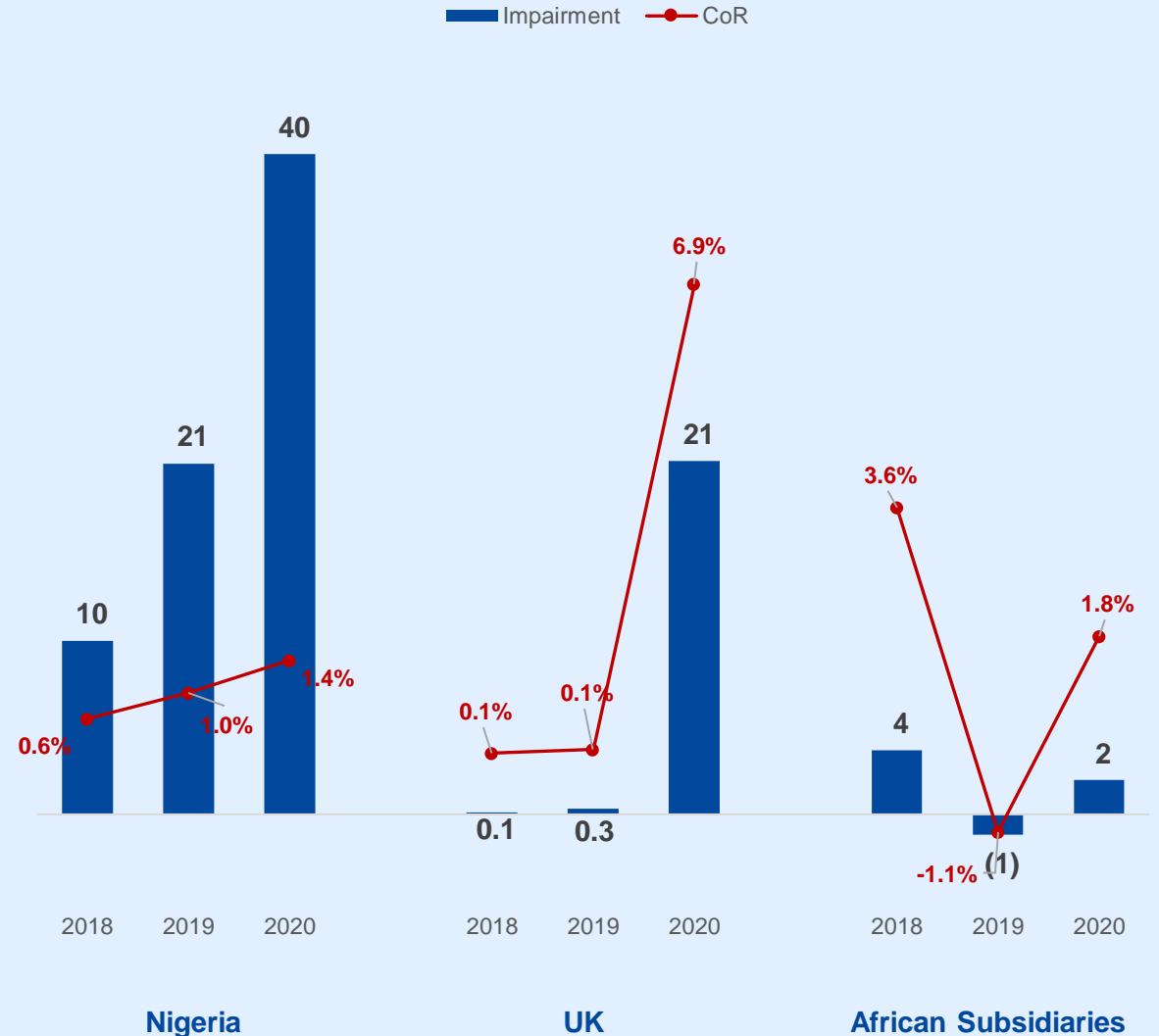
## Group Impairment Charge Analysis (₦'bn)



■ Impairment Charge on Loans ■ Impairment Charge on Other Assets ● Cost of Risk (Loans)

- ▶ **Expected credit loss charge of ₦62.9bn in FY'20** increased by 212% y/y (FY'19: ₦20.2bn), on account of the asset quality issues arising from the pandemic and the need to write off challenged loans
- ▶ **Accordingly, the Group's Cost of Risk (loans) increased by 100bps y/y to 1.8% in FY'20** (FY'19: 0.8%)
- ▶ **The increase in Access Bank UK net impairment charge to ₦21bn** (~34% of group net impairment) was principally from a Structured Trade Finance ("STF") portfolio. The STF impairment is one-off/COVID related and recoverable over the next 12-18 months against insurance cover from world class insurers

## Breakdown of Total Impairment (₦'bn) & Cost of Risk



# We channeled efforts towards realizing our synergy targets post merger

2019-2021 Run Rate and One- Off Synergies (NGN, billions)



Revenue Synergies

99.4

Cost Synergies

54.5

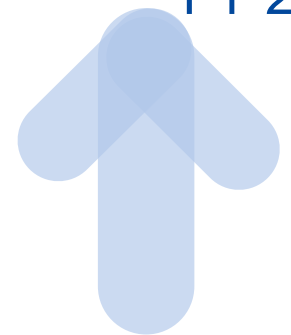
Total Synergies

153.9

## Key Synergies Realized as at December 2020

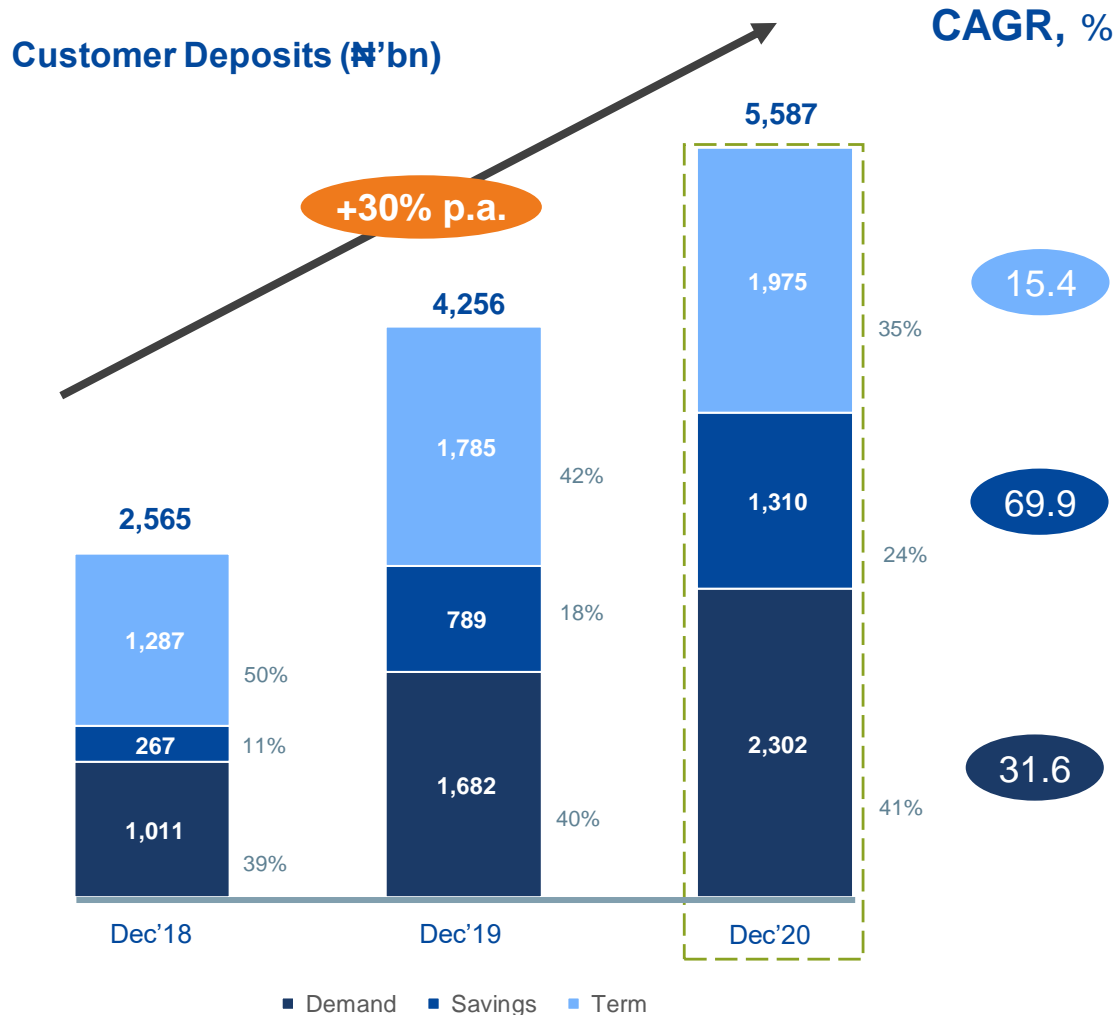
		Synergy Value
		NGN, million
Risk Management	Loan Recoveries	72,974
Treasury	Mobilization of low cost liability funds	30,536
Enterprise Business	Sale of assets and contract renegotiation	13,477
SBU and Branch Operations	Savings on CBN Cash Deposit and Bullion Transportation Fees, etc.	10,505
Financial Control and Legal	Depreciation Rate Alignment, elimination of audit and credit rating fees, etc.	1,715
External Communications	Significant savings in advertising and promotions costs	1,662
IT and Operations	IT integration, data center consolidation	1,564
Customer Experience	Removal of annual REAL maintenance fee	922

**¥133.4bn**  
FY 2020



**¥59.9bn**  
FY 2019

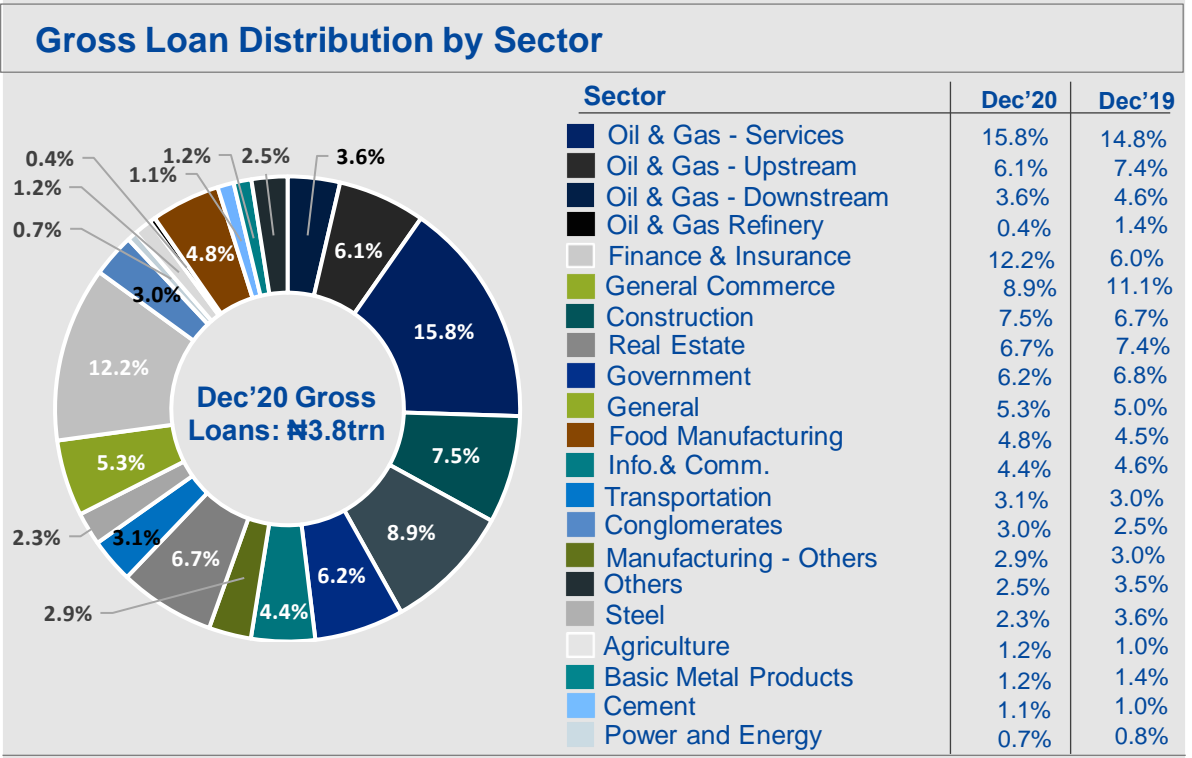
# Progressive improvement of our deposit mix with deliberate Low-Cost Deposits mobilization



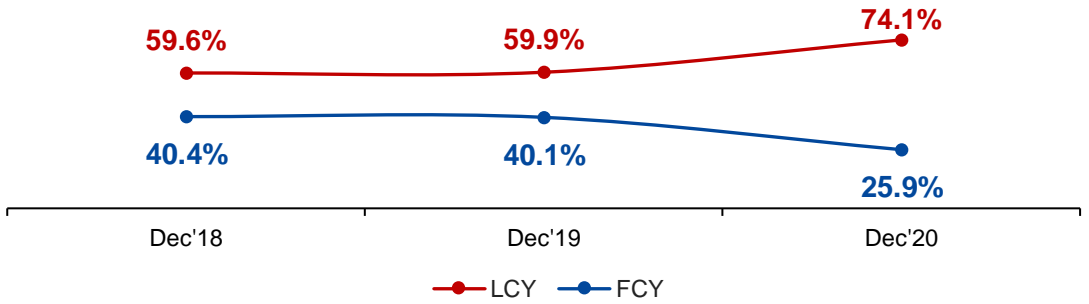
(1) CASA: Current Accounts and Savings Accounts

- ▶ Customer deposits increased by 31% YTD to **₦5.59trn** in the period (Dec'19: **₦4.26trn**), reflecting the impact of our continuous and deliberate deposit mobilization
- ▶ **CASA<sup>(1)</sup> account deposits grew 46% YTD to ₦3.61trn (Dec'19: ₦2.47trn)**, accounting for 65% of customer deposits. This is largely as a result of leveraging innovative digital technology and financial inclusion to mobilize sustainable low-cost deposits
- ▶ **Total savings account deposits closed the period at ₦1.31trn**, recording a growth rate of 66% y/y
- ▶ **Subsidiary customer deposits totaled ₦754.7bn**, accounting for 14% of the group's total deposits from customers
- ▶ **UK and Ghana jointly accounted for 77% (Dec'19: 80%) of total subsidiary customer deposits**

# We maintain a well diversified loan book to improve our asset quality

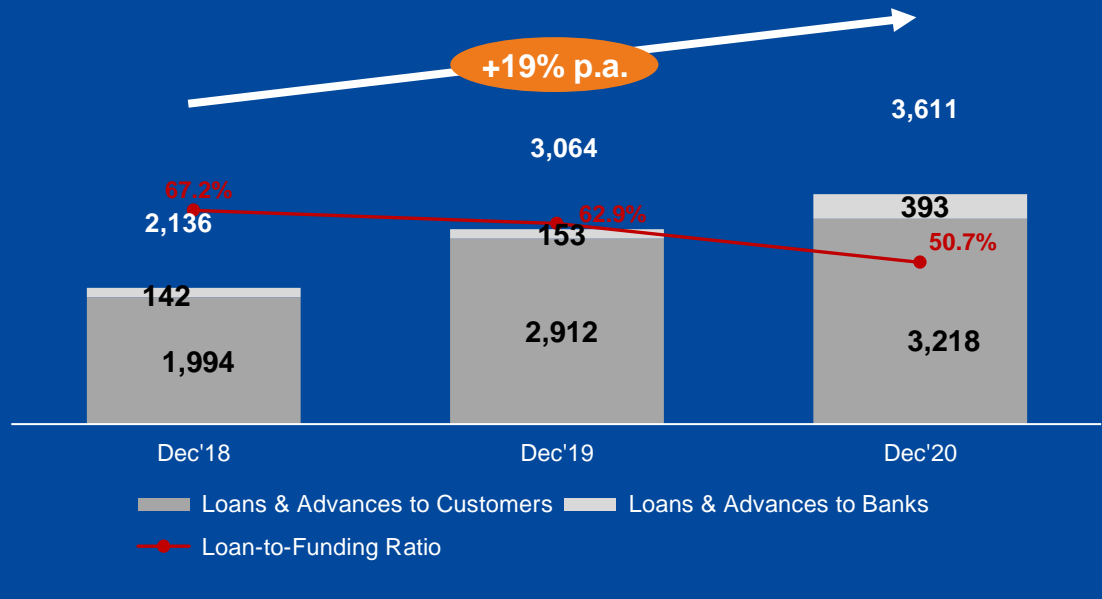


### Loans by Currency



(1) The following sectors are included in "Others": Education and Flourmills & Bakeries

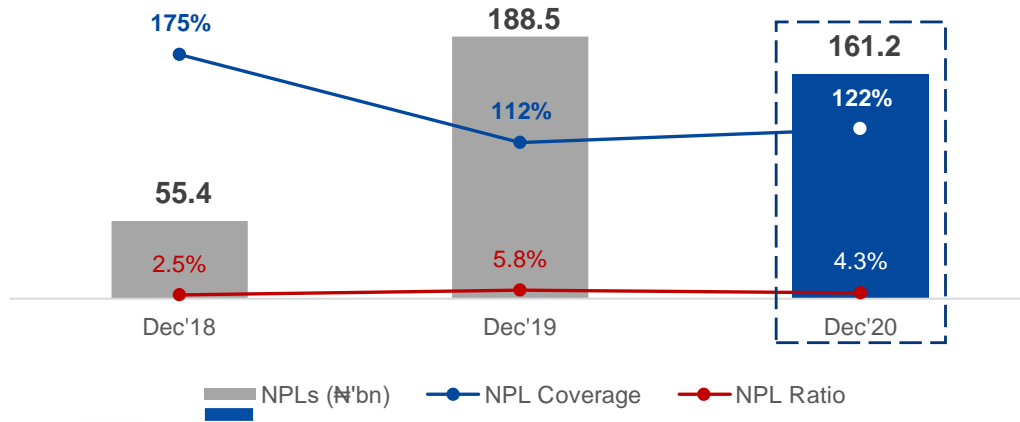
### Net Loans and Advances (₦'bn)



- ▶ Well diversified gross loan book of ₦3.76trn as at Dec'20 (Dec'19: ₦3.26trn), up 15% y/y, reflecting the impact of our drive to improve core loan growth
- ▶ FCY exposures dropped by 1,421bps y/y to 25.9% (Dec'19: 40.1%) of the total loan portfolio in the period, due to deliberate efforts at mitigating our currency risk
- ▶ Loan-to-Funding ratio stood at 50.7% as at Dec'20 (Dec'19: 62.9%), including the 150% weight on growth in retail exposures

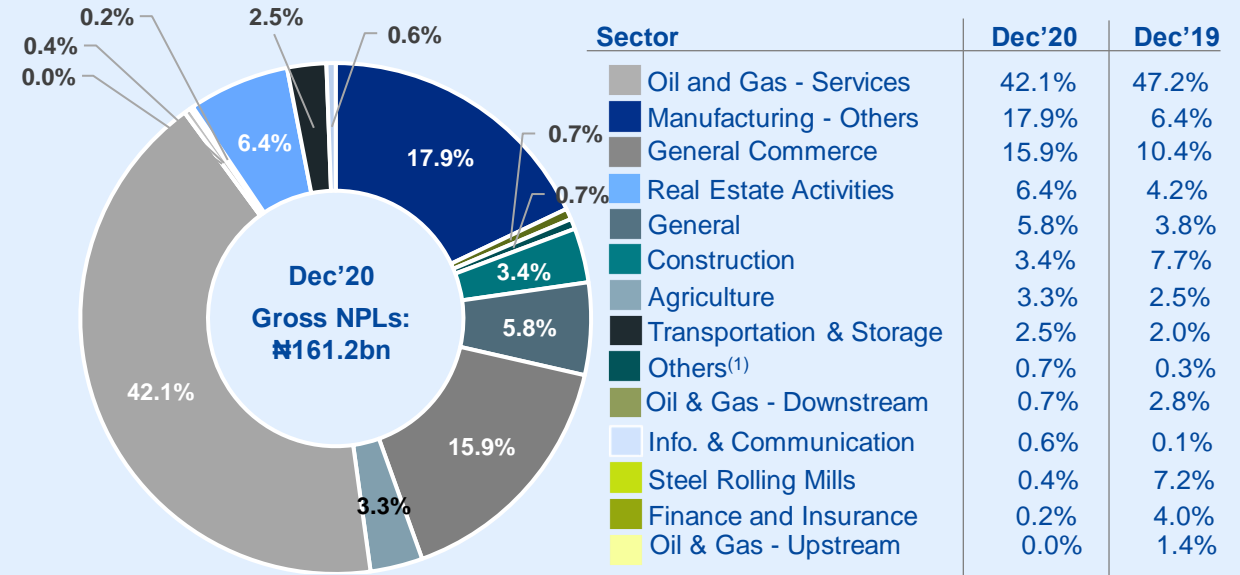
# We continue to improve our asset quality as our loan portfolio grows

## NPL Analysis

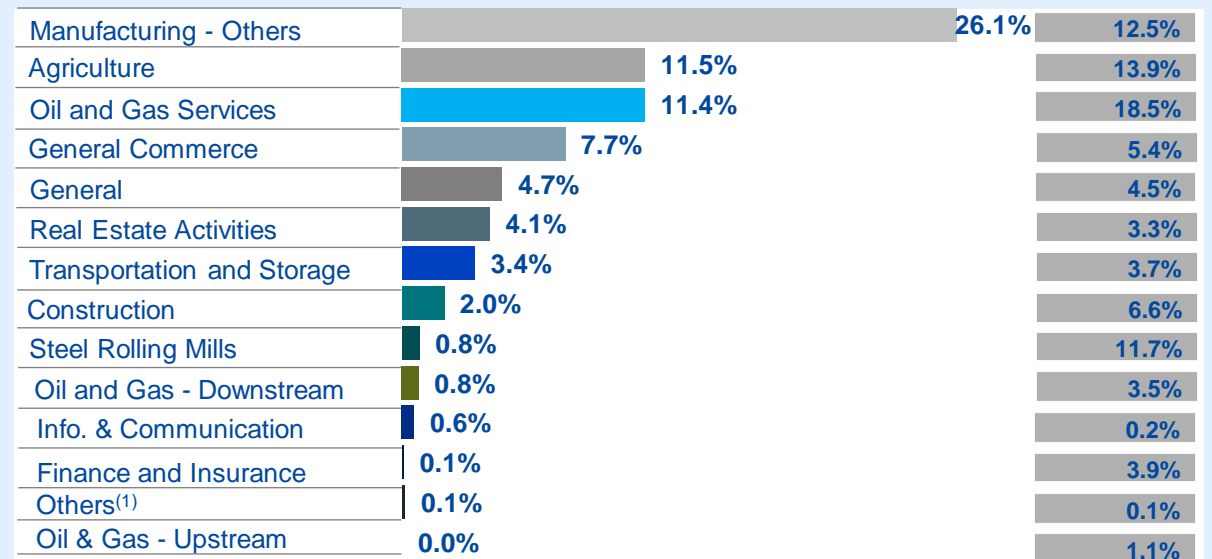


- Continued improvement in Asset quality following the merger inflated NPL ratio at FY'19
- NPL ratio down 150bps y/y to 4.3% in Dec'20, driven by the Bank's robust risk management process, selective loan growth, loan repayments and write offs
- Adequate NPL coverage ratio (including regulatory risk reserves) of 122% in the period, (Dec'19: 112%)

## NPL Distribution by Sector



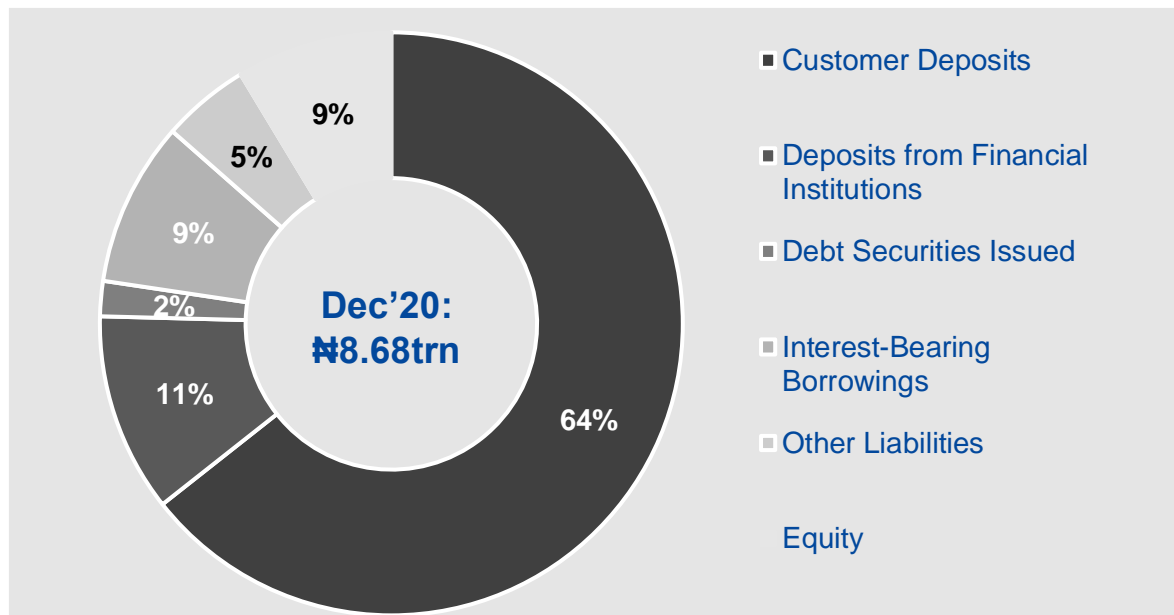
## NPL Ratio by Sector



(1) The following sectors are included in "Others": Education, Government, Basic Metal Products, Cement, Conglomerates, Flourmills & Bakeries, Food Manufacturing, Oil & Gas Refinery, and Power & Energy

# Despite investments made for growth capital levels remain strong

## Funding Sources

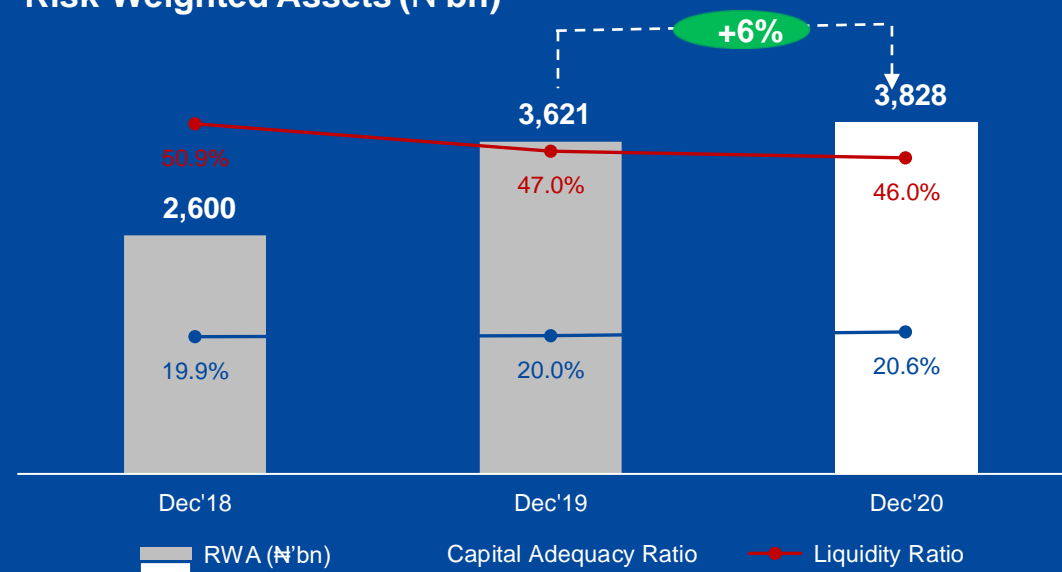


- ▶ A well diversified funding base of ₱8.68trn, reflecting a 22% y/y growth from ₱7.14trn
- ▶ Capital Adequacy Ratio (CAR) reflecting Day1 IFRS 9 transitional adjustment stood at 20.6% (Dec'19: 20.0%), and the full impact CAR of 19.6% remained well above regulatory minimum of 15%
- ▶ Tier II capital increased by 38% y/y largely driven by capital raising exercises executed within the period
- ▶ Liquidity ratio in the period of 46.0% (Dec'19: 47.0%) remained well in excess of the regulatory minimum

## Capital Adequacy Computation – Basel II

Underlying in ₱'m	Dec'20	Dec'19	%Δ
Tier I Capital	591,696	581,988	2
Tier II Capital	197,212	143,095	38
<b>Total Regulatory Capital</b>	<b>788,909</b>	<b>725,084</b>	<b>9</b>
Credit Risk	2,608,032	2,848,830	(8)
Operational Risk	751,872	616,578	22
Market Risk	467,706	176,847	164
<b>Risk-Weighted Assets</b>	<b>3,827,611</b>	<b>3,621,011</b>	<b>6</b>
<b>Capital Adequacy</b>			
Tier I	15.5%	16.1%	
Tier II	5.2%	3.9%	
<b>Total</b>	<b>20.6%</b>	<b>20.0%</b>	

## Risk-Weighted Assets (₱'bn)



# We have continued to record improvements in our Subsidiaries

## Financial Highlights

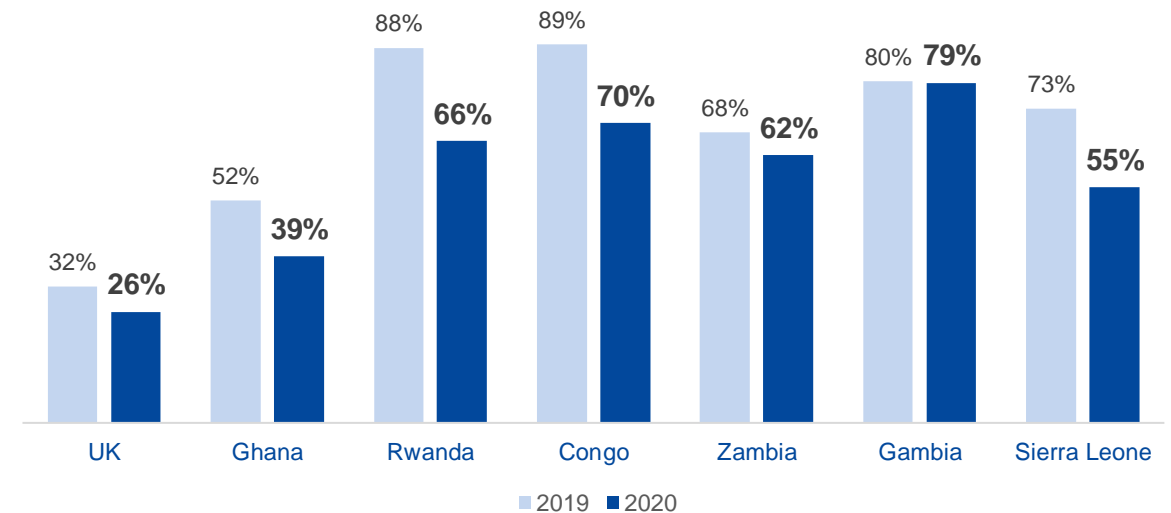
Underlying in ₦'billion	United Kingdom		Ghana		Rwanda		R. D. Congo		Zambia		Gambia		Sierra Leone		Access Bank PFC		Kenya	Mozambique
<b>Operating Income</b>	38.4	25%	40.2	47%	4.1	25%	7.4	39%	3.5	9%	1.1	9%	1.7	64%	0.6	(22%)	2.6	1.7
<b>Profit Before Tax</b>	7.3	(65%)	23.4	58%	1.4	292%	2.0	283%	1.0	14%	0.2	10%	0.8	183%	0.2	(53%)	(0.3)	0.01
<b>Total Assets</b>	911.7	1%	379.1	27%	55.9	47%	73.1	18%	38.4	6%	23.6	46%	13.0	74%	4.7	0%	34.9	14.0
<b>Loans and Advances</b>	697.7	25%	67.8	(10%)	12.0	19%	20.0	9%	6.2	36%	1.0	(16%)	1.3	49%	0.05	1%	11.1	0.2
<b>Total Deposits</b>	770.0	0%	267.1	32%	43.5	39%	49.7	20%	29.3	4%	18.2	60%	8.4	51%	0	(53%)	27.1	0.7

\*The inserts in the table show the year-on-year change on the metrics being measured for each subsidiary

\*\*Kenya and Mozambique show first year of operation under the Group. Therefore, they do not have comparatives to measure YoY growth

- Subsidiaries contribution to the group's performance stood at 28% y/y, recording total subsidiaries' PBT of ₦35.7bn
- UK and Ghana accounted for 86% of total FY'20 subsidiaries' PBT, with a Return on average Equity of 5% and 27% respectively
- Total loans for subsidiaries stood at ₦837.1bn (+22% YTD), contributing 24% of total net loans for the group
- Total deposits from subsidiaries amounted to ₦1.2trn (+11% YTD), contributing 19% of total group deposits
- All subsidiaries recorded a decline in their cost-to-income ratios y/y, buttressing the impact of our effective cost cutting measures across the group

## Cost-to-Income Ratio (%)







1 Introduction

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2 Group Financial Highlights

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3 ▶ **Retail Performance Review**

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4 The Future of Access

---

5 FY 2021 Outlook and Targets

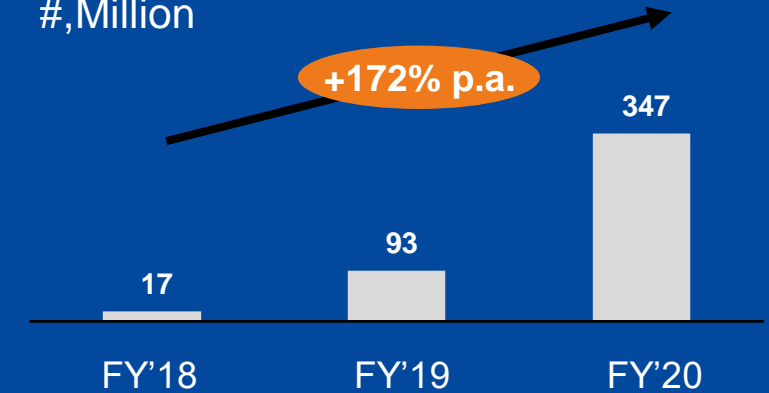
# Enhancing performance across our Financial Inclusion initiatives

Our **partnership** with the two largest telecommunications providers in Nigeria enables us to reach mass customers in rural and remote areas. While our in-house **DSA**, **BETA** and **CLOSA** agency banking solutions augment branch capacity and bring banking services closer to the market. We have **~59,000** agents as at December 2020.

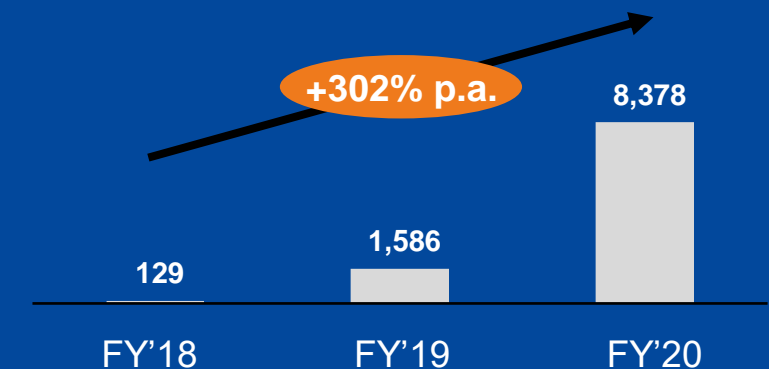
- ▶ **~~~₦~~8.38trn transaction value** accrued from total DSA, BETA, CLOSA and Telco Partnership transactions, up 428% y/y (FY'19: ₦1.59trn)
- ▶ **~321mn transactions completed** through our agency banking solutions (DSA, BETA and CLOSA), up 316% y/y (FY'19: 77.1mn)
- ▶ **~2.3mn accounts opened** under the agency banking initiative, up 4% y/y (FY'19: 2.16mn)
- ▶ **~26mn transactions completed** through the telco partnerships initiative, 66% y/y (FY'19: 15.8mn)
- ▶ **~3.6mn new customers** via our telco partnership initiative, a growth of 17% y/y

## Statistics

Financial Inclusion Transaction volume, #, Million



Financial Inclusion Transaction value, NGN billion



# Increasing scale and velocity of our digital lending

## Products



**Small Ticket  
Personal  
Loans**



**Pay day  
Loans**



**Device  
Financing**

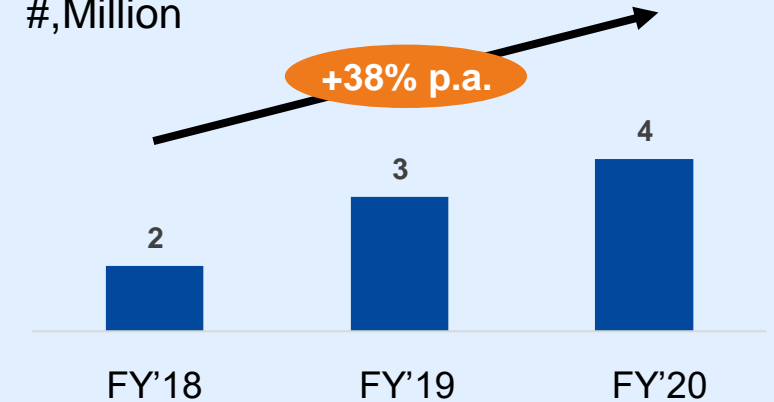


**Salary  
Advance**

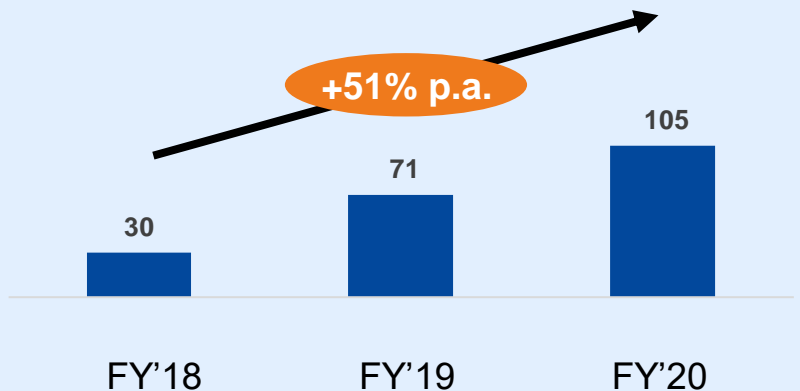
- ▶ **~~~₦~~105bn disbursement**, a 48% y/y growth from ~~₦~~71bn in FY'19
- ▶ **~4mn digital loans in the year**, a 28% y/y increase from 3.1mn in FY'19
- ▶ **~~~₦~~5bn digital lending revenue generated**, a 49% y/y growth from ~~₦~~3.7bn in FY'19
- ▶ **Customers can access loans through mobile phones in < 1 minute using a USSD code and it is accessible to different types of earners**; boosting financial inclusion.

## Statistics

**Digital lending volume,  
#, Million**



**Digital lending value,  
NGN billion**

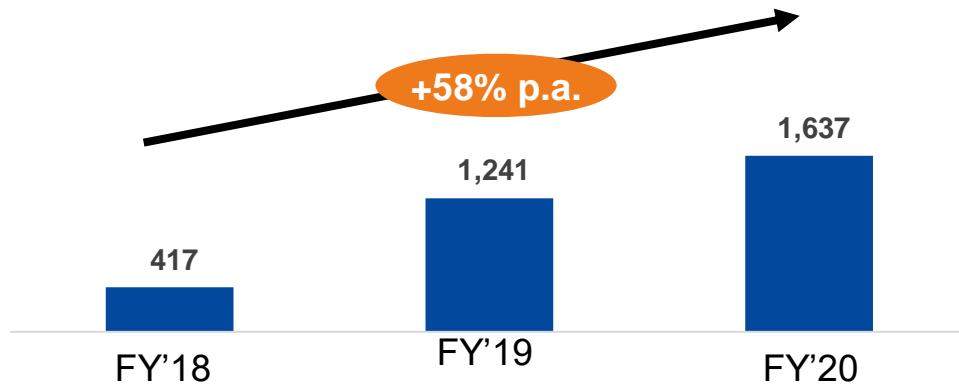


# We are driving transaction income through enhanced digital channels transaction velocity

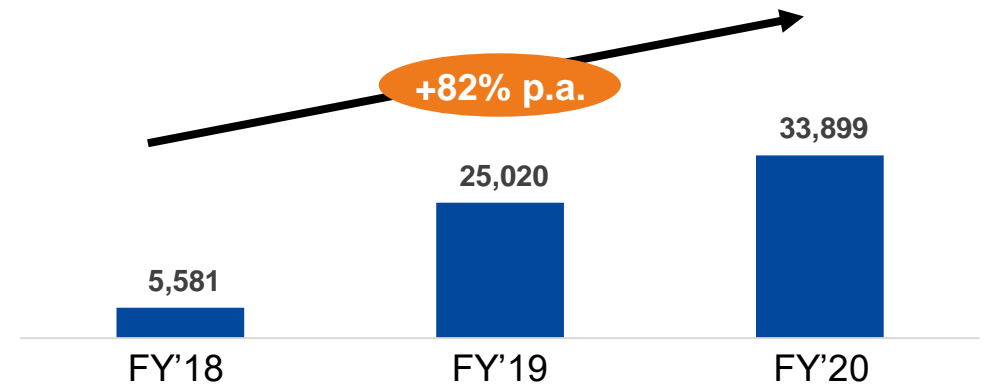
- Our market leading propositions are designed with the customer at the center
- Our customers have trusted our digital platforms resulting into significant growth

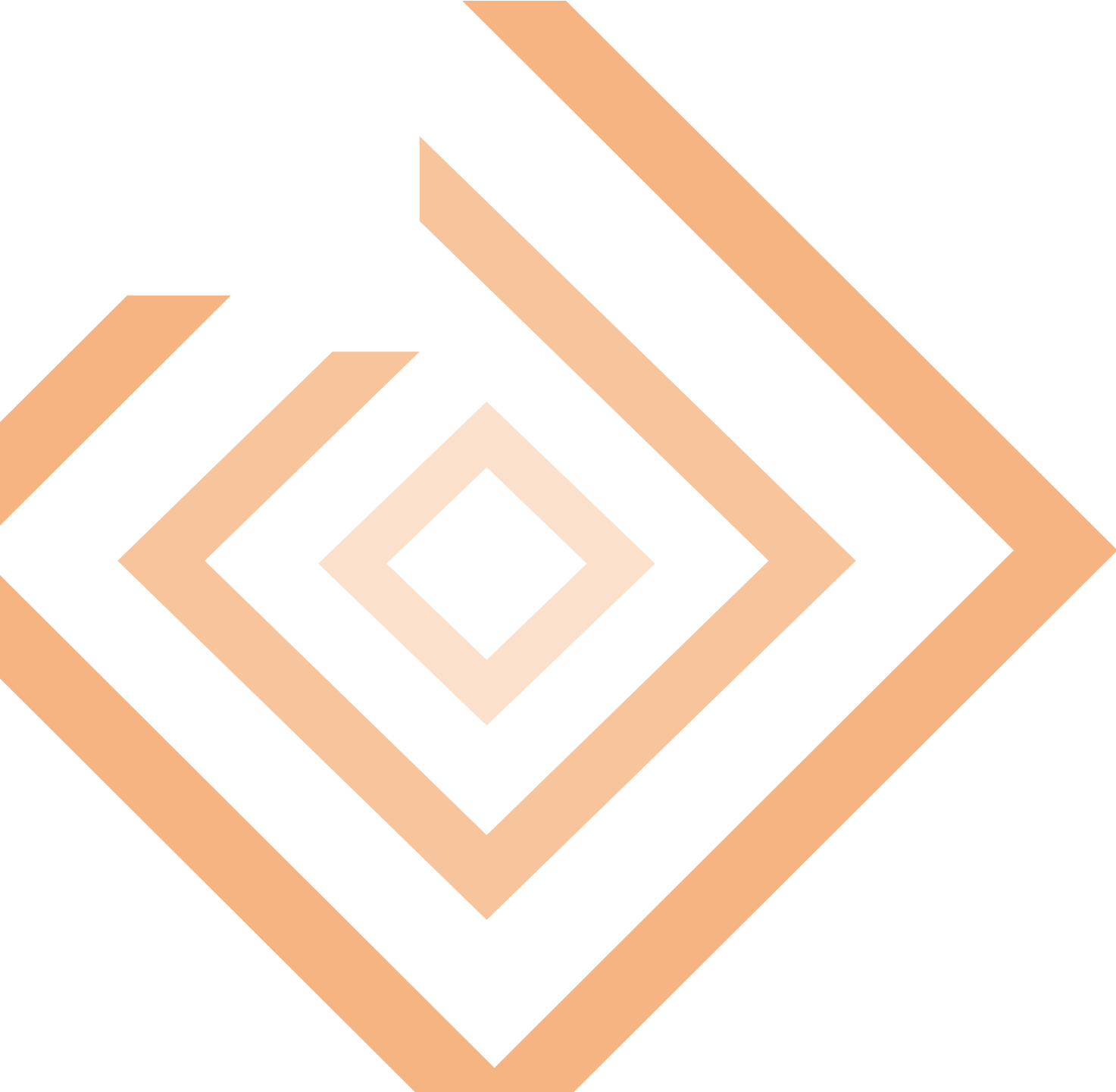
Channels	Count FY'20 (mn)	Count FY'19 (mn)	YoY Growth	Value FY'20 (₹'bn)	Value FY19 (₹'bn)	YoY Growth
Debit/Credit Card	410	402	2%	4,060	3,917	4%
POS	89	47	87%	798	515	55%
Mobile & Internet Banking	296	241	23%	24,027	17,206	40%
ATM	251	222	13%	3,093	2,492	24%
USSD	590	328	80%	1,921	891	116%
<b>Total</b>	<b>1,637</b>	<b>1,241</b>	<b>32%</b>	<b>33,899</b>	<b>25,020</b>	<b>35%</b>

Total digital transaction count, million



Total digital transaction value, ₹'billion





1 Introduction

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2 Group Financial Highlights

---

3 Retail Performance Review

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4 ▶ **The Future of Access**

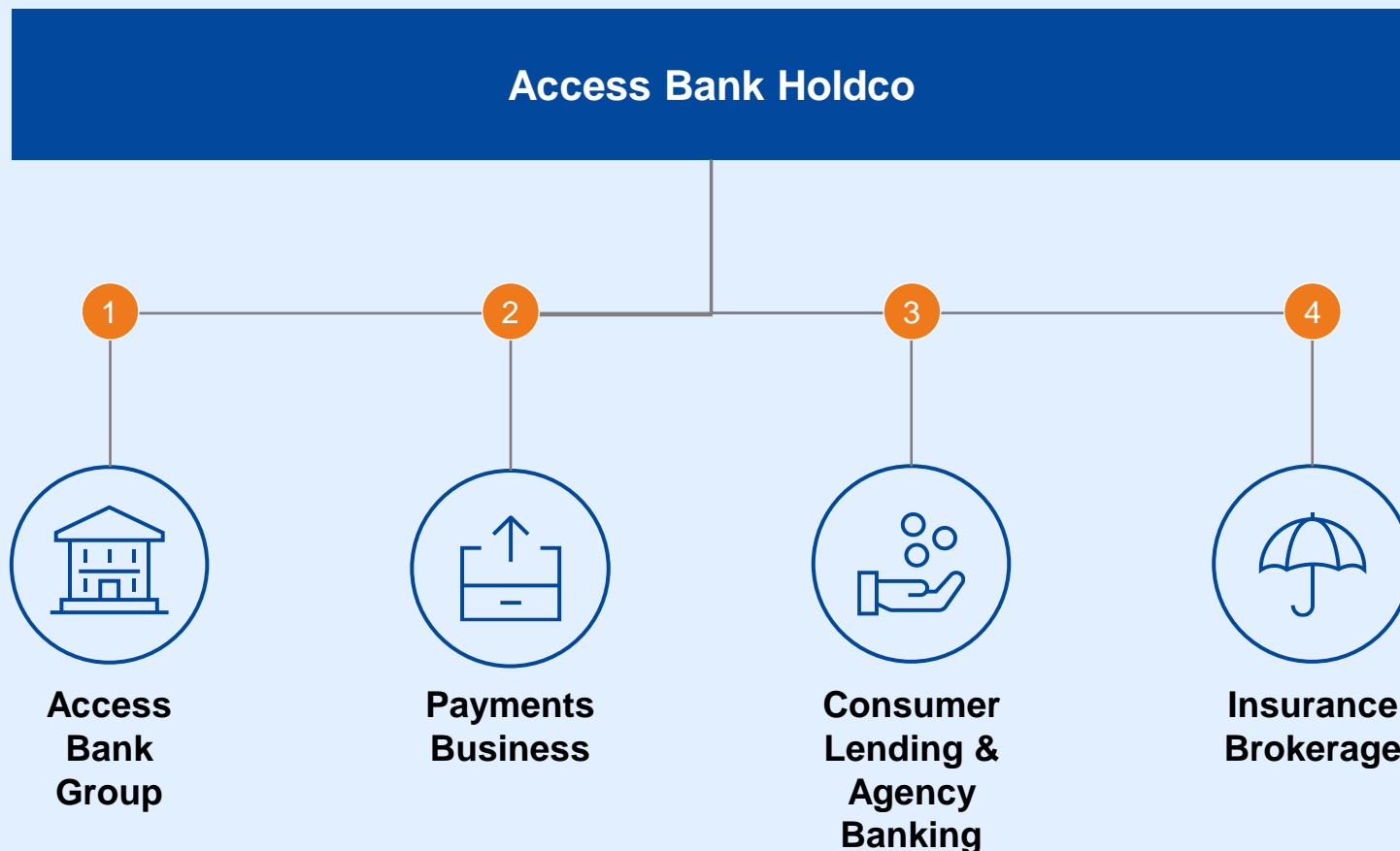
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5 FY 2021 Outlook and Targets

We will **reorganize to capture identified opportunities in and out of Africa** by transitioning to a HoldCo structure

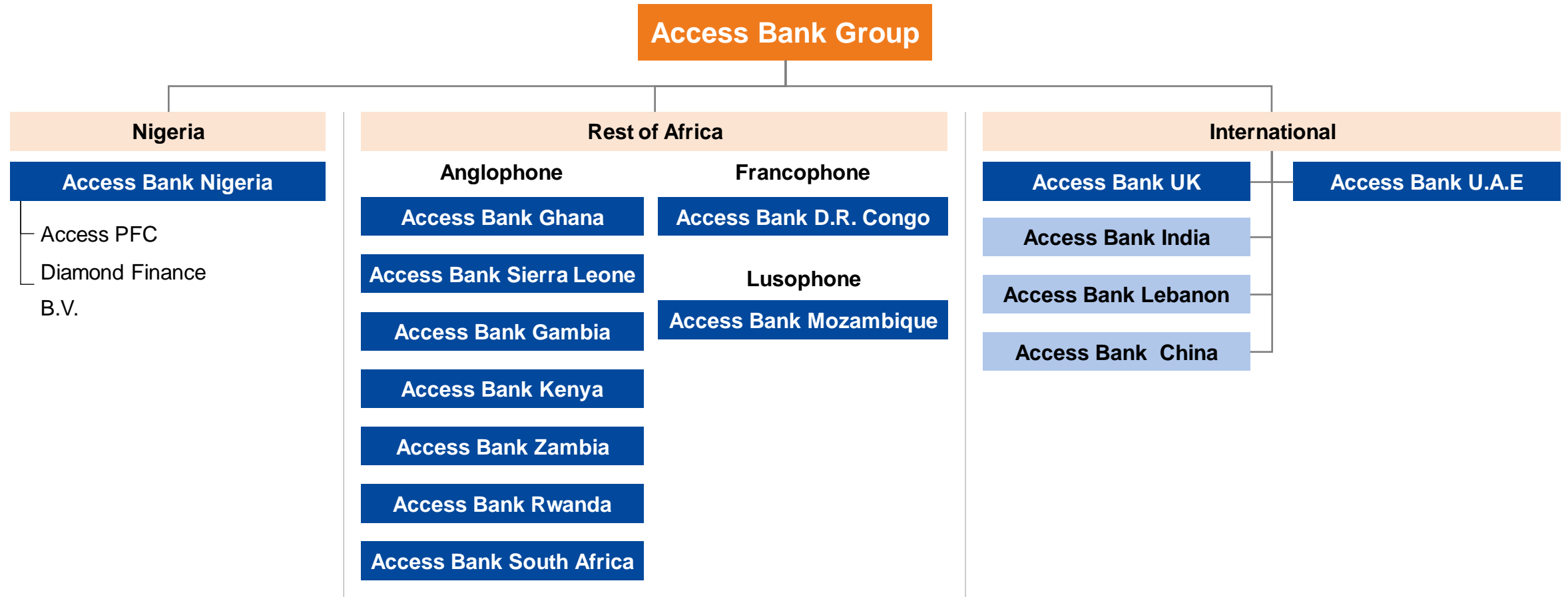
Through this reorganisation, we will **create new revenue lines** without taking **additional risk** for the enterprise, **ensure diversification of earnings**, and support outside of **Africa expansion**

The HoldCo will consist of 4 subsidiaries ...



# Access Bank Group will consist of Nigeria, Africa and International subsidiaries

■ Direct subsidiaries ■ Currently a representative office



Note: Access PFC will remain under Access Bank Nigeria, and not under the Group, due to regulatory requirements





1 Introduction

---

2 Group Financial Highlights

---

3 Retail Performance Review

---

4 The Future of Access

---

5 ▶ **FY 2021 Outlook and Targets**

# Our outlook in 2021 is deliberate and disciplined, with a targeted focus



## Improve Asset Quality

- Continue aggressive asset quality drive
- Continue to pay close attention to the loan book



## Increase Transaction Banking Income

- Migrate our customers to alternative channels
- Create strong awareness of our flagship retail products



## Retail deposit growth

- Intensify low-cost deposit drive to reduce funding costs, thereby enhancing liquidity and margins

Focus



## Optimize Operational Efficiency

- Enhance productivity across our branches and staff
- Extract value from existing accounts



## Cost Management

- Improve operating efficiency by aggressively executing strategic cost saving initiatives

## The numbers highlight the Group's FY 2021 Financial Targets

**20.0**

Return on Equity (%)

**<5.0**

NPL Ratio (%)

**<60.0**

Cost-to-Income Ratio (%)

**>20.0**

Capital Adequacy Ratio (%)

**65.0**

Loan-to-Funding Ratio (%)

**<1.5**

Cost of Risk (%)

**50.0**

Liquidity Ratio (%)

**>5.0**

Net Interest Margin (%)

# Thank you

