

HALF YEAR 2019 RESULTS PRESENTATION TO INVESTORS AND ANALYSTS

September 2019



more than banking

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Outline

- 1 Access Bank Overview
- 2 Domestic Operating Environment
- 3 Group Performance Review
- 4 SBU Performance Review
- 5 Retail Performance Review
- 6 Subsidiary Performance Review
- 7 Merger Update
- 8 H2 2019 Outlook

1. Access Bank Overview

We serve various markets through four(4) Strategic Business Units:



Retail



Business



Commercial



Corporate

31million+
Customers



Our Credit Ratings

Moody's **A1**

FitchRatings **A+**

STANDARD & POOR'S **A**

Agusto & Co **AA-**

7,363

Professional Staff



53%

47%

₦584bn

Shareholders' funds



35.55bn

Shares Outstanding



Listings



THE Nigerian STOCK EXCHANGE
RC: 2321

(Primary equity listing)

Irish  Stock Exchange

(\$300m Senior bond)

We have a wide range of channels to deliver seamless banking experience



2,834
ATMs



25.7mn
Cards



47,323
POS



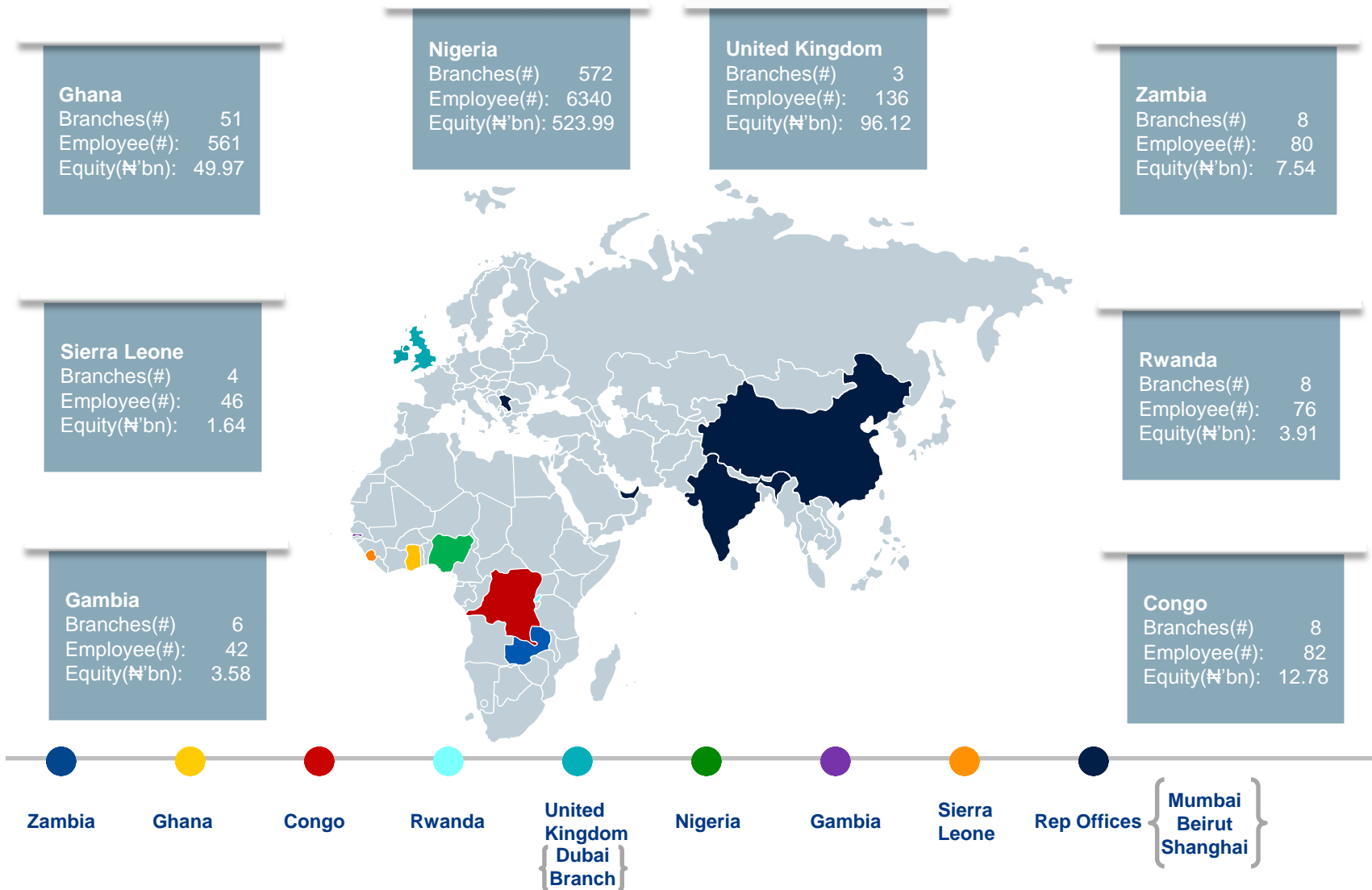
660
Branches

Awards & Recognitions

- Winner of the 2019 World Finance Award - Best Digital Bank in Nigeria
- Winner of the 2019 World Finance Awards – Best Mobile App in Nigeria
- Winner of the 2019 Karlsruhe Sustainable Finance Awards
- Outstanding Business Sustainability Achievement



Our International Presence



Our Sustainability Footprint



PEOPLE

USD17.7Mn
invested in various CSR initiatives

23,810,069
lives touched

2,595
Communities impacted

100%
employees volunteered
2,618,280 hours

PLANET

50.39%
reductions in CO₂ electricity emissions

284 ATMs
running on solar power (up 53.8%)

94.69%
reduction in waste-to-land
refill in 82 locations

PROFITS

30+ hospitals
Beneficiaries of the Hospital Facility Upgrade Support Scheme (HFUSS)

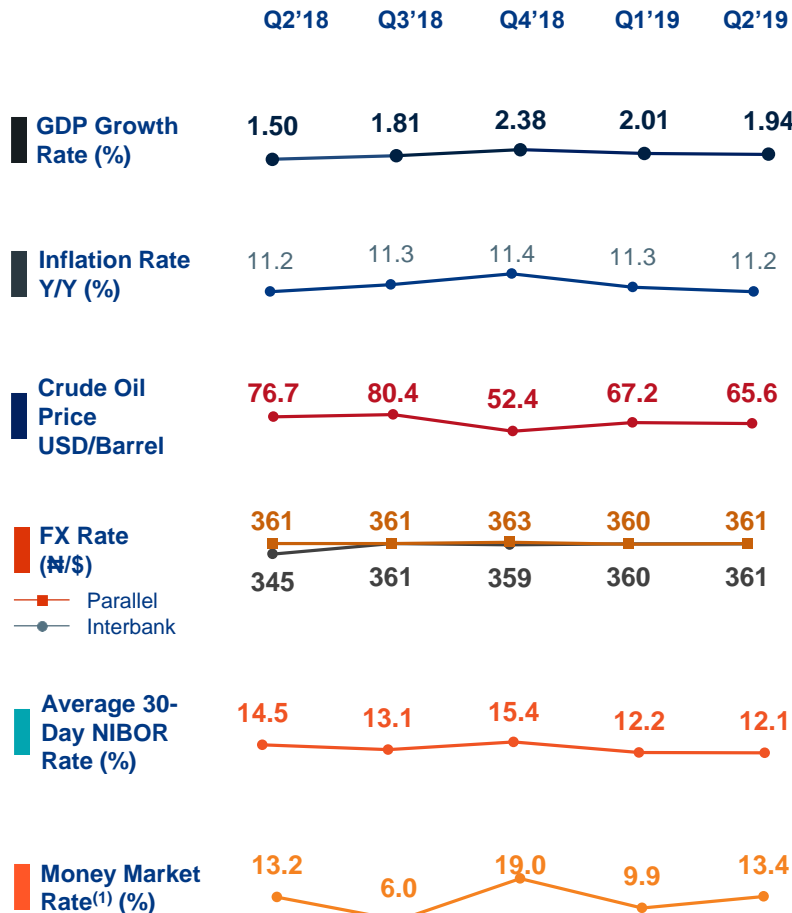
+11,208
beneficiaries of Beta Mama Beta Pikin health Insurance

2. Domestic Operating Environment

Macro/ Regulatory Highlights



Key Macroeconomic Indicators



January – March

- GDP declined by 2.01% (y/y) in Q1'19 (Q4'18; 2.38%), driven by the non-oil sector
- Prices recorded slower increases in Mar'19 at 11.25% y/y (Feb'19: 11.31%).
- Brent crude increased 10.19% from \$62.23/bbl. to \$68.57/bbl; amidst supply cuts from OPEC, plus optimism of a break through in trade talks between the U.S and China
- FX rates across the parallel and NAFEX market remained converged at N360/\$
- Inter-bank rate on the 30-day NIBOR declined from 15.4% (Q4'18) to 12.2 (Q1'19), indicative of system liquidity

April – June

- GDP decelerated to 1.94% in Q2' 19(+0.44% y/y;-0.16% q/q), led by 1.6% growth in non-oil sector(91.18%)
- Commodity prices recorded slower growth in Q2 at 11.2% as inflation rates continue to decline.
- Oil production stood at 1.98m barrels p/d against 1.99 in Q1'19 but 7.6% higher than 2018. Brent crude increased 4.91 USD/BBL (+8.95%) since the beginning of 2019
- FX rates across the parallel and NAFEX market remained converged at N361/\$ showing a slight increase from the previous quarter.
- Inter-bank rate on the 30-day NIBOR declined slightly from 12.2% (Q1'19) to 12.1% (Q2'19)

Source: CBN, National Bureau of Statistics (NBS), Financial Derivatives Company Limited (FDC), Business Monitor International (BMI)

(1) Call rate was used as an indicator for the Money Market Rate

Regulatory Highlights



- Introduction of loans to the Creative Industry by the Central Bank of Nigeria
- Release of Guidelines for the deposit of foreign currency at the Central Bank of Nigeria (CBN) Abuja branch by Deposit Money Banks (DMBs)
- Implementation of the Nigeria Cheque Standard (NCS) and Nigeria Cheque Printers Accreditation Scheme (NICPAS) version 2.0
- Commencement of the Export Facilitation Initiative (EFI)



January to March

- Issuance of guidance notes on the implementation of IFRS 9 to other financial institutions
- Review of minimum capital requirements of micro finance banks
- Promissory notes issued by the federal government of Nigeria in respect of subsidiary payments to petroleum marketers
- Monetary Policy Committee (MPC) cuts Monetary Policy Rate (MPR) from 14% to 13.5%; aimed at stimulating economic growth

April to June



July to August

- Introduction of new rules on Loan to deposit ratio (LDR). All banks are expected to have and maintain a minimum LDR of 60% and must be achieved by the 30th of September, 2019
- Introduction of new rules for accessing the CBN Standing Deposit Facility (SDF). The remunerable daily placement by banks at the SDF shall not exceed N2 billion
- Reduction of the minimum remunerated daily placement for Standard Deposit Facility (SDF) from N7.5 billion to N2 billion

3. Group Performance Review

Group Financial Highlights



Profitability

£'million	H1'19	H1'18	%Δ
Gross Earnings	324,376	253,024	28
Net Interest Income	155,146	85,296	82
Operating Income	202,296	151,416	34
Impairment Charges	(4,880)	(7,340)	(34)
Profit Before Tax	74,116	45,843	62
Profit After Tax	63,025	39,625	59
Earnings Per Share (k)	193	128	51
Dividend Per Share (k)	25	25	0



Balance Sheet

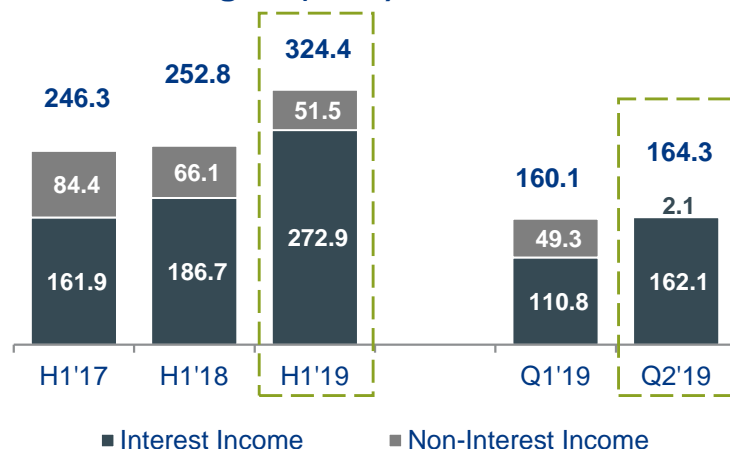
£'billion	Jun'19	Dec'18	%Δ
Loans and Advances	2,853	2,136	34
Total Assets	6,498	4,954	31
Customer Deposits	4,183	2,565	63
Shareholders' Funds	584	491	19



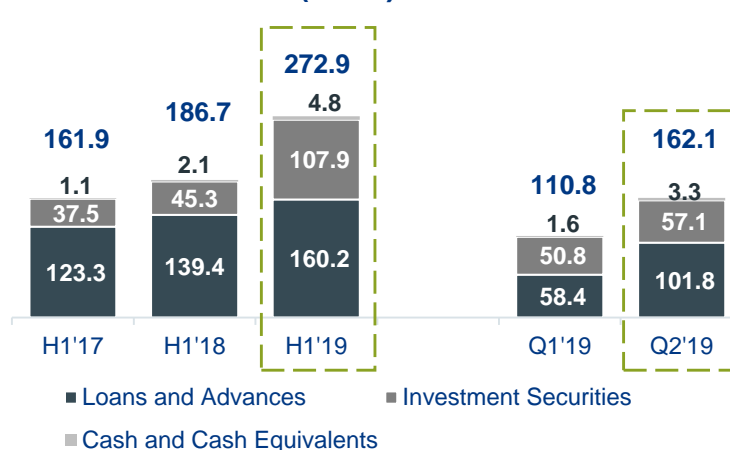
Prudential Ratios

Percentage (%)	H1'19	H1'18	%Δ
After-Tax ROAE	23.5%	16.3%	7.1
Capital Adequacy (%)	20.8%	20.8%	(0.0)
Liquidity (%)	49.7%	43.2%	6.5
Loan-to-Deposit	65.6%	58.7%	6.9
Cost-to-Income (%)	61.0%	64.9%	(3.9)

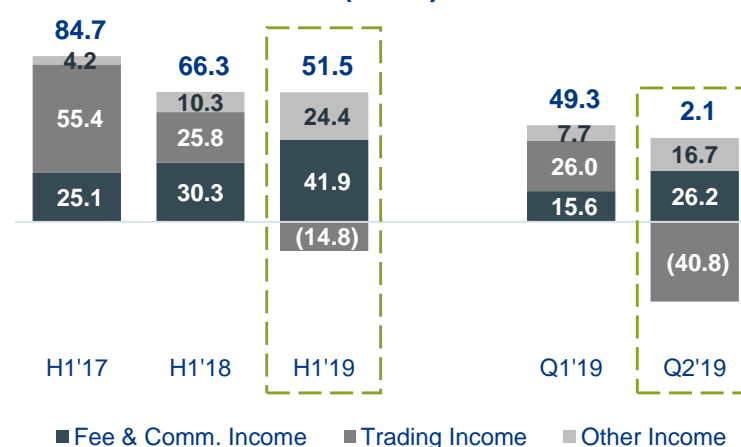
Gross Earnings⁽¹⁾ (₦'bn)



Interest Income⁽²⁾ (₦'bn)



Non-Interest Income (₦'bn)



- Gross earnings grew 28% to ₦324.4bn in the period (H1'18: ₦253.0bn), comprising 84% in interest income and 16% in non-interest income

Interest income drivers (up 46% y/y, H1'19: ₦272.9bn):

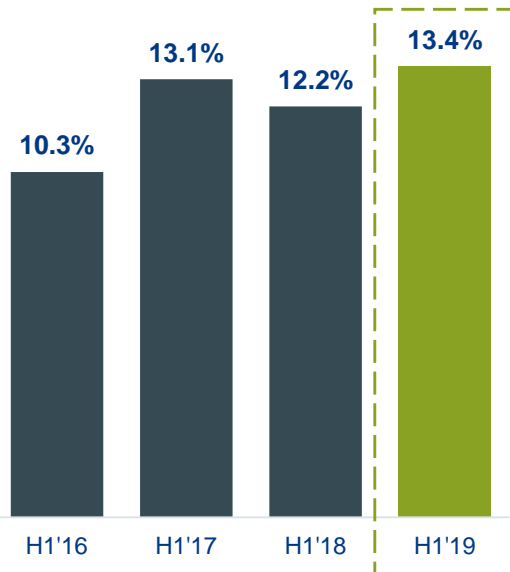
- 138% y/y growth in income from investment securities to ₦107.9bn (H1'18: ₦45.3bn), on the back of a 47% ytd increase in investment securities due to the business combination
- 134% y/y increase in interest on Cash and Cash Equivalents to ₦4.8bn (H1'18: ₦2.1bn)
- 15% growth in interest on Loans and Advances to customers to ₦160.2bn (H1'18: ₦139.4bn)

Non-Interest Income drivers (down 22%y/y, H1'19: ₦51.5bn):

- 138% y/y growth in other operating income to ₦24.4bn comprising largely of bad debt recovered (+758%), income from other financial services (+43%)
- Net trading income dropped from N25.8bn in HI 2018 to a loss of N14.8bn in HI2019 as a result of loss on derivatives and a decline in gains on fair value equity instruments
- Fee & Commission to ₦41.9bn, largely underlined by increase in commission on other financial services (+334% y/y), charge on account maintenance (+97%), and commission on virtual products, channels and other E-business (+81%)

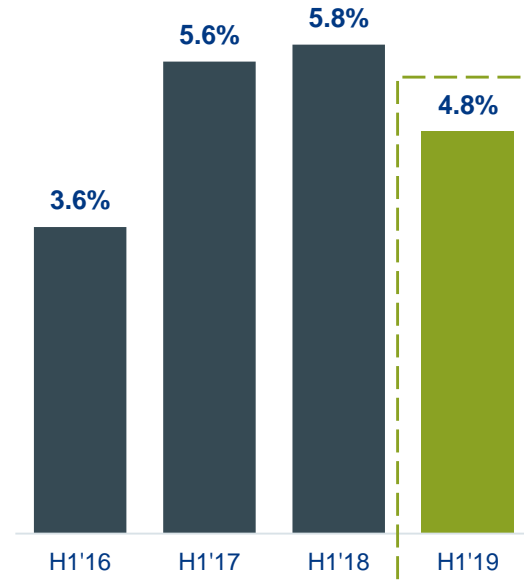
(1) Calculated as the sum of Interest Income, Fee & Commission Income, Net Gains (Losses) on Investment Securities, Net Foreign Exchange Income / (Loss) and Other Operating Income
 (2) Interest Income figures calculated as an addition of Interest income on financial assets not at FVTPL/ not held for trading and Interest income on financial assets at FVTPL/ held for trading

Yield on Assets (YoA)



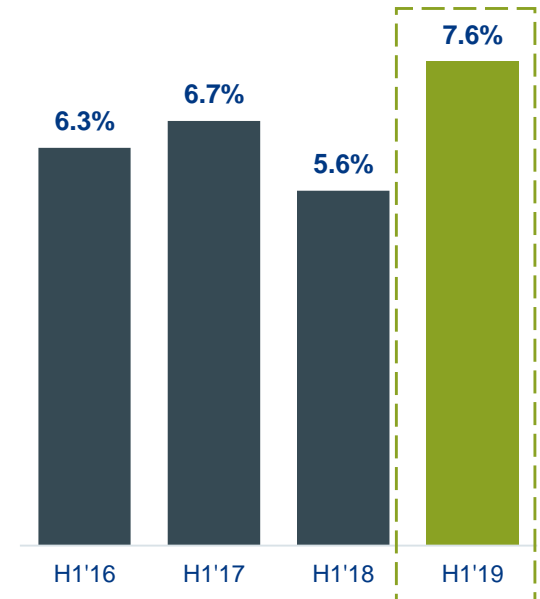
Improved yields on financial instruments resulted in 120bps y/y increase in yields on interest bearing assets to 13.4%

Cost of Funds (CoF)



Average Cost of Funds decreased by 100bps y/y to 4.8%, benefiting from lower cost of fund of acquired deposit base

Net Interest Margin (NIM)

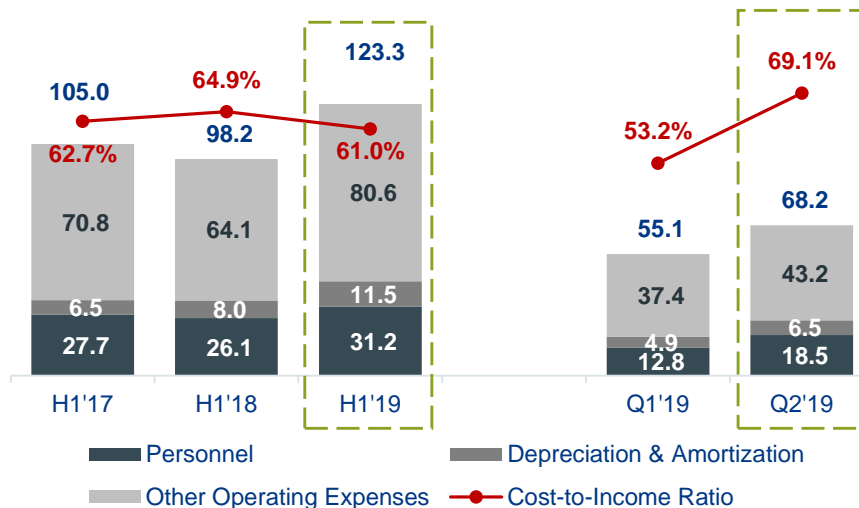


- Net Interest Margin increased by 200bps y/y to 7.6%, benefiting from the increase in yields and reduction in the cost of funds

* Access Bank Stand-alone Q1'19 Margins

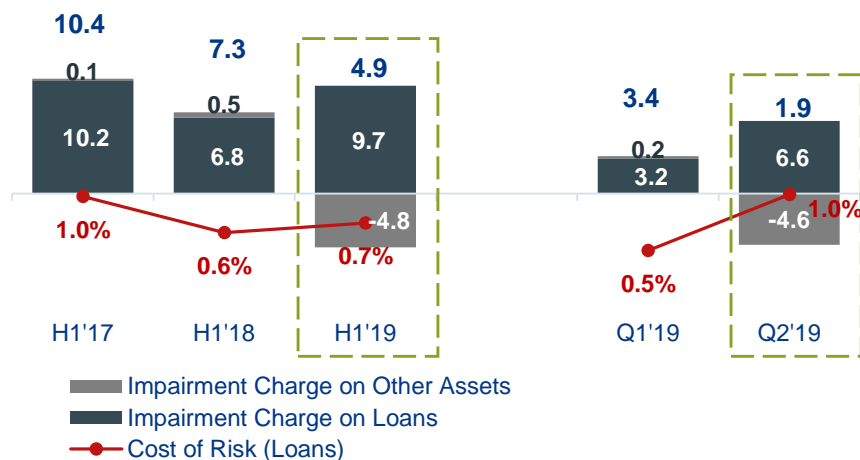
OPEX & Impairment Analysis

Operating Expenses (₦'bn)



- Growth in Operating expense by 26% y/y to ₦123.3bn, reflecting the impact of the enlarged franchise (H1'18: ₦98.2bn)
- Key drivers include:
 - 325% y/y increase in Professional fees
 - 43% y/y increase in Depreciation and Amortization expenses
 - 42% y/y growth in Outsourcing cost
 - 33% y/y increase in Premises and Equipment costs
 - 20% y/y increase in Personnel Expenses
- Cost to Income ratio declined 390bps y/y to 61.0% (H1'18: 64.9%), benefiting from continued adoption of cost reduction strategies and stronger revenue in the quarter
- Cost-to-Income ratio increased QoQ by 160bps, reflecting the full impact of the expanded franchise, whilst expected synergies kick in the months ahead
- Expected Credit Loss charge on loans stood at ₦9.7bn in H1'19, +42% y/y (H1'18: ₦6.8bn), on account of the Bank's risk assets from the business combination
- Cost of risk increased by 10bps y/y to 0.7% in H1'19 (H1'18: 0.6%) due to an enlarged loan portfolio

Breakdown of Impairment Charges (₦'bn)

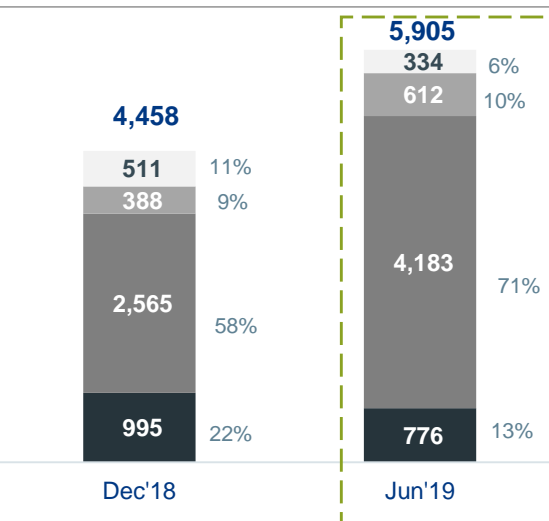
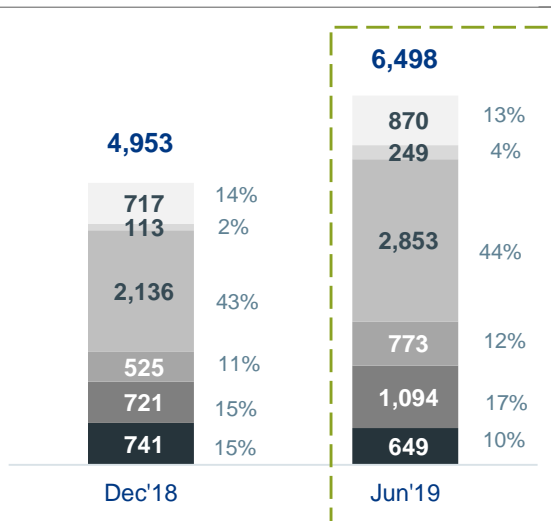


Balance Sheet Snapshot



Asset Mix (₦'bn)

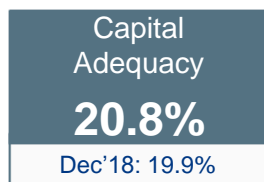
Total Liabilities (₦'bn)



- Other Assets
- Fixed & Intangible Assets
- Loans & Advances
- Investment Securities
- Trading & Pledged Assets

- Total
- Other Liabilities
- Interest-Bearing Borrowings
- Deposits from Customers

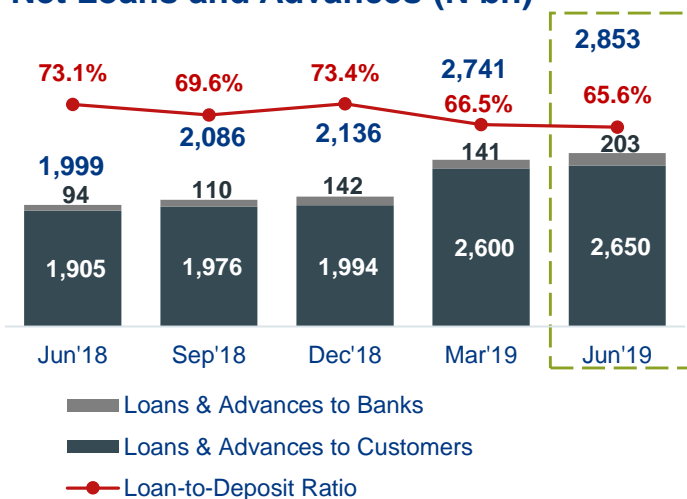
- Enlarged balance sheet on the back of synergies derived from the business combination, resulting in interest earning assets and non-interest earning assets of 56% and 44% respectively
- Total assets grew 31% to ₦6.49trn as at Jun'19 (Dec'18: ₦4.95trn)
- Net Loans and advances of ₦2.85trn, up 34% ytd (Dec'18: 2.14trn), reflecting the impact of loan portfolio acquired from the merger
- Improved deposit mix with low cost deposits accounting for 55%, as Customer deposits grew 63% ytd to ₦4.18trn in June'19 from ₦2.57trn in Dec'18



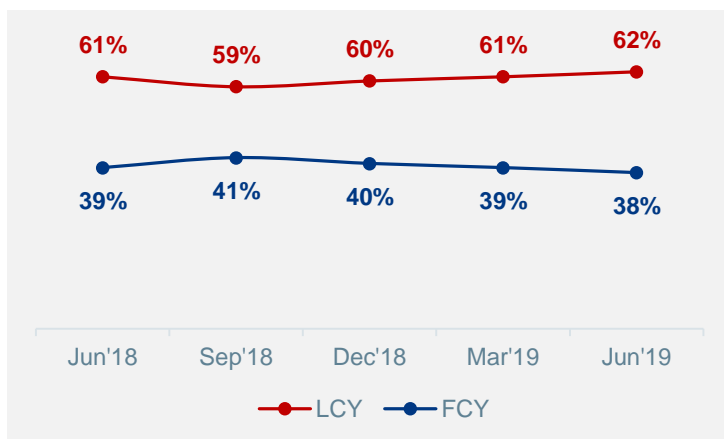
(1) NPL Ratio is calculated as Total Impaired Loans to Banks and Customers divided by Total Gross Loans in the period
 (2) NPL Coverage Ratio is calculated as Total Allowances(including regulatory risk reserves) for Impairment Losses in the period divided by Total Non-Performing Loans

Loan Analysis

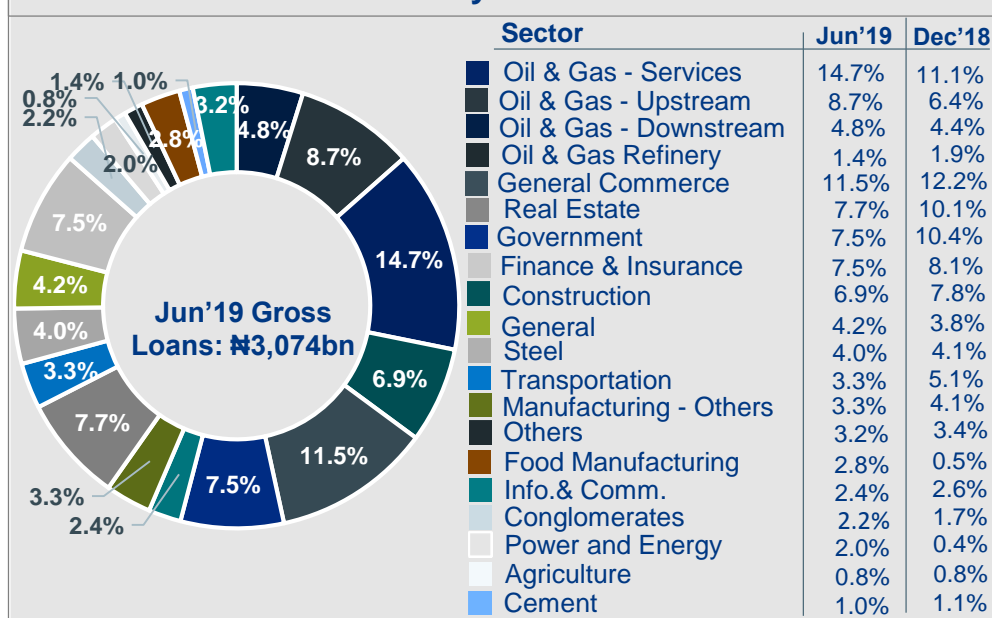
Net Loans and Advances (₺'bn)



Loans by Currency



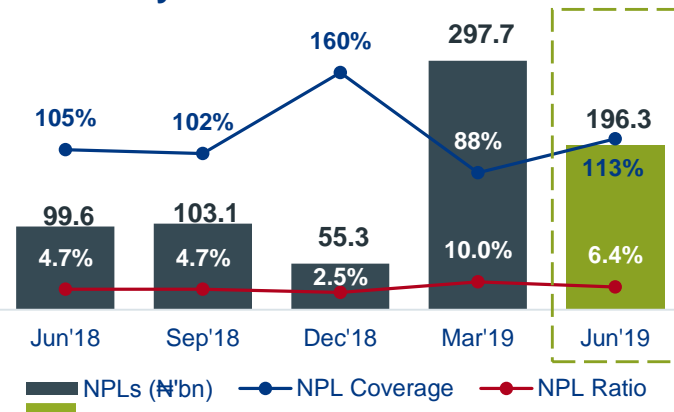
Gross Loan Distribution by Sector



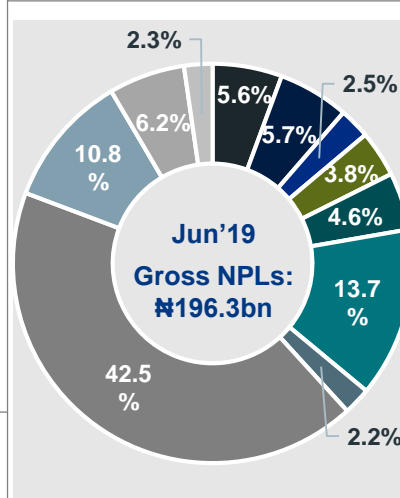
- Net loans and advances of ₺2.85trn as at Jun'19 (Dec'18: ₺2.14trn), up 34% ytd reflecting the focus on deepening and broadening of the loan book.
- FCY exposures declined slightly by 10bps to 38% (Dec'18: 40%) of the total loan portfolio in the period, due to increase in loan book size
- Loan-to-deposit ratio stood at 65.7% as at Jun'19 (revised Dec'18: 73.4%)

(1) The following sectors are included in "Others": Education, Conglomerates, Basic Metal Products and Flourmills & Bakeries

NPL Analysis



NPL Distribution by Sector



Sector	Jun'19	Dec'18
Oil and Gas Services	42.5%	1.7%
Oil & Gas - Upstream	10.8%	0.0%
Oil & Gas - Downstream	5.7%	5.0%
General Commerce	13.7%	27.1%
Steel Rolling Mills	6.2%	19.8%
Manufacturing - Others	5.6%	12.6%
General	4.6%	13.0%
Construction	3.8%	7.3%
Others(2)	2.5%	2.8%
Finance and Insurance	2.3%	8.9%
Agriculture	2.2%	1.9%

- Expected improvement in Asset quality following the merger on the back of robust risk management approach
- NPL ratio down 360bps to 6.4% in Jun'19 (Dec'18: 2.5%), as a result of write offs coupled with a 32% increase in the loan book
- Adequate NPL coverage ratio (including regulatory risk reserves) of 113% in the period (Mar'18: 88%)

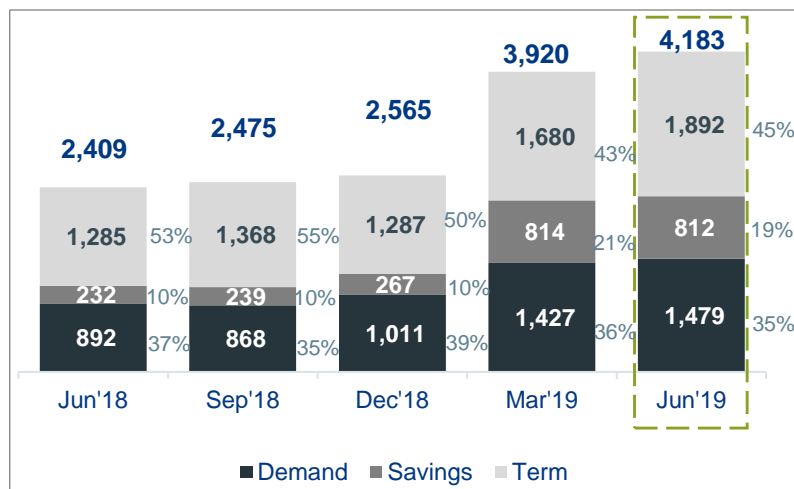
NPL Ratio by Sector⁽¹⁾

Sector	Jun'19	Dec'18
Oil and Gas Services	18.5%	0.4%
Oil & Gas - Upstream	8.0%	0.0%
Oil & Gas - Downstream	7.6%	2.9%
Agriculture	17.3%	6.2%
Manufacturing - Others	10.8%	7.7%
Steel Rolling Mills	9.8%	11.9%
General Commerce	7.6%	5.5%
General	7.1%	8.4%
Construction	3.5%	2.3%
Finance and Insurance	1.9%	2.7%
Others ⁽²⁾	0.5%	0.2%

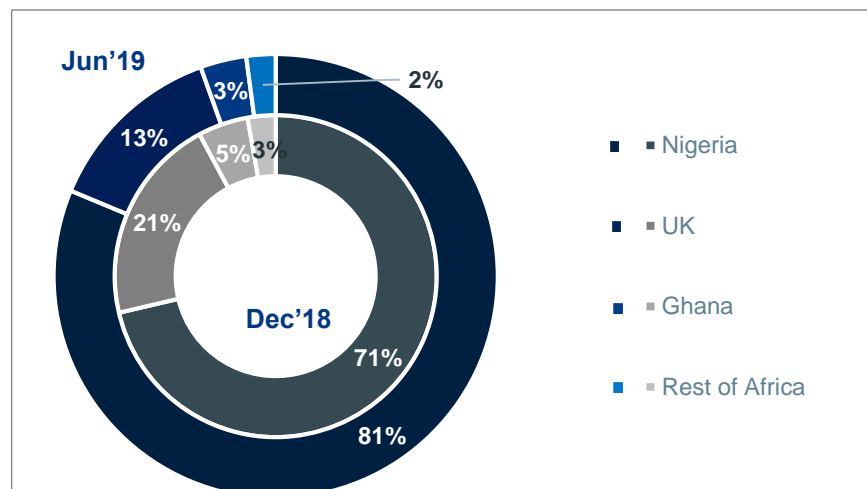
(1) Measures the portion of the total credit exposure by sector that is impaired. **Formula:** $NPL_{(Sector)} / Total\ Gross\ Loans_{(Sector)}$

(2) The following sectors are included in "Others⁽²⁾": Education, information and communication, Conglomerates, Food Manufacturing, Real Estate Activities, Transportation & Storage and Power and Energy

Customer Deposits (₦'bn)



Deposits Contribution by Region



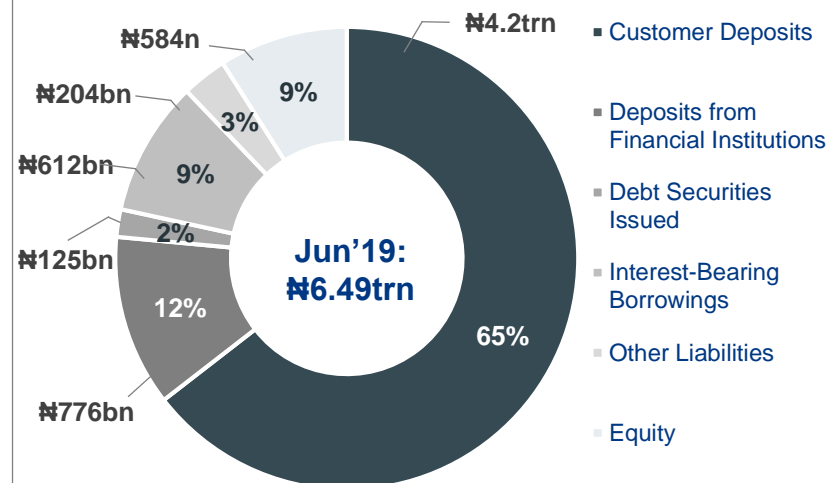
- Customer deposits increased 63% to ₦4.18trn in the period (Dec'18: ₦2.57trn)
- CASA⁽¹⁾ account deposits grew 79% ytd to ₦2.29trn (Dec'18: ₦1.28trn), largely as a result of the derived synergies from the combined entity, as well as mobilization for sustainable low cost deposit
- Subsidiaries contribution accounted for 20% of Group deposits of ₦996.4bn in Jun'19 (Dec'18: ₦1.07trn)
- UK and Ghana jointly accounting for 89% of total subsidiary deposits and 18% of total deposits (Dec'18: 26%)

(1) CASA: Current Accounts and Savings Accounts

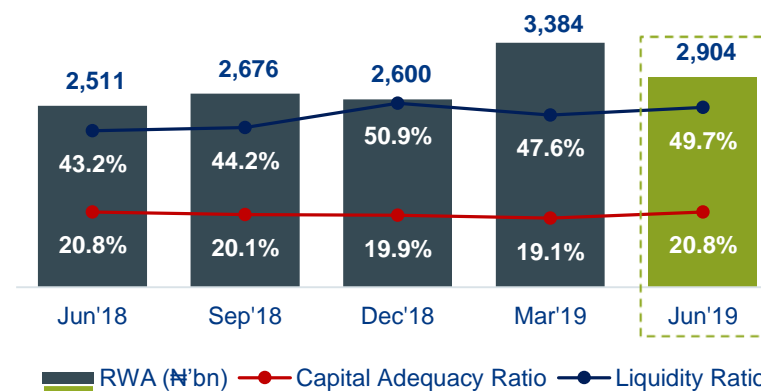
Capital Adequacy Computation – Basel II

Underlying in ₦'m	Jun'19 ⁽¹⁾	Jun'19	Dec'18	%Δ
Tier I Capital	614,706	495,825	448,205	11
Tier II Capital	109,764	109,764	69,096	59
Total Regulatory Capital	724,470	605,589	517,301	17
Credit Risk	2,334,547	2,334,547	2,163,733	8
Operational Risk	534,629	534,629	417,782	28
Market Risk	34,421	34,421	18,585	85
Risk-Weighted Assets	2,903,597	2,903,597	2,600,099	12
Capital Adequacy				
Tier I	21.0%	16.9%	17.2%	
Tier II	3.9%	3.9%	2.7%	
Total	24.9%	20.8%	19.9%	

Funding Sources



- Capital adequacy remained well above regulatory minimum. CAR improved by 90bps ytd to 20.8% (Dec'18: 19.9%), reflecting the improvement in tier I capital
- 12% growth in RWA mainly due to the YTD increase in net loans and advances by 32% (Dec 18: ₦2.14trn; Jun 19: ₦2.83 trn)
- However, increase in total eligible capital was more than sufficient to cushion the effect of the growth in RWA on Capital Adequacy Ratio.
- Taking into consideration IFRS 9 transitional adjustment on capital, Capital adequacy ratio improved by 499bps to 24.9%
- Liquidity ratio⁽²⁾ in the period of 49.7% (Dec'18: 50.9%) remained well in excess of the regulatory minimum



(1) Capital Adequacy computation showing adjusted impact of regulatory transition arrangement of IFRS 9 implementation

(2) Calculated as Total Liquid Assets (cash and cash equivalents, treasury bills, trading assets and government bonds) divided by Total Deposits

4. SBU Performance Review



Segment Focus

- Multinational, well-structured large companies with annual turnover exceeding ₦10 billion
- Segments include:
 - Cement & Construction
 - Downstream Oil & Gas
 - Telecommunications
 - Upstream Oil & Gas
 - Manufacturing
 - Transportation
 - Financial Institutions
 - Agriculture

Products & Services

- Financial advisory
- Trade/structured finance
- Treasury



- Incorporated companies with an annual turnover greater than ₦1 billion, but less than ₦10 billion
- Customer segments include:
 - Federal, State and Local Government MDA's
 - Local Corporates
 - Corporate and Investment Banking Value Chain
 - Asian Companies

- Cash management
- Tailored lending scheme (value chain)
- Liquidity management
- Trade finance
- Advisory services



- Companies, Small and Medium Enterprises with annual turnover less than ₦1 billion
- Products are tailored to cater to small and other types of less structured businesses

- Payroll management
- Trade finance
- Payment & collections
- Financial advisory
- Asset finance



- The Division caters to the following classes of individuals:
 - Affluent Professionals
 - Students
 - Employees in the Value Chain
 - Pensioners
 - Informal Traders
 - High Net-worth Individuals (HNI)
 - Ultra-High Net-worth Individuals (UHNI)

- Specialized savings account
- Current and investment accounts
- Personal loans, advances and mortgages

Corporate & Investment Banking			
Underlying in ₹'m	Jun'19	Jun'18	% Δ
Total Revenue	161,531	90,953	78
Profit Before Tax	35,334	28,271	25
	Jun'19	Dec'18	% Δ
Total Risk Assets	1,061,264	790,974	34
Customer Deposits	1,249,484	1,008,308	24

Commercial Banking			
Underlying in ₹'m	Jun'19	Jun'18	% Δ
Total Revenue	78,008	74,893	4
Profit Before Tax	21,049	12,104	74
	Jun'19	Dec'18	% Δ
Total Risk Assets	1,550,736	1,237,109	25
Customer Deposits	997,134	805,578	24

H2 2019 Outlook

- Push for the continued growth in market share across target corporates
- Leverage the bank's enlarged retail base for value chain optimization
- Effective management of the loan book to ensure maximization of revenue
- Stay true to the "More than Banking" commitment to enable stickiness with the corporates to sign on new clients

H2 2019 Outlook

- Develop variants of products that suit the needs of our customers to drive improvement in fee and commission
- Use of strategic valued added financial product to improve brand dominance in the market
- Expansion of digital capability in providing service and credit

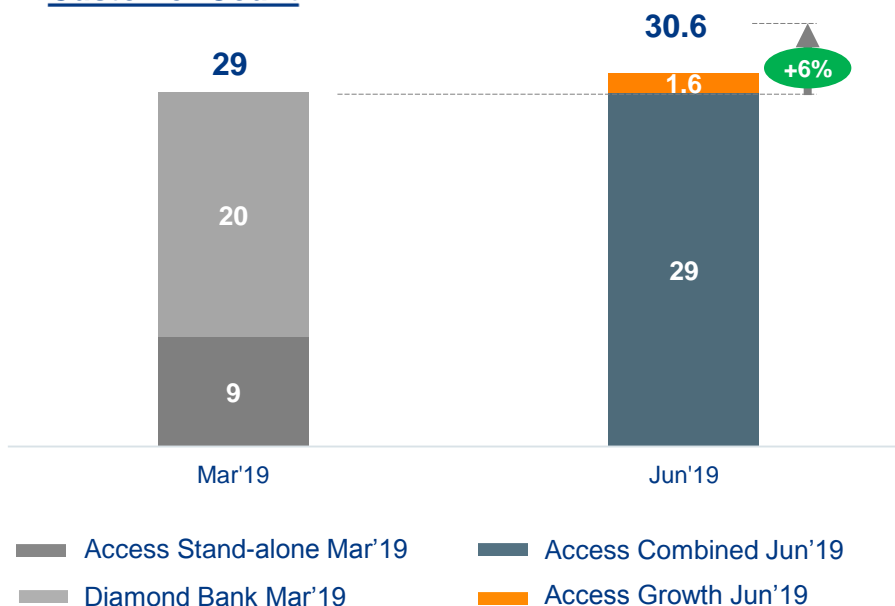
Business Banking			
Underlying in ₹'m	Jun'19	Jun'18	% Δ
Total Revenue	20,044	41,397	(52)
Profit Before Tax	6,473	2,775	133
	Jun'19	Dec'18	% Δ
Total Risk Assets	119,098	61,917	92
Customer Deposits	389,259	331,112	18

Personal Banking			
Underlying in ₹'m	Jun'19	Jun'18	% Δ
Total Revenue	64,793	45,782	42
Profit Before Tax	11,261	2,692	318
	Jun'19	Dec'18	% Δ
Total Risk Assets	121,904	46,096	164
Customer Deposits	1,547,114	435,250	255

H2 2019 Outlook

- Deliberate sensitization of customers to adopt online platforms
- Leverage the bank's enlarged retail base for value chain optimization and loan sales
- Enhance and scale up capacity in the back office systems to meet current process demands

Customer Count

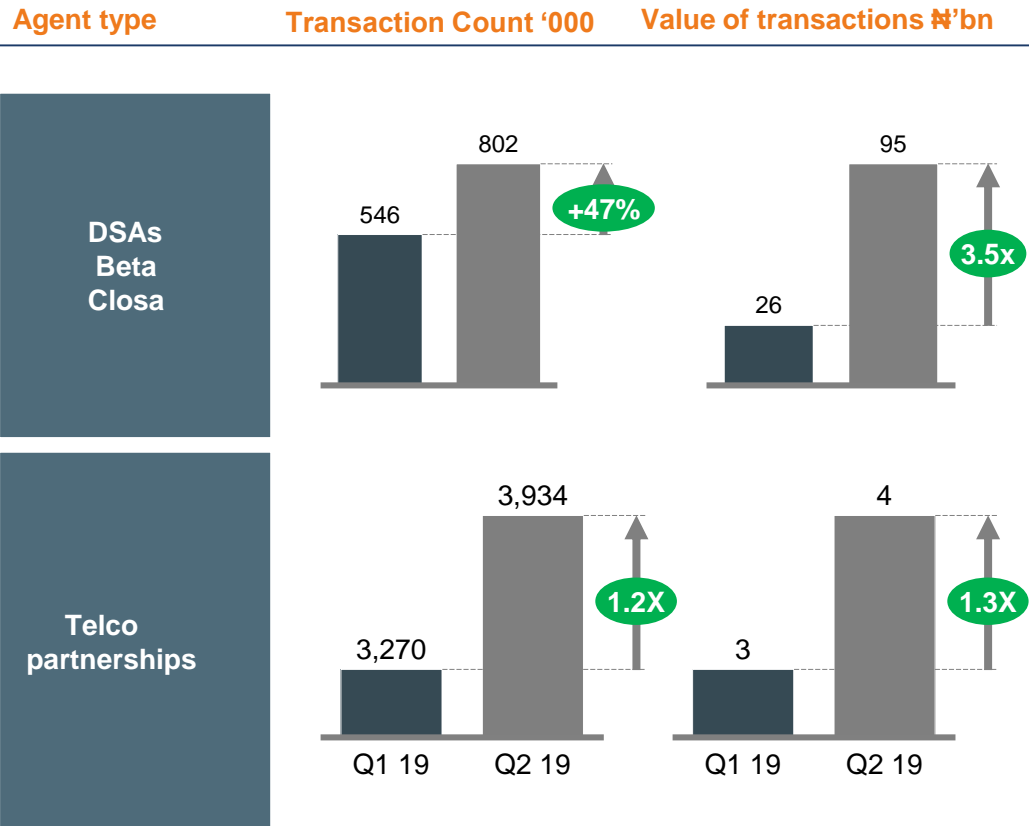


5. Retail Performance Review

Financial Inclusion Strides



Our focus to bank the unbanked through agency banking and partnerships with telcos has helped reach ~1.3mn customers and facilitated transactions worth ~ ₹99bn in just three months



~1.3mn People have access to banking services as a result of our expanded agency banking

~1.2x Growth in value of transactions; showing trust in the banking channel

~₹99bn Value of total transactions in Q2'19 was 3.5x Q1'19



Digital Loan Highlights



Through digital and analytics we disbursed an average of ~N200mn to ~4,600 customers daily at the click of a few buttons, leading to diversification and de-risking of our loan portfolio

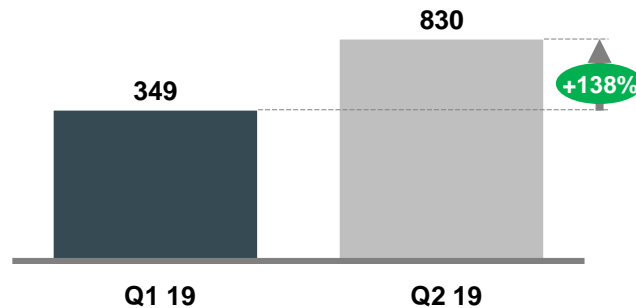
Count and value

Impact

need a loan?
Take care of that unmet financial need before your next payday.
Dial *901*11# to get a PayDay Loan Today!

NO COLLATERAL / NO PAPERWORK / NO GUARANTEE

Count, '000

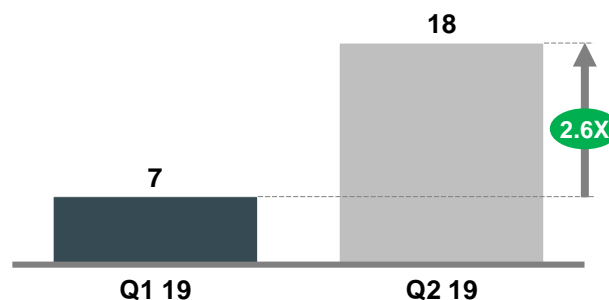


get a loan without collateral
Do you have a financial emergency and don't need any collateral? PayDay Loans can help you get a PayDay Loan Today!

Dial *901*11# to get a PayDay Loan Today!

NO COLLATERAL / NO PAPERWORK / NO GUARANTEE

Value, N'bn



Statistics

- ~N18 billion payday loans disbursement
- ~4600 payday loan customers daily
- Enables the bank to diversify and de-risk its portfolio

Convenience

- Customers can access payday loans through mobile phones in < 1 minute using a USSD code
- It is available on all different service providers
- Accessible to different types of earners- self employed and non self employed

Data & Analytics

- Leveraging the use of analytics to engage customers on the right products at the right time
- Investing in more service capabilities, digital and physical- advisory in branches and self- serve outside the bank

Retail Channels Statistics



All channels experienced growth YoY from H18 (pre merger) to H19 (post merger); cards, USSD and agency are the most popular

- 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 H18 (mn)	Count H19 (mn)	YoY Growth	Value H18 (₹'bn)	Value H19 (₹'bn)	YoY Growth
Debit/Credit Card	165	330	100%	1,228	2,892	136%
POS	23	28	22%	236	239	1%
Mobile & Internet Banking	112	117	4%	8,029	8,758	9%
ATM	95	108	14%	977	993	2%
USSD	50	115	130%	163	422	160%
Agency Banking	3	12	265%	20	84	324%
Digital Loan	0.6	0.8	33%	11	18	65%
Total	448	710	58%	10,662	13,406	26%

Looking into the near future, the department plans to focus on building capabilities, maximizing use of data and analytics, growing reach and presence



A Improving our digital capabilities

- Continue enhancing our product and solutions offering on all our digital channels
- Transition branches to be financial advisory centers as more customers make use of our digital platforms



B Maximize use/ data and analytics

- Offer personalized products and solutions through the use of data and analytics
- Identify and prevent cybercrimes; protecting our customers making use of digital platforms e.g., use of speech recognition
- Use of artificial intelligence to serve customers more cost effectively e.g., robotics process is being used to automate processes



C Leverage our value propositions

- Take advantage of our strong retail value proposition to acquire and serve our customers better
- Enhance our relationship management capabilities for our affluent and private banking sub-segments
- Expand our support to women entrepreneurs through partnership with the state governments



D Expanding reach and presence

- Expand our agency banking network and reach more of the unbanked population in the rural areas and urban centres with limited coverage
- Improve service offering in the financial inclusion segment through increased product and solutions access on the existing telcos partnerships

6. Subsidiary Performance Review

Subsidiary Performance Overview



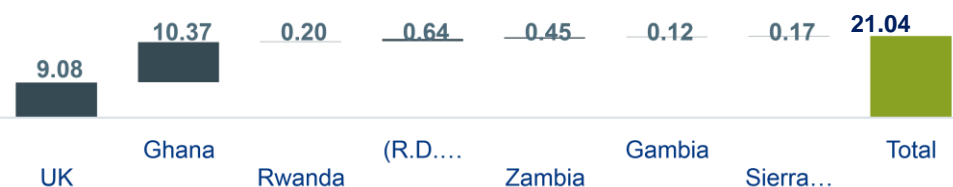
Financial Highlights

Underlying in ₦'million	United Kingdom	Ghana	Rwanda	R. D. Congo	Zambia	Gambia	Sierra Leone
Operating Income	9,076	10,371	203	644	451	120	172
Profit Before Tax	7,256	9,025	81	644	335	88	136
Total Assets	811,485	263,424	35,599	49,769	40,966	14,436	8,134
Loans and Advances	490,930	55,915	9,080	14,302	3,956	1,287	961
Total Deposits	704,400	178,674	29,030	35,549	32,607	9,994	6,170

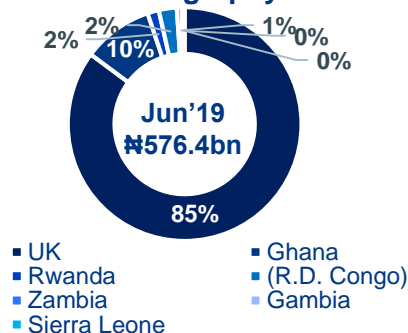
Key Messages

- Subsidiaries contribution to the group's performance improved to 28%y/y flat, recording total subsidiary PBT of ₦21.0bn up 54% y/y (H1'18: ₦13.6bn)
- UK and Ghana accounted for 92% of total H1'19 subsidiary PBT (H1'18: 89%)
- Total loans for the subsidiaries stood at ₦576.4bn (+15% YTD), with total deposits at ₦996.4bn (-7%)
- Total assets from subsidiaries stood at ₦1.22trn, a 5% reduction from ₦1.29trn in Dec'18

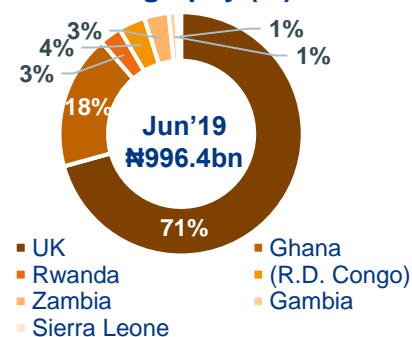
Profit Before Tax by Subsidiary (₦'bn)



Loan Contribution by Geography



Deposit Contribution by Geography (%)

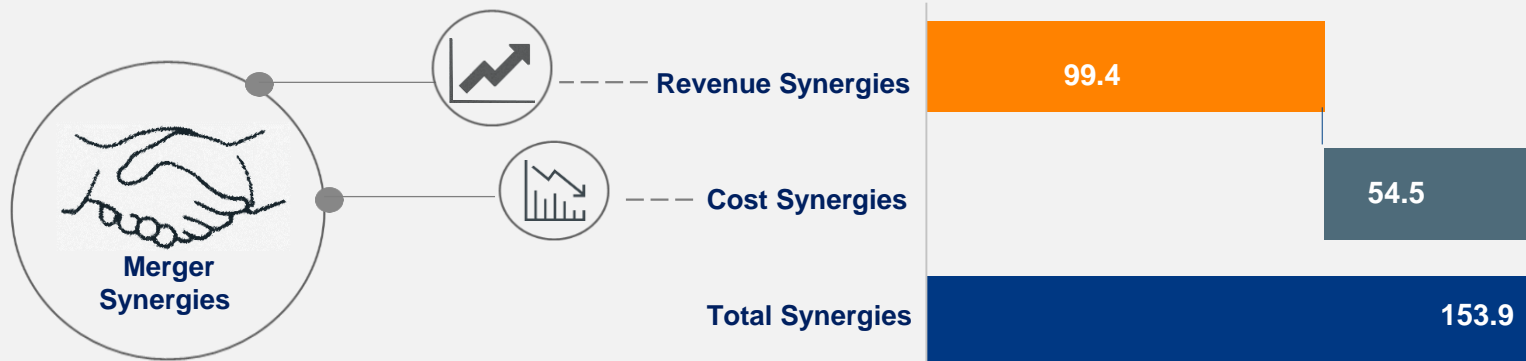


7. Merger Update

Synergy Realization

2019-2021 Run Rate and One- Off Synergies







NGN, billions



Key Cost Synergies Realized as at June 2019

		Synergy Value, NGN, million
Risk Management	Loan Recoveries	13,967
Enterprise Business	Sale of assets and contract renegotiation	3,122
IT	IT integration, data center consolidation e.g. Duplicate software, programs, and infrastructure	885
Treasury	Mobilization of low cost liability funds	854
External Communications	Significant savings in advertising and promotions costs	820
Customer Experience	Removal of annual REAL maintenance fee	468
Financial Control	Depreciation Rate Alignment, elimination of audit and credit rating fees	428
Branch & Retail Ops	Savings on CBN Cash Deposit and Bullion Transportation Fees	297

8. H2 2019 Outlook

	Improve Asset Quality	<ul style="list-style-type: none">▪ Continue aggressive recovery drive▪ Continue to pay close attention to the loan book
	Increase Transaction Banking Income	<ul style="list-style-type: none">▪ Migrate our customers to alternative channels▪ Create strong awareness of our flagship retail products
	Retail deposit growth	<ul style="list-style-type: none">▪ Intensify low-cost deposit drive to reduce funding costs, thereby enhancing liquidity and margins
	Optimise Operational Efficiency	<ul style="list-style-type: none">▪ Enhance productivity across our branches and staff▪ Extract value from existing accounts by (i) improving cross sell ratio, (ii) reducing the level of unfunded accounts and (iii) increasing the level of transacting accounts
	Cost Management	<ul style="list-style-type: none">▪ Improve operating efficiency by aggressively executing strategic cost saving initiatives
	Merger Synergies	<ul style="list-style-type: none">▪ Continue to drive merger synergies across the respective segments

Thank you