

The slide features a large yellow shape on the left side and a large orange shape at the bottom. The text is positioned in the white space between these shapes.

# CalBank 3Q 2022 Results Presentation November 2022

Facts-Behind-the Figures



# CalBank Management – Today's presenters



Philip Owiredu  
Managing Director



Carl Selasi Asem  
Deputy Managing Director



Thomas Boansi-Sarpong  
Executive Head, Admin. &  
Finance



Barbara Banson  
Chief Risk Officer



Peter Fordjor  
Group Head, Consumer & Retail  
Banking



Joejo Wodow-Hammond  
Group Head, Operations



Philip Duodu Fynn,  
Group Head, Treasury



Brigid Ofosuhene  
Head, Strategy &  
Performance



Dzifa Amegashie  
Head – Corporate & Investor  
Relations

# AGENDA

CalBank Snapshot

Economic & Key Developments

Business Sector

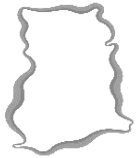
Financial Results

Retail Performance

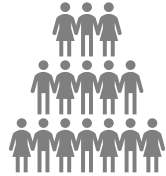
Our Strategy

# CalBank Snapshot | Q3-2022

CalBank - Growing our footprint, creating value



In 8  
regions in  
Ghana



600,000+  
Customers



900+  
Staff



37  
Branches



105  
ATM's

## Financial Highlights - Q3-2022



**Assets** ↑

GHS 10.9bn  
26.3%



**Equity** ↑

GHS 1.4bn  
11.4%



**PBT** ↓

GHS 240.3mn  
-6.0%



**Deposits** ↑

GHS 6.5bn  
13.3%



**Net Loans** ↑

GHS 3.5bn  
58.5%



**PAT** ↓

GHS 156.6mn  
-8.0%

CAR	16.3%
LR*	71.7%
NIM	7.7%
ROAE	15.7%

\*Liquidity Ratio



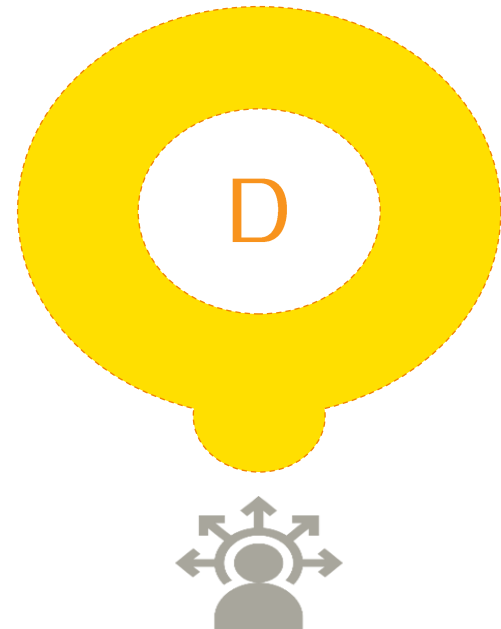
## We are RESPONSIBLE

We commit to deliver our products and services within sound financial, social and ethical practices



## We are EFFECTIVE

We provide effective solutions for managing our clients banking needs. We serve with knowledge, professionalism and education

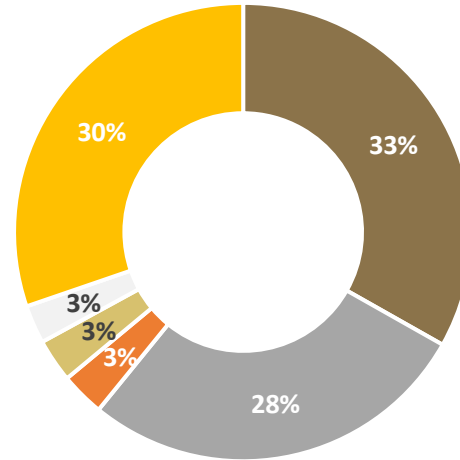


## We are DECISIVE

We make sound decisions based on risk, local market knowledge, opportunity and timing

# CalBank | Shareholding

## Current Shareholding Structure



SSNIT
  Arise BV
  Kuwait Inv.
  Allan Gray
  Frank Adu
  Others

### MARKET STATISTICS<sup>1</sup>

Current Share Price (GHS)	0.80
Market Capitalization (GHS mn)	501.27
YTD Performance	-8.05%
52-Week High (GHS)	0.91
52-Week Low (GHS)	0.74

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# Macroeconomic Indicators

- Inflation risks on the upside due to elevated pressures originating from the increase in commodity prices, especially crude oil and the resulting effects on domestic ex-pump petroleum prices and transportation costs, food prices and the effects of the depreciation of the local currency.
- Bank of Ghana increased MPR by 250bps to 24.50% to help re-anchor inflation.

	Nov -2022	SEP-2022	SEP-2021	Y-o-Y Percentage Points Sep 2022/Sep 2021	Status
Inflation rate	40.4%	24.50%	10.60%	13.90	↑
Interest rate 91-day bill	33.34%	29.65%	12.47%	17.18	↑
Monetary policy rate <sup>1</sup>	24.50%	24.50%	13.50%	11.00	↑
Ghana reference rate <sup>1</sup>	30.56%	27.44%	13.47%	13.97	↑
Public debt (USD bn) <sup>2</sup>	54.40	54.40	58.10	6.37%	↓
Fiscal deficit (% of GDP) <sup>2</sup>	-12.1%	-5.60%	-4.40%	(1.20)	↑

Source: BoG Summary of Economic and Financial Data – July 2022

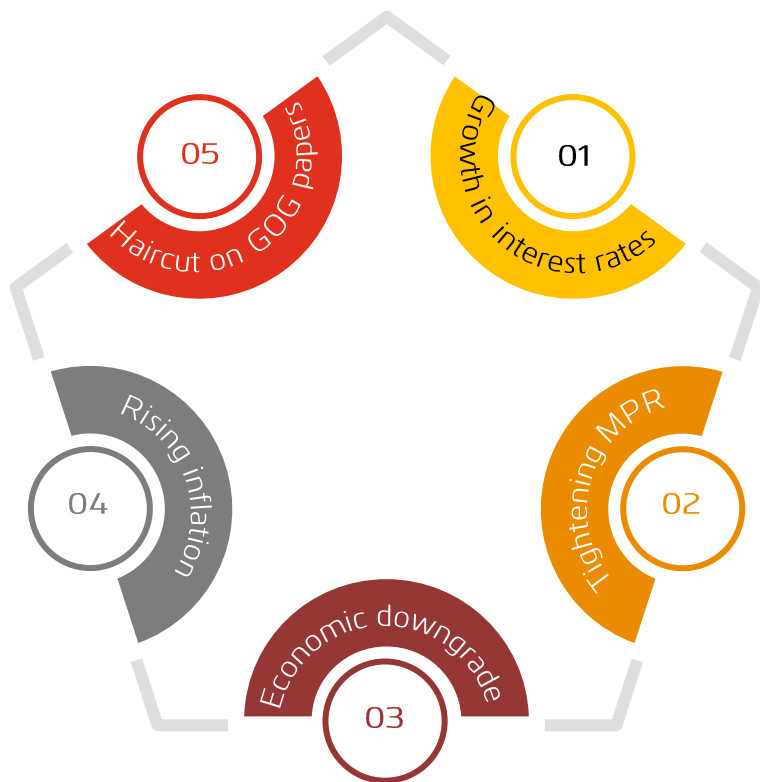
<sup>1</sup>As at October 2022

<sup>2</sup>As at July 2022



# Macro Headwinds | Impacts on Ghana's financial sector

Adverse changes to global and local economic conditions have led to tight financing conditions in global and domestic financial markets.

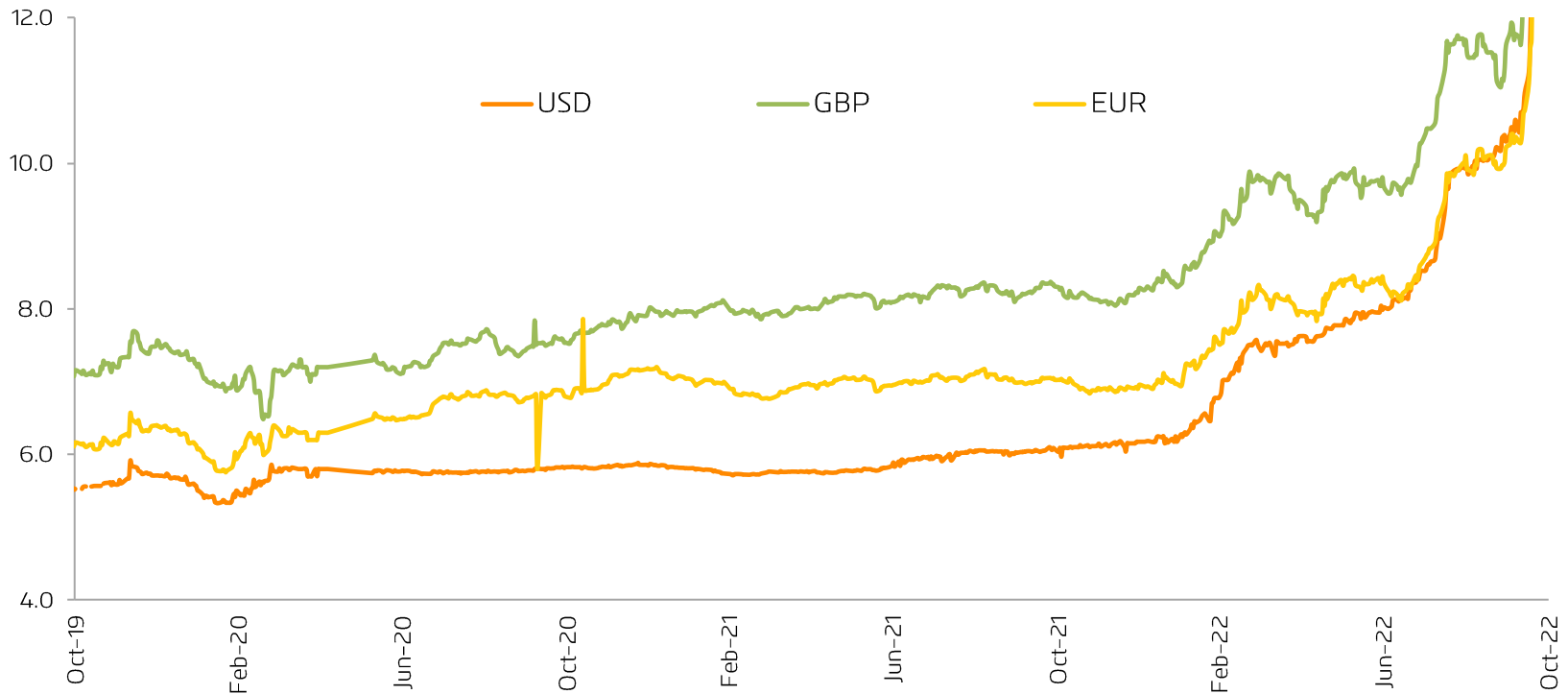


- 01 Growth in interest rates**  
Surge in demand for government debt instruments as they offer higher returns, prompting depositors to demand for higher rates, thereby thinning NIMs of banks and crowding out the private sector
- 02 Tightening MPR and liquidity management**  
Increases in cost of funds coupled with tightening monetary policy translating into higher lending rates to borrowers with concomitant impact on NPLs in the near term. Also, squeezing liquidity from banks which could be deployed into revenue generating vehicles
- 03 Economic downgrade**  
The S & P and Fitch downgrades led to a loss of investor confidence in Ghana and made the Ghanaian market unattractive to foreign money market managers. A successful IMF bailout will provide some policy credibility and restore investor confidence.
- 04 Rising inflation and currency depreciation**  
Soaring operating expenses and declining profitability for banks. General increases in cost of living and cost of doing business in Ghana
- 05 Reported "Haircut" on GOG papers**  
Overall negative impact on bank's profitability. Ripple effect on asset management and pension fund managers and general instability in financial services industry. On 29<sup>th</sup> October 2022, H.E Nana Akufo – Addo, President of Ghana indicated that reports of haircuts were unfounded in an address to the nation.

# Macro Headwinds | Local Currency Impacts

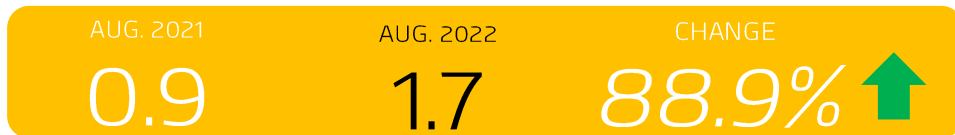
## Ghana Cedi Performance

- The Cedi continues to be under pressure within the period amidst policy rate hikes and the reversal of the macroprudential regulatory reliefs in the banking sector.
- As at the end of October, the Ghana Cedi had depreciated by 53.83% against the USD. The Cedi also depreciated by 47.8% and 49.0% against the Pound Sterling and Euro respectively



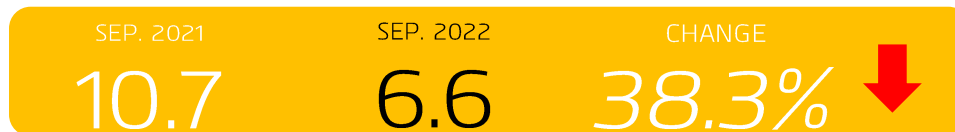
# Macro Headwinds | Import cover & Commodities

## TRADE BALANCE (USD Billions)



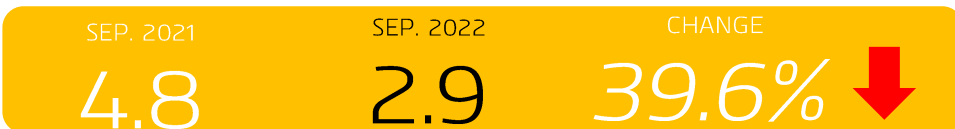
The improvement in export earnings was driven by higher receipts from gold, crude oil and non-traditional exports, notwithstanding increased demand for oil and gas imports. Total exports went up by 19.5% y/y to USD 11.8bn. Crude oil exports totaled USD 3.8bn, mainly due to price effects. Gold export earnings also went up by 23.9% to USD 4.2bn, supported by increased production volumes triggered by the positive response from small scale gold exporters to the downward revision of the withholding tax regime from 3.0% to 15%

## GROSS INTERNATIONAL RESERVES (USD Billions)



Ghana's Gross International Reserves declined by 38.3% y/y in September 2022.

## IMPORT COVER (Months)



The decline in GIR led to an associated 39.6% y/y decline in import cover to 2.9 months in September 2022 compared to 4.8 months in September 2021.

COMMODITY (USD)	Price 1 <sup>st</sup> Nov. 2021	Price 1 <sup>st</sup> Nov. 2022	% Chg.
Crude oil/barrel	84.71	94.45	11.50%
Gold/ounce	1,793.28	1,651.13	-7.93%
Cocoa/ton	2,584.00	2,334.00	-9.67%

Crude oil prices continue to increase owing mainly to supply constraints from geopolitical tensions.

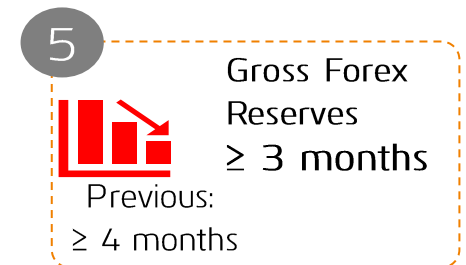
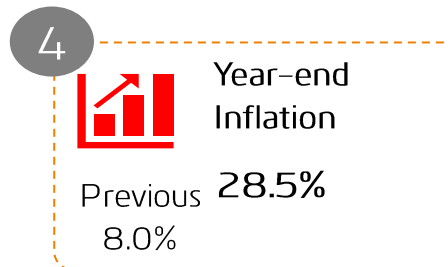
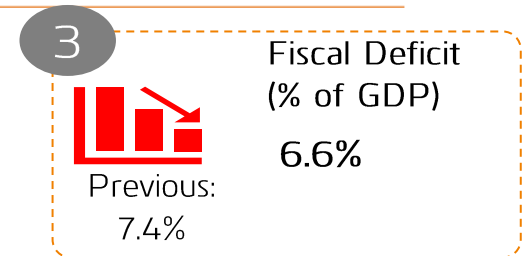
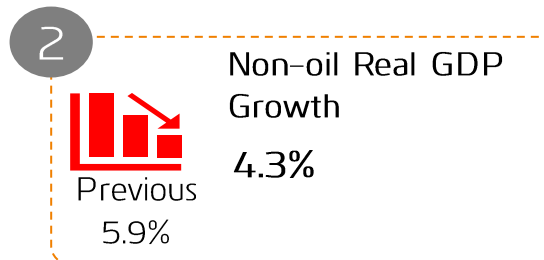
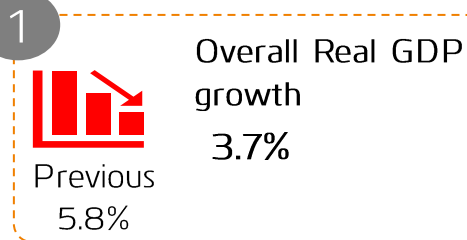
# Macroeconomy | IMF Engagement and other developments

## IMF Engagement

- On 1<sup>st</sup> July 2022, government announced that it will engage with the International Monetary Fund (IMF) on a support package.
- Ghana's engagement with IMF will seek to provide balance of payment support following COVID-19 induced challenges and the Russian-Ukraine crisis.
- IMF program may help re-anchor expectations through implementation of reforms to restore creditworthiness, and eventually lead to Ghana regaining access to international capital markets.

Due to recent macroeconomic shocks, the government revised the FY2022 macro-fiscal targets

### Revised Macro-fiscal targets for 2022



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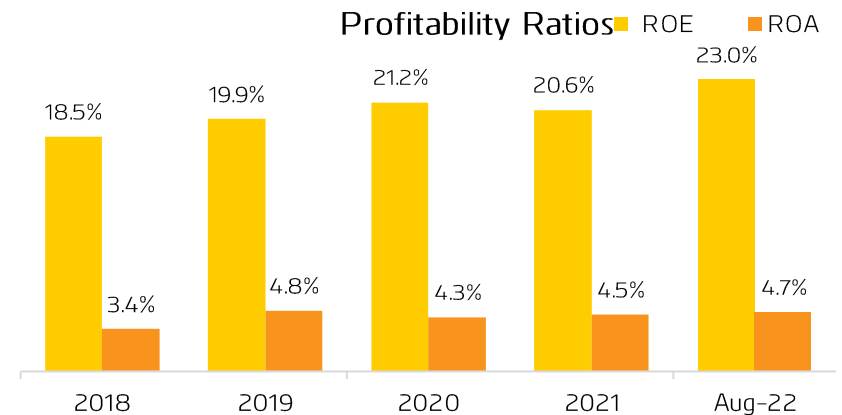
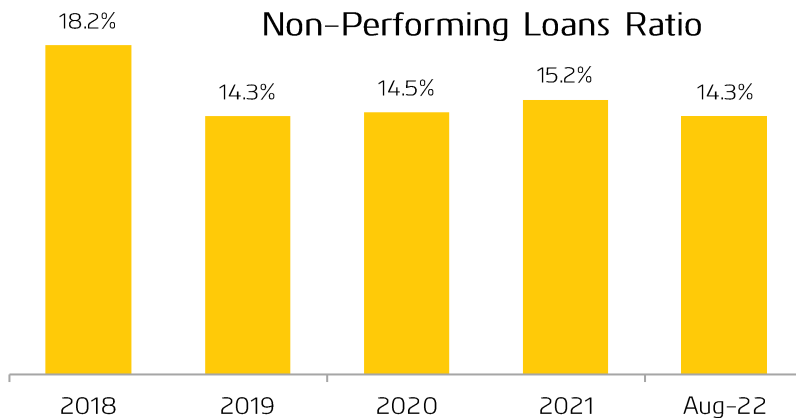
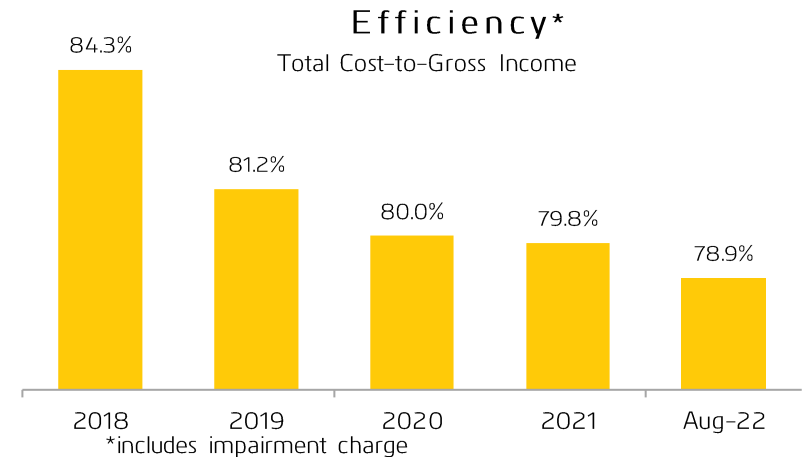
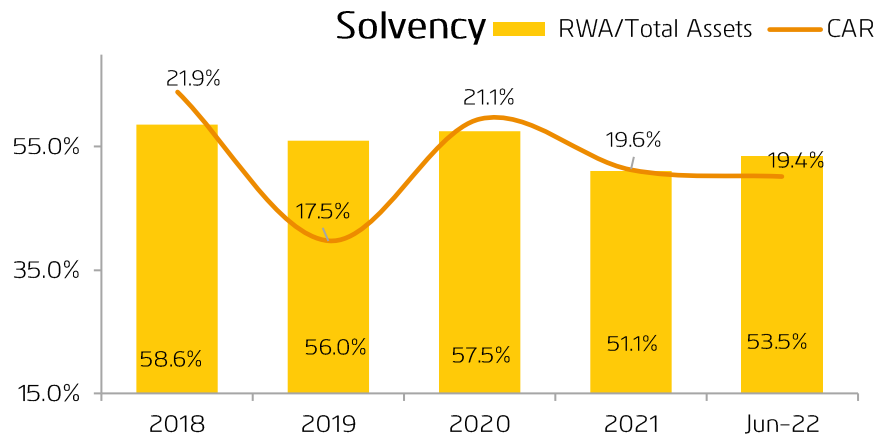
# Banking Sector | Overview

Key banking sector indicators generally remained healthy as of August 2022, with marginal declines in capital adequacy. The sector showed robust growth in total assets, funded by increased deposits and borrowings

Indicator	Aug-22	Aug-21	Year-on-Year Change
Key Ratios			
CAR	18.10%	20.70%	-2.60%
NPL	14.30%	17.30%	-3.00%
RoE	23.00%	21.00%	2.00%
RoA	4.70%	4.60%	0.10%
(GHS billion)			
Total Assets	204.60	166.4	22.90%
Loans	66.10	48.90	35.30%
Deposits	136.70	111.60	22.50%

# Banking Sector | Financial soundness indicators

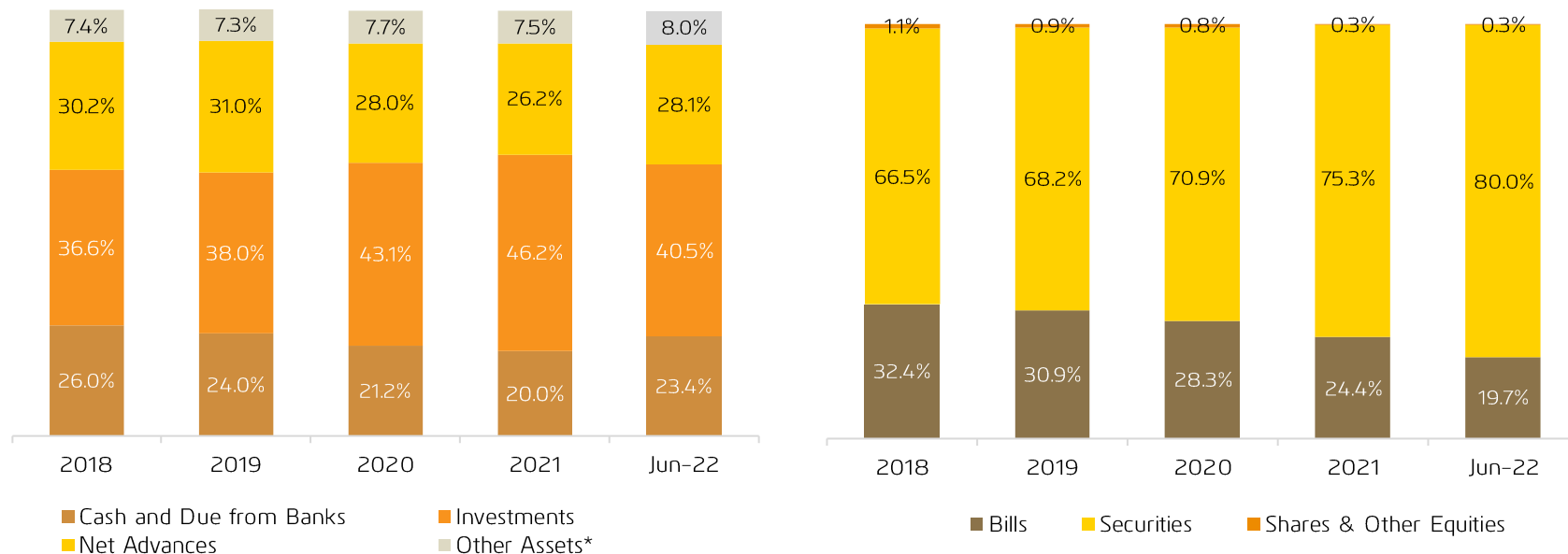
The banking sector remains sound, evidenced by the strong financial soundness indicators (FSIs) as of August 2022. Key FSIs such as liquidity, solvency, efficiency, and profitability remained broadly healthy



# Banking Sector | Credit analysis

Most banks increased their cash and bank balances to meet the higher Cash Reserve Ratio requirement<sup>1</sup>

Investment portfolio continue to dominate the asset mix as a result of higher interest rates on these instruments compared to rates on money market instruments<sup>1</sup>



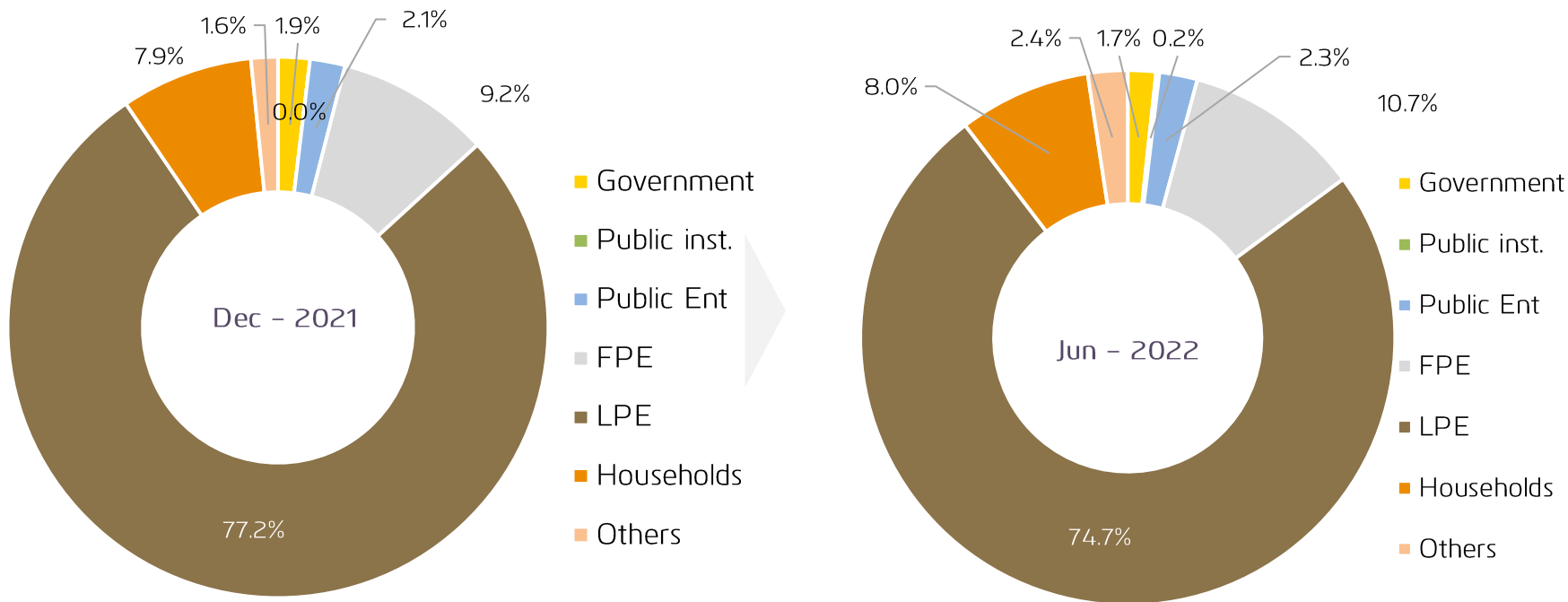
Source: Bank of Ghana Monetary Policy Report,  
 \*Other Assets include Other Assets and Fixed Assets  
<sup>1</sup>As at June 2022



# Banking Sector | Credit analysis

## Share of NPLs

Local private enterprises are the largest contributor to NPL's (74.7%)

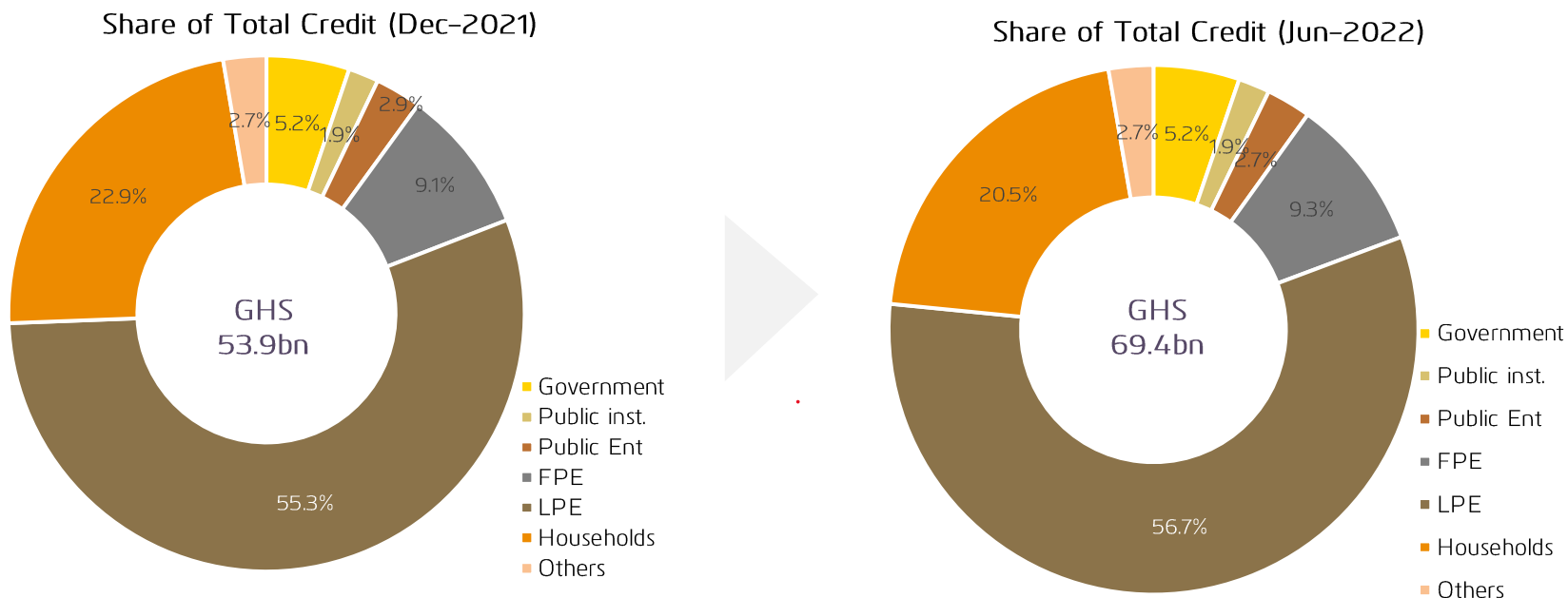


FPE = Foreign private enterprise  
LPE = Local private enterprise

# Banking Sector | Credit analysis

## Share of Total Credit

Allocation of credit to local private enterprises has increased marginally within the period



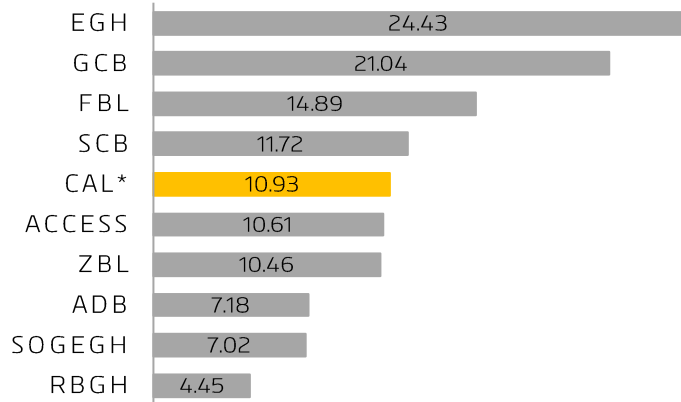
FPE = Foreign private enterprise

LPE = Local private enterprise

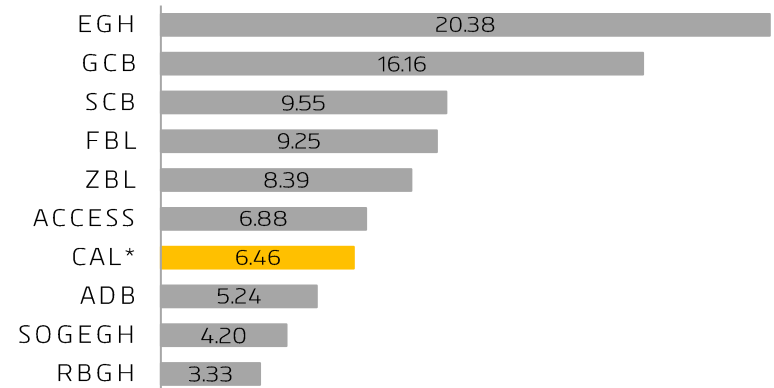
# Banking Sector | Competitor benchmarking

CalBank posts reasonable asset growth in 3Q2022 despite a decline in PAT

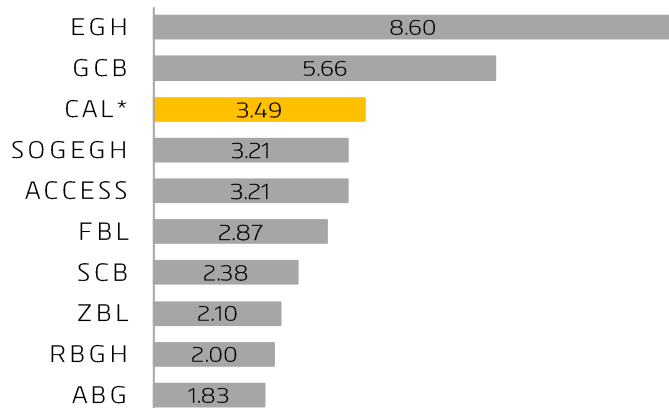
## Total Assets (GHS Bn)



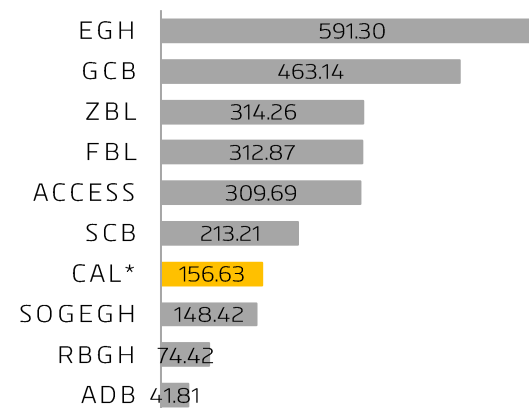
## Total Deposits (GHS Bn)



## Loans & Advances (GHS Bn)



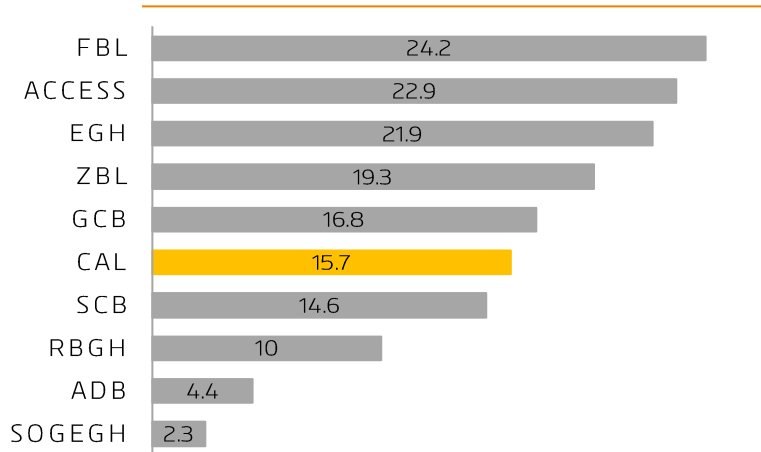
## Net Profit (GHS Mn)



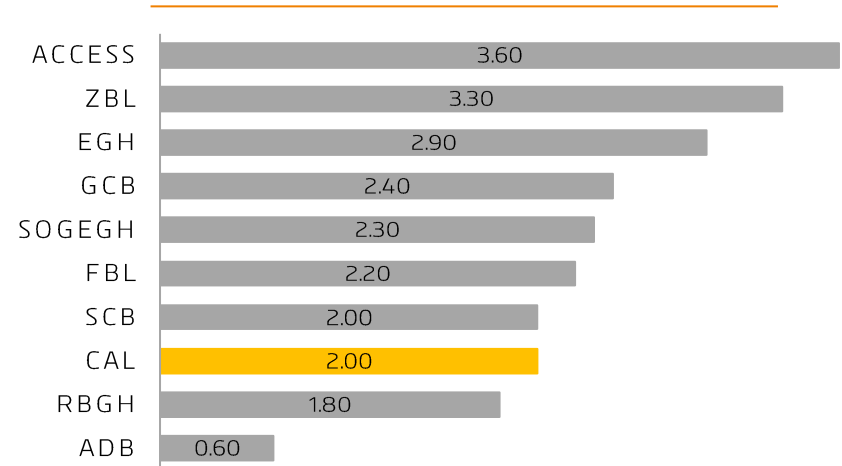
# Banking Sector | Competitor benchmarking

CalBank posts well managed NPL's and capital position in 3Q2022

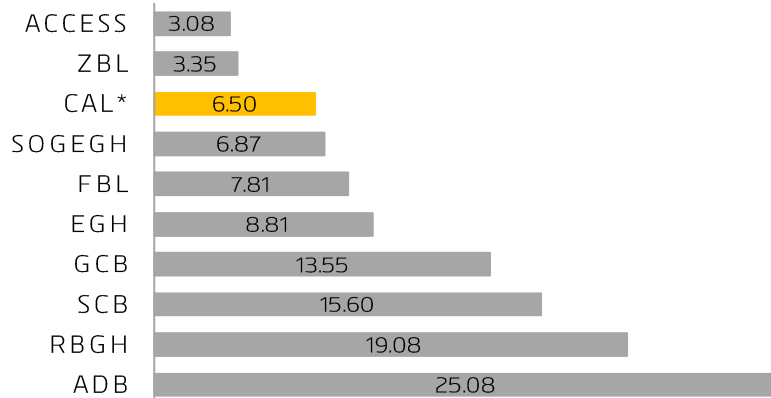
## Annualized Return on Equity(%)



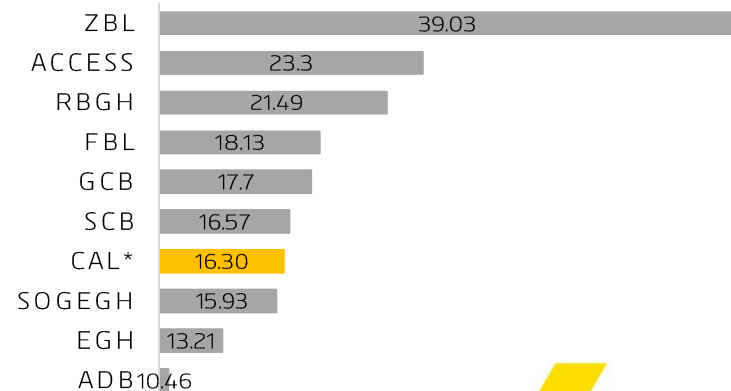
## Annualized Return on Assets(%)



## NPL Ratio (%)



## CAR (%)



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# CalBank | Financial highlights Q3-2022



31.1%

from GHS 357mn

**Net interest  
income**

GHS 467mn



27.1%

from GHS 199mn

**Non-funded  
income**

GHS 145mn



6.0%

from GHS 256mn

**Profit Before  
tax**

GHS 240mn



58.5%

from GHS 2.2bn

**Loans**  
GHS 3.5bn



26.3%

from GHS 8.7bn

**Total assets**

GHS 10.9bn



13.3%

from GHS 5.7bn

**Total deposits**

GHS 6.5bn



1,540bps

from 19.3%

**Capital  
Adequacy**

16.3%

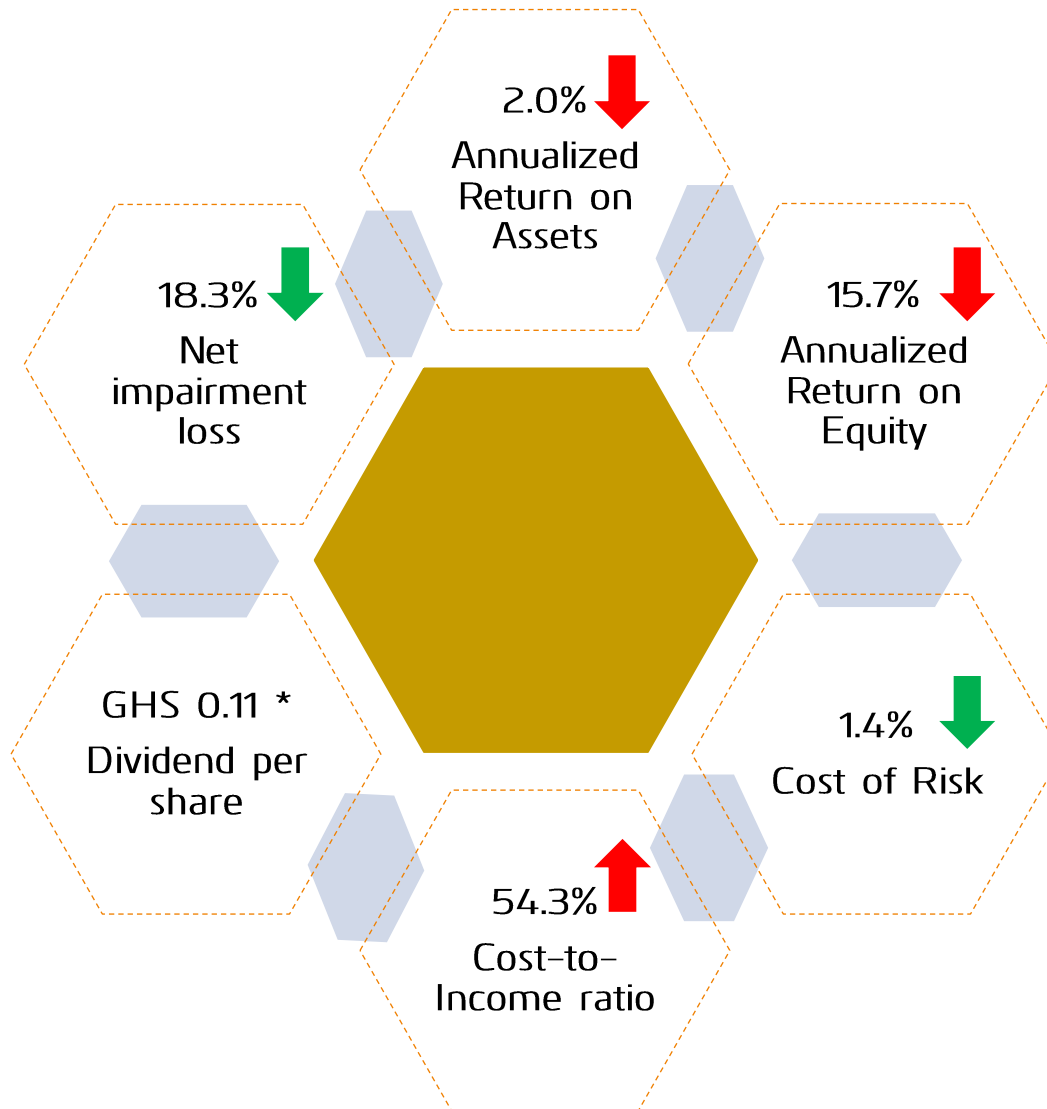


5,240bps

from 13.7%

**NPL ratio**

6.5%



# CalBank | Summarized group income statement

Amount in GHS thousands	3Q2022	3Q2021	3Q2020	YoY	3Q2022 Highlights
Interest Income	928,055	723,366	697,257	28.3%	<ul style="list-style-type: none"> <li>• <b>Operating Income:</b> Total income increased by 10.3% over the prior year's revenue of GHS555.7 million. Performance for the period was primarily driven by improved credit business and channel performance. Net commissions and fees increased by 96.8% due to enhanced credit activities and electronic banking services.</li> <li>• <b>Operating expenses:</b> Expenses remained controlled throughout the review period. For the year to September 2022, operating expenses totaled GHS332.6 m, reflecting an increase of 32.3% over the prior year's GHS251.3 m. Increases were driven by the impact of exchange rates on foreign currency denominated expenses, inflation and increases in staff compensation levels.</li> <li>• <b>Net Impairment Loss:</b> Net impairment loss dropped from GHS48.8m to GHS39.8m which represents 18.3%. The improvement in credit loss expense was partly due to significant recoveries and the improved quality of the stock of new loans.</li> <li>• <b>Profitability:</b> Profit before tax decreased by 6.0%, over the GHS 255.6 million achieved prior year. This was mainly as a result of increase in operating expenses by 32.3% prior to September 2021.</li> </ul>
Interest Expense	(460,667)	(366,858)	(300,985)	(25.6%)	
<b>Net Interest Income</b>	<b>467,388</b>	<b>356,508</b>	<b>396,272</b>	<b>31.1%</b>	
Net Fees and Commissions	58,586	29,767	22,066	96.8%	
Net Trading Income	85,989	158,344	74,926	(45.7%)	
Other Operating Income	674	11,057	2,144	(93.9%)	
<b>Operating Income</b>	<b>612,637</b>	<b>555,676</b>	<b>495,408</b>	<b>10.3%</b>	
Net Impairment Loss	(39,838)	(48,780)	(71,810)	18.3%	
<b>Total Operating Expense</b>	<b>(332,545)</b>	<b>(251,264)</b>	<b>(292,823)</b>	<b>(32.3%)</b>	
<b>Profit Before Tax</b>	<b>240,254</b>	<b>255,632</b>	<b>202,585</b>	<b>(6.0%)</b>	
Income Tax Expense	(71,615)	(73,148)	(61,824)	(2.1%)	
National Fiscal Stabilization Levy	(12,013)	(12,270)	-	2.1%	
<b>Profit After Tax</b>	<b>156,626</b>	<b>170,214</b>	<b>140,761</b>	<b>(8.0)%</b>	

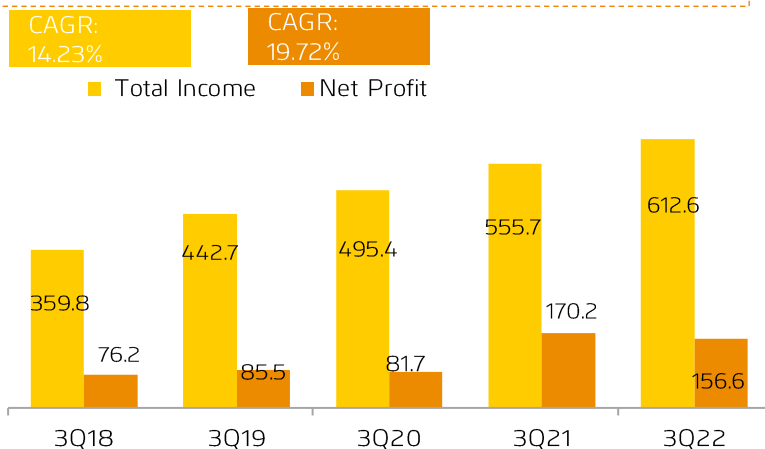


# CalBank | Summarized group balance sheet

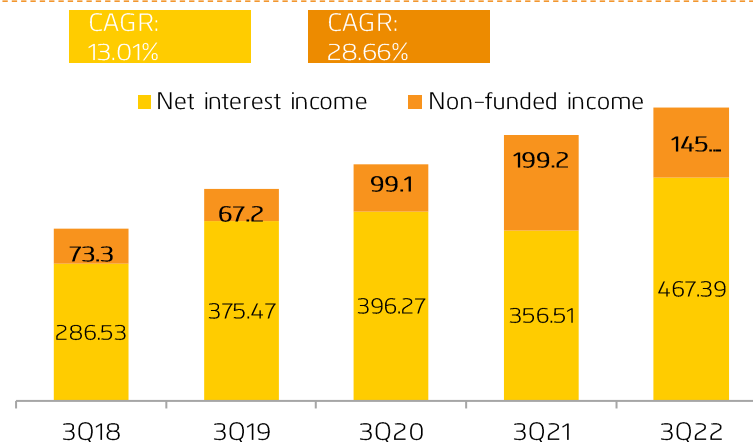
Amount in GHS thousands	3Q2022	3Q2021	3Q2020	YoY	3Q2022 Highlights
Cash and Cash Equivalents	1,306,326	1,003,108	506,510	30.2%	<ul style="list-style-type: none"> <li>• <b>Total Assets</b> increased 26.3% from GHS8.7 to GHS10.9 driven by increased advances and investment securities.</li> <li>• <b>Investment Securities</b> increased by 81.1% in line with the bank's strategy to enhance interest income by investing excess liquidity in short term investments.</li> <li>• <b>Net Loans &amp; Advances</b> increased by 58.5% to GHS3.5 billion from GHS2.2 billion as we converted pipeline loans into booked transactions..</li> <li>• <b>Total Deposits</b> increased 13.3% to GHS6.5 billion from intense corporate and retail deposit mobilization drives including through our electronic channels.</li> <li>• <b>Borrowings</b> increased by 84.6% as we deepened our partnerships to secure borrowings from Development Finance Institutions (DFIs).</li> </ul>
Investment Securities	5,152,446	2,844,520	3,437,108	81.1%	
Loans and Advances to Customers	3,492,825	2,203,804	2,692,446	58.5%	
Non-pledged Trading Assets	119,269	1,788,410	170,123	(93.3%)	
Other Assets	443,222	407,672	366,128	8.7%	
Fixed Assets	420,247	411,153	426,810	2.2%	
<b>Total Assets</b>	<b>10,934,335</b>	<b>8,658,667</b>	<b>7,599,125</b>	<b>26.3%</b>	
Total Deposits	6,463,102	5,702,241	4,148,421	13.3%	
Borrowings	2,708,124	1,466,724	2,140,674	84.6%	
Other Liabilities	388,659	256,106	250,301	51.8%	
Shareholders' Equity	1,374,450	1,233,600	1,059,729	11.4%	
<b>Total Liabilities and Shareholders' Equity</b>	<b>10,934,335</b>	<b>8,658,667</b>	<b>7,599,125</b>	<b>26.3%</b>	

# CalBank | Operating performance and profitability

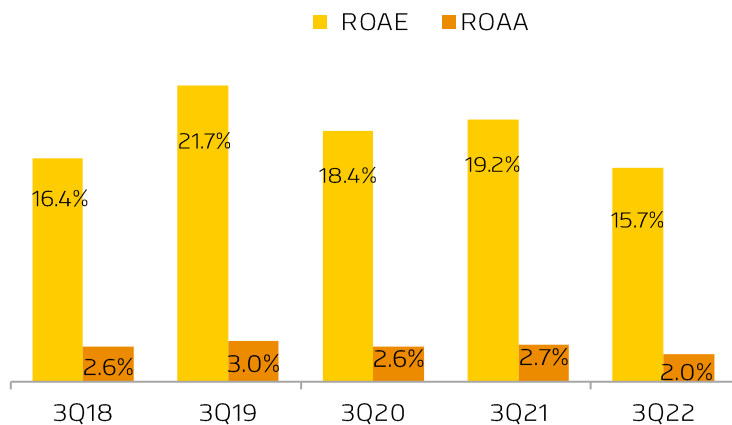
## Profitability (GHS Mn)



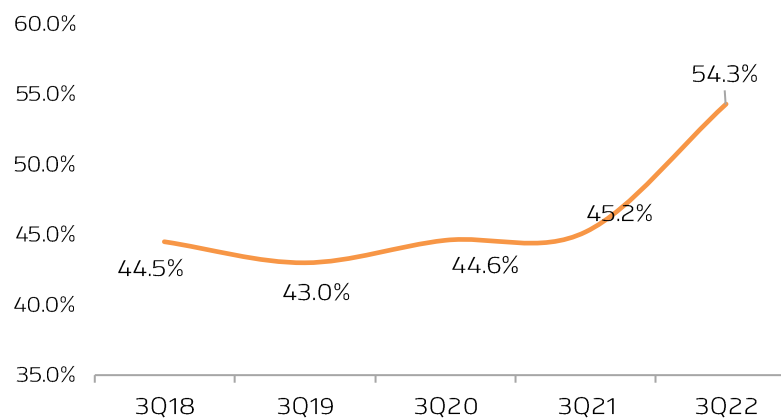
## Operating Income Composition (GHS Mn)



## Annualized Returns (%)

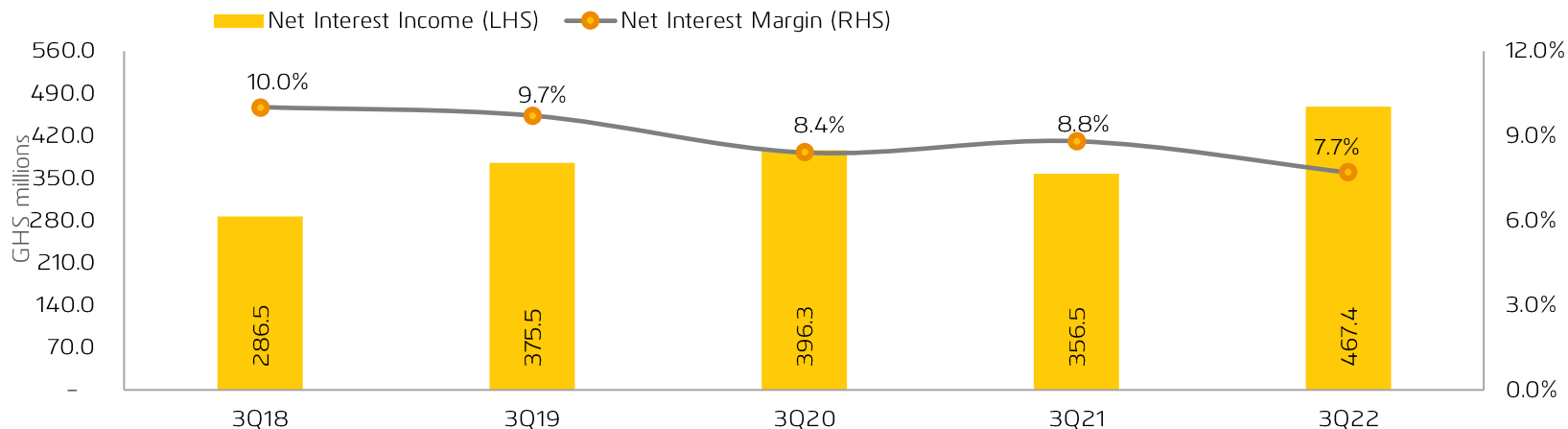


## Cost-to-Income (%)

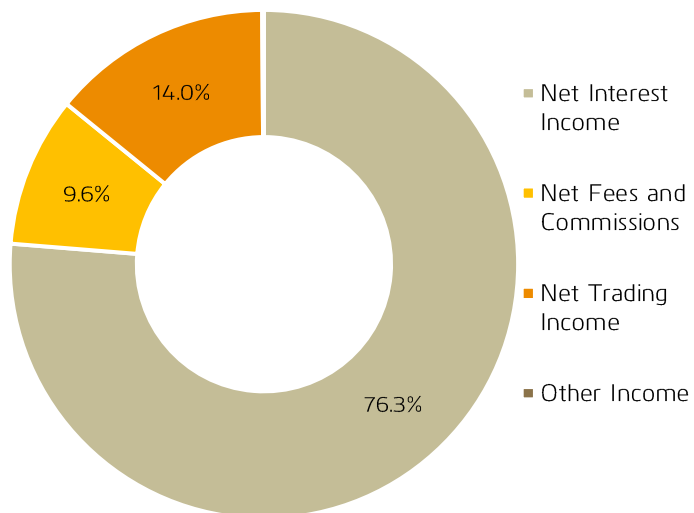


# CalBank | Operating performance and profitability

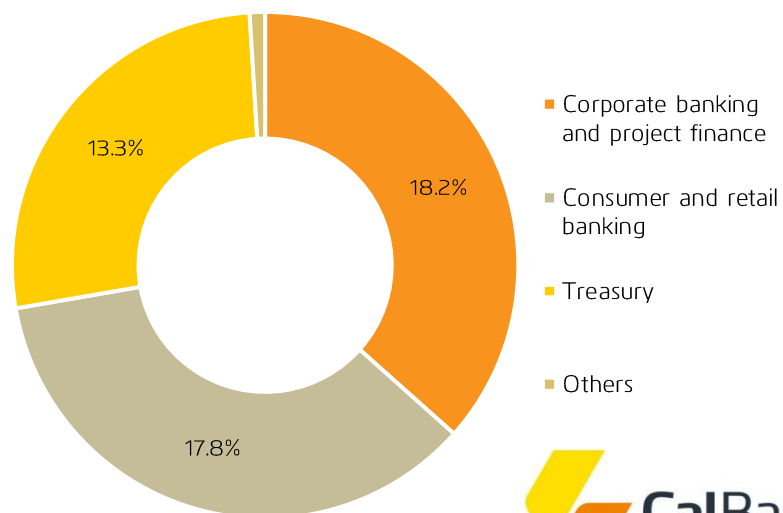
## Net Interest Income and Margin



## 3Q2022 Operating Income by Type

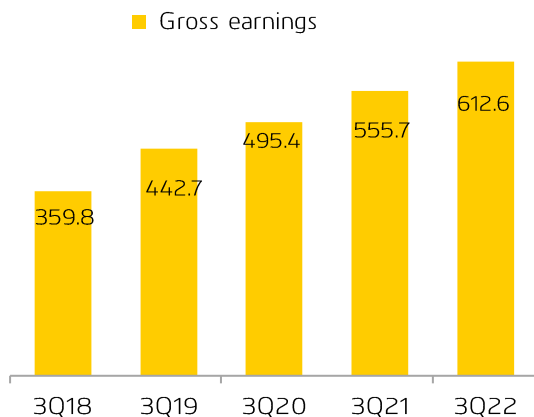


## 3Q2022 Operating income by Business Line



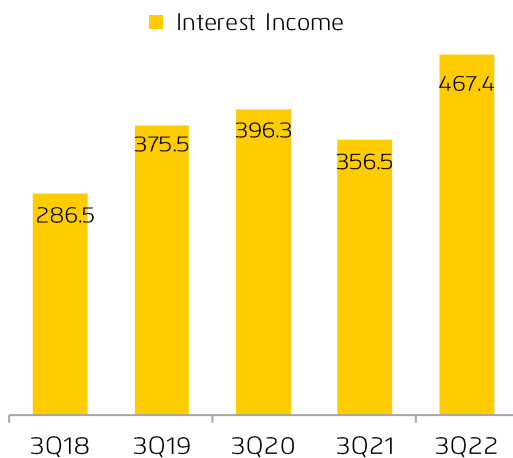
# CalBank | Strong income growth in low-yield environment

## Gross Earnings (GHS Bn)



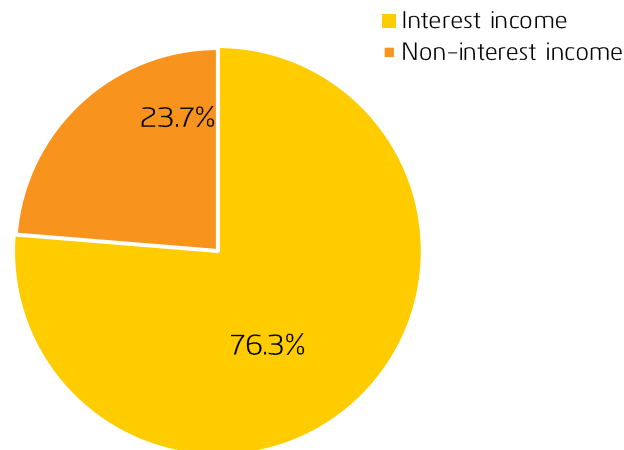
Steady growth in gross earnings underpinned by strong growth in balance sheet, customer base and best-in-class digital banking offerings.

## Net Interest Income (GHS Bn)

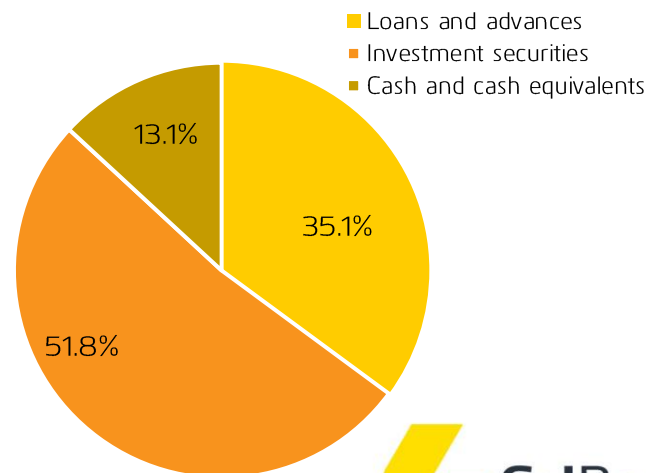


Gross earnings grew by 10.3% y/y. Net Interest income and fee and commission income grew by 28.3% and 45.2% respectively.

## Earnings Contribution (%)

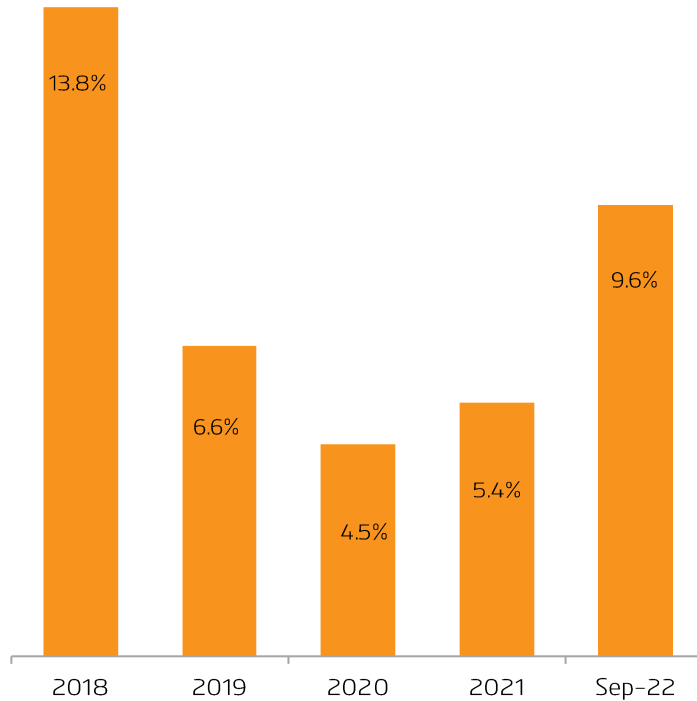


## Components of Interest Income (%)



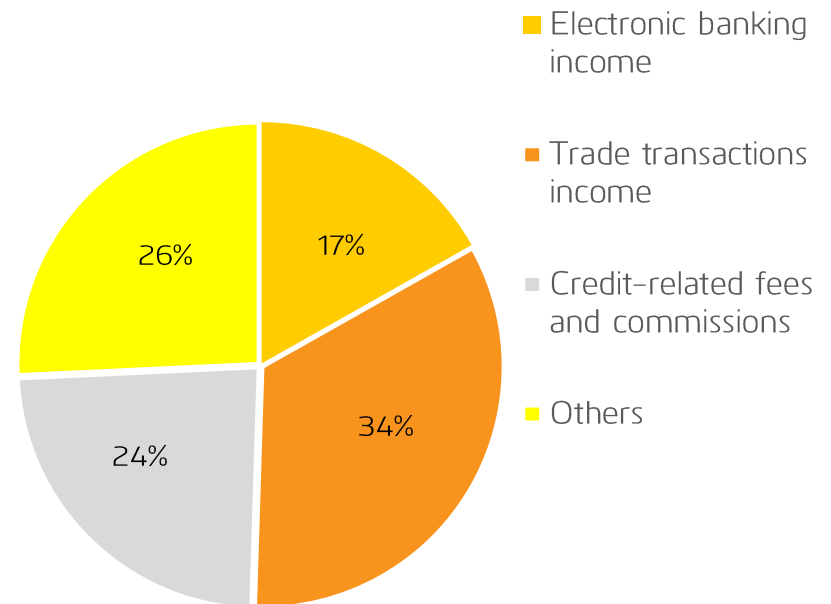
# CalBank | Non-interest income

## Fees & Commission Income/ Operating Income (%)



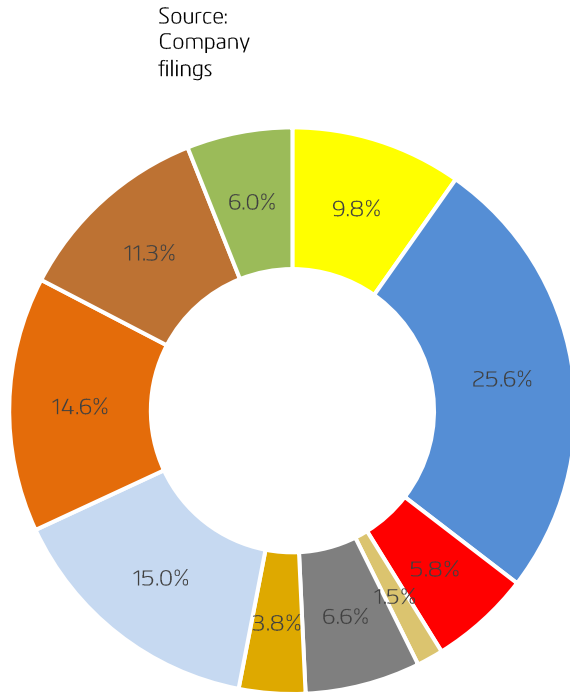
## Contributions to Fees and Commission Income (%)

Electronic banking income has been making an increasing technology in our payment solutions. contribution to Fees and Commission Income as we deepen the adoption of state-of-the-art digital channels.



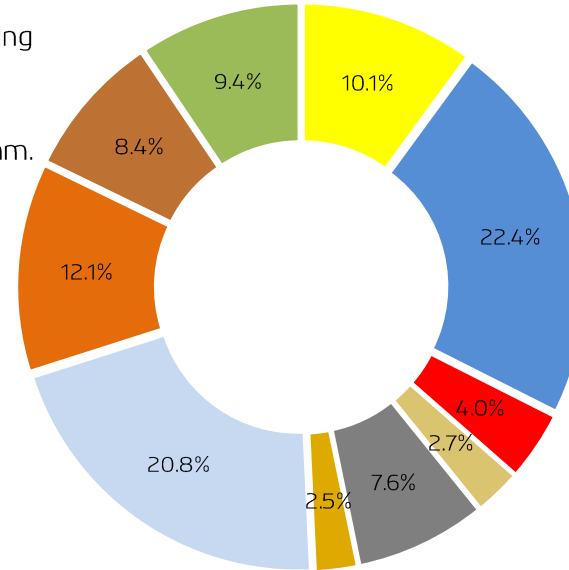
# CalBank | Balance sheet parameters

Loan Book Distribution by Sector  
(3Q2021)



- Commerce & Finance
- Construction
- Manufacturing
- Mining & Quarrying
- Electricity, Gas & Water
- Agric., Forestry & Fishing
- Services
- Trans., Storage & Comm.
- Government
- Others

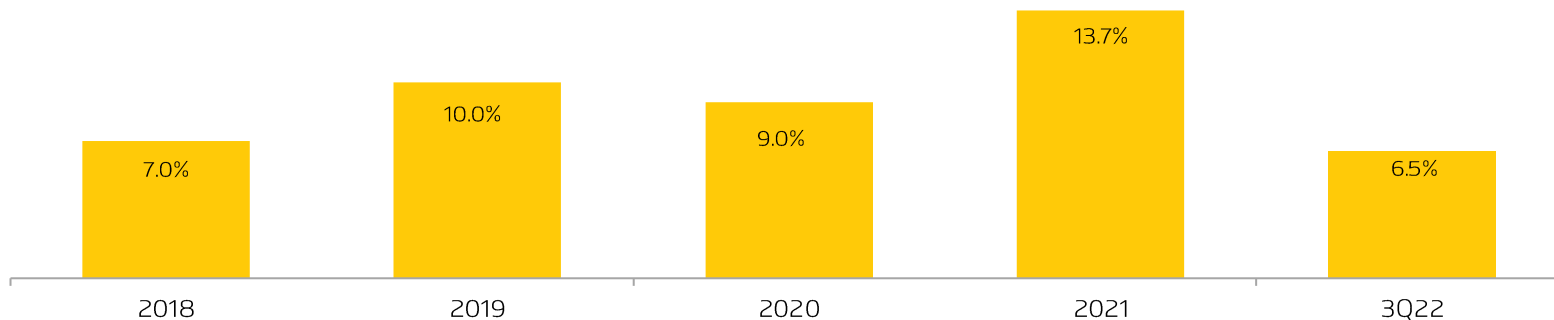
Loan Book Distribution by Sector  
(3Q2022)



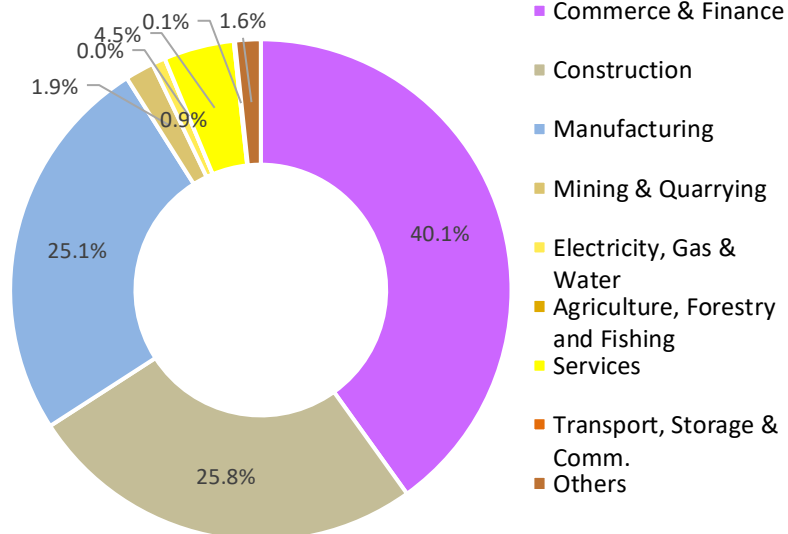
- Commerce & Finance
- Construction
- Manufacturing
- Mining & Quarrying
- Electricity, Gas & Water
- Agric., Forestry and Fishing
- Services
- Trans., Storage & Comm.
- Government
- Others

# CalBank | Balance sheet parameters

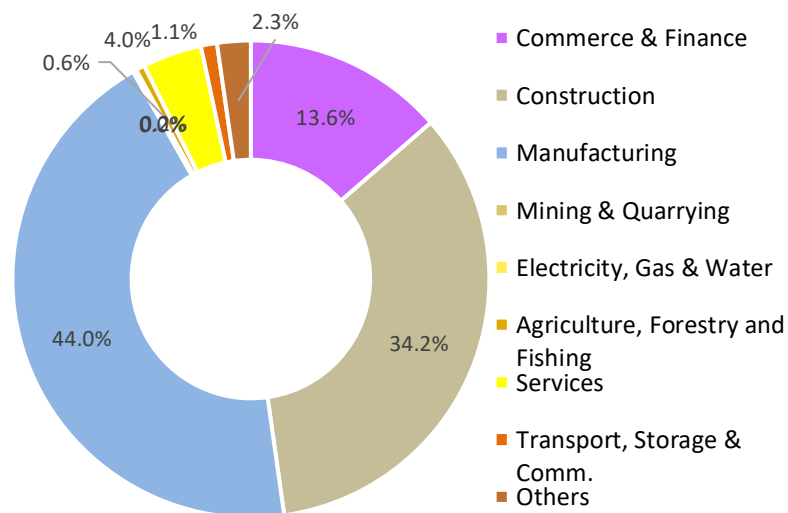
## NPL Coverage Ratio (With Regulatory Reserve)



## NPL Distribution by Sector (3Q2021)

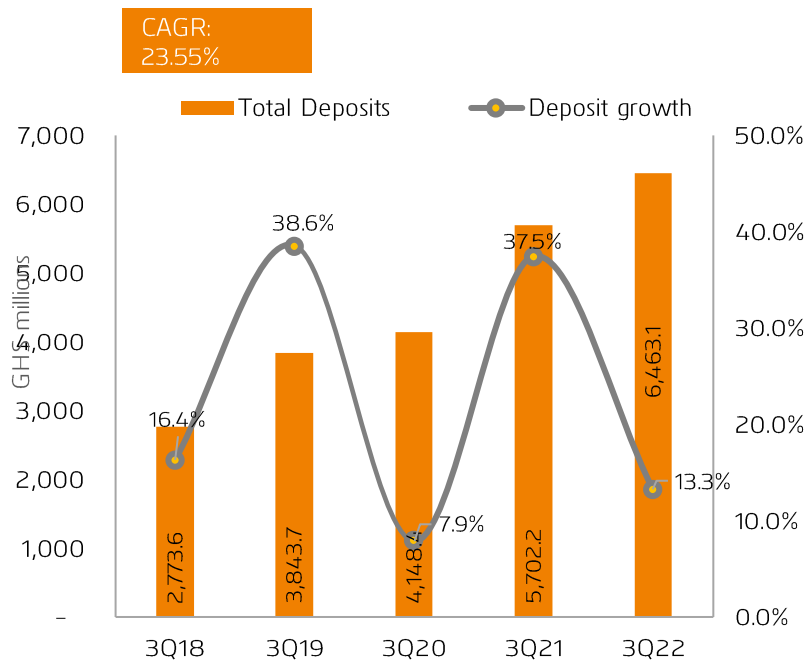


## NPL Distribution by Sector (3Q2022)

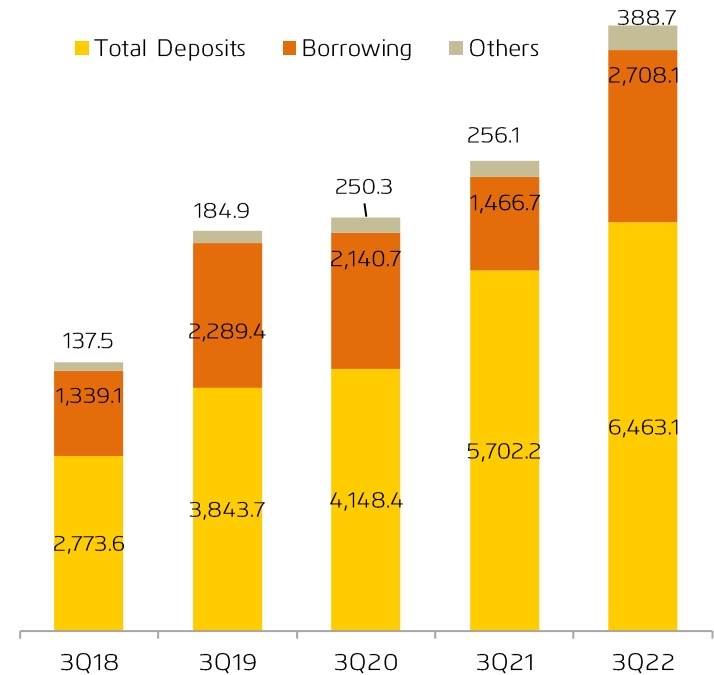


# CalBank | Balance sheet parameters

Total Deposits (GHS Mn)



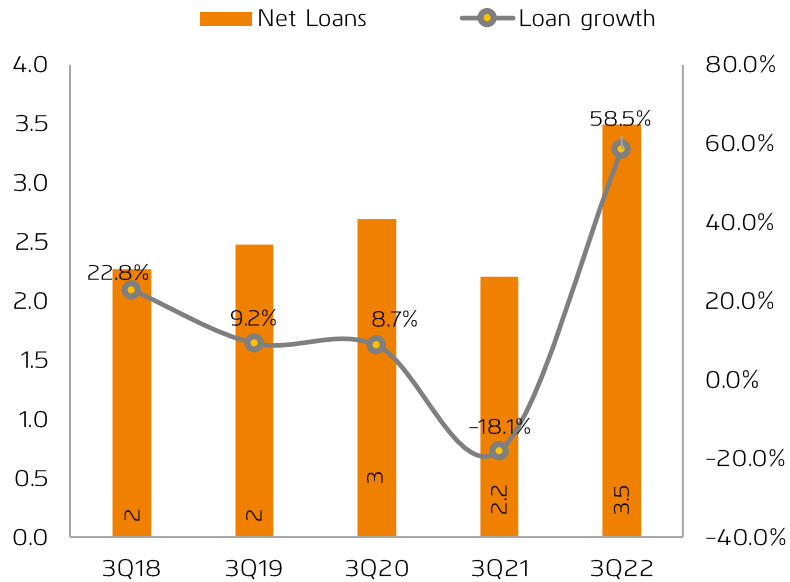
Funding Mix (GHS Mn)



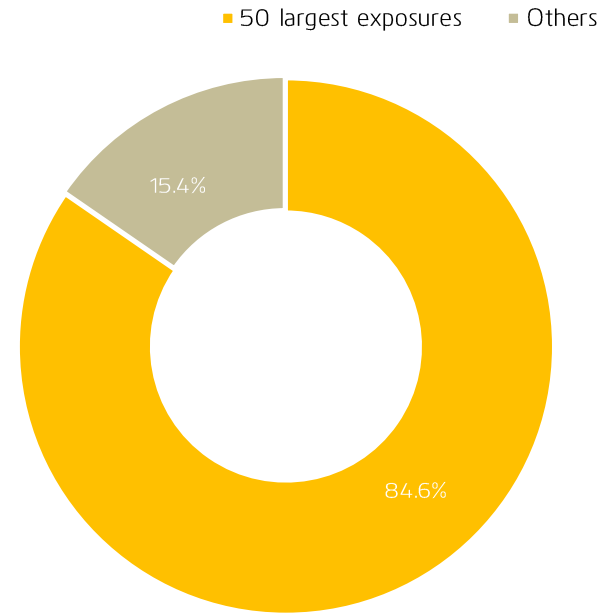


# CalBank | Funding & liquidity positions

Net Loan Portfolio (GHS Bn)

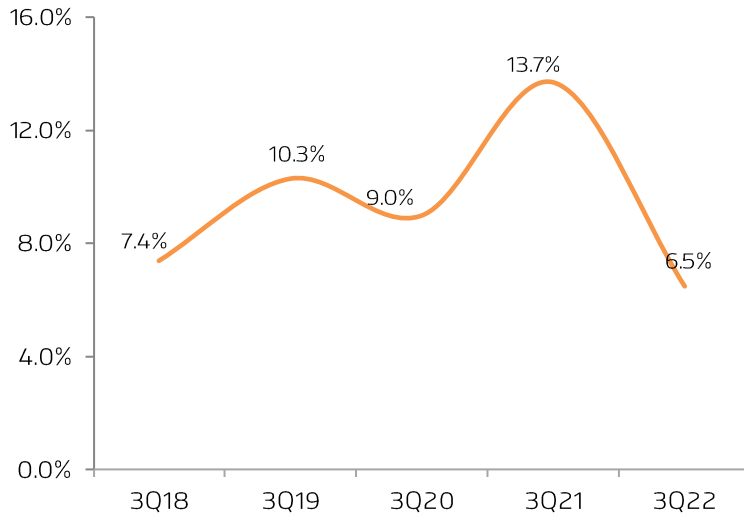


3Q2022 Loan Concentrations

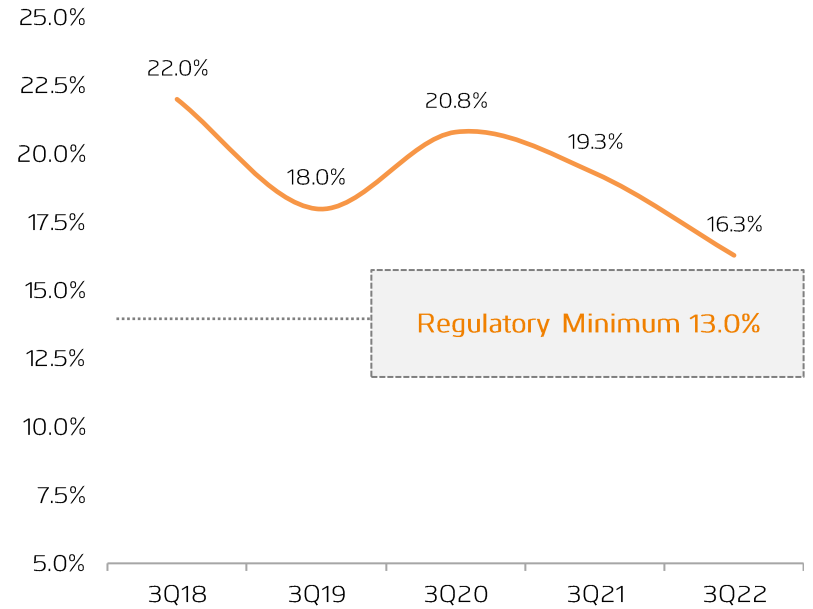


# CalBank | Capitalization & asset quality

## Non-performing Loans Ratio

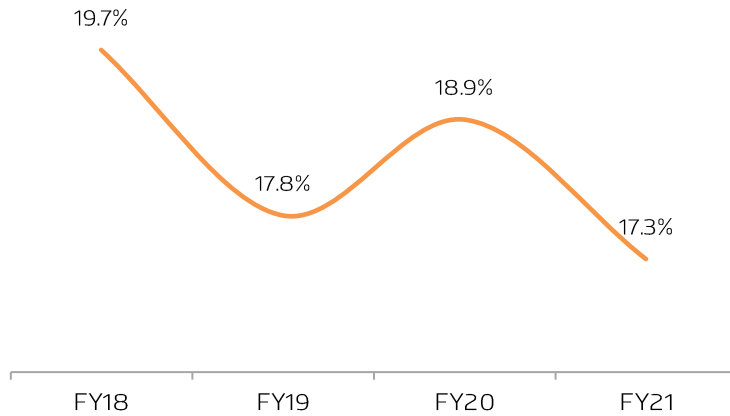


## Capital Adequacy Ratio

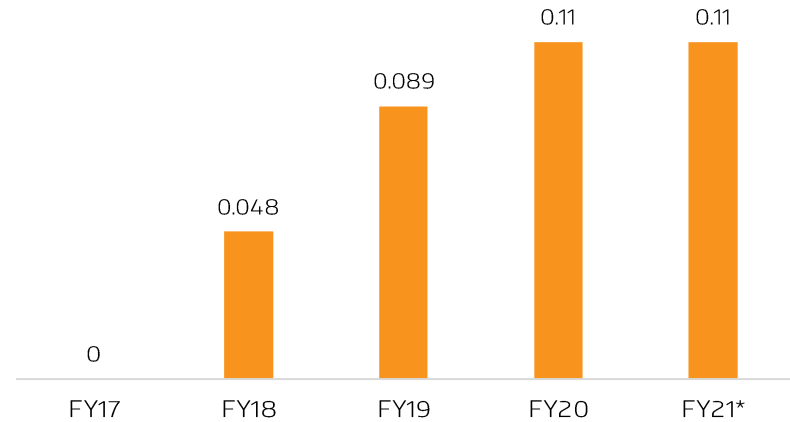


# CalBank | Return & dividend performance

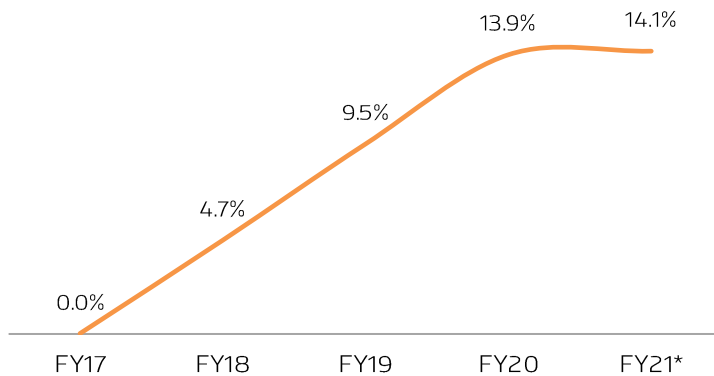
### Return On Equity(%)



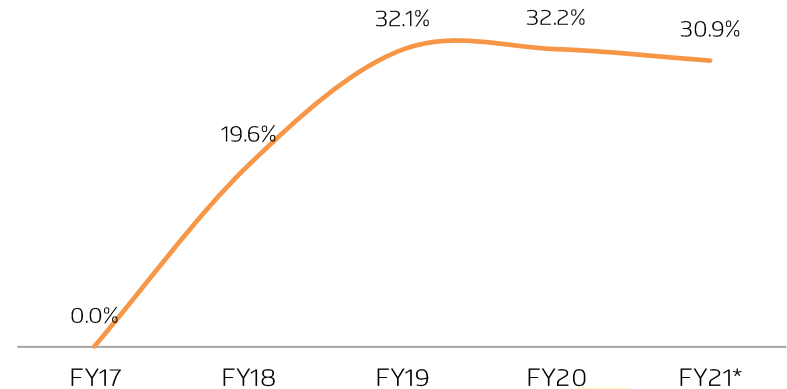
### Dividend Per Share (GHS)



### Dividend Yield (%)

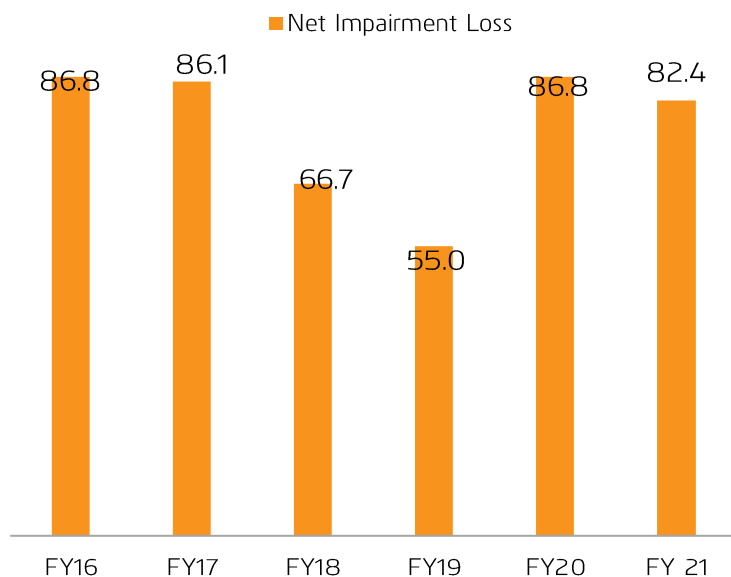


### Dividend Payout Ratio (%)

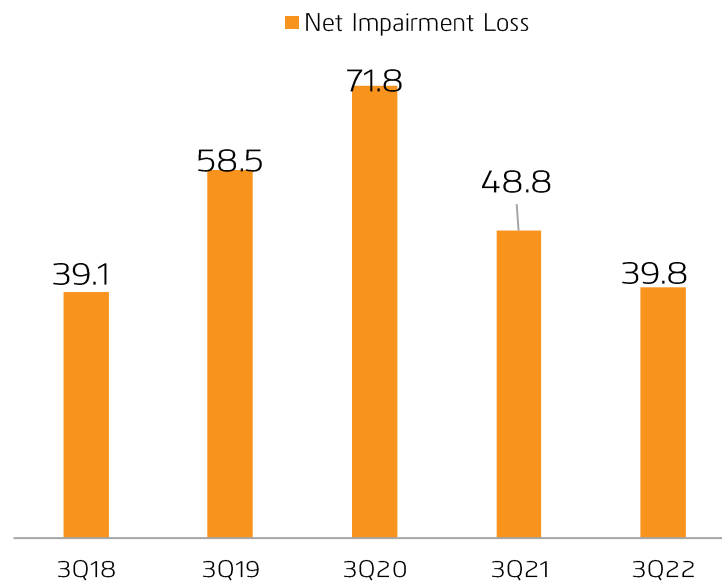


# CalBank | Credit impairment charges

NET IMPAIRMENT LOSS YoY  
(GHS Mn)



NET IMPAIRMENT LOSS Q/Q  
(GHS Mn)



# AGENDA

CalBank Snapshot

Economic & Key Developments

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Retail Performance

Our Strategy

# CalBank | App features & retail metrics

- ✓ Airtime Purchase
- ✓ Bank to Wallet
- ✓ Wallet to Bank
- ✓ Shell Card Top Up

- ✓ CalPay Wallet Loads
- ✓ CalPay Wallet to CalPay Wallet
- ✓ MVISA

- ✓ Inter Account Transfers (CAL)
- ✓ Intra Account Transfer
- ✓ Ach Transfers

- ✓ GIP Transfers
- ✓ Shopping
- ✓ Bank to Other CalPay Wallet

## MOBILE APP PERFORMANCE – #TRANSACTIONS

SEPT 2021	SEPT 2022	Y/Y
1,837,965	2,564,675	39.54% 
TRANSACTIONS	TRANSACTIONS	

## MOBILE APP PERFORMANCE GHS VALUE

SEPT 2021	SEPT 2022	Y/Y
1,313,266,228	1,958,294,929	49.12% 
GHS VALUE	GHS VALUE	

# CalBank | Retail channels



CalPay is an online merchant solution which allows merchants to receive payments from their customers via Payment cards, Mobile Money, CalBank accounts and CalPay wallets.

This service can be deployed to merchant's websites or in-shop to generate invoices.



Our POS Terminals allow easy payment collections for our agents, SME and Corporate customers. We are expanding to provide 4G network POS terminals which can be integrated to customers' cash registers for better sales reconciliations and monitoring.



CalBank ATMs are strategically located and equipped to effectively serve our customers.

**\*771#**

With \*771# (our USSD Banking) customers can open a CalBank account, transfer funds, buy airtime for yourself, family & friends, pay your bills, pay for your flights and check your account balance all on your phone



CalBank App- This is the Banking application designed for individuals to perform various transactions.

This app can be used by both customers and non-customer as no Bank account is required. Users can link their cards and momo wallets to transact



CalBank is a partner for the GHQR service. With the CalBank GHQR service, merchants are able to accept payments using the QR codes offered by the Bank.

Customers are also able to make payments directly from



We offer various payment card types to various customers to suit various needs. The card offerings of the Bank currently include:

1. Visa Classic debit
2. Visa Gold debit
3. Visa signature debit
4. Visa Prepaid



CalBank is a partner for the GhanaPay service. Currently the Bank has setup and continues to setup agents for GhanaPay.

Retail customers of the Bank are also able to register for the GhanaPay service and select the bank as the settlement Bank



The CalBank Contactless Payment Allows merchants and customers to accept payments with the Scan, Pay and Go option for instant payments across the country using this service.



The CalBank Agent Banking Channels allows customers to perform banking transactions at agents within their localities. We currently have over 300 agents across 10 regions of Ghana



CalBank is an Agent for various remittance companies and offer these services to customers as well Current remittance partners are Western Union, Moneygram and RIA



CalBank API Banking Services With this service, we have been able to extend banking services (payout) leveraging advanced system interfaces to FinTechs and Leading Organizations.






CalBank Cardless Withdrawal Services The Cardless Withdrawal Service enables customers to carry out transactions on ATMs across CalBank channels without using Cards. The service is available across 10 regions in Ghana



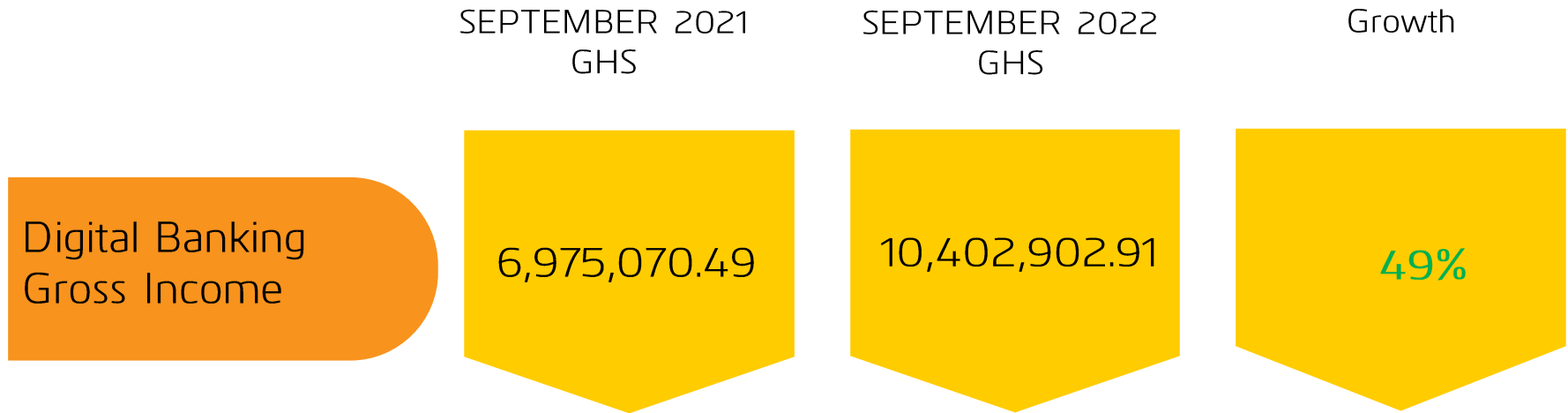
The CalBank Online Banking service offers customers unfettered access to their Bank accounts and transact as well. This service is web based and can be accessed by both individuals, SME or corporate customer anywhere in the world



# CalBank | Digital channels' performance

CHANNELS	UNITS	Q3 2020	Q3 2021	Q3 2022	Y-O-Y(Q322 - Q321)
<b>POS</b> 	Subscriptions	136	140	145	3.57%
	Count	76,420	112,849	101,027	-10.50%
	Value	21,230,660	33,504,069	35,998,844	7.40%
<b>DEBIT CARDS</b>	Subscriptions	23,412	29,237	42,099	44.00%
	Count	510,057	1,040,517	1,532,397	47.30%
	Value	561,062,188	642,818,744	744,093,140	15.80%
<b>ATM</b> 	Subscriptions	102	105	105	0.00%
	Count	501,943	1,269,501	2,314,047	82.30%
	Value	301,165,845	825,176,084	1,035,869,781	25.50%
<b>MOBILE BANKING</b> 	Subscriptions	197,084	265,187	343,855	29.66%
	Count	2,633,269	3,807,763	5,359,475	40.80%
	Value	1,627,506,542	2,842,997,398	3,401,897,022	19.70%
<b>INTERNET BANKING</b>	Subscriptions	21,644	35,811	57,964	61.86%
	Count	1,331	6,651	19,936	199.70%
	Value	18,396,051	25,538,552	56,557,206	121.50%

# CalBank | Digital banking income



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# AGENDA

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# CalBank | Strategic Priorities

*"Our overarching strategy is to become a Tier 1 bank (measured by total assets) and deepen our retail presence by leveraging innovation and customer centricity"*

## VISION

To be the preferred bank for customer experience and innovation

## MISSION

To be an innovative and customer focused bank, providing bespoke financial services and value to our stakeholders

### Our Priorities

#### FORWARD:

Represents both the future direction of the business and the progressive manner in which it will deliver its offering and proposition

#### TOGETHER:

Represents the whole and covers the customers, investors and staff, including the wider community to which the bank is responsible

#### CAPABILITIES:

Strong development of the bank's internal processes, people, technology, risk management and customer service offerings

# CalBank | 2022 Retail strategy

*In 2022, we will leverage the foundation built in the first year of our retail strategy to scale up. Our priorities are efficiency and profitability.*

## REBUILDING OUR REVENUE GROWTH ENGINE

- Innovative and personalized product portfolios (scheme and loans) and pricing approach
- Scale through partnerships
- Distribution channels and customer balance sheet

## RECONFIGURING OUR OPERATING MODEL

- Digitizing end-to-end processes
- Customer servicing models: contact center, social banking, customer 360

## REDESIGNING OUR RISK MANAGEMENT

- Tactical management of credit/customers through challenges
- Redesign Risk, Compliance and Controls

## REINFORCE OUR CULTURE AND BRAND

- Redefining our retail banking culture
- Brand campaign
- Upskilling and retooling our staff

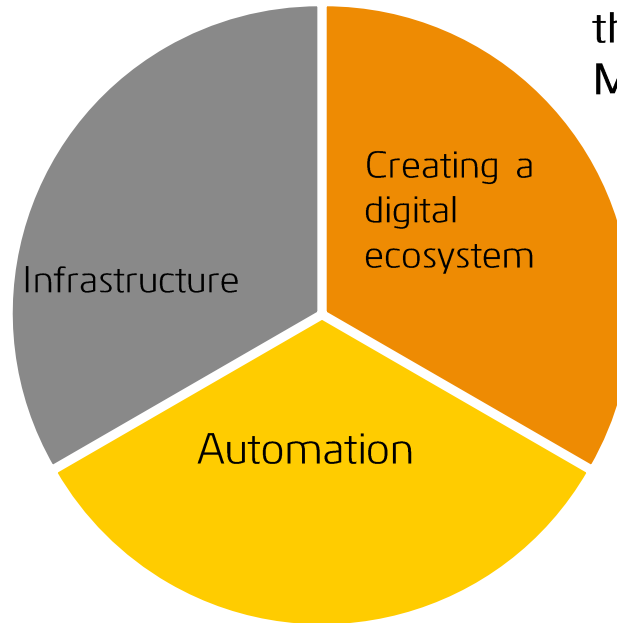


Consumer and Retail Banking	Q3 2022 Contribution to bank's financials
Deposits	42.6%
Advances	11.8%
Profit Before Tax	24.0%

Creating a digital ecosystem/marketplace around the bank through partnerships with FinTechs, telcos and other businesses

## Infrastructure

- Enhance IT infrastructure with the completion of phase 3 of our DR site project with hybrid cloud services
- Update to our core banking platform to be more agile to easily accommodate digital banking channels



## Creation of a Service-Based on the banking as a service (BaaS) Model

- We have built an architecture that allows various businesses to offer their services on our CalBank app, and are integrating several others through open APIs
- Launch and buy into various complimentary businesses to create a marketplace for both customers and non-customers
- Implementing a 2-year FinTech roll-out plan to offer customers new products with completely new user experiences.

## Automation

- Automate all internal processes.
- Fully functional automated 24-hour contact centre

# CalBank | Enhanced risk management framework

*The Bank has enhanced its Enterprise Risk Framework in line with technological changes, best global practice, current regulation directives and to be positioned ahead of the competition. Key elements are:*



# CalBank | Sustainability & ESG management

*In 2022 , we will continue to make giant leaps into sustainable banking as we galvanise human and financial resources to take our Environmental, Social and Governance (ESG) responsibilities to the next level. We are expanding the scope of our environmental and social management beyond our clients' business activities to cover our own internal footprint. Key highlights are:*

## Energy Efficiency

Installing solar energy infrastructure in our branches to replicate our Head Office energy efficiency

## Green Products and Services

Actively providing affordable financing options for Renewable Energy and Energy Efficiency projects under Sunref Programme

## Waste Management

Piloting a waste segregation program to separate waste into various categories: Paper; Plastics/ bottles and Organic waste

## People, Talent and Diversity

The Bank continues to place great value on opportunities to invest in and shape its employees with personal and professional development skills to enable them lead, both now and in the future.

## Financial Inclusion

Providing mobile money services, agency banking services in sub urban areas. Purposeful deployment of new digital banking products to attract the women, the unbanked and underbanked

## Corporate Social Investment

Direct social investment activities in the areas of education, health, youth and sports, women empowerment, and community infrastructure



# CalBank | Strategic priorities & KPIs

We have remained resilient amid a global pandemic, thereby making some significant strides on our 3-year strategy. Our aggressive balance sheet growth resulted in 8<sup>th</sup> position in the industry from 9<sup>th</sup> the previous year



KPI	Q3 - 2022	Y-O-Y (Q3,21 - Q3,22)	2022 Growth Estimates
Total Assets GHSbn	10.9	26.3%	+15-20%
Deposits GHSbn	6.5	13.3%	+20-25%
Advances GHSbn	3.5	58.5%	+15-20%
KPI (Ratios)	Q3 - 2022		2022 target
CASA/Total Deposits	58.98%		62.3%
CIR %	54.3%		<46%
ROAA %	2.0%		2.5%
ROAE %	15.7%		20%
NPL	6.5%		<10%

# Disclaimer

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This report was prepared by CalBank to provide background information on the Group. The report is issued for information purposes only, especially with regards to enabling users understand the inherent potential of the business. It is therefore not a solicitation to buy or sell the stock.

The information contained herein is subject to change and neither the bank nor its staff is under any obligation to notify you or make public any announcement with respect to such change.

Users are hereby advised to exercise caution in attempting to rely on this information and carry out further research before reaching conclusions regarding their investment decisions.

Thank You