

# CalBank FY 2022 & Q1 2023 Results Presentation

May 2023

GSE 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 | Our core values

---



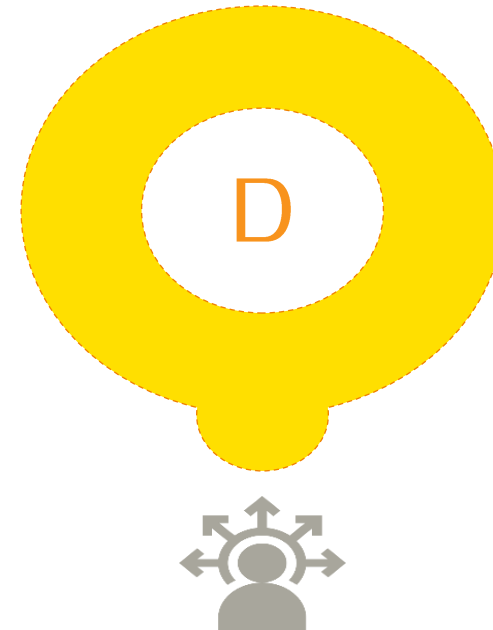
## We are RESPONSIBLE

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

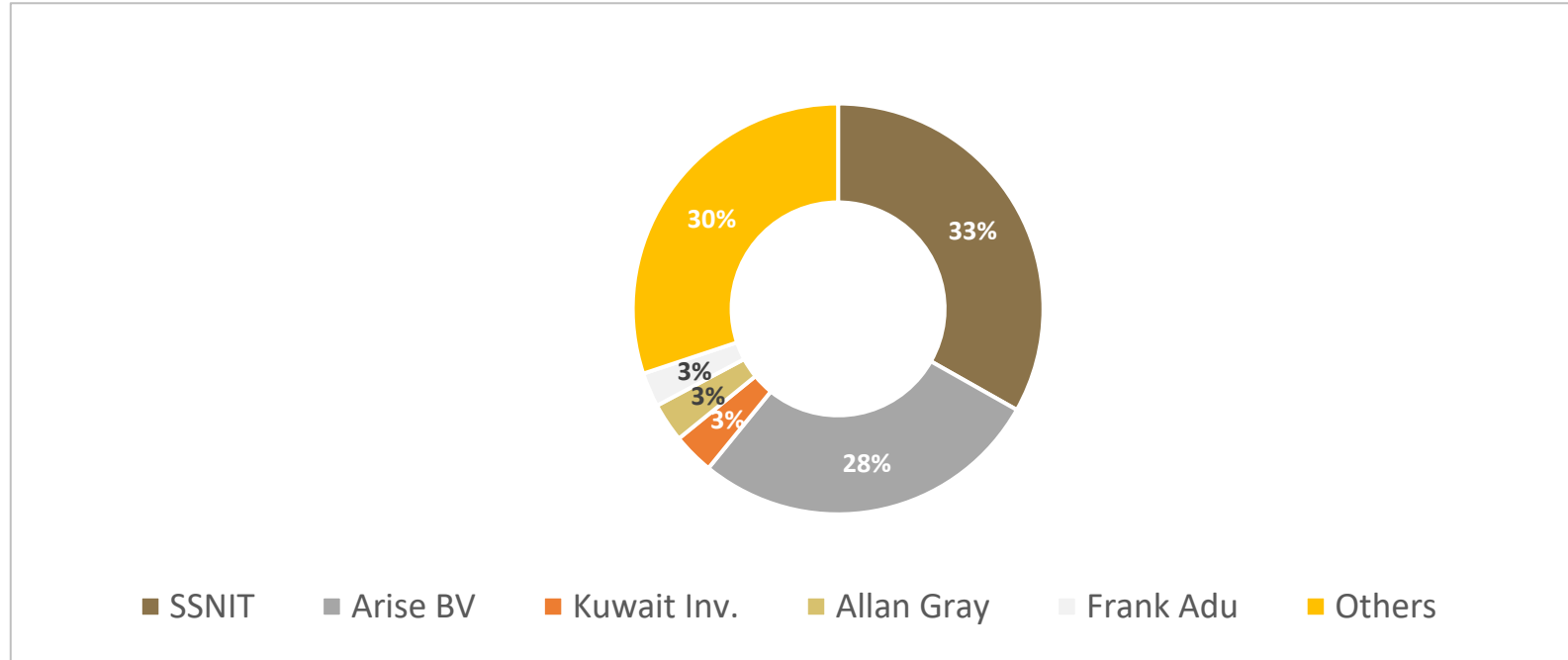


## We are DECISIVE

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

# CalBank Snapshot | Shareholding

## Current Shareholding Structure



MARKET STATISTICS <sup>1</sup>	
Current Share Price (GHS)	0.50
Market Capitalization (GHS mn)	313.29
YTD Performance	-23.08
52-Week High (GHS)	0.91
52-Week Low (GHS)	0.50

Source: GSE Market Data  
<sup>1</sup>As at 13<sup>th</sup> April, 2023

# AGENDA

CalBank Snapshot

Economic & Key Developments

Business Sector

Financial Results

Retail Performance

Our Strategy

# Prevailing Macroeconomic Headwinds | Impacts on Ghana's financial sector

Globally, major economic declines, persistent inflation and uncertainties emanating from Russian-Ukraine war & China's economic slowdown  
Adverse changes to local economic conditions have led to tight financing conditions in domestic financial markets.

	March 2023	March 2022	Y-o-Y Percentage Points
Inflation rate	45.00%	19.40%	25.6
Interest rate 91-day bill	18.88%	12.82%	6.06
Monetary policy rate	29.50%	17.00%	12.5
Ghana reference rate <sup>1</sup>	25.76%	14.50%	11.26
Public debt (USD bn) <sup>2</sup>	58.20	43.90	32.57%
Fiscal deficit (% of GDP) <sup>3</sup>	-8.10%	-9.20%	(1.10)

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

<sup>1</sup>As at April 2023

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

<sup>3</sup>As at December 2022

## 01 Growth in interest rates

Given the upside risks to inflation, impending legislative approval of new tax measures and the excess liquidity support to counter the shocks from the DDEP, the MPC moved to increase the MPR to 29.5%

## 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. Expected successful IMF bailout by HY 2023 will provide some policy credibility and restore investor confidence.

## 04 Rising inflation and currency depreciation

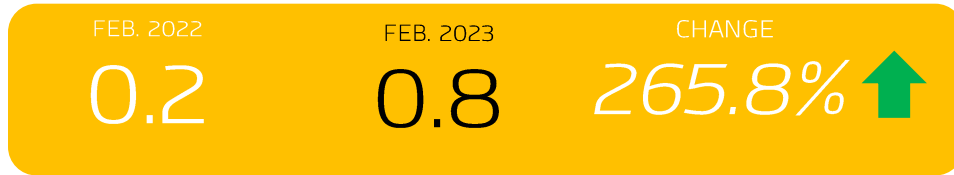
The Bank of Ghana revised its end-2023 inflation forecast to 28.5%, up from the previous forecast of 25%, underscoring the need for the policy rate hike to re-align with the new 12-months outlook on inflation.

## 05 Reported "Haircut" on GOG papers

Preliminary assessment of the impact of the DDEP on the banking sector, points to significant losses on account of impairment of banks' holdings in GoG bonds. The impact of the DDEP is moderated by the timely introduction of regulatory reliefs by the Bank of Ghana.

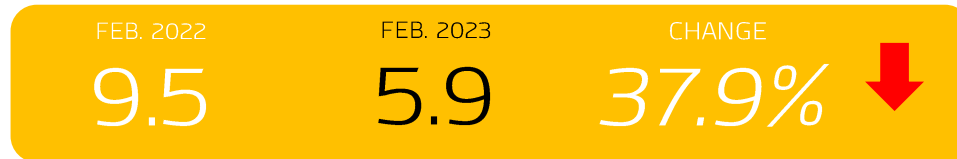
# Macro Headwinds | Import cover & commodities

## TRADE BALANCE (USD Billions)



Despite the mixed performance in the prices of Ghana's major commodities, the trade balance improved in the first two months of 2023 mainly on the back of higher export volumes

## GROSS INTERNATIONAL RESERVES (USD Billions)



Ghana's Gross International Reserves declined by 37.9% y/y in February 2023.

## IMPORT COVER (Months)



The decline in GIR led to an associated 50.0% y/y decline in import cover to 2.8 months in February 2023 compared to 4.2 months in February 2022.

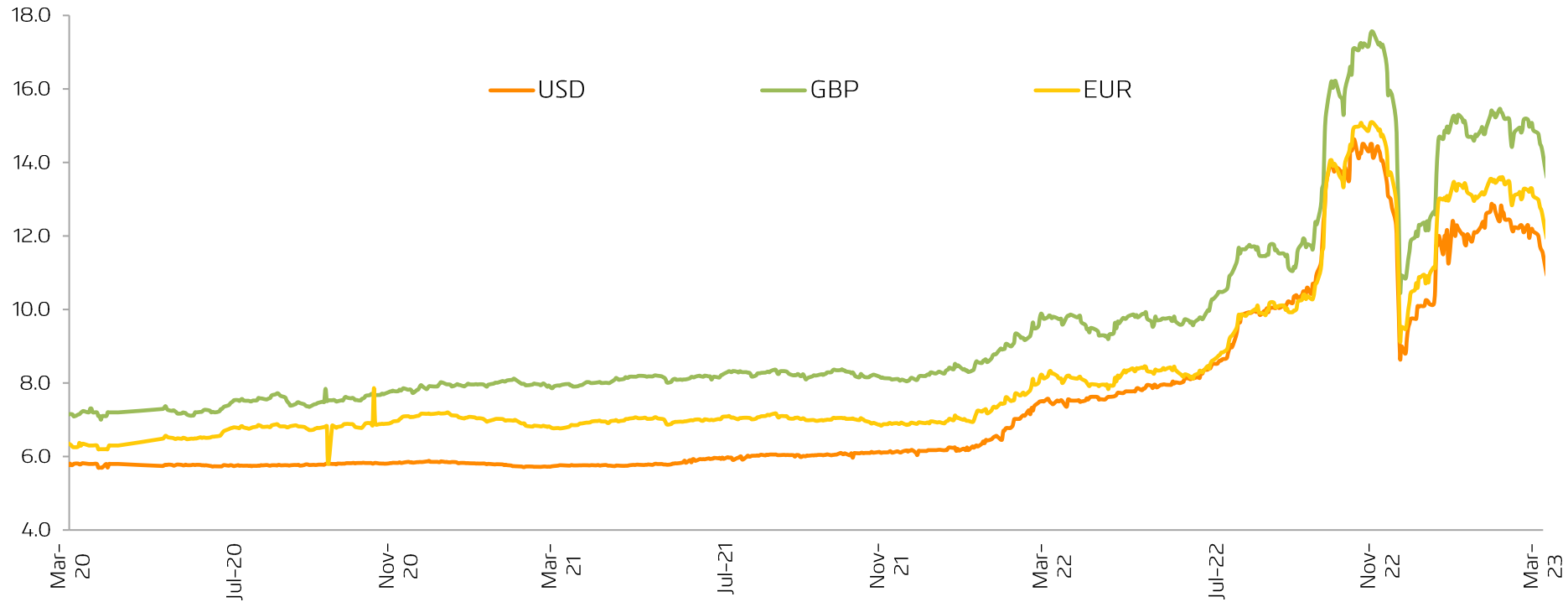
COMMODITY (USD)	Price 14 <sup>TH</sup> Apr. 2023	Price 14 <sup>th</sup> Apr. 2022	% Chg.
Crude oil/barrel	86.34	111.70	-22.70%
Gold/ounce	2,037.49	1,973.71	3.23%
Cocoa/ton	3,021.00	2,647.00	14.13%

Brent crude oil dipped by 22.70% y/y to USD 86.34 per barrel in as at 14<sup>th</sup> April, 2023 from USD 111.70 per barrel. In contrast gold and cocoa prices recorded some gains, driven largely by weak US dollar and expectation of further interest rate hikes by the Federal Reserve Bank



# Macro Headwinds | Local currency performance

- The Cedi has experienced some pressure since October 2022, reflecting concerns about the DDEP, further sovereign rating downgrades, and seasonal demand pressures. However, the progress made on the DDEP and positive sentiments, thereafter improved sentiments and helped reverse some of the losses.
- By March, 2023, the Ghana cedi depreciated by 22.1%, 23.5%, and 23.1% against the US Dollar, the Pound, and Euro, respectively

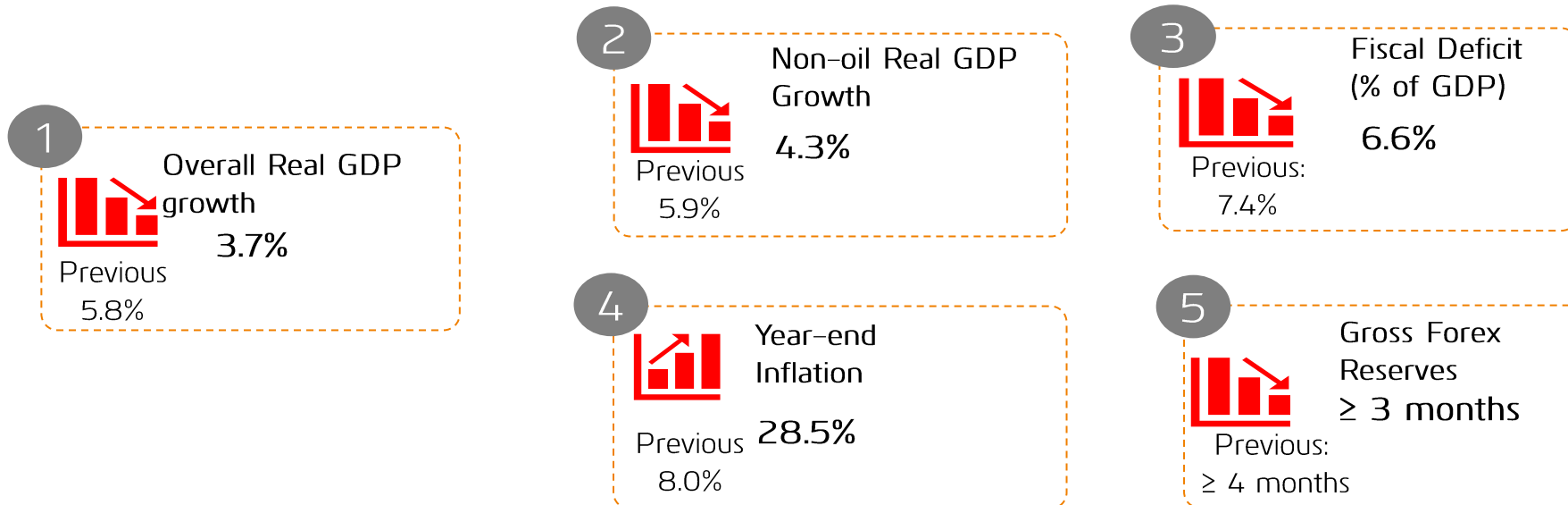


# Macroeconomy | IMF engagement & developments

## 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.
- Government expects the loan of USD 3.0bn to be approved by end of Q2 2023

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



# AGENDA

CalBank Snapshot

Economic & Key Developments

Business Sector

Financial Results

Retail Performance

Our Strategy

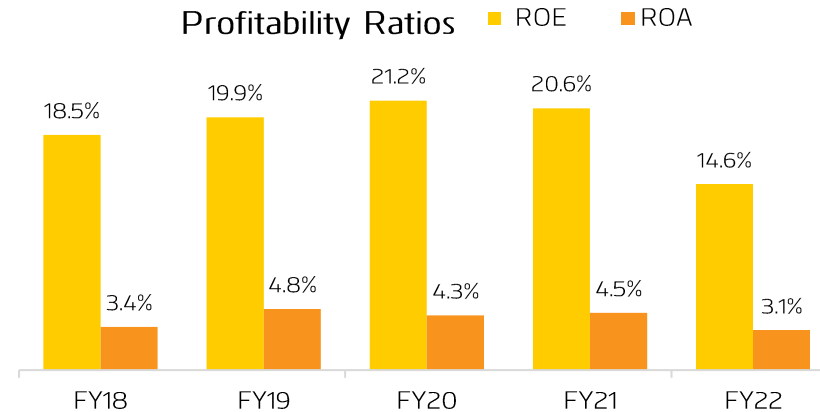
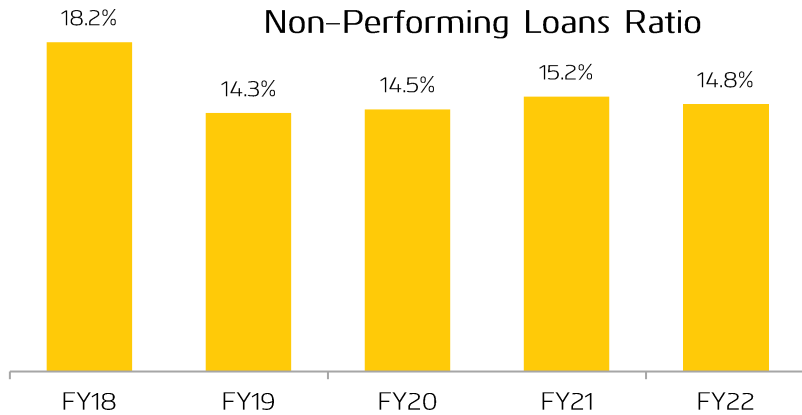
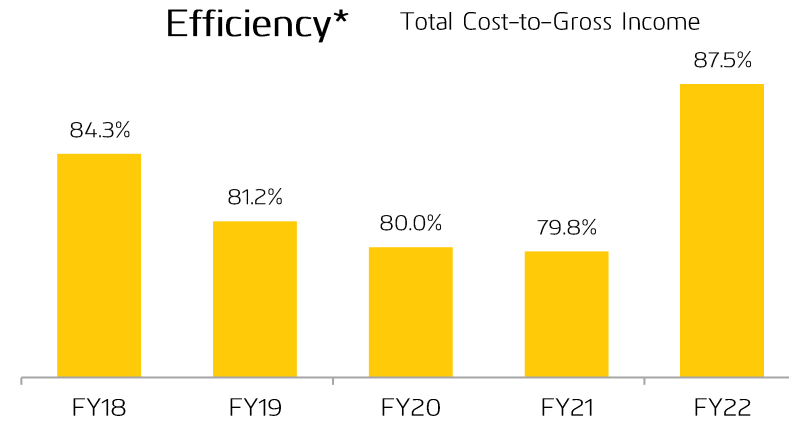
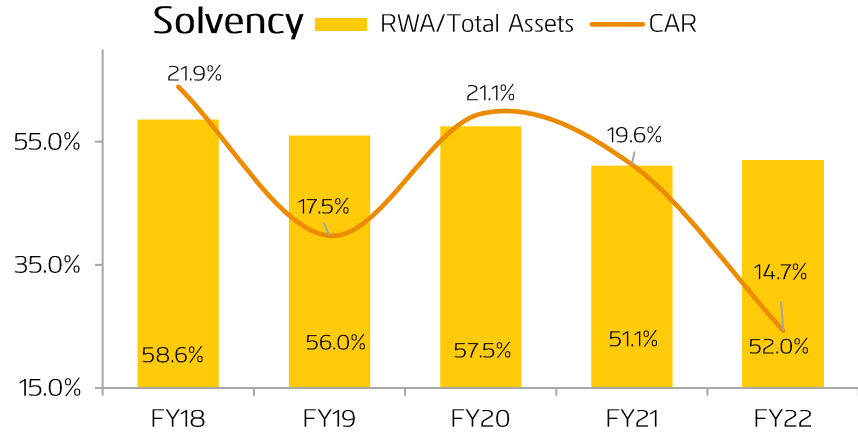
# Banking sector | Overview

Developments in the banking sector broadly reflected the challenging operating environment in 2022 on account of macroeconomic conditions, and the recent implementation of the Domestic Debt Exchange Programme (DDEP) which all 23 universal banks participated in.

Indicator	Dec-22	Dec-21	Year-on-Year Change
<b>Key Ratios</b>			
CAR	16.60%	19.60%	-3.00%
NPL	14.80%	15.20%	-0.40%
RoE	14.60%	20.60%	-6.00%
RoA	3.10%	4.50%	-1.40%
<b>(GHS billion)</b>			
Total Assets	221.00	179.80	22.90%
Loans	70.00	53.80	30.20%
Deposits	157.90	121.10	30.40%

# Banking sector | Financial soundness indicators

Key financial soundness indicators remained broadly sound, supported largely by the regulatory reliefs provided by the Bank such as the reduction in CAR to 10.0% from 13.0% as of FY 2022, and losses from the DDEP<sup>1</sup> are to be reflected in the computation of CAR over a period of up to 3 years



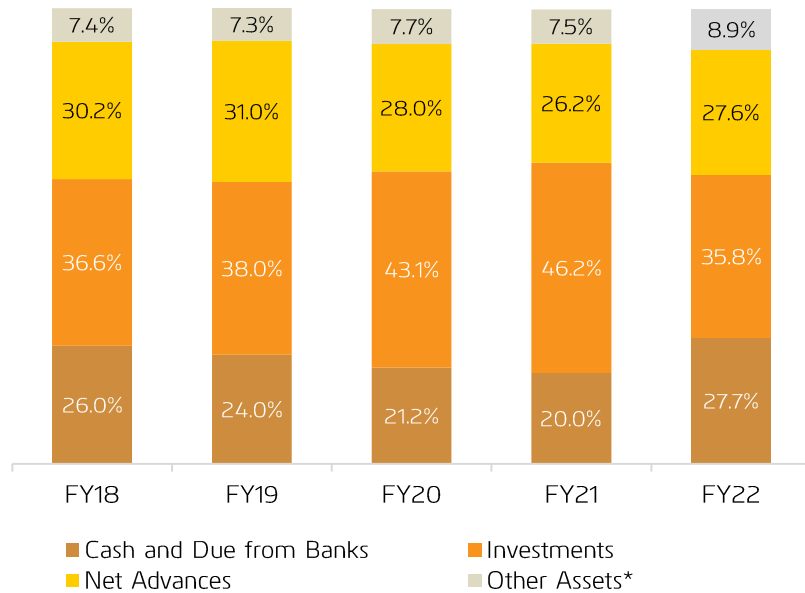
Source: Bank of Ghana Monetary Policy Report, Summary of Economic and Financial Data

<sup>1</sup>Domestic Debt Exchange Programme

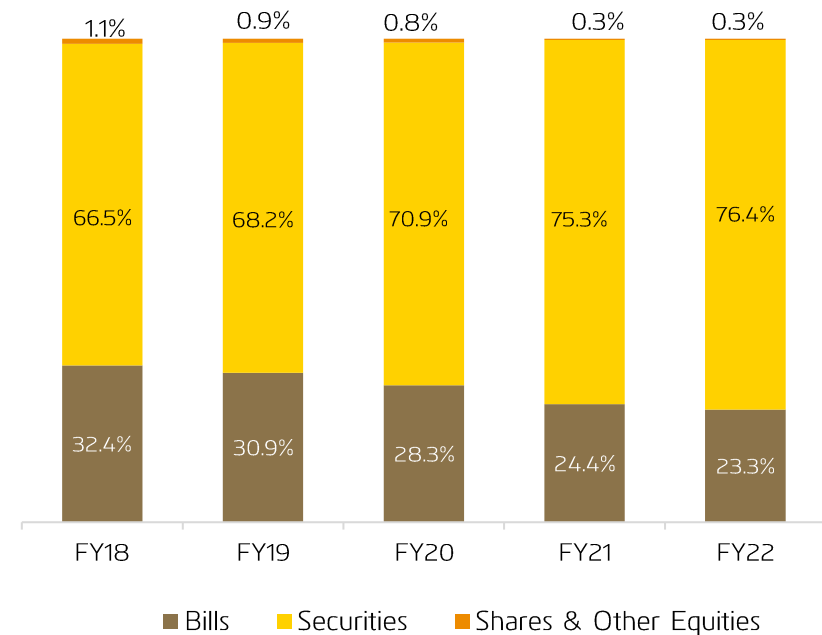
\*includes impairment charge

# Banking sector | Credit analysis

Cash and bank balances replaced net advances as the second largest component of total assets, with an increased share to 27.7% from 20.0% during the review period, partly due to increases in the Cash Reserve Ratio



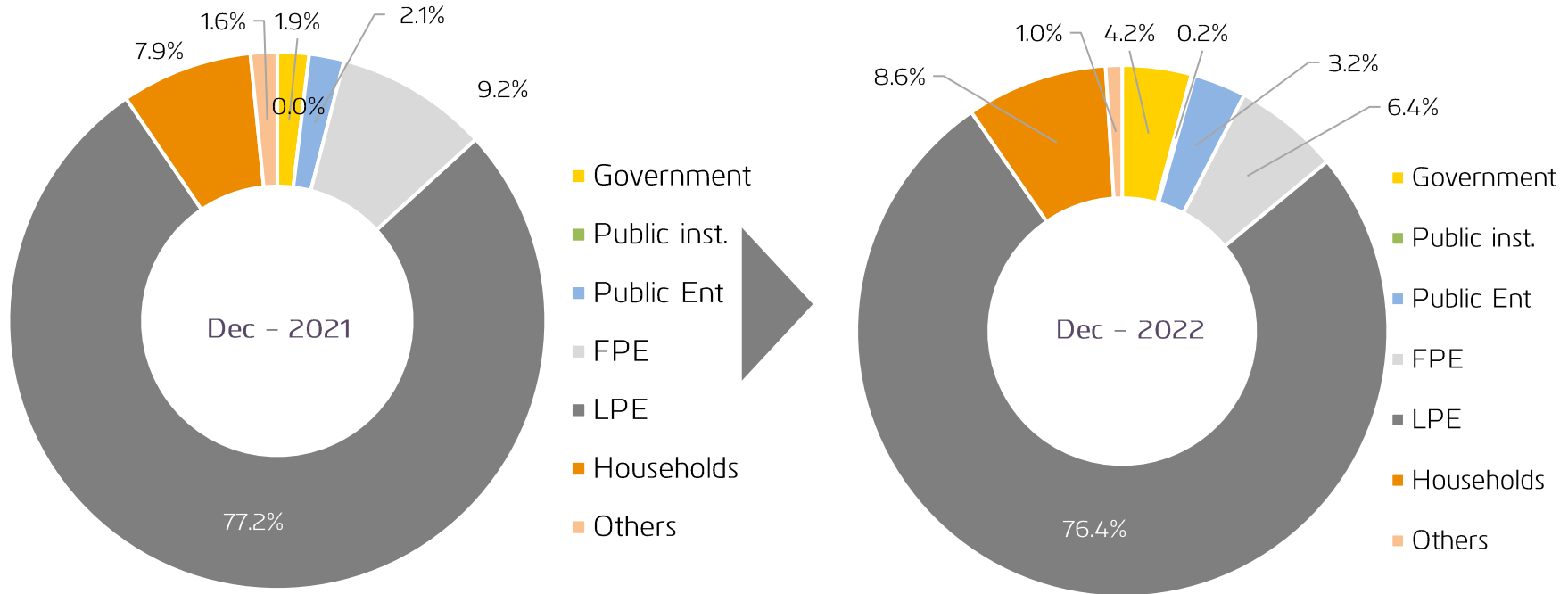
Investment portfolio continue to dominate the asset mix as a result of higher interest rates on these instruments compared to rates on money market instruments<sup>1</sup>



Source: Bank of Ghana Monetary Policy Report,  
 \* Other Assets include Other Assets and Fixed Assets

# Banking sector | Credit analysis

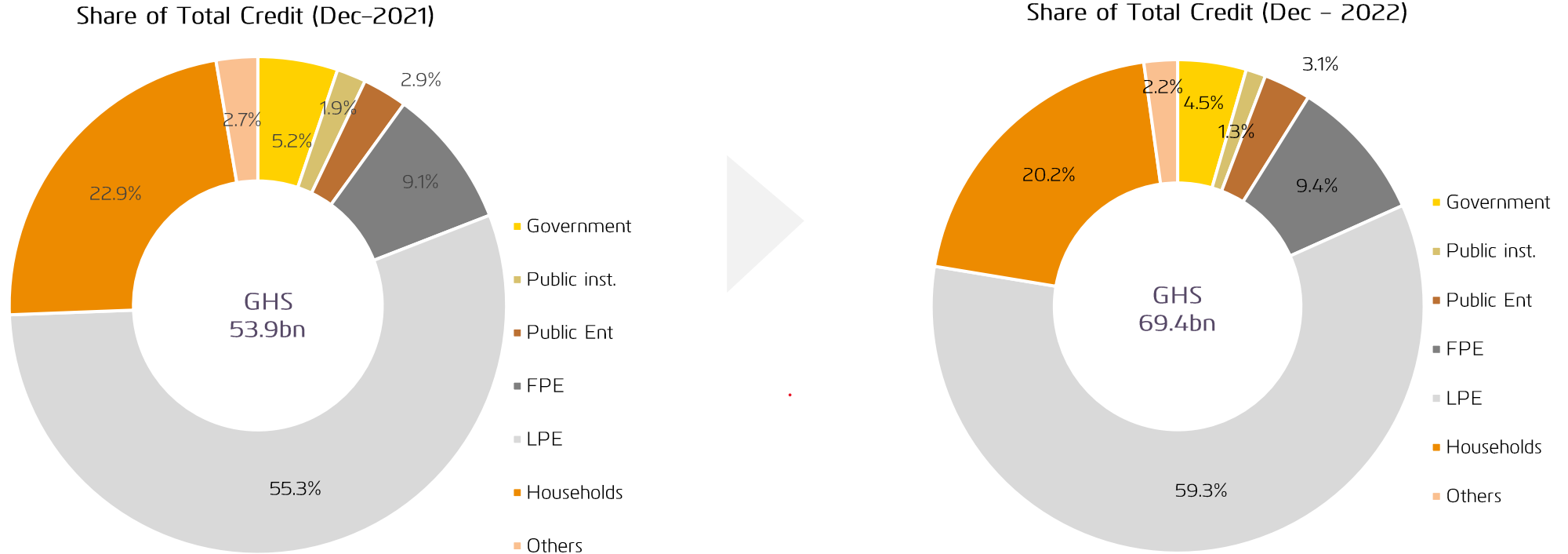
Local private enterprises are the largest contributor to NPL's (76.4%)



Source: Bank of Ghana Monetary Policy Report, January 2023  
 FPE – Foreign Private Enterprises  
 LPE – Local Private Enterprises

# Banking sector | Credit analysis

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

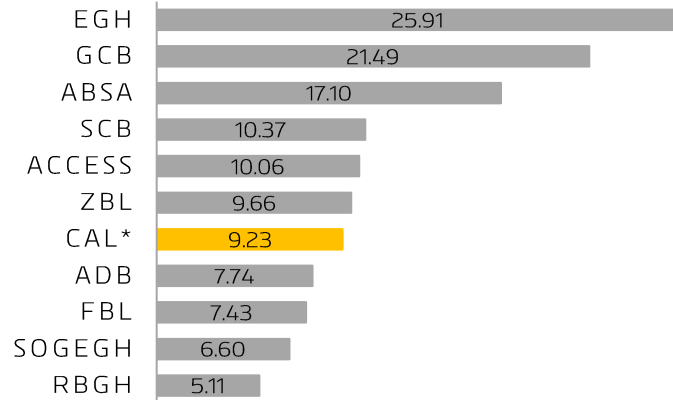


Source: Bank of Ghana Monetary Policy Report, January 2023  
 FPE – Foreign Private Enterprises  
 LPE – Local Private Enterprises

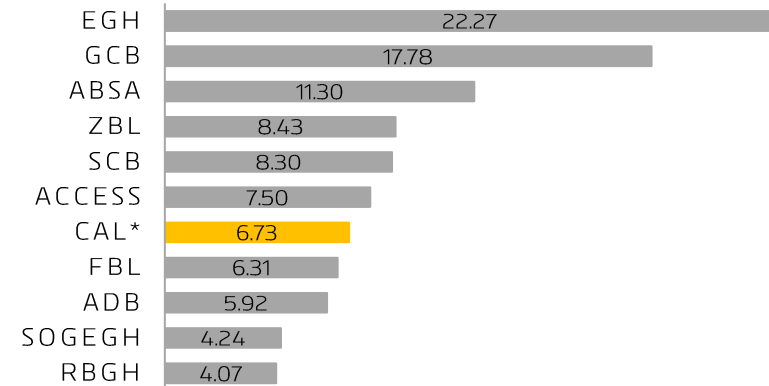


# Banking sector | Competitor benchmarking FY2022

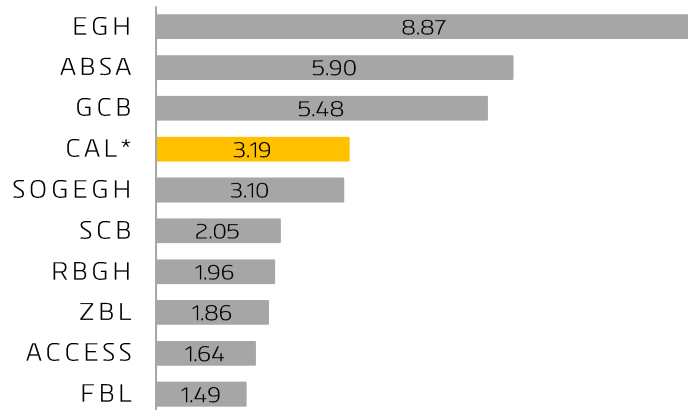
## Total Assets (GHS Bn)



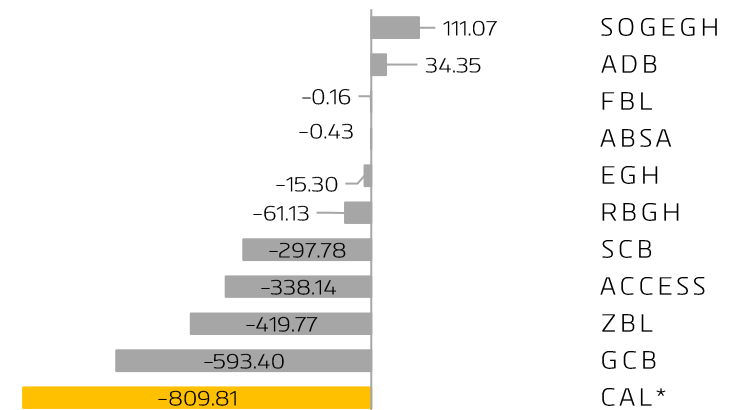
## Total Deposits (GHS Bn)



## Loans & Advances (GHS Bn)



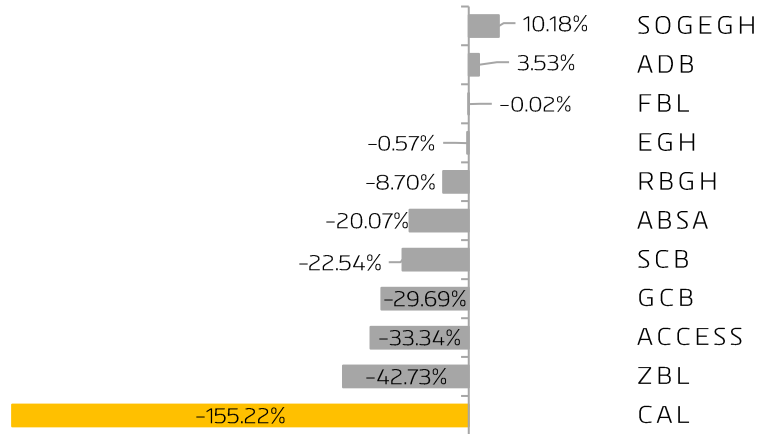
## Net Profit (GHS Mn)



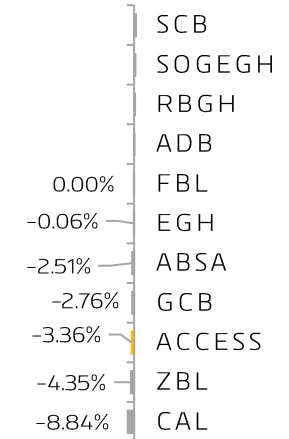
Source: Company filings

# Banking sector | Competitor benchmarking FY2022

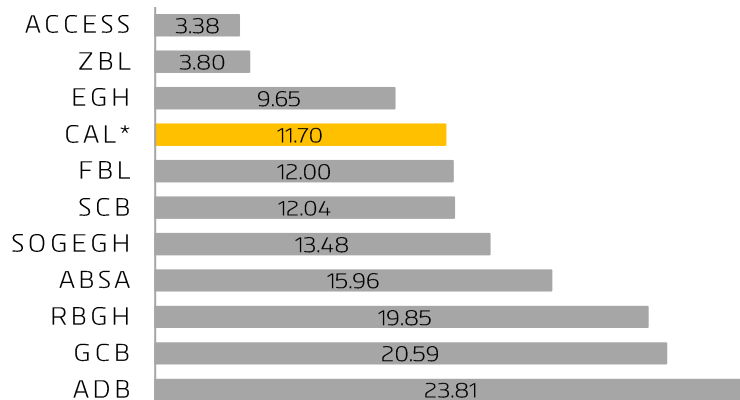
## Return on Equity



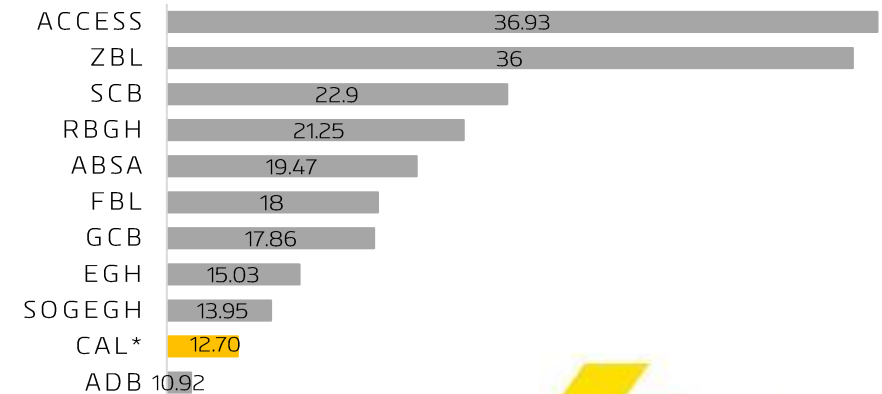
## Return on Assets



## NPL Ratio (%)



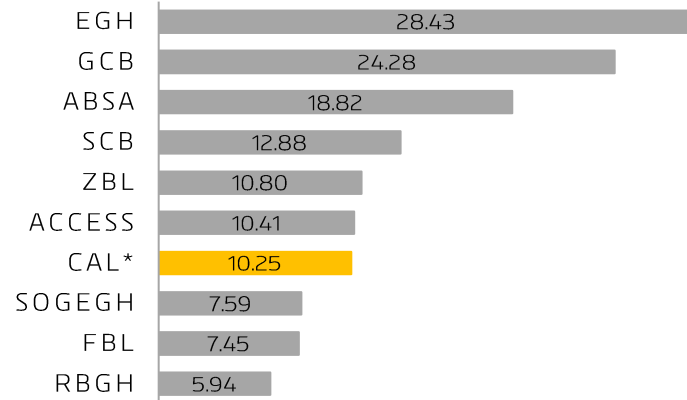
## Capital Adequacy CAR (%)



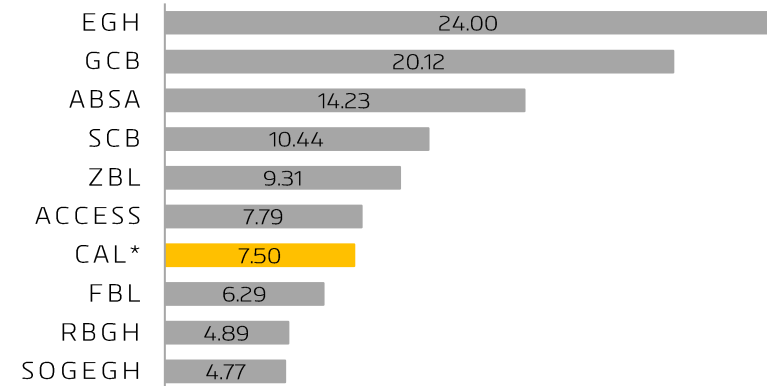
Source: Company filings

# Banking sector | Competitor benchmarking 1Q2023

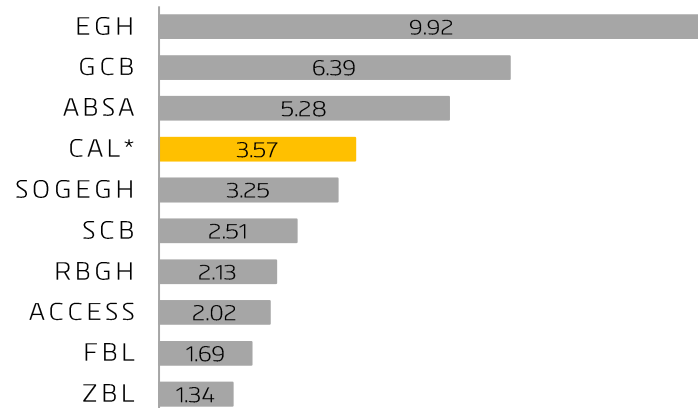
## Total Assets (GHS Bn)



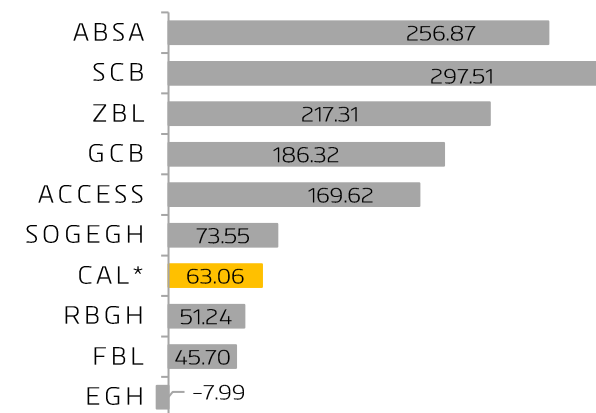
## Total Deposits (GHS Bn)



## Loans & Advances (GHS Bn)



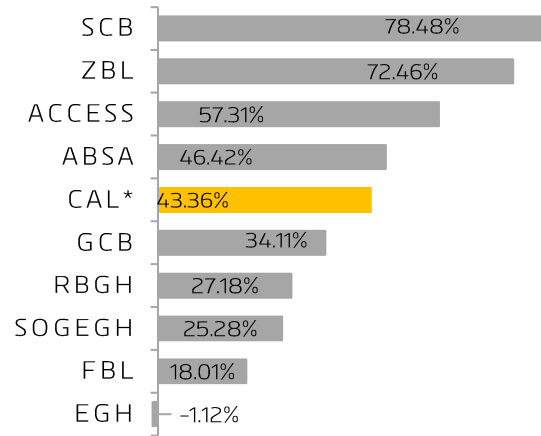
## Net Profit (GHS Mn)



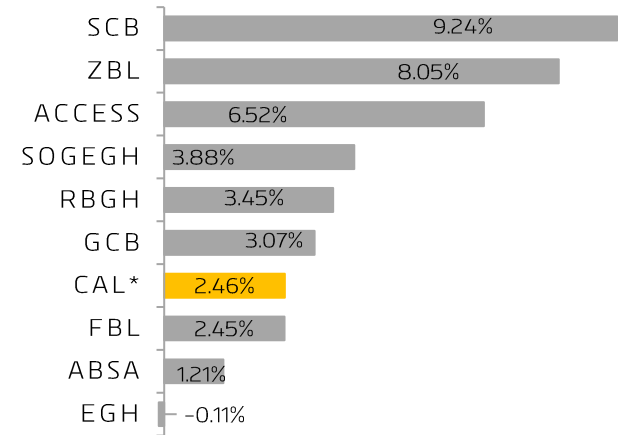
Source: Company filings

# Banking sector | Competitor benchmarking 1Q2023

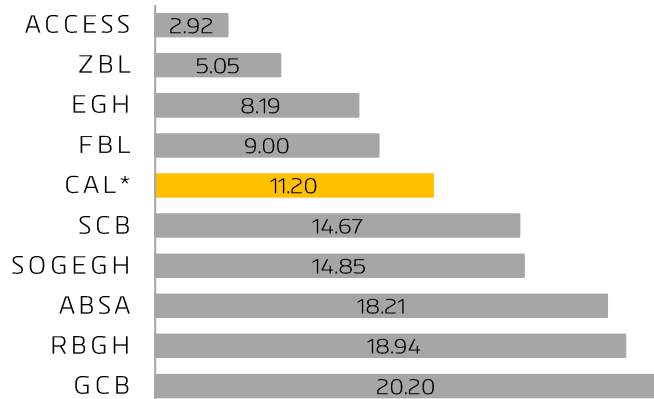
## Annualized Return on Equity (%)



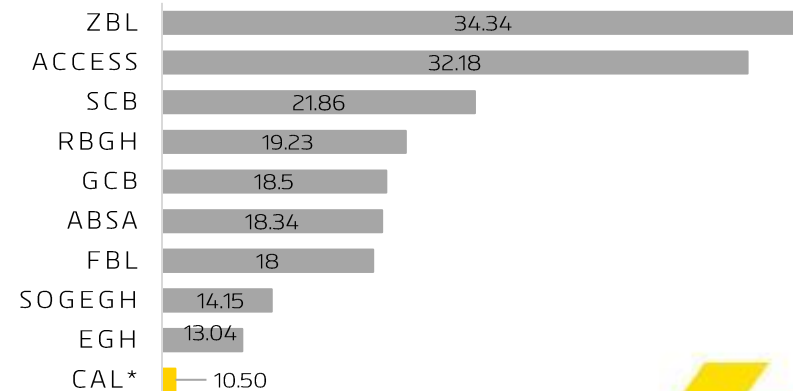
## Annualized Return on Assets(%)



## NPL Ratio (%)



## CAR (%)



Source: Company filings

# AGENDA

CalBank Snapshot

Economic & Key Developments

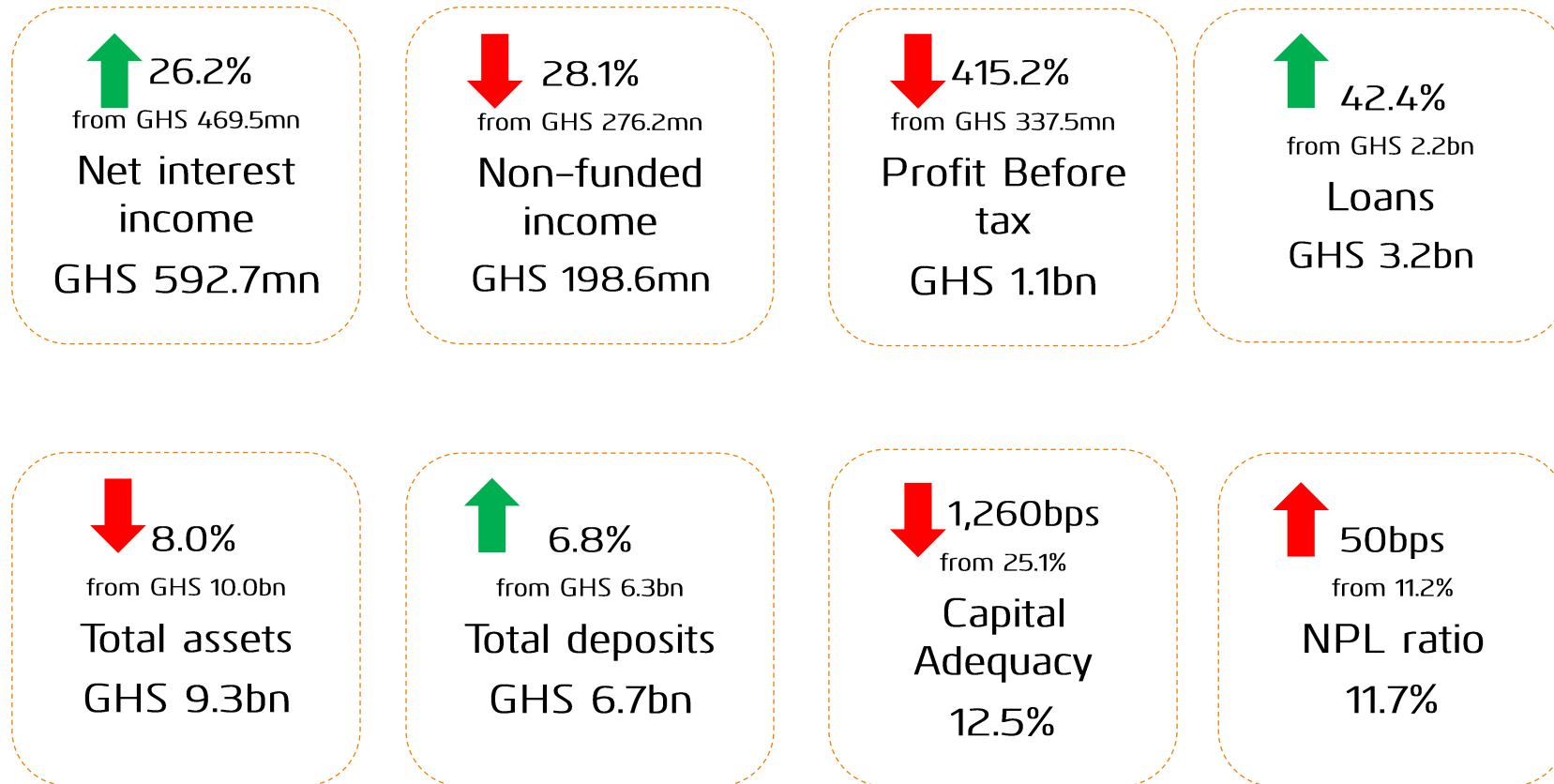
Business Sector

Financial Results


Retail Performance


Our Strategy


# CalBank | FY 2022 Financial highlights





# CalBank | Q1 2023 Financial highlights


 4.6%  
from GHS 146.3mn  
**Net interest  
income**  
GHS 153.0mn


 13.9%  
from GHS 58.6mn  
**Non-funded  
income**  
GHS 66.7mn


 0.5%  
from GHS 96.2mn  
**Profit Before  
tax**  
GHS 96.7mn

 32.0%  
from GHS 2.7bn  
**Loans**  
GHS 3.6bn

 4.4%  
from GHS 10.7bn  
**Total assets**  
GHS 10.3bn

 25.8%  
from GHS 5.9bn  
**Total deposits**  
GHS 7.5bn

 1,190bps  
from 22.4%  
**Capital  
Adequacy**  
10.5%

 200bps  
from 9.2%  
**NPL ratio**  
11.2%

# CalBank | Summarized Group income statement

Amount in GHS 000's	Q1 2023	Q1 2022	YoY%	FY2022	FY2021	YoY %	Q1 -2023 Highlights
Interest Income	325,085	283,349	14.7%	1,282,278	980,671	30.8%	<ul style="list-style-type: none"> <li>• <b>Operating Income:</b> Q1-2023 Total income increased by 7.3% over prior year income of GHS 205.3mn, largely driven by an increase in loans and advances and increased yields for the comparative periods. Net commissions and fees increased by 15.4% to GHS 24.0mn due to enhanced credit activities and sustained growth in our digital banking services.</li> <li>• <b>Operating expenses:</b> Amidst rising inflation and local currency depreciation, operating expenses rose sharply by 28.4% in Q1 2023 over prior year. We expended a total of GHS 121.4 million .</li> <li>• <b>Net Impairment Loss:</b> Credit loss expense decreased from GHS 14.4 million in Q1-2022 to GHS 2.0 million in Q1-2023. This represents a recovery from the FY 2022 fair value provision on the bank's bond portfolio and other government credit exposures following the domestic debt exchange programme</li> <li>• <b>Profitability:</b> Profit before tax in Q1-2023 increased marginally by 0.5% to GHS 63.0 million over the same quarter last year. The return to profitability in the first quarter reflects a recovery from the GHS 809.8 million loss recorded at the end of FY 2022 arising largely out of the adverse impact of the bank's participation in the domestic debt exchange programme.</li> </ul>
Interest Expense	(172,052)	(137,032)	25.6%	(689,183)	(511,124)	34.8%	
Net Interest Income	153,033	146,317	4.6%	593,095	469,547	26.3%	
Net Fees and Comm.	24,020	20,818	15.4%	82,908	51,852	59.9%	
Net Trading Income	42,697	37,764	13.1%	114,773	192,634	(40.4%)	
Other Operating Income	410	369	11.1%	888	31,690	(97.2%)	
Operating Income	220,160	205,268	7.3%	791,664	745,723	6.2%	
Net Impairment Loss	(2,011)	(14,423)	(86.1%)	(1,451,244)	(82,375)	(1,661.6%)	
Operating expenses	(121,434)	(93,457)	(28.4%)	(412,596)	(243,456)	(69.5%)	
Total Operating Expense	(123,445)	(109,032)	13.2%	(1,863,840)	(325,831)	(356.6%)	
Profit Before Tax	96,715	96,236	0.5%	(1,072,176)	337,517	(417.7%)	
Income Tax	(33,659)	(33,521)	0.4%	262,366	(114,665)	328.8%	
Profit After Tax	63,056	62,715	0.5%	(809,810)	222,852	(463.4%)	

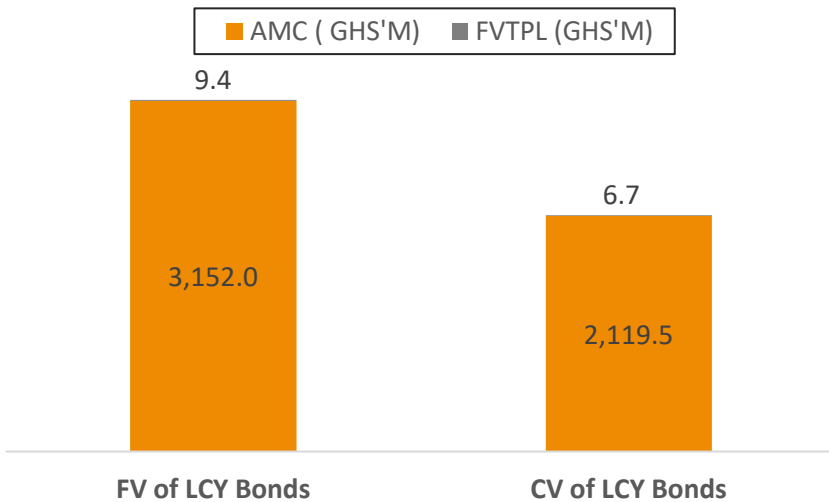


# CalBank | Summarized Group balance sheet

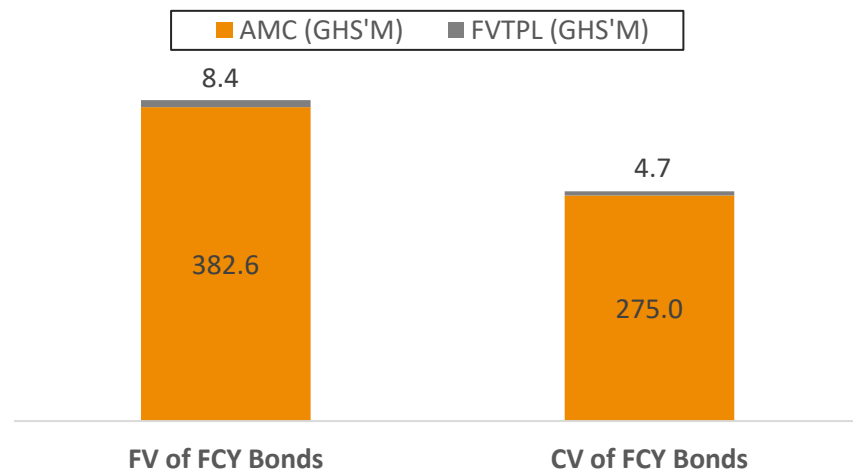
Amount in GHS 000'S	Q1 2023	Q1 2022	YoY%	FY2022	FY2021	YoY %	Q1-2023 Highlights
Cash and Cash Equivalents	1,639,644	1,575,645	4.1%	2,008,870	1,307,701	53.6%	<ul style="list-style-type: none"> <li>• <b>Group's balance sheet grew</b> to GHS 10.25 billion in Q1 2023 from GHS 9.25 billion at the end of FY 2022.</li> <li>• <b>Investment Securities</b> decreased by 22.8% on the back the impairment provisions following the domestic debt exchange programme.</li> <li>• <b>Loans &amp; Advances</b> increased by 32.0% to GHS3.6 billion from GHS2.7 billion as we took advantage of business growth opportunities in the market.</li> <li>• <b>Total Deposits</b> of GHS 7.5 billion in Q1 2023 represents an GHS 800 million increase over the year-end 2022 deposits of GHS 6.7 billion. Our continuing digitalization agenda around payment platforms has resulted in a 20% growth in low-cost current and savings accounts deposits.</li> <li>• <b>Borrowings</b> decreased by 46.5% as a result of repayment of matured borrowings from our counter-parties during the review period.</li> </ul>
Investment Securities	3,685,715	4,777,133	(22.8%)	2,699,301	4,974,002	(45.7%)	
Loans and Advances to Customers	3,573,698	2,706,441	32.0%	3,190,359	2,239,520	42.5%	
Non-pledged Trading Assets	43,938	847,023	(94.8%)	47,001	672,509	(93.0%)	
Other Assets	691,394	399,541	73.0%	599,975	433,217	38.5%	
Fixed Assets	616,286	416,419	48.0%	705,048	413,030	70.7%	
<b>Total Assets</b>	<b>10,250,675</b>	<b>10,722,202</b>	<b>(4.4%)</b>	<b>9,250,554</b>	<b>10,039,979</b>	<b>(7.9%)</b>	
Total Deposits	7,503,815	5,964,989	25.8%	6,734,696	6,308,385	6.8%	
Borrowings	1,670,060	3,124,363	(46.5%)	1,610,950	2,214,267	(27.2%)	
Other Liabilities	495,061	283,453	74.7%	373,683	230,645	62.0%	
Shareholders' Equity	581,739	1,317,920	(56.9%)	531,225	1,286,682	(58.7%)	
<b>Total Liabilities and Shareholders' Equity</b>	<b>10,250,675</b>	<b>10,722,202</b>	<b>(4.4%)</b>	<b>9,250,554</b>	<b>10,039,979</b>	<b>(7.9%)</b>	

# CalBank | Government of Ghana Debt Exchange program

## Classification of Local Currency Bonds held by CalBank



## Classification of EuroBonds held by CalBank



## KEY IMPACTS

### 01 Local Currency Bonds .

Impairment charges on Calbank's GoG LCY domestic bonds were GHS 1,032.5 million . Impairment assessments were based on the guidance of IFRS 9 and the Institute of Chartered Accountants of Ghana (ICAG). New bonds were designated as collateral for current bonds as of 31/12/22. .

### 02 Foreign Currency Bonds

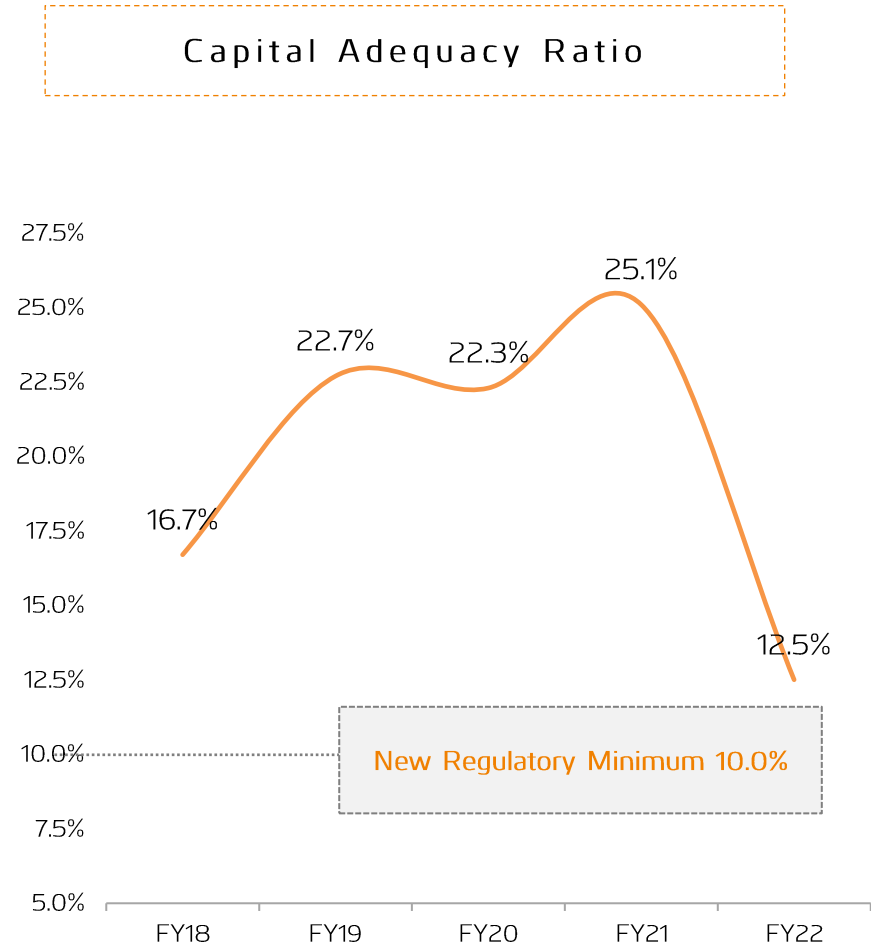
Eurobonds - Impairment assessment of GHS 111.2 million on the GoG Eurobonds relied heavily on Ghana's Finance Ministry's pronouncement of a potential haircut on principal and interest.

CV = Carrying Value of the bond  
 FV = Face Value of the bond  
 AMC = Amortizing Cost  
 FVTPL= Fair Value Through Profit or Loss Statement

# CalBank | Capitalization

Capital metrics remain within regulatory limits despite shocks from DDEP, currency and macro headwinds

	FY 2020	FY 2021	FY 2022
Tier 1 CAR	20.3%	23.1%	9.5%
CET 1 Plus conservation buffer	22.3%	25.1%	12.5%
Total CAR	22.3%	25.1%	12.5%



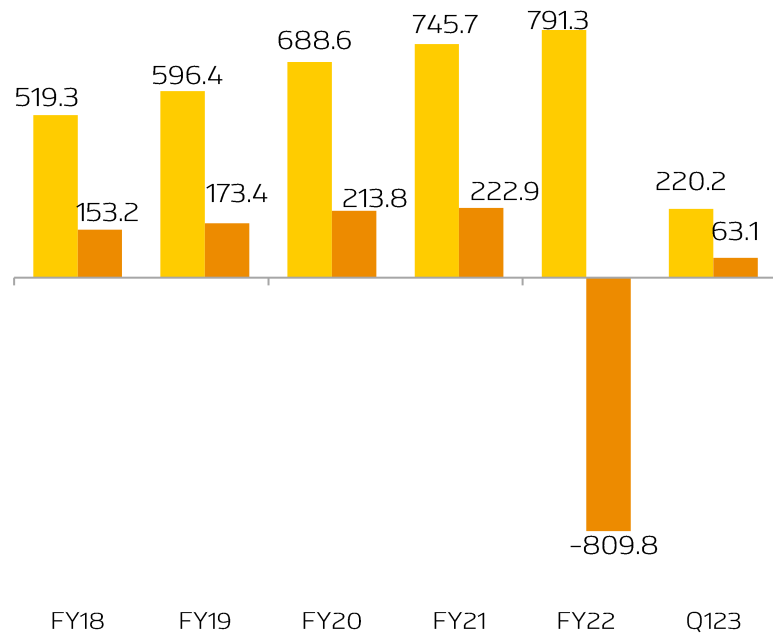
Source: Company filings

# CalBank | Operating performance & profitability

## Profitability (GHS Mn)

CAGR: 11.11%

■ Total Income ■ Net Profit

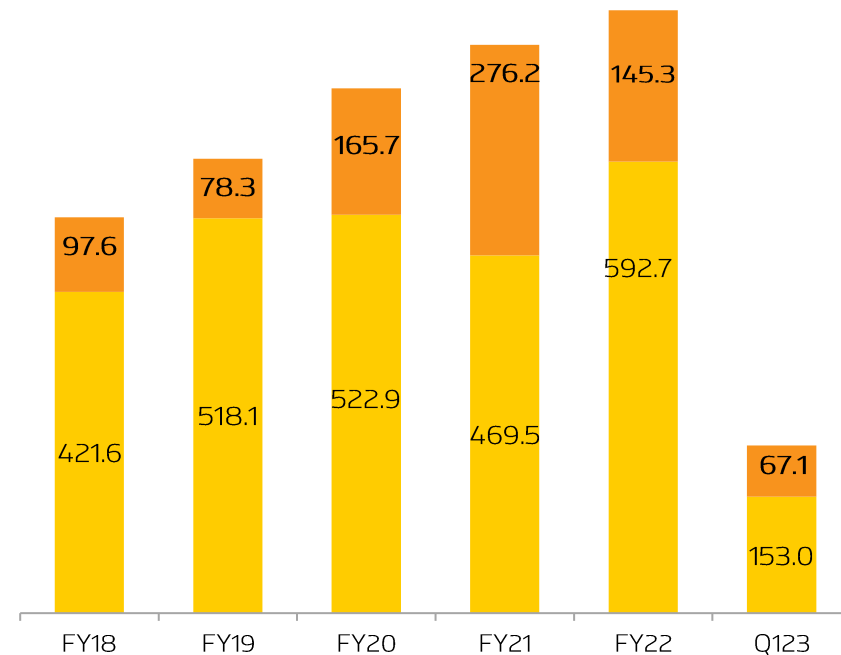


## Operating Income Composition (GHS Mn)

CAGR: 8.89%

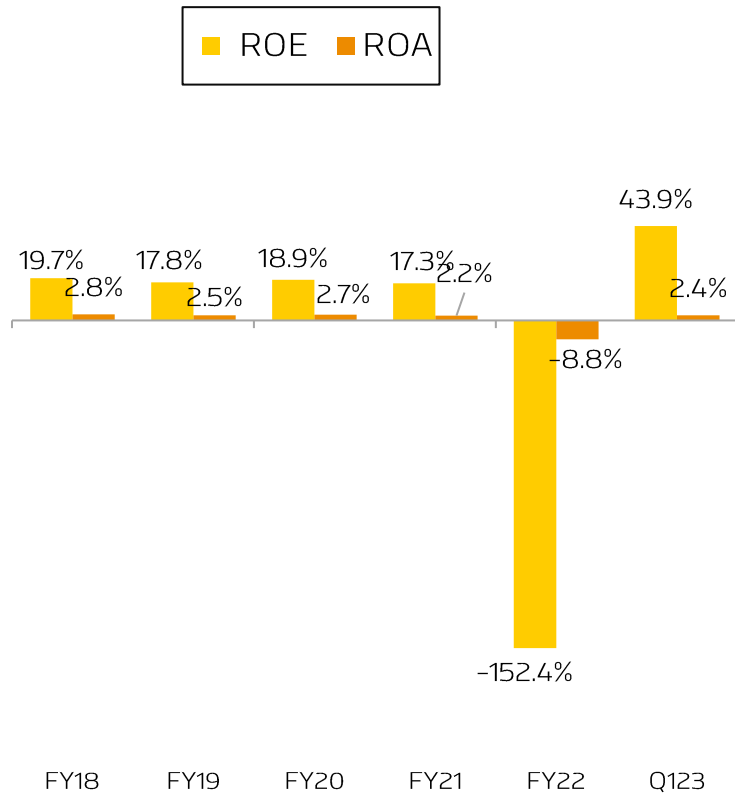
CAGR: 19.42%

■ Net interest income ■ Non-funded income

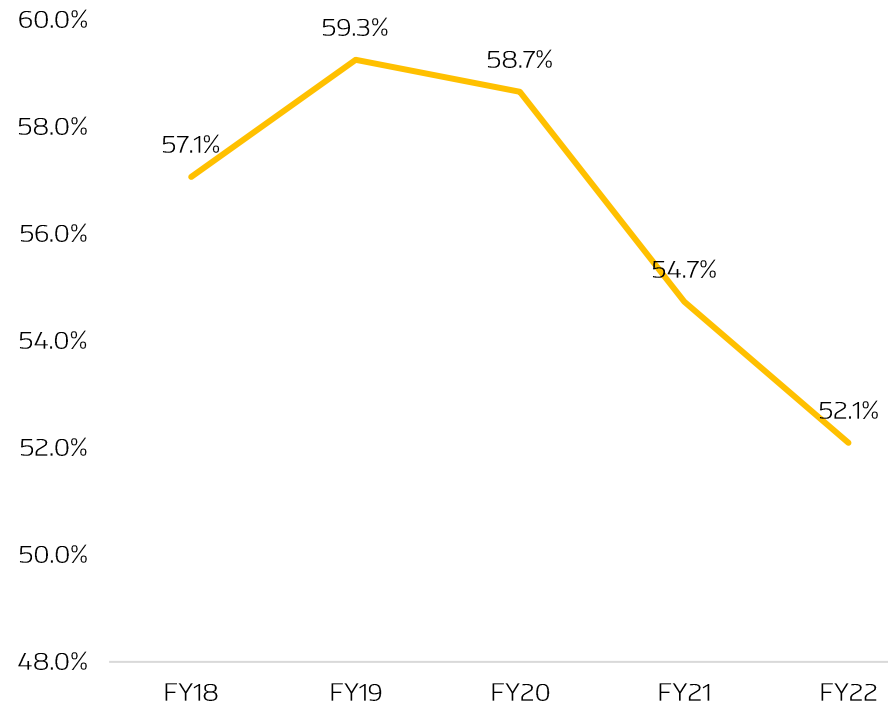


# CalBank | Operating performance & profitability

Returns (%)



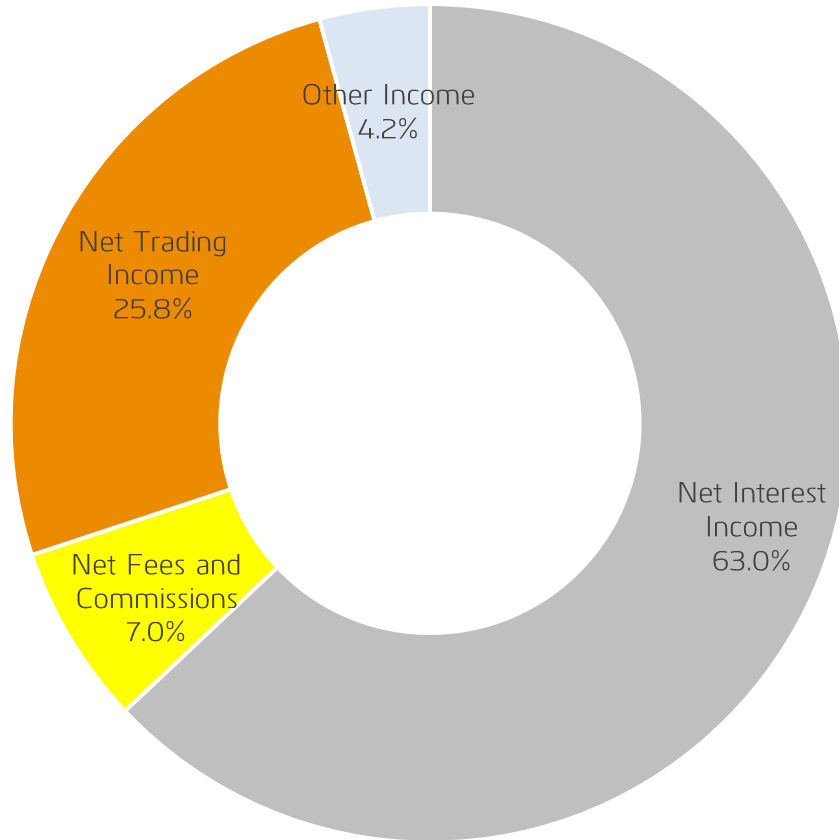
Cost-to-Income (%)



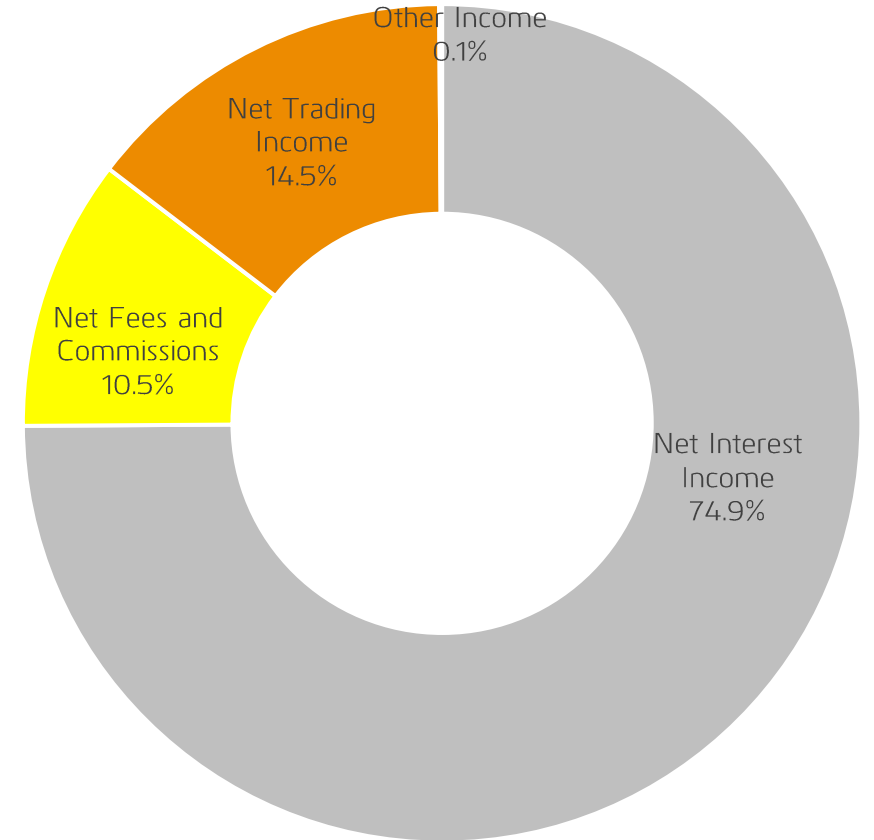
Source: Company filings

# CalBank | Operating Income by Type

Operating income by type  
(FY2021)



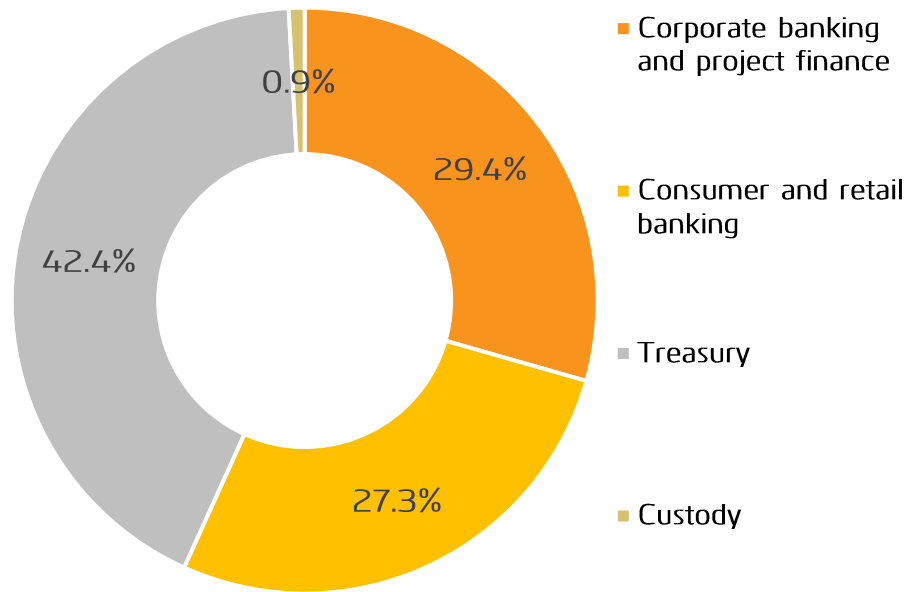
Operating income by type  
(FY2022)



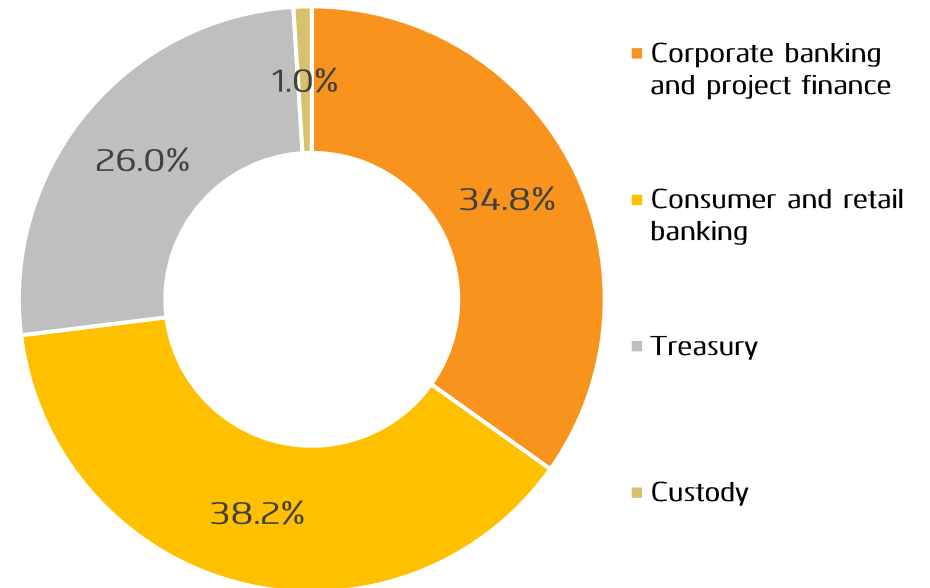
Source: Company filings

# CalBank | Operating Income by Business line

Operating income by business line (%)  
(FY2021)

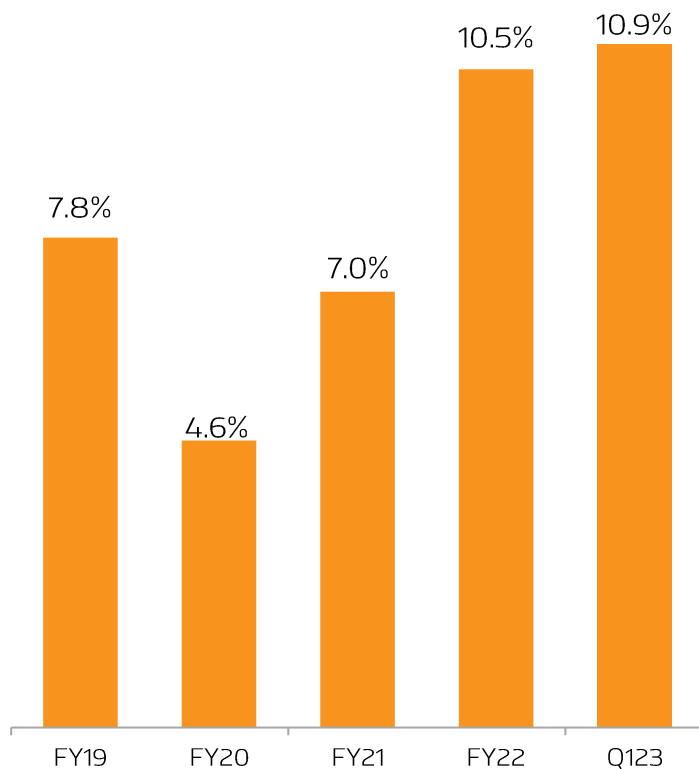


Operating income by business line (%)  
(FY2022)

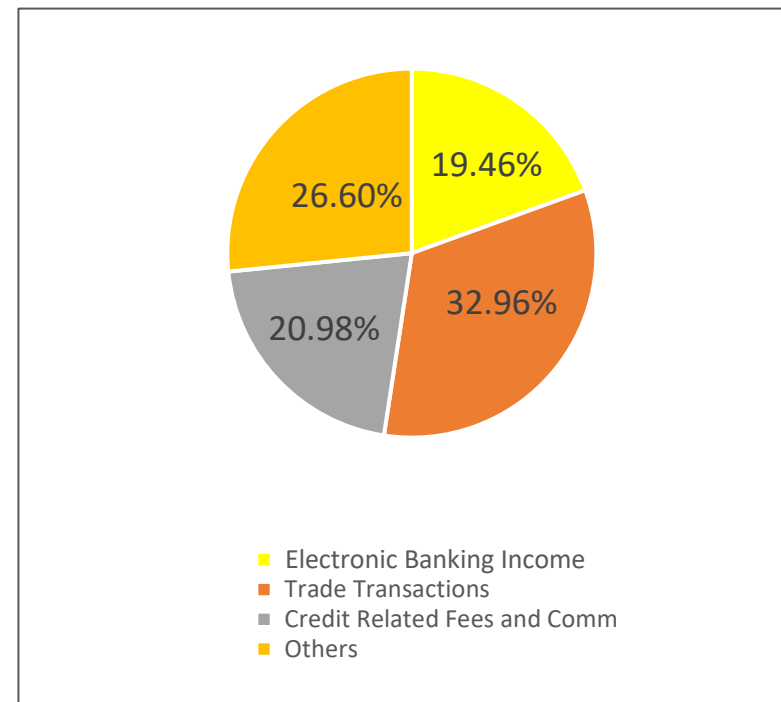


## Growing Fees and Commissions contribution to Operating Income

Fees & Commission Income/  
Operating Income (%)



FY 2022  
Contributions to Fees and Commission Income (%)

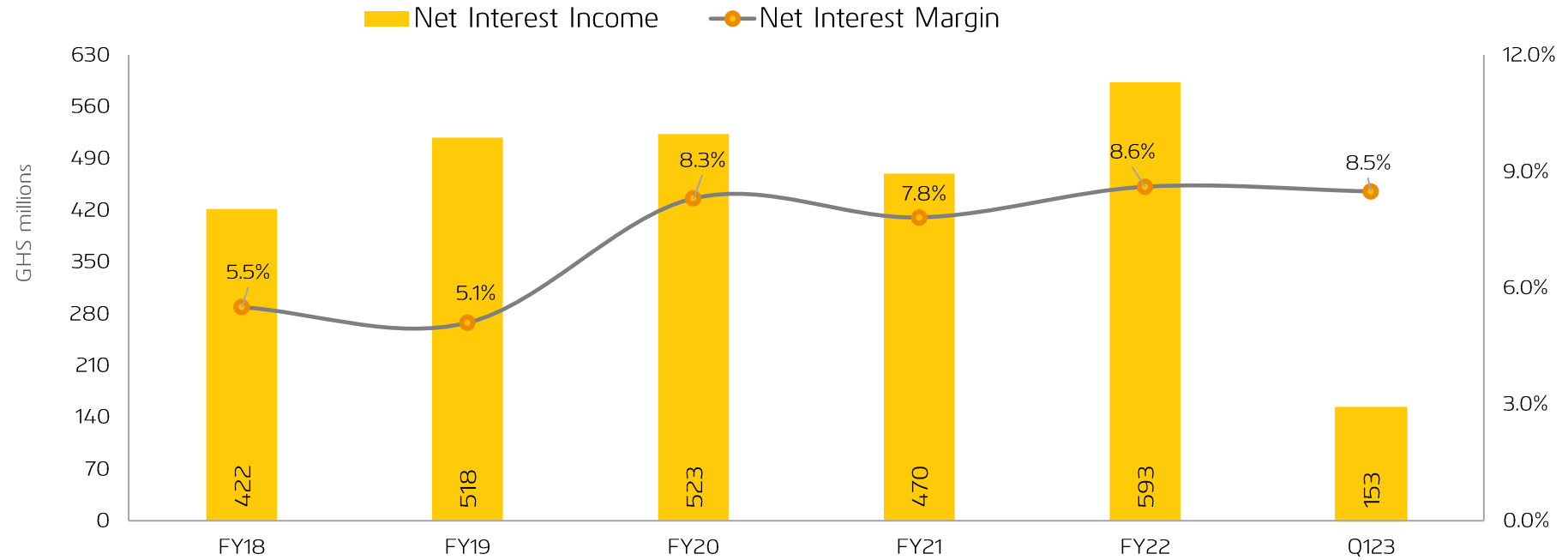


Electronic banking income has been making an increasing contribution to Fees and Commission Income as we deepen the adoption of digital channels and payment solutions.



# CalBank | Operating performance & profitability

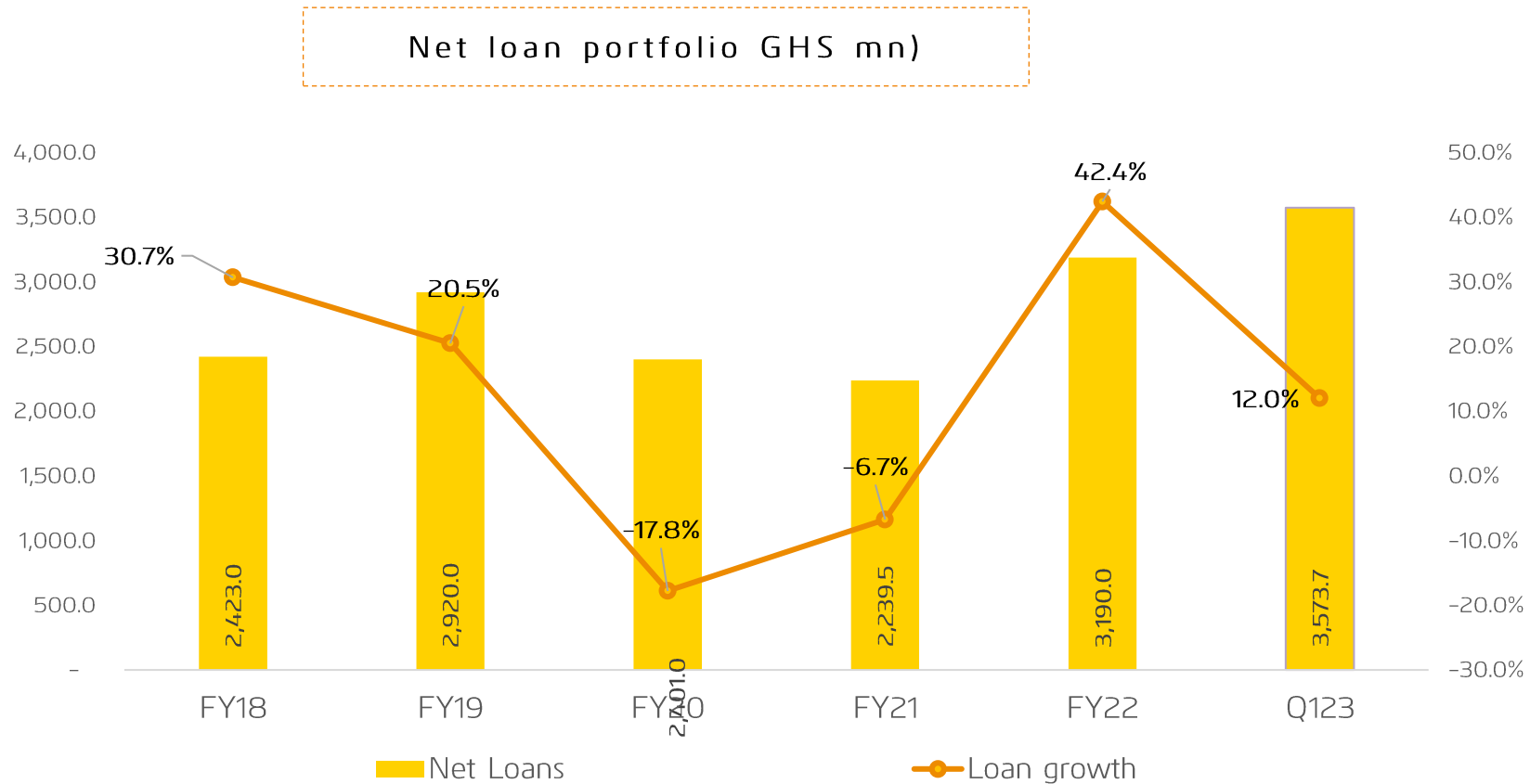
## Net Interest Income and Margin



Source: Company filings

# LOANS | Loan portfolio

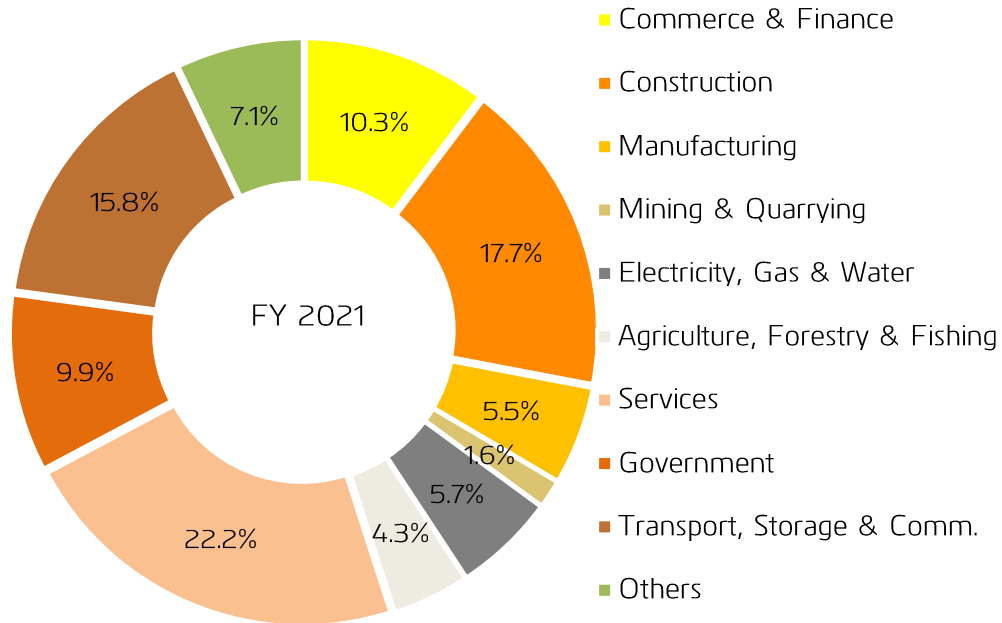
Increase in loans driven by lending activity in key promising sectors



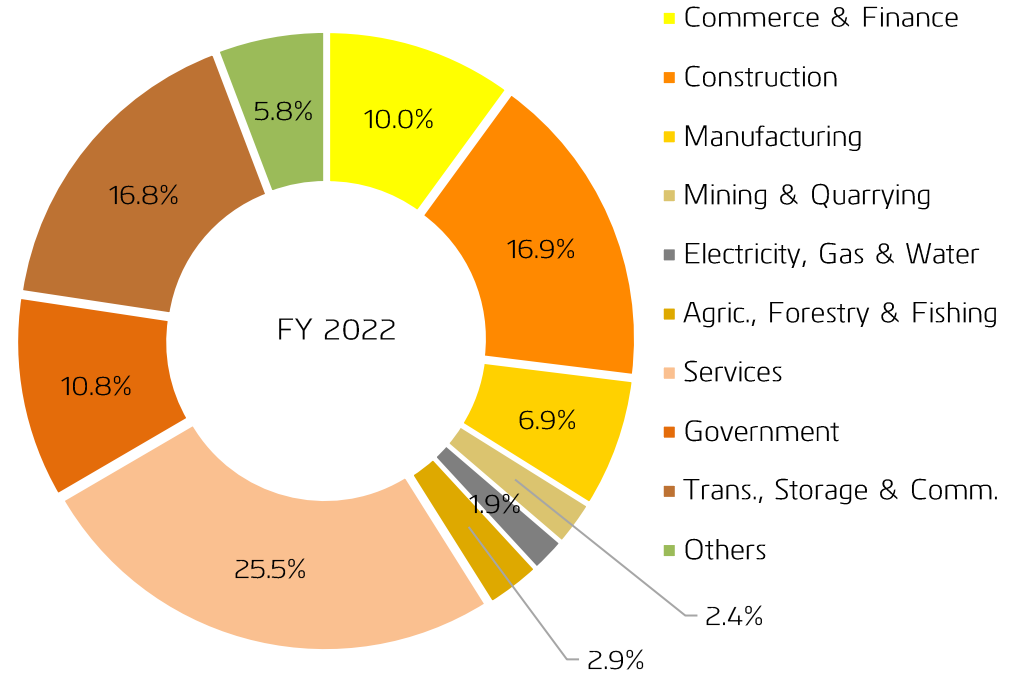
Source: Company filings

# LOANS | Diversified Loan Portfolio

Loan Book Distribution by Sector (FY2021)



Loan Book Distribution by Sector (FY2022)

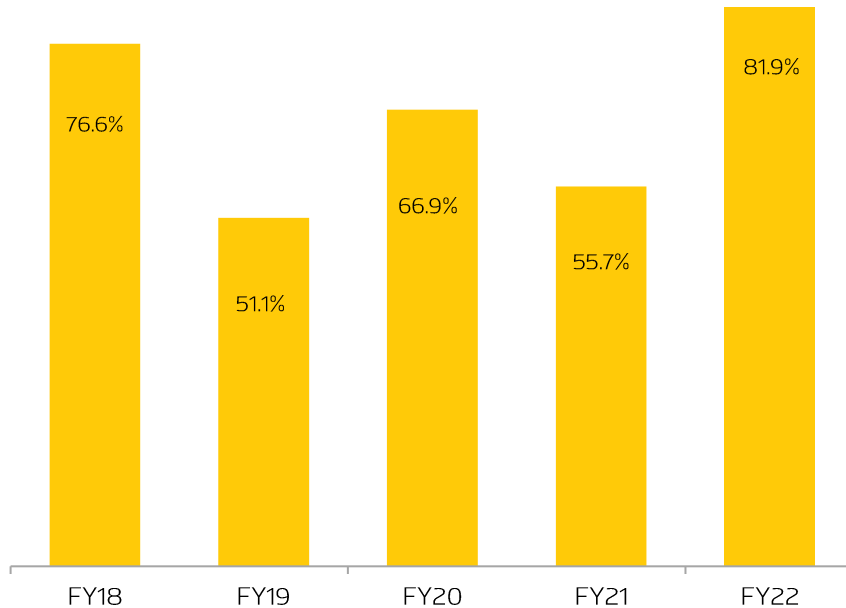


Source: Company filings

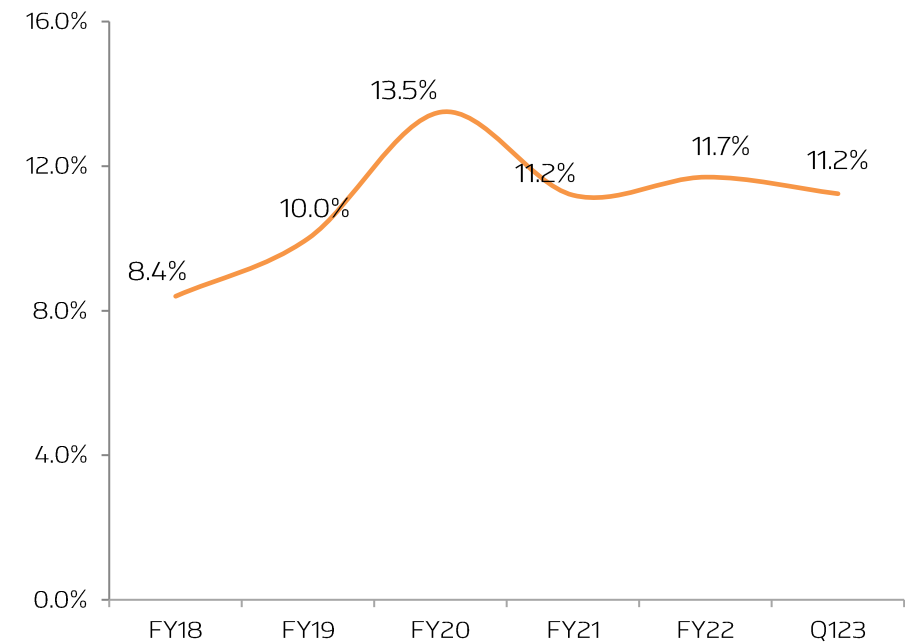
# LOANS | Key Credit metrics

NPL Ratio contained at 11.7% due to enhanced credit risk management

NPL Coverage Ratio (With Regulatory Reserve)



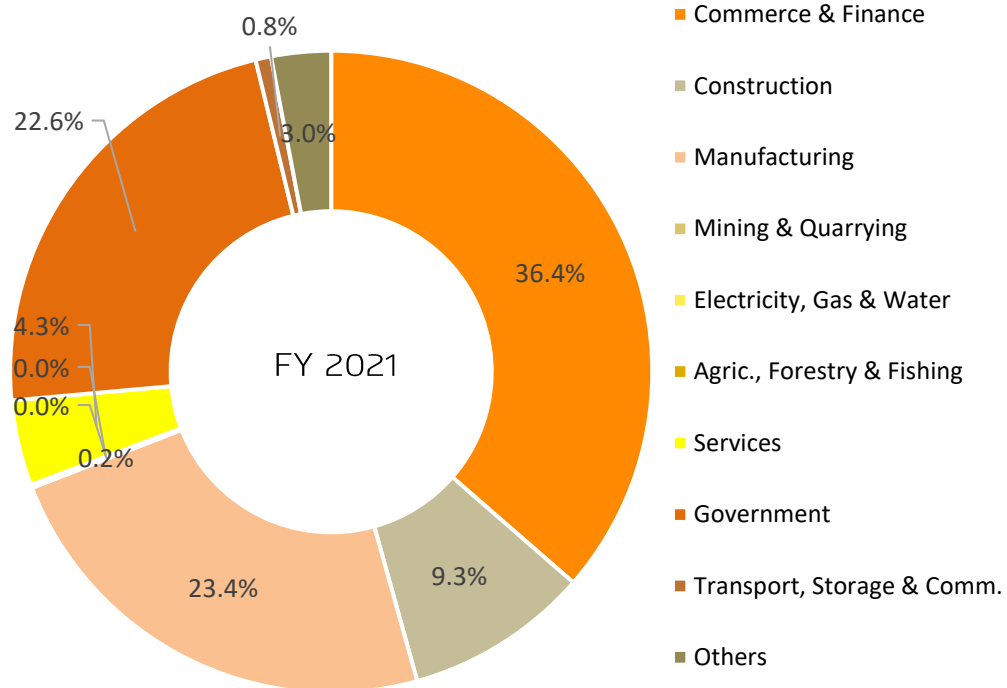
Non-performing loans ratio



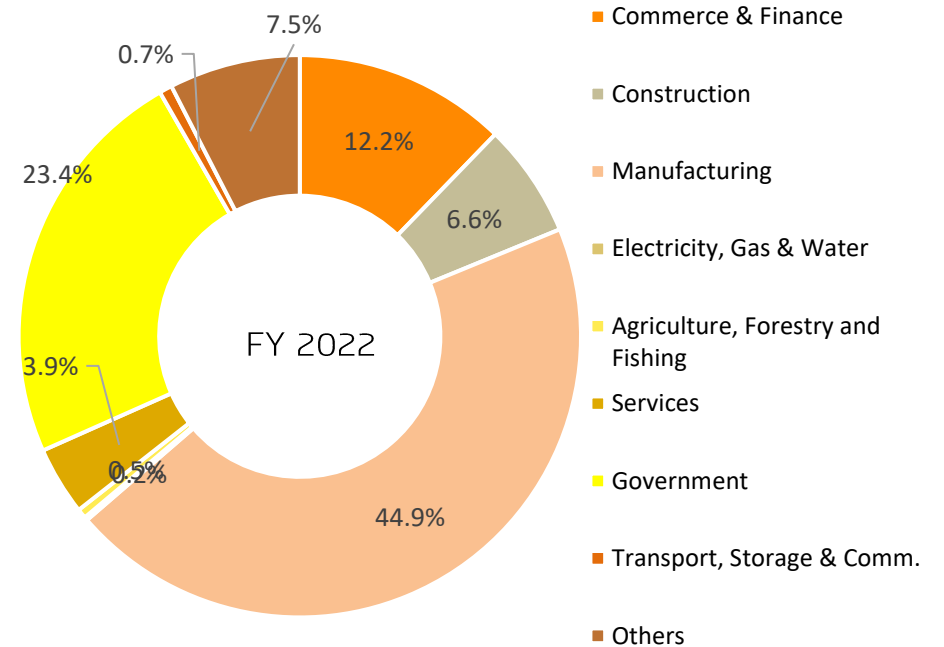
Source: Company filings

# LOANS | Key Credit Metrics

NPL Distribution by Sector (FY2021)



NPL Distribution by Sector (FY2022)

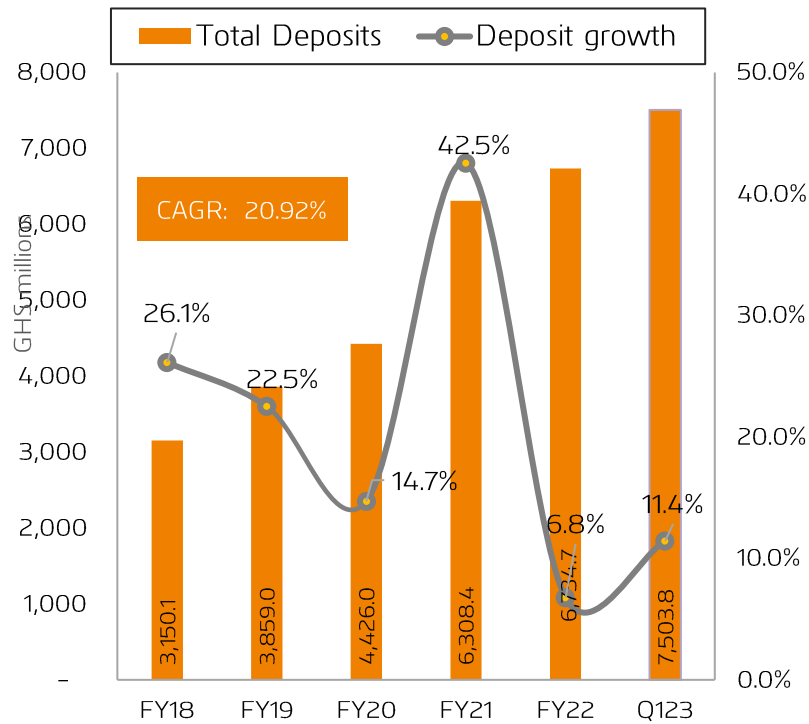


Source: Company filings

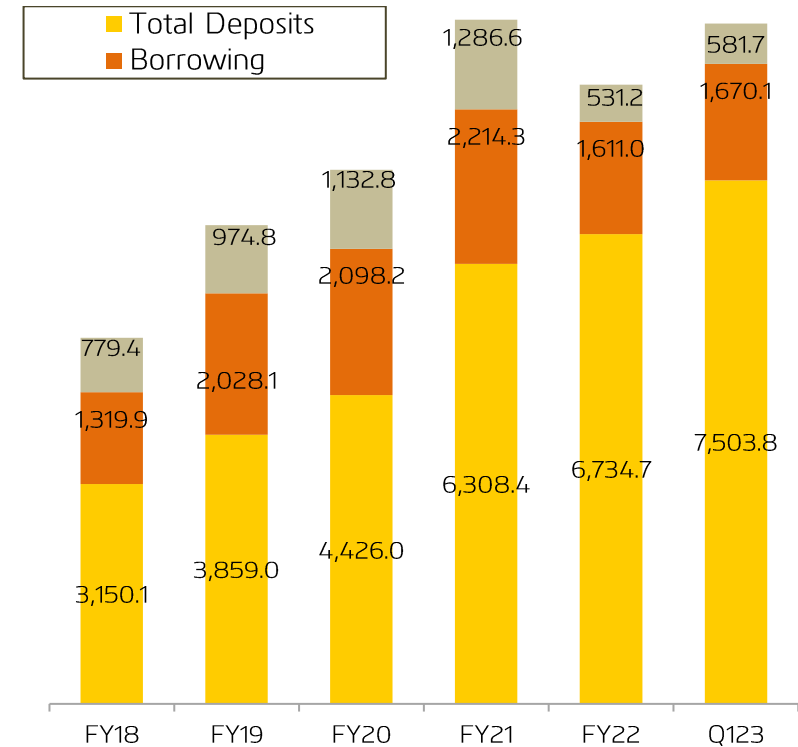
# CalBank | Deposits and funding mix

Strong underlying deposit growth; increase of GHS 800mn in Q1-2023 over year end 2022

Total Deposits (GHS Mn)



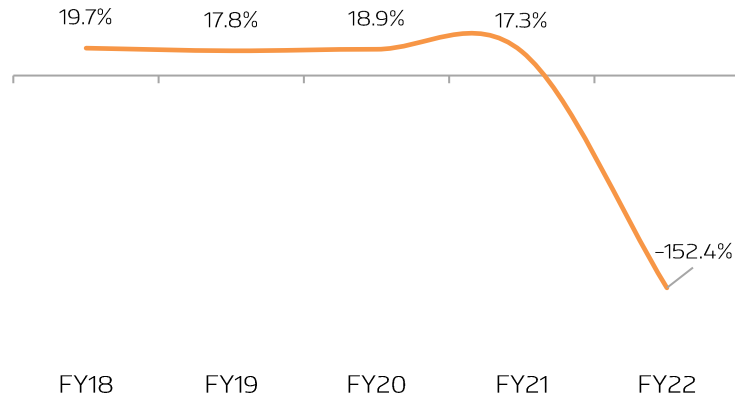
Funding Mix (GHS Mn)



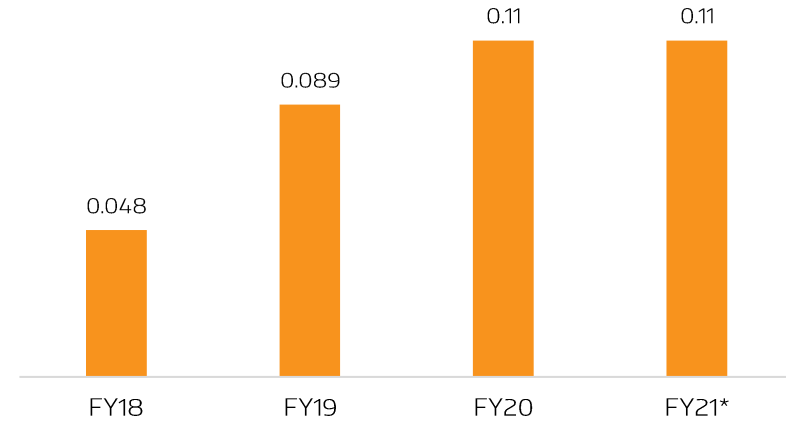
Source: Company filings

# CalBank | Return & Dividend performance

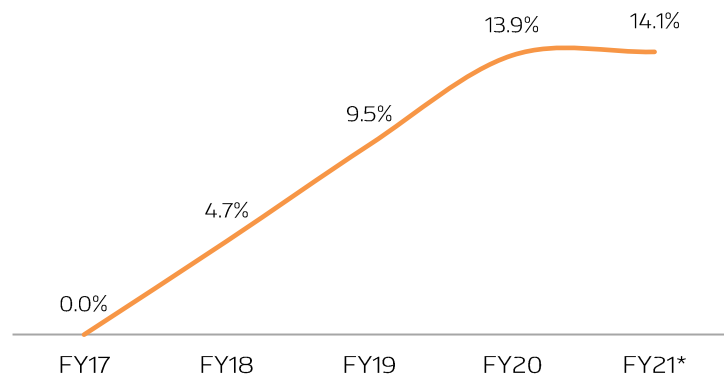
### Return On Equity(%)



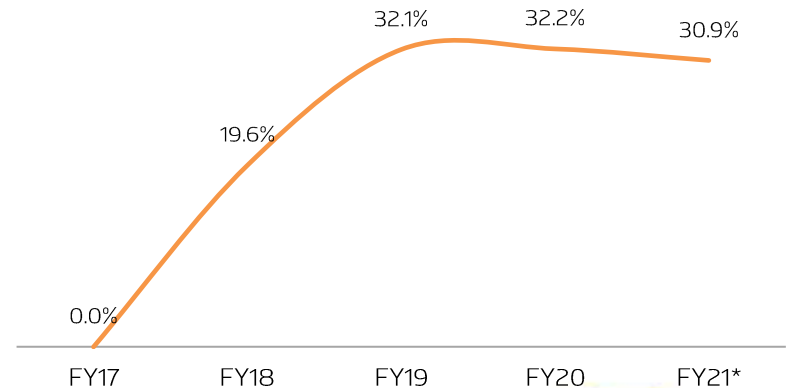
### Dividend Per Share (GHS)



### Dividend Yield (%)



### Dividend Payout Ratio (%)



Source: Company filings

# AGENDA

CalBank Snapshot

Economic & Key Developments

Business Sector

Financial Results






Retail Performance

Our Strategy

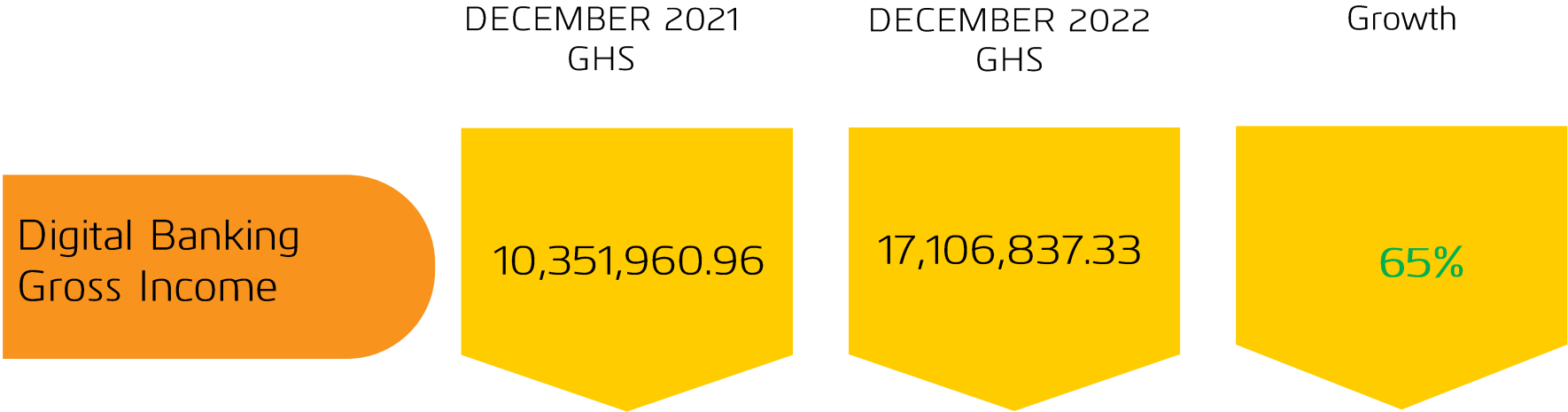


# CalBank | Digital channels' performance

Growing our digital footprint, creating value.

CHANNELS	UNITS	FY 2021	FY 2022	Y-O-Y(FY 22 on FY21)
POS 	Subscriptions	134	151	12.69%
	Count	156,989	137,476	-12.43%
	Value GHS	46,723,823	50,073,949	7.17%
DEBIT CARDS 	Subscriptions	39,149	54,869	40.15%
	Count	2,071,523	2,338,670	12.90%
	Value GHS	1,206,239,765	1,679,390,791	39.23%
ATM 	Subscriptions	102	104	1.96%
	Count	1,825,641	1,891,598	3.61%
	Value GHS	1,171,820,106	1,453,573,190	24.04%
MOBILE BANKING 	Subscriptions	290,041	361,961	24.80%
	Count	5,360,251	6,352,191	18.51%
	Value GHS	3,998,837,596	4,081,933,726	2.08%
INTERNET BANKING 	Subscriptions	30,010	40,191	33.93%
	Count	12,952	26,549	104.98%
	Value GHS	43,383,889	75,730,570	74.56%

## Growing contribution of Digital banking income



**\*771#**

## Significant growth across all digital channels

- ✓ 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 Transfers
- ✓ Ach Transfers

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

### MOBILE APP PERFORMANCE – #TRANSACTIONS

DEC 2021	DEC 2022	Y/Y
2,558,889	3,503,100	36.89% 
TRANSACTIONS	TRANSACTIONS	

### MOBILE APP PERFORMANCE GHS VALUE

DEC 2021	DEC 2022	Y/Y
1,898,990,179	2,877,858,364	51.54% 
GHS VALUE	GHS VALUE	



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

# AGENDA

CalBank Snapshot

Economic & Key Developments

Business Sector

Financial Result

Retail Performance

Our Strategy

# CalBank | Strategic priorities

*Driving execution momentum to ensure resilience and sustainability*

## VISION

To be the preferred bank for customer experience and innovation

## FORWARD:

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

## CAPABILITIES:

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

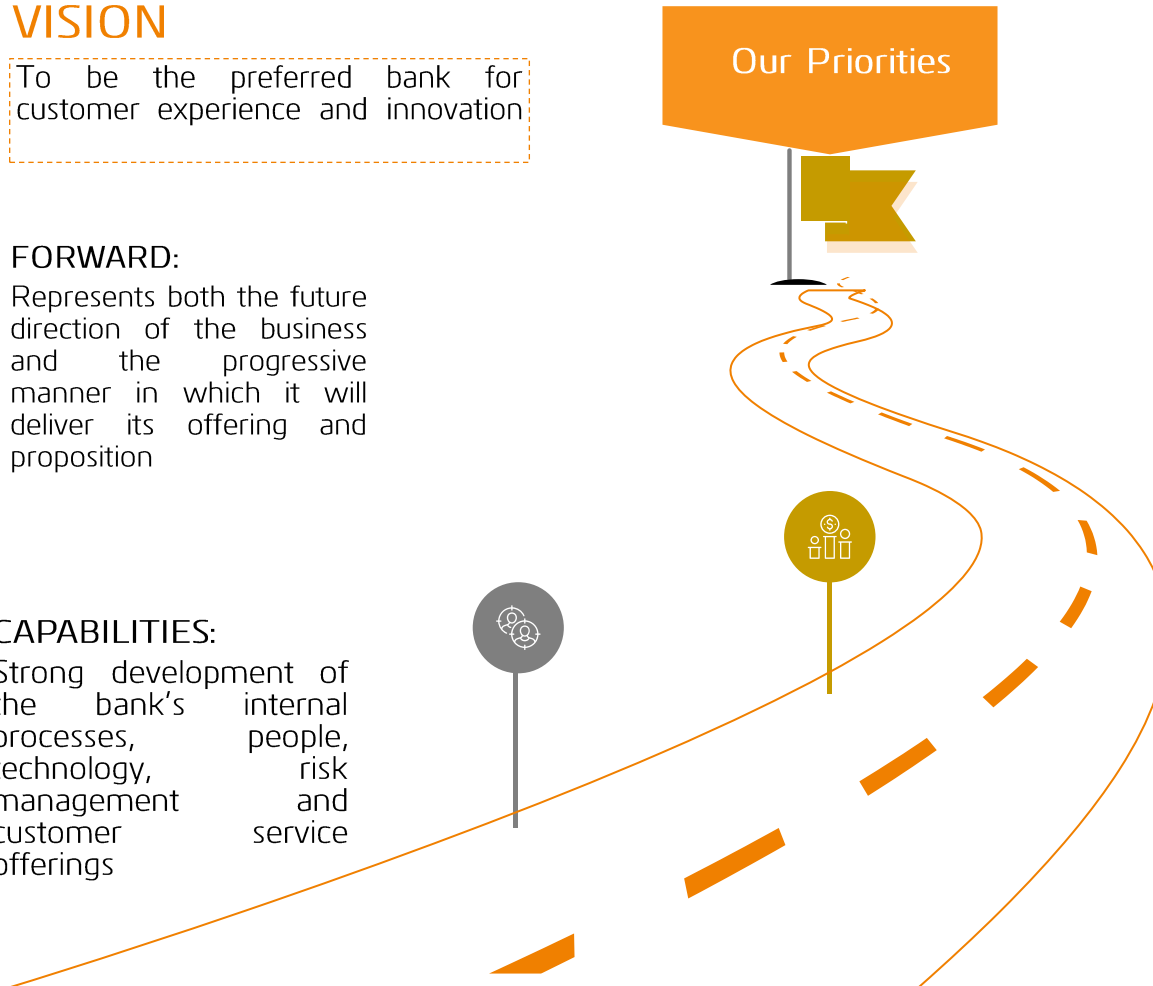
## Our Priorities

## MISSION

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

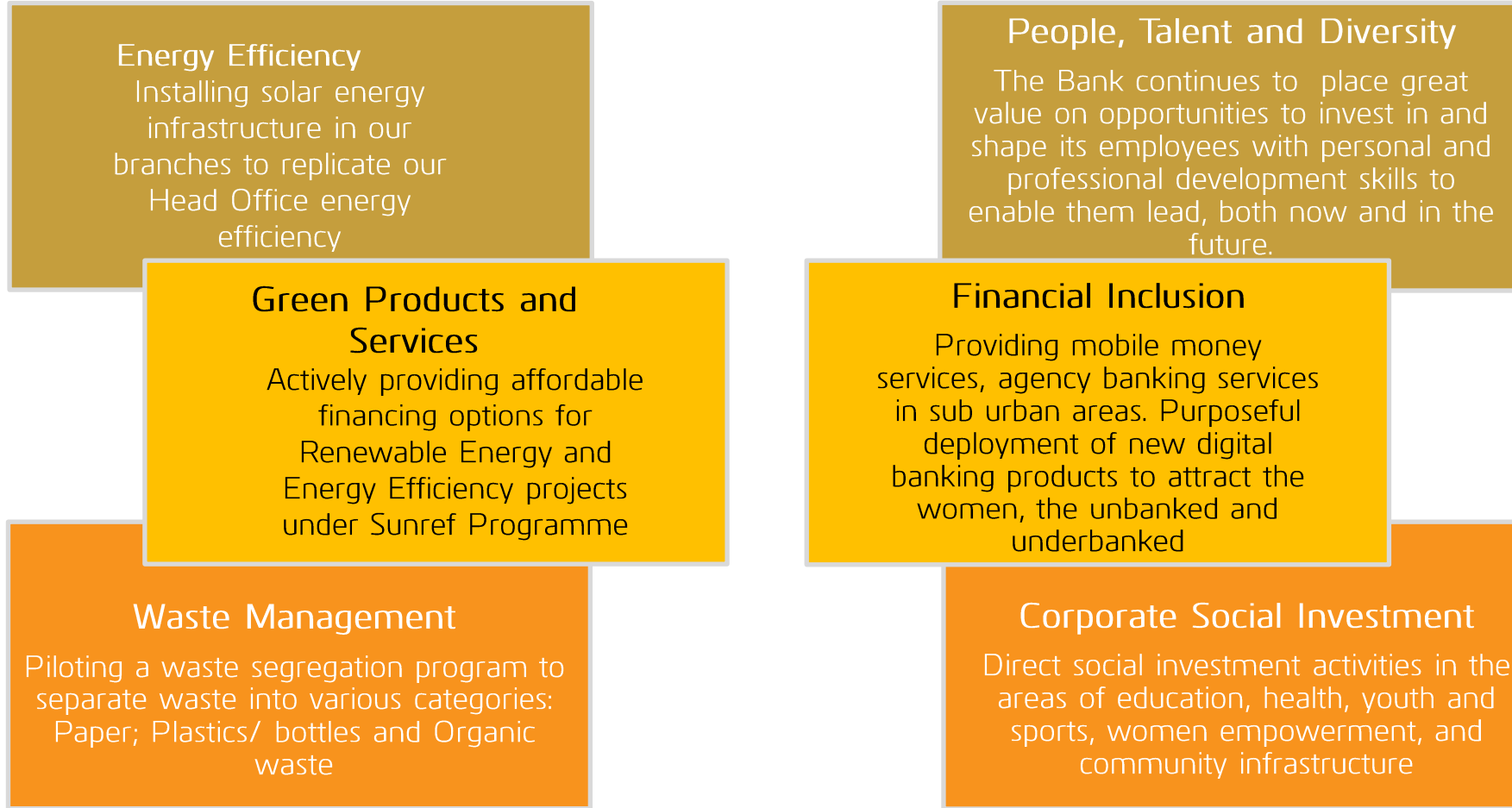
## TOGETHER:

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



# CalBank | Sustainability & ESG management 2023

*In 2023 , 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:*






# CalBank | Strategic priorities & Key performance indicators 2023


## Driving our execution momentum

We owe a responsibility to our shareholders to run a sustainable bank. As such, our 2023 strategy takes into cognizance challenges in our operating environment and leverages the bank's core capabilities to build resilience and ensure sustainability.


**01** Restructuring and improving the health of the balance sheet to build resilience and ensure sustainability



**02** Enhancing customer experience to sustain market share



**03** Driving a performance culture and improving staff knowledge to become employer of choice



KPI	2021 – 2022 Y-O-Y	Q1 2023 (GHS'Bn)	2023 Target (GHS'Bn)
Total Assets	7.9%	10.2	10.6
Deposits	6.8%	7.5	7.7
Advances	48.6%	4.1	4.6
KPI (Ratios)	FY 2022	Q1 2023	2023 Target
CASA/Total Deposits	62.6%	70.2%	65% – 68%
Cost to Income	52.1%	55.8%	60% – 65%
Return on Assets	(8.8)%	2.4%	1.5% – 2%
Return on Equity	(152.4)%	43.9%	18% – 20%
Non-performing loans	11.7%	11.2%	<10%

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