

#### **Equity Group's Philosophies**

#### **Our Purpose**

We exist to transform the lives and livelihoods of our people socially and economically by availing them modern, inclusive financial services that maximise their opportunities.

#### **Our Vision**

To be the champion of the socio-economic prosperity of the people of Africa.

#### **Our Mission**

We offer inclusive, customer-focused financial services that socially and economically empower our clients and other stakeholders.

#### **Core Values**

- Professionalism
- Integrity
- Creativity & Innovation
- Teamwork
- Unity of Purpose
- Respect & Dignity for Customers
- Effective Corporate Governance

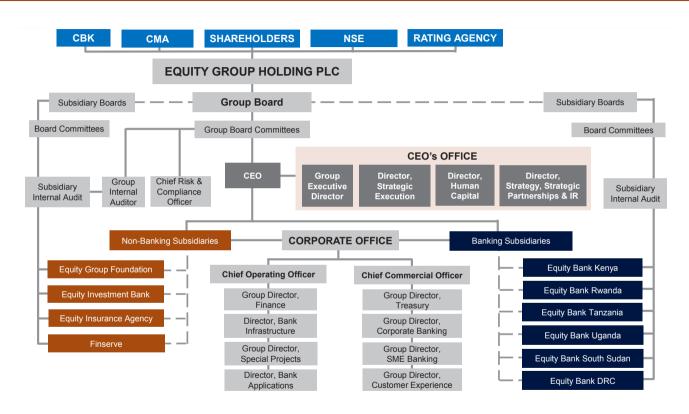
#### **Positioning Statement**

Equity provides inclusive financial services that transform livelihoods, give dignity and expand opportunities.





#### **Governance and Organizational Structure**



Each subsidiary with own Board of Directors compliant with local regulations





## **Group Executive Management**



James Mwangi, CBS Group Managing Director & Chief Executive Officer



Mary Wamae Group Executive Director



**Bhartesh Shah** Chief Operations Officer



Reuben Mbindu Chief Officer, Human Capital and Administration



Polycarp Igathe Group Chief Commercial officer



Brent Malahay Group Director, Strategy, Strategic Partnerships and Investor Relations



**James Mutuku** Group Director, Treasury



Julius Kayaboke
Group Director of
Customer Experience
and Product Management



Christine Browne
Group Director Legal Services
and Company Secretary



Bildard Fwamba Chief Internal Auditor



**Gerald Warui**Director, Operations and Customer Experience



Elizabeth Gathai Director, Credit



Philip Sigwart Director, SME Banking



Allan Waititu Director, Special Projects



**John Wamai** Director, ICT–Enterprise Business Systems and Services



Festus Njuki
Director, Enterprise
Infrastructure and ICT Services



**David Nyamu** Director, Marketing



## **Group Executive Management**



**Samuel Kirubi** Managing Director, Equity Bank Uganda



**Anthony Kituuka** Executive Director, Equity Bank Uganda



Addis Ababa Othow Managing Director, Equity Bank South Sudan



**Hannington Namara** Managing Director, Equity Bank Rwanda



**Joseph Iha**Managing Director,
Equity Bank Tanzania



**Célestin Muntuabu** Managing Director, Equity Bank Congo



**Jack Ngare**Managing Director,
Finserve Africa



**Eric Karobia** Executive Director, Finserve Africa







## **Macro-economic & Operating Environment**

	Interest	Rates (Jul 2018)	FX (Local Curre	ncy v/s USD)	Inflation	GDP Growth	
		Changes in Central					
		Bank Rate		Change			
	CBR	(Year to Date)	15-Aug-18	Year to Date	Jul-18	(2018 Projected)	
Kenya	9.0%	-100 Basis Points	101	2%	4.4%	6.2%	
Tanzania	9.0%	-50 Basis Points	2,287	-2%	3.3%	6.8%	
Uganda	9.0%	0 Basis Points	3,760	-3%	3.1%	5.8%	
Rwanda	5.5%	0 Basis Points	878	-5%	0.6%	7.2%	
DRC			1,638	-3%	29.8%	3.3%	

- Monetary policy supportive of economic growth Central bank rate reducing to stable across East
  Africa.
- Exchange rate stability Relative to other emerging market currencies
- Benign inflation Low inflation across East Africa
- Strong economic growth outlook East Africa economic growth above 6% on average





## Improvement in Macro-economic & Operating Environment

- Strong economic growth outlook East and Central Africa one of the fastest growing regions
  in the world with economic growth expected to grow above 6% for the east Africa region
- Strong investment in infrastructure supportive of operating environment Key market of Kenya Ease of Doing Business ranking improved from position 92 to 80
- Improved political outlook elections in the East Africa region having taken place in 2016 and 2017 with improved political stability and outlook.





# Equity Bank Business Model & Strategy – Post Interest Rate Capping(Adjusting and adapting to the new norm)

#### Focus areas:

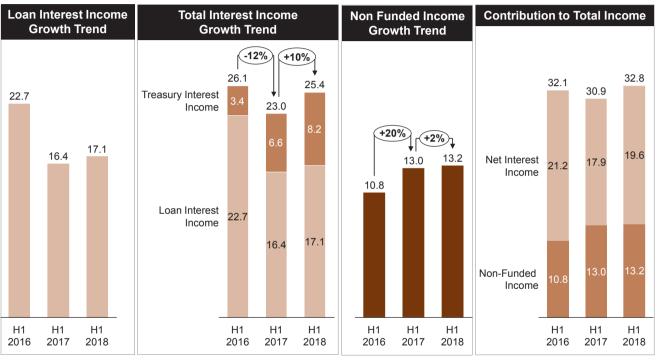
- 1. Non-funded income growth
- 2. Treasury
- 3. Geographical and business diversification
- 4. Strengthening liquidity and balance sheet agility
- 5. Innovation and digitization
- 6. Efficiencies and cost optimization
- 7. Asset quality
- 8. Impact Investment & Social Brand Development





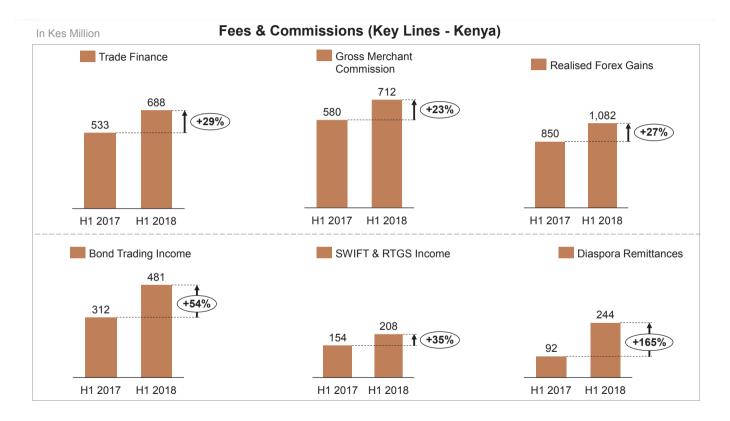
### Focus Area 1: Non-funded income growth & contribution







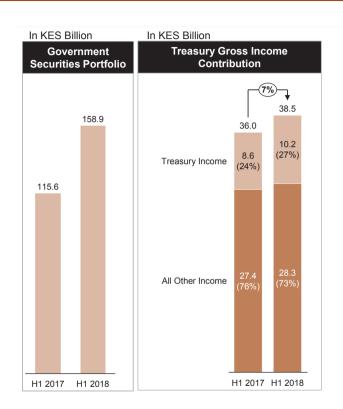
# Focus Area 1: Growth of diversified streams of non-funded income

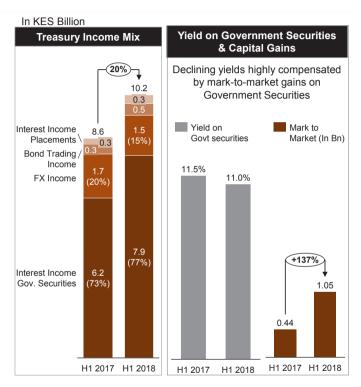






#### Focus Area 2: Treasury





Note: Income calculation above is before funding costs





# Focus Area 3: Geographical & business diversification

- Double digit growth in profitability by all non-Kenyan subsidiaries
- Enhanced PBT contribution to Group at 18%

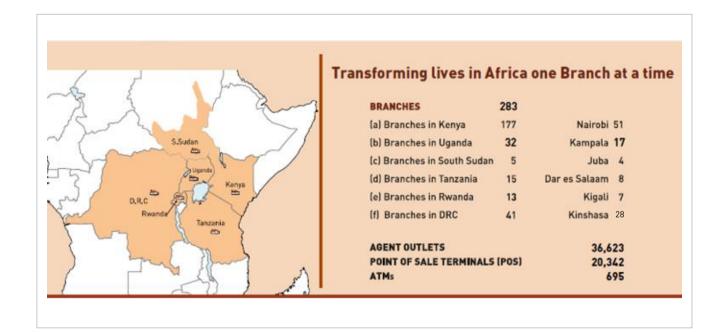
In KES Billion

	Uganda	DRC	Rwanda	Tanzania	S. Sudan	EIA	Finserve	EIB	Total	EBKL	Contribution H1 2018	Contribution H1 2017
<b>Deposit</b> Growth	19.6 30%	38.1 <i>37%</i>	17.6 15%	20.2 18%	5.3 -12%	-	-	-	100.8 24%	303.5 <i>5%</i>	25% 	22%
<b>Loan</b> <i>Growth</i>	15.6 41%	22.4 14%	13.3 30%	16.5 <i>0%</i>	0.1 -14%	-	-	-	<b>67.9</b> 18%	207.1 <i>0%</i>	25%	22%
<b>Assets</b> <i>Growth</i>	28.2 29%	49.7 27%	23.8 28%	28.7 15%	8.6 -10%	0.7 -11%	1.9 -6%	0.8 -23%	<b>142.3</b> 21%	410.4 3%	26% I	23%
<b>PBT</b> Growth	0.68 24%	0.70 140%	0.44 58%	0.36 41%	0.15 224%	0.34 2%	0.14 52%	0.01 -81%	<b>2.8</b> 62%	12.5 10%	18%	13%



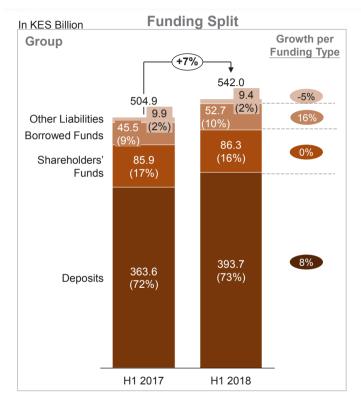


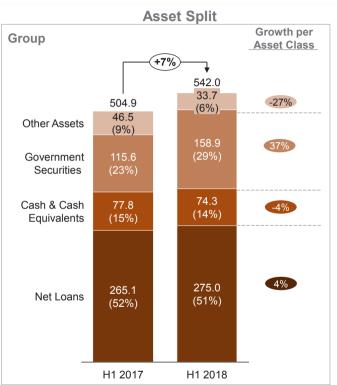
## Focus Area 3: Geographical & business diversification





### Focus Area 4: Balance Sheet Agility

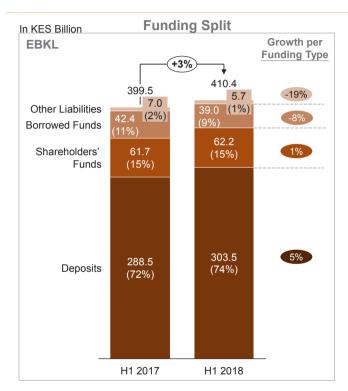


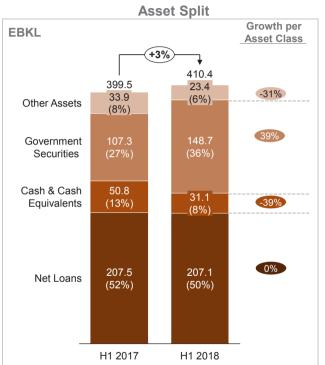






### Focus Area 4: Balance Sheet Agility

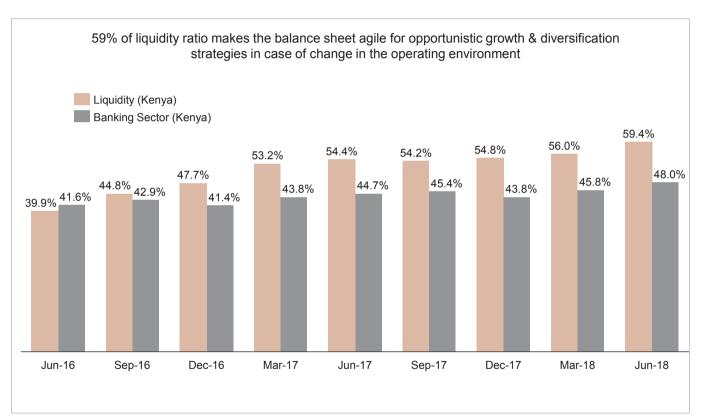








### Focus Area 4: Balance Sheet Agility



Source: CBK - Monthly Economic Indicators

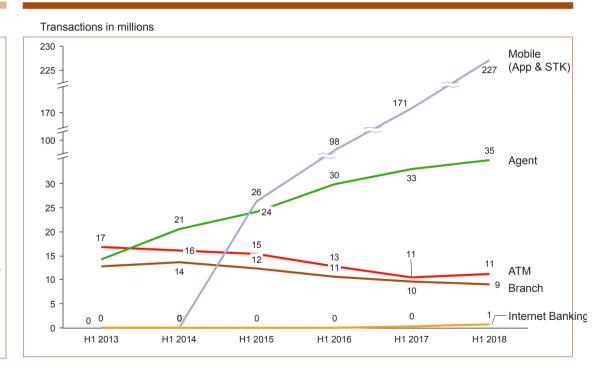




#### Focus Area 5: Innovation and digitization

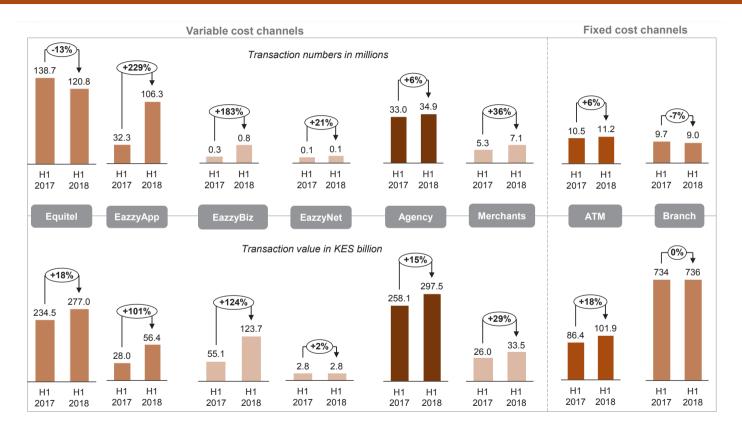
#### Transformation from a place you go to; to something you do

- Most transactions are now done using the digital channels which have continued to grow
- Transforming the cost structure of the bank from fixed cost to variable cost with minimal investments due to use of 3<sup>rd</sup> party infrastructure





# Focus Area 5: Innovation and digitization Leveraging off variable cost 3rd party infrastructure



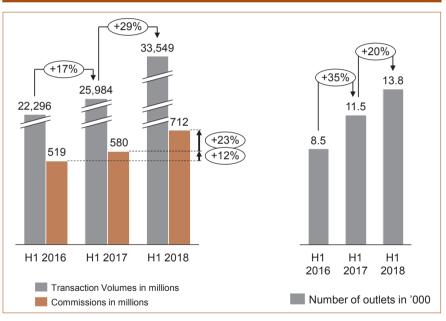




## Focus Area 5: Fintech Innovations in Merchant Banking

The use of a Universal POS that converges Mobile Wallets, Cards & Digital payments

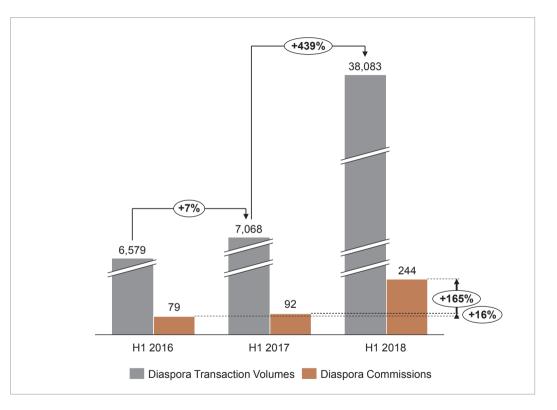






# Focus Area 5: Fintech Innovations in Diaspora Remittances (KES millions)

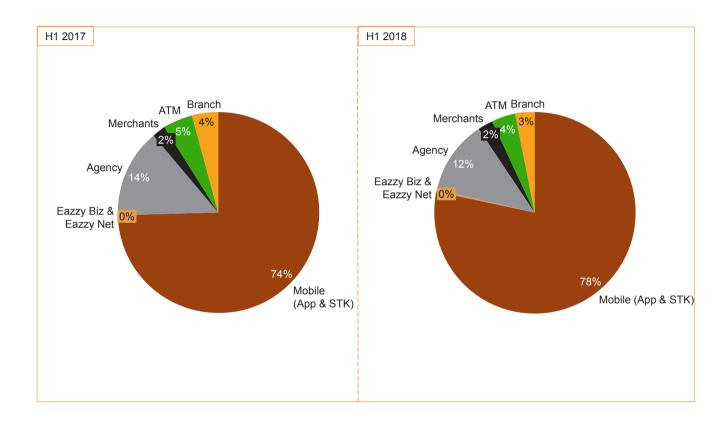








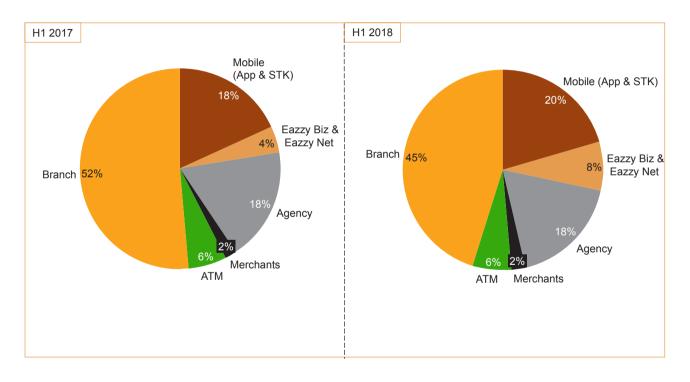
# Focus Area 5: Fintech Innovation and digitization 97% of our Transactions outside the branch





# Focus Area 5: Fintech Innovation and digitization 55% of our Transactions Value outside the branch

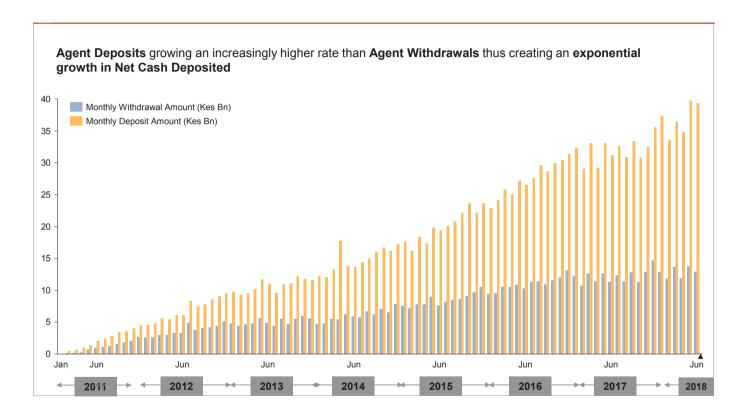
Branches now handling high value transactions for SME, corporates, wealth management & advisory services





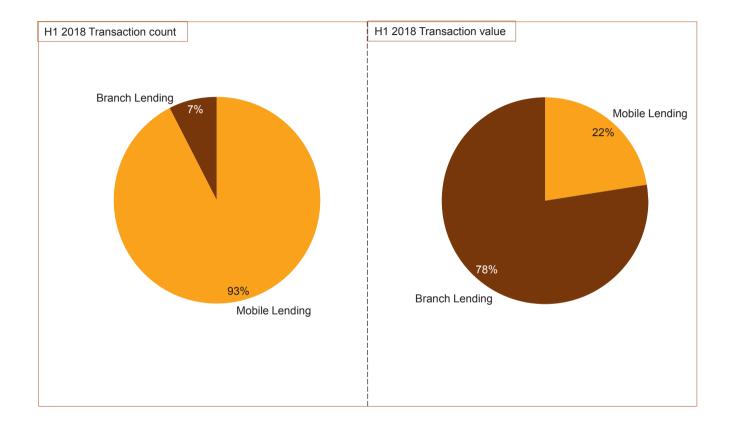


# Focus Area 5: Fintech Innovation and Digitization Agency model becoming a net deposit mobilizer





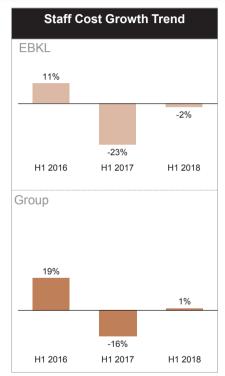
# Focus Area 5: Fintech Innovation and Digitization 93% of our Loan Transactions via Mobile Channel



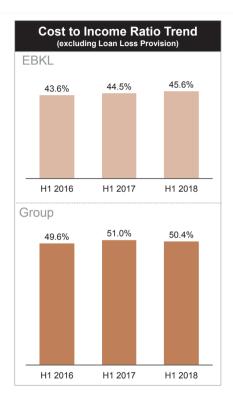




### Focus Area 6: Efficiencies and cost optimization



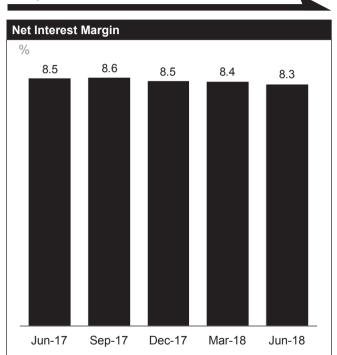


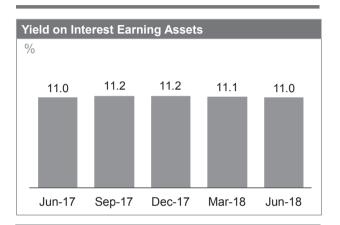




## Focus Area 6: Efficiencies and cost optimization

#### Group



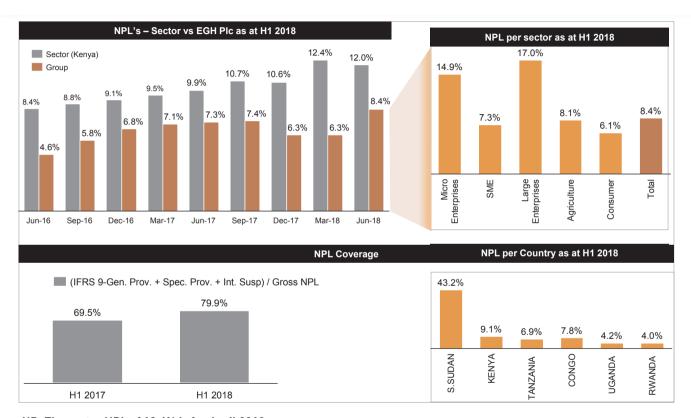








### Focus Area 7: Asset quality (Group)

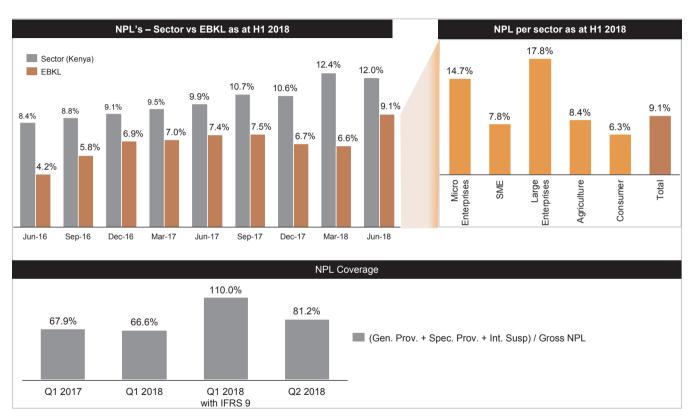


NB: The sector NPL of 12.4% is for April 2018





## Focus Area 7: Asset quality (Kenya)

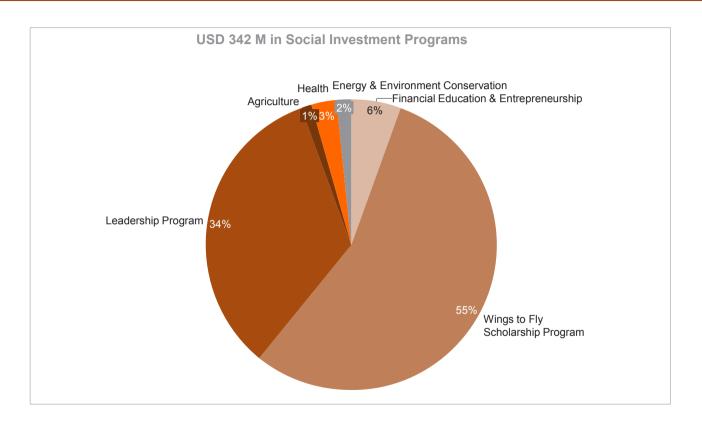


NB: The sector NPL of 12.4% is for April 2018





# Focus Area 8: Impact Investment Impact & Social Investment Programs





### Focus Area 8: Impact Investment Shared Prosperity Business Model and its Social Impact



2017 GRADUATING **CLASS** 

94% secondary school completion 69% attained university entry grades 86% take on school and community leadership roles

10,641

**UNIVERSITY SCHOLARS** 461 attending or alumni of global universities

**EQUITY GROUP FOUNDATION** 

1Million

Trees planted

Clean energy products distributed

USD 342,033,497

TOTAL FUNDS RAISED FOR **CURRENT PROGRAMS** 

600,000 PEASANT FARMERS TRANSFORMED TO ACRI BUSINESSE

PEASANT FARMERS AGRI-BUSINESSES

2,616

MEDIUM-SIZED **FARMERS** SUPPORTED

1,657,587

Women and Youth Trained in **Financial Education** 

USD 0.36M Accessed in Loans

USD 24M Cumulative Savings

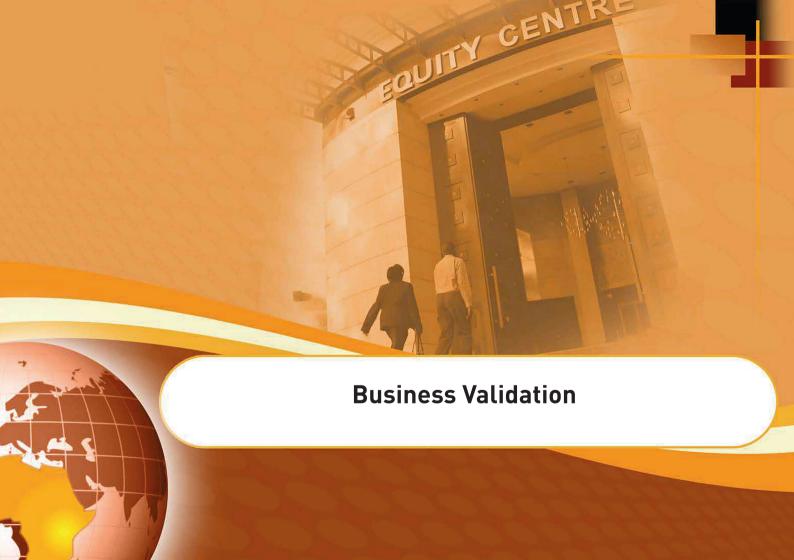
through mobile channel

- Content availed Mobile & digital learning tools for Scholars
  - MAMA for mothers
  - Financial Education
  - Wikipedia

39,070 **MSMEs Trained** 

USD 50M Accessed in Loans







### Global Ratings and Accolades



**Equity Bank Credit Rating** 

National Rating: Aa3.ke/KE-1

Global Rating: B2

Rating Outlook: Stable.

Same as the sovereign rating



**Equity Bank Credit Rating** 

Long Term Rating Scale AA- Short

Term Rating Scale A1+ Rating Outlook: Stable



Position 11 globally on Return on Assets

Position 37 globally on Soundness (Capital Assets Ratio)

Position 45 globally on Profits on Capital Position 806 globally Largest Bank



Equity Bank

Kenya's Best Bank





# **Global Ratings and Accolades**

Superbrands  Enter Africa's Choice  Diet is	Brand	Equity Bank has been recognised for the last 10 years consecutive since 2007 as the Top Banking Superbrand in Kenya and in East Africa in 2008 and 2009
BUSINESS EXCELLENCE AVARIDS SOIR	Brand	EABC Chairman's Award- Overall Best Regional Company Best East African Company- CSR Best East African Company- Financial services (1st Runners up)
	Brand	Best Commercial Bank – East Africa Best Commercial Bank – Kenya Most Innovative Bank – Kenya
Banker  EAST AFRICA AWARDS 2018	Product	Best Digital Offering – East Africa
	Leadership	Banker of the Year – Dr. James Mwangi CEO Equity Bank for the second year in a row



## 2018 National Banking Awards and Accolades



Best Bank in Kenya for the 7th time.

Total Awards won in 2018 - 22

Brand	Overall Best Bank in Kenya 2018     Best Bank in Tier 1     Best bank in Sustainable Corporate Social Responsibility     The Most Customer-centric Bank     The Bank with the Lowest Charges for Individuals					
Franchise Segmentation	1. Best Bank in SME Banking 2. Best Bank in Retail Banking 3. Best Bank in Agency Banking 4. Best Bank in Mobile Banking 5. Best Bank in Digital Banking 6. Best Commercial Bank in Micro-Finance 7. Best Bank in Corporate Banking - 2nd Runners Up					
Product	1. Best Bank in Internet Banking 2. Best Bank in Asset Finance 3. Best Bank in Product Marketing 4. Best Bank in Product Innovation - 1st Runners Up 5. Best Bank in Mortgage Finance - 1st Runners Up 6. Best Bank in Trade Financing - 1st Runners Up 7. Best Bank in Agriculture and Livestock Financing - 2nd Runners Up 8. Special Judges Awards for Product Innovation - Equity Afia					
Leadership	Chief Executive Officer of the Year: Dr. James Mwangi for the second year in a row     Outstanding Young Banker of the Year: Daniel Gachau for the second year in a row from Equity Bank					

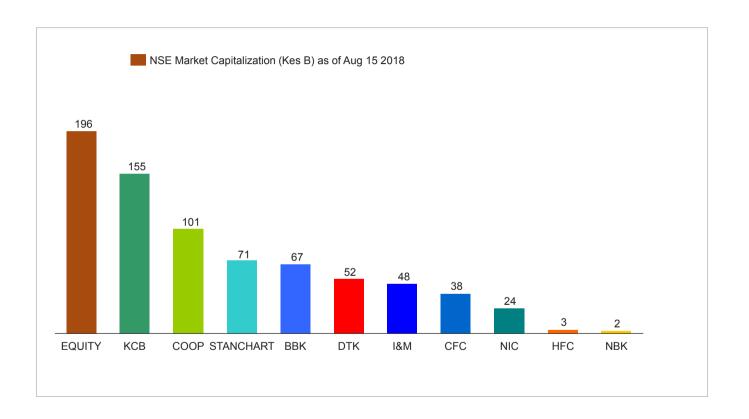




### 2018 National Banking Awards and Accolades



### **Market Validation Market Capitalization**









### **Balance Sheet**

KES (Billion)	GROUP			
	H1 2017	H1 2018	Growth	
Assets				
Net Loans	265.1	275.0	4%	
Cash & Cash Equivalents	77.8	74.3	-4%	
Government Securities	115.6	158.9	37%	
Other Assets	46.5	33.7	-27%	
Total Assets	504.9	542.0	7%	
Liabilities & Capital				
Deposits	362.8	393.7	9%	
Borrowed Funds	45.5	52.7	16%	
Other Liabilities	10.7	9.4	-13%	
Shareholder's Funds	85.9	86.3	0%	
Total Liabilities & Capital	504.9	542.0	7%	



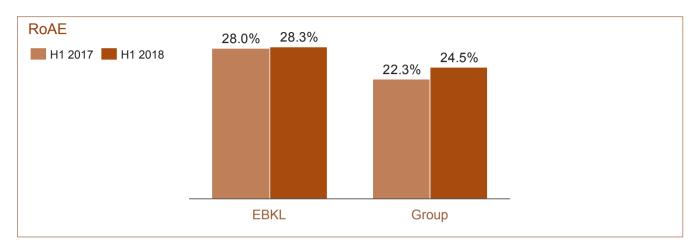


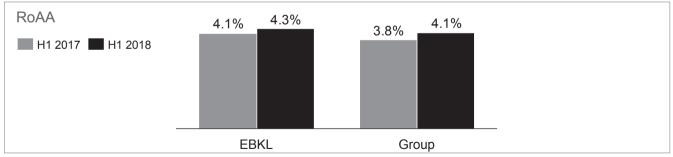
### **Growth in PAT**

	GROUP				
KES (Billion)	H1 2017	H1 2018	Growth %		
Interest Income	23.0	25.4	10%		
Interest Expense	-5.1	-5.8	14%		
Net Interest Income	17.9	19.6	9%		
Non-Funded Income	13.0	13.2	2%		
Total Income	30.9	32.8	6%		
Loan Loss Provision	-1.9	-0.8	-58%		
Staff Costs	-5.2	-5.2	1%		
Other Operating Expenses	-10.6	-11.3	6%		
Total Costs	-17.6	-17.3	-2%		
PBT	13.3	15.5	16%		
Тах	-3.9	-4.5	13%		
PAT	9.4	11.0	18%		



### **RoAE and RoAA Trend**









### Ratios - Banking Subsidiaries

	RoAE	
Subsidiary	H1 2017	H1 2018
EBKL	28.00%	28.28%
EBUL	33.28%	29.58%
EBRL	14.93%	16.63%
EBTL	11.72%	16.50%
DRC	5.71%	16.41%
EBSSL	-6.82%	8.97%

Cost-to-Income Ratio			
H1 2017	H1 2018		
44.45%	45.57%		
55.92%	58.70%		
61.33%	54.11%		
67.15%	61.29%		
83.77%	68.20%		
143.28%	71.07%		
	H1 2017 44.45% 55.92% 61.33% 67.15% 83.77%		

Cost-to-Asset Ratio			
Subsidiary	H1 2017	H1 2018	
EBKL	6.00%	5.37%	
EBUL	9.82%	7.85%	
EBRL	7.89%	6.61%	
EBTL	6.95%	5.50%	
DRC	12.30%	10.42%	
EBSSL	7.63%	8.59%	



### **Financial Ratios**

	EBKL	EBKL	Group	Group
	H1 2017	H1 2018	H1 2017	H1 2018
Profitability				
Yield on Loans	11.4%	11.3%	12.3%	12.4%
Yield on Government Securities	11.4%	11.1%	11.5%	11.0%
Yield on Interest Earning Assets	10.7%	10.8%	11.0%	10.9%
Cost of Deposits	2.2%	2.2%	2.4%	2.4%
Cost of Funds	2.6%	2.6%	2.6%	2.7%
Net Interest Margin	8.1%	8.3%	8.5%	8.3%
Cost to Income Ratio (with provisions)	50.6%	46.7%	57.0%	52.8%
Cost to Income Ratio (without provision)	44.5%	45.6%	51.0%	50.4%
RoAE	28.0%	28.3%	22.3%	24.5%
RoAA	4.1%	4.3%	3.8%	4.1%
Asset Quality				
Cost of Risk	1.4%	0.2%	1.4%	0.6%
Leverage				
Loan / Deposit Ratio	71.9%	68.3%	72.9%	69.9%
Capital Adequacy Ratios				
Core Capital to Risk Weighted Assets	15.3%	14.6%	19.6%	18.3%
Total Capital to Risk Weighted Assets	16.1%	14.7%	20.4%	18.4%
Liquidity				
Liquidity ratio	54.4%	59.4%	51.1%	57.1%





### 2018 Outlook - Group

	Grou	ıp
	2018 Outlook	H1 2018 Actual
Loan Growth	10% - 15%	3.8%
Deposit Growth	5% - 15%	8.3%
Net Interest Margin	8.5% - 10%	8.3%
Non Funded Income Mix	42% - 45%	40%
Cost to Income Ratio	48% - 52%	50.4%
Return on Equity	22% - 25%	24.5%
Return on Assets	3.8% - 4.5%	4.1%
Cost of Risk	0.8% - 1.2%	0.6%
NPL	4% - 5.5%	8.4%
Subsidiaries Contribution (Assets)	25% - 30%	26%
Subsidiaries Contribution (PBT)	20% - 25%	18%





## **Appendix**

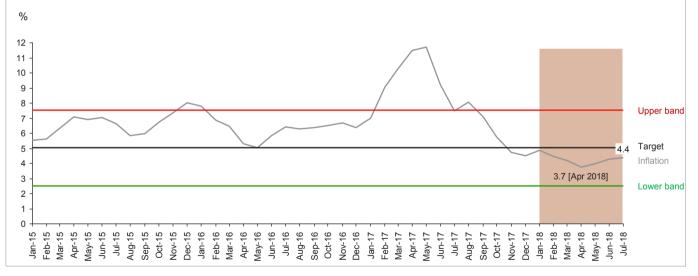






### Inflation - Kenya

- Inflation below the targeted rate and still within the targeted range for the whole of the year. Kenya posted a marginal increase to 4.35% from the most recent low level of 3.7% but the economy continues to defend the inflation recovery made towards end of 2017.
- There is expected bumper harvest & inflation is not expected to rise.

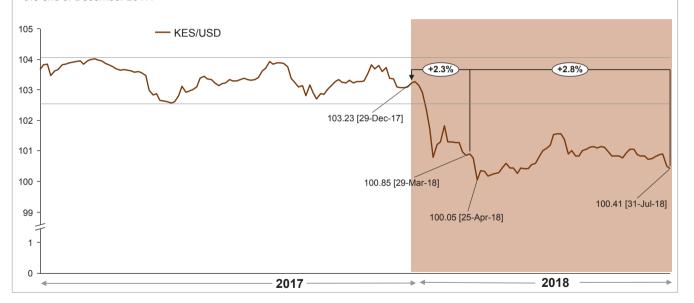






### Foreign Exchange - Kenya

Driven by easing of political rivalry and improved diaspora remittances the shilling is expected to remain relatively stable against the dollar. The Kenya Shilling has during the second quarter maintained the 2.3% gain achieved in the first quarter and added an extra 0.5% gain to close Jul 2018 with a cumulative gain on 2.8%. The shilling closed on Jul 2018 at KShs 100.41, from KShs 103.2 as at the end of December 2017.



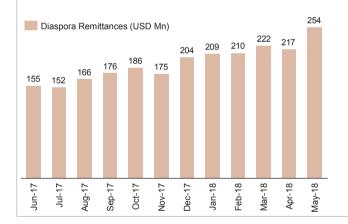


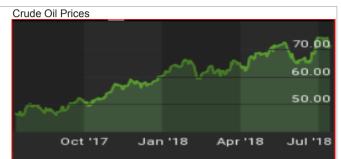
### Foreign Reserves - Kenya

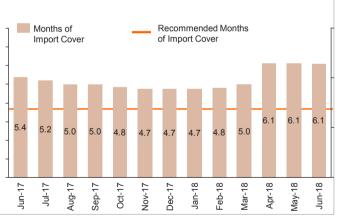
Although average prices of Crude Oil in the international markets have significantly recovered since Jun 2017 this threat is muted by the improving FX reserves thus aiding the Shilling to strengthen

Improving FX reserves is as a result of increase in Diaspora Remittances

FX reserves remain above the recommended 4 months.



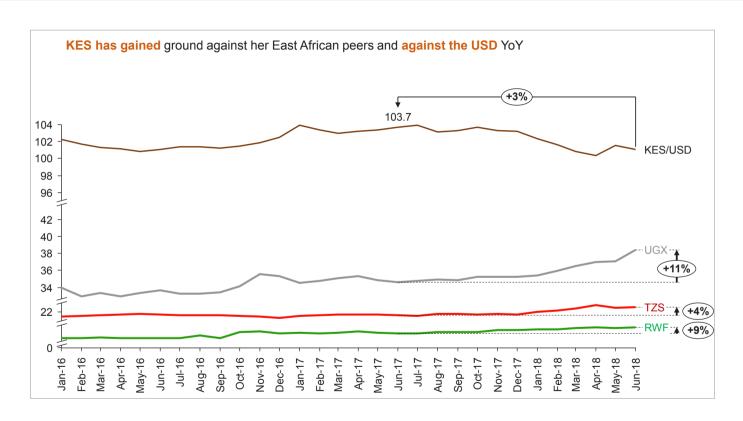






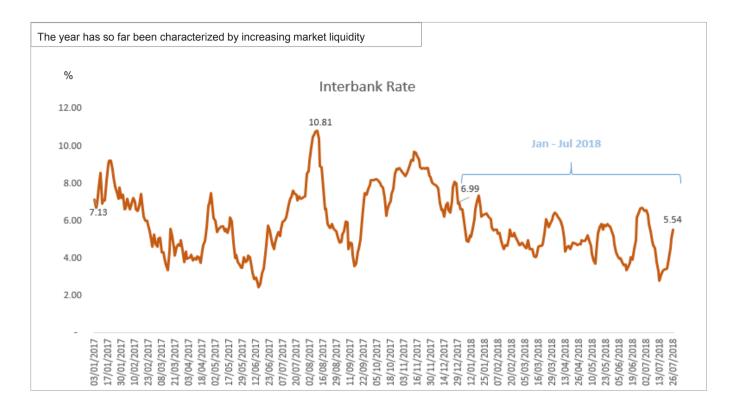


### **FX - Selected East Africa Countries**





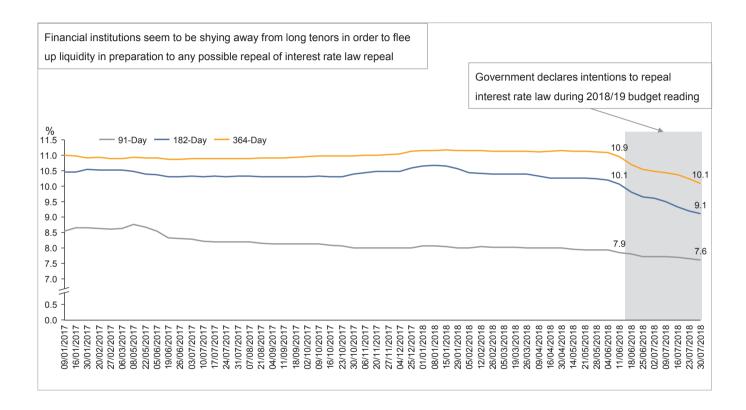
### Interbank Rates – Kenya Market Liquidity





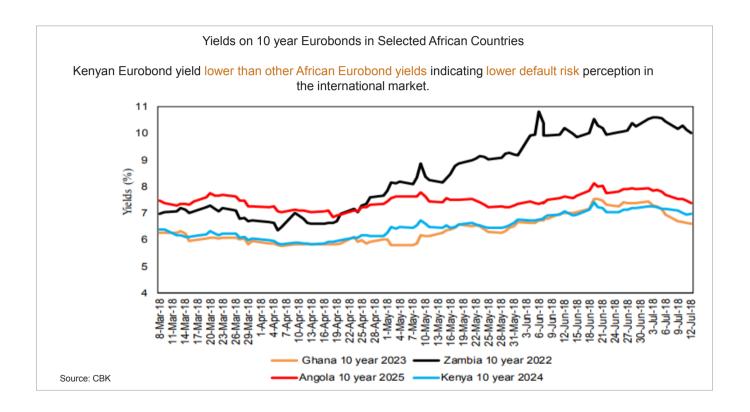


## Treasury Bill Rates – Kenya A Shift in Tenor Preference





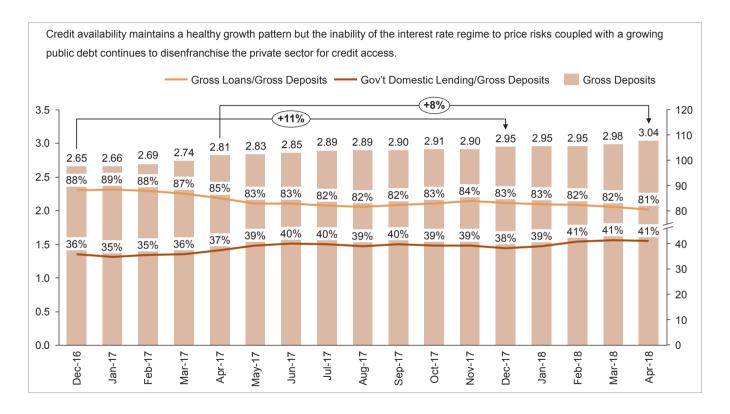
### International perspective on Kenyan sovereign risk





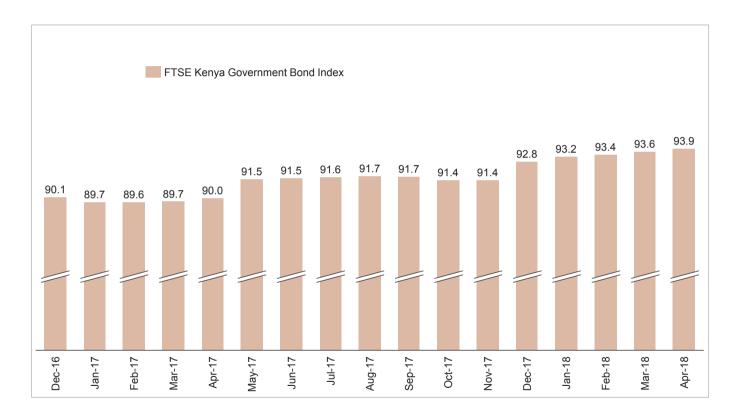


# Government & Private Sector Competing for Credit The making of a structural shift





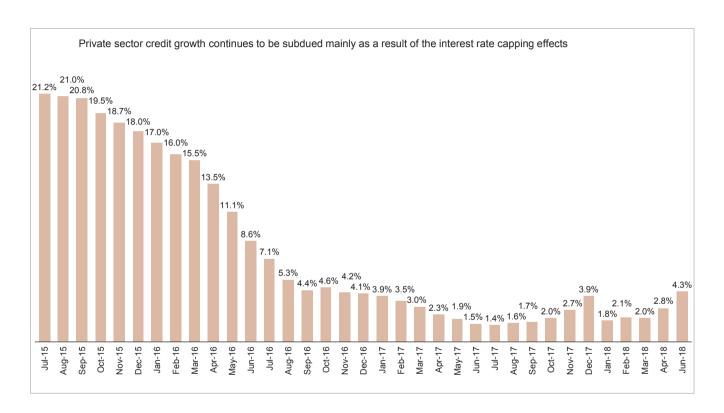
### **Kenya Government Bond Index**





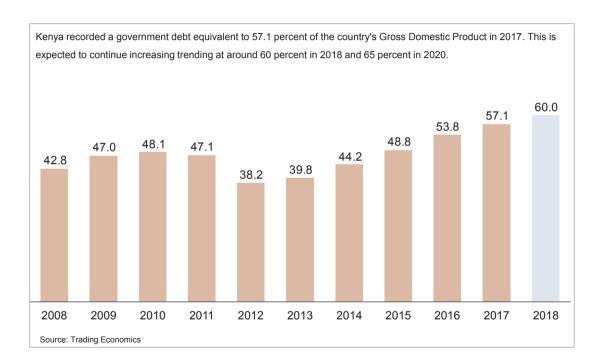


### **Private Sector Credit Growth Trend**





### **Debt to GDP**

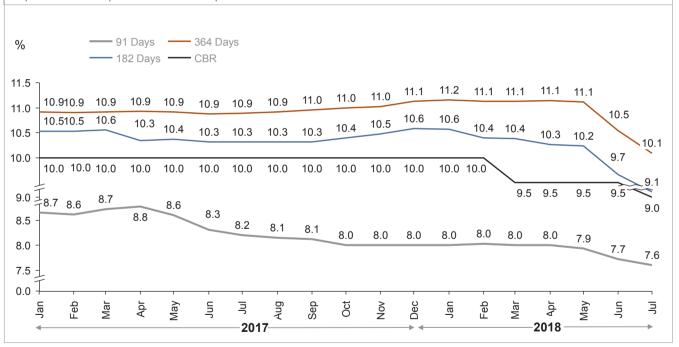






### Interest Rates - Kenya

The Monetary Policy Committee (MPC) met on 30th Jul and reduced the Central Bank Rate (CBR) by 50 basis point to 9.0% from 9.5% in a response to a below-potential economic output.





### **Global Interest Rates**

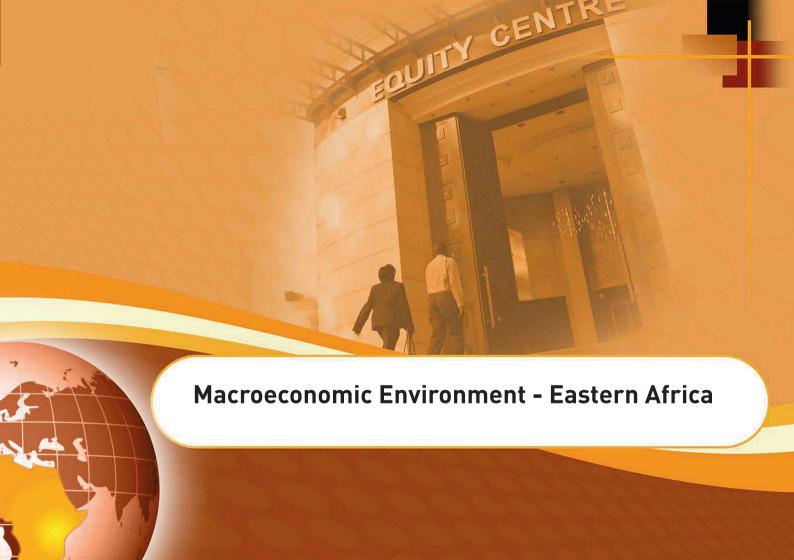
USD Interest rates continue maintaining a growth trajectory adding pressure to Net Interest Margins for Kenyan banks with USD Debt.

Equity Bank remains vigilant on its gross yields on USD Loans so as to adjust with any shift in cost of USD funds.











### 2018 Economic Outlook – East Africa

#### Uganda

- a) Economic performance generally remained strong in 2017 and is projected to reach 5.9% in 2018, up from 4.8% in 2017
- b) Both headline and core inflation declined to 2.1% and 1.7% respectively
- c) The Bank of Uganda CBR rate has been trending down for the last 2 years
- d) Private sector credit which remained subdued throughout FY2016/17 is beginning to show some signs of recovery
- e) The rate of non-performing loans across the banking sector has dropped from a high of 10.5% in December 2016 to a low of 5.6% in December 2017

#### Rwanda

- a) Rwanda's economy is expected to grow by 7.2 per cent in 2018 riding on the services sector, agriculture and a rebound in construction activities (IMF) up from 6.1 in 2017
- b) Inflation is expected to be around 5.0 percent in 2018, slightly up from 4.9 percent in 2017





### 2018 Economic Outlook - Eastern Africa

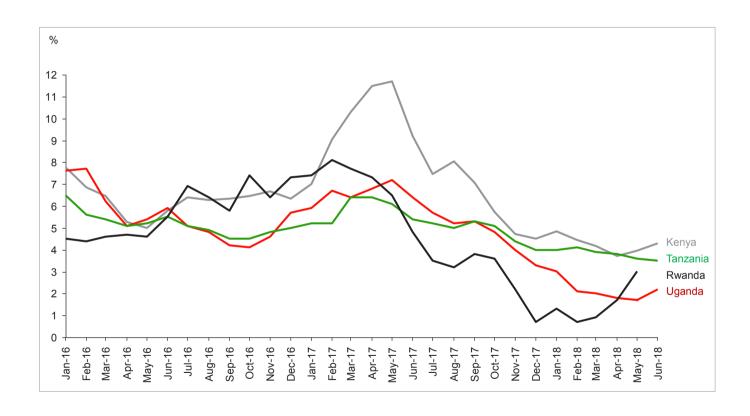
#### **Tanzania**

- a) Tanzania's GDP growth slowed to 6.8 percent in the first half of 2017 from a 7.7 percent expansion in the same period in 2016
- b) Inflation in Tanzania remains moderate and foreign exchange reserves have increased substantially
- c) In January 2018, the IMF stepped up its warnings against economic slowdown in Tanzania, saying the government needs to take urgent measures to reverse the downward trend.
- d) GDP data shows strong growth, but other high frequency data suggest a weakening of economic activity
- e) Tax revenue collections are lower than expected and credit growth has stagnated reflecting in part banks'
   rising non-performing loans (NPLs)
- f) low budget implementation, a challenging business environment,

#### **DRC**

- a) The economy is on track for a mild recovery. Economic growth is forecast growth of 3.3% in 2018,
- Mining output for key commodities including copper and cobalt expanded at a sharper pace in the January– February period
- c) High inflation and political uncertainty may weigh down on investment, consumption and output levels

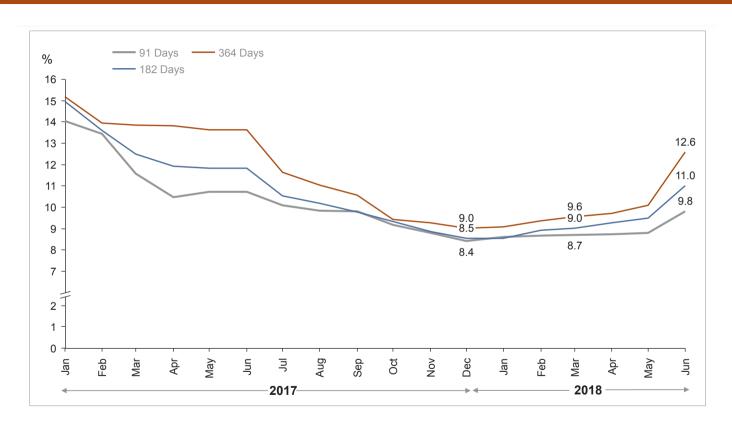
### Inflation - Selected East Africa Countries





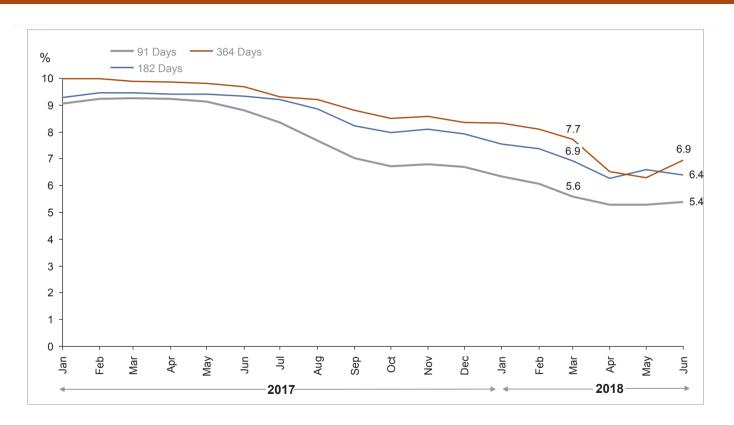


### Interest Rates - Uganda





### **Interest Rates - Rwanda**









### 2018 Economic Outlook

#### Inflation

Kenya's year-on-year inflation increased to 4.28% in June from 3.95% in May mainly due to higher prices of food and non-alcoholic beverages and housing and utilities. Economists forecast inflation to average 5.4% in 2018.

#### Foreign exchange rate

 The Kenyan shilling shot up in value against the USD amid renewed political stability, which has led to a resurgence in strong capital inflows; increased flow in Diaspora remittances & growth in tourism.

#### **Interest Rates**

- Interest rate capping has resulted in low interest rates and subdued private sector credit growth
- Proposed amendments to interest rate cap

#### **GDP**

- The macro-economic environment has improved with CBK projecting GDP growing at 6.2% in 2018, up from 4.8% in 2017
- Q1 2018 GDP growth at 5.7% compared to Q1 2017 GDP growth of 4.8%





### 2018 Economic Outlook

#### Political climate

- a) Positive political environment after the President and the leader of the opposition agreed to work together
- b) Enhanced and improved security after all travel advisories lifted
- c) Government focus on Big Four; low cost housing, manufacturing, food security & affordable universal health
- d) Recent crackdown on corruption has seen improved public and investors confidence

#### **Financial markets**

- a) Long term investors re-entering the market to take advantage of the valuations which are still historically low
- Improved investor expectations due to a macro economic environment characterized by low inflation & stable exchange rate

#### 2018/2019 Budget

- Big Four's budgetary allocation of over 400 Billion asserts the Government's commitment to the ambitious economic development plan.
- b) Establishment and budget financing on Kenya Mortgage Refinance Company, KMRC, to offer long term financing to financial institutions is expected to correct asset-liability mismatch as well as offer the much needed liquidity in the sector.





### Ring fencing the Big Four in 2018 National budget

#### Positive highlights

- Manufacturers will be allowed an effective deduction of 130% on electricity costs.
- Proposed repealing of Section 33D (interest rate capping) of the Banking (amendment Act) 2016.
- Collaboration and co-operation between the President and the Opposition to defeat corruption, negative ethnicity, tribalism and divisive politics
- Fiscal Policy Reforms: A combination of policy and administrative reforms targeted at boosting domestic
   revenue mobilization and reduce the fiscal deficit
- Prioritizing the Agriculture sector and enhancing food and nutrition security through various tax exemptions for the sector
- ICT Sector: VAT exemptions on parts for the assembly of computers thereby encouraging local assemblies of computers



#### **OUR INSPIRATION**

That when years turn our vision dim and gray,
we shall still see beauty in the tired wrinkles of our faces and shall take confort out of
the fact and knowledge that when we were given the opportunity, we did all we could to
empower our people to exploit opportunities and realise their full potential on the road to
economic prosperity.





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